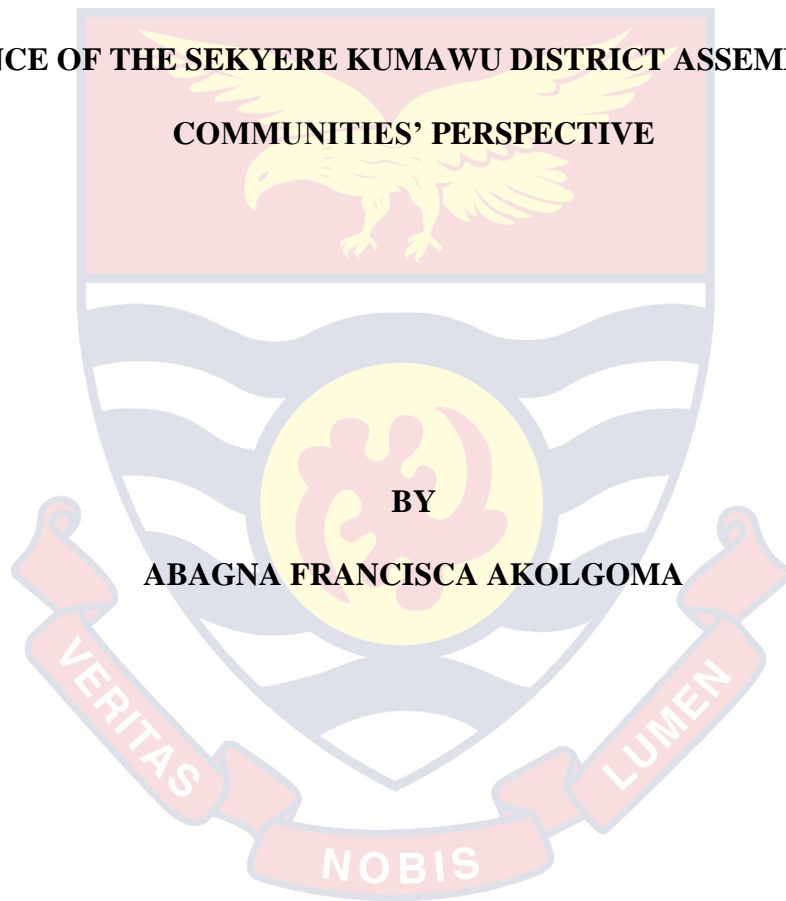


PRESBYTERIAN UNIVERSITY COLLEGE, GHANA

FACULTY OF DEVELOPMENT STUDIES

**PERFORMANCE OF THE SEKYERE KUMAWU DISTRICT ASSEMBLY FROM THE
COMMUNITIES' PERSPECTIVE**



BY

ABAGNA FRANCISCA AKOLGOMA

SEPTEMBER, 2019

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A dissertation submitted to the Department of Rural and Community Development of the Faculty of Development Studies, Presbyterian University College, Ghana in partial fulfillment of the requirements for the award of Master's Degree in International Development Studies

SEPTEMBER, 2019

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

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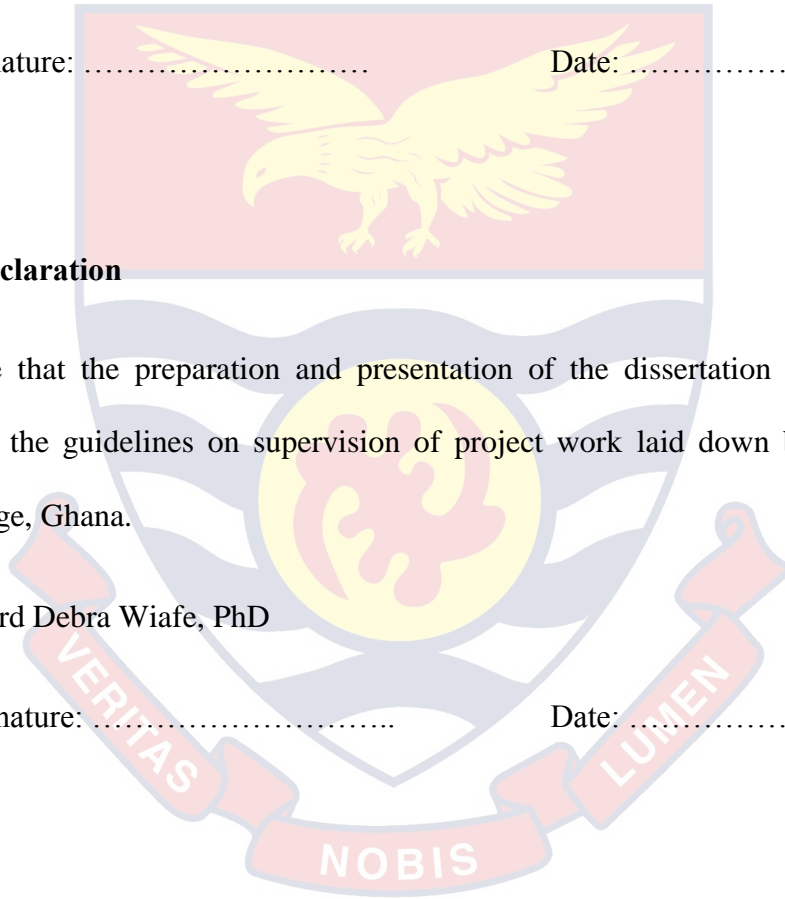
Candidate's Signature: Date:

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of project work laid down by the Presbyterian University College, Ghana.

Name: Dr. Edward Debra Wiafe, PhD

Supervisor's Signature: Date:



ABSTRACT

The Government of Ghana in 2008 introduced a Performance Based Grant System (PBG) called the District Development Facility (DDF) as part of its efforts to improve the performance of District Assemblies. The research sought to assess the Assemblies overall performance, the most performed and the least performed sectors of the Assemblies, the sectors that the respondents think the Assemblies should direct their investment to and the factors that hinder community involvement in the assessment of the Assemblies, using the Sekyere Kumawu District Assembly as a reference point. The research employed the random and convenient sampling techniques to collect data from 396 respondents on their opinion of the performance of the Assembly. The research found that the general performance of the Assembly was average with 67.4 percent. The Assembly's most performed sector was agriculture recording 59.3 percent, with the communication sector being the least with 29 percent. The results revealed that the community thinks the Assembly should focus its attention on water, education and health sectors even though the Assembly performed well in those sectors. The community also proposed regular community meetings and sensitization of the community on the assessment process of the Assembly as measures to ensure their involvement in the assessment process. In conclusion, it is evident from the findings that the community disagrees with the Assembly's performance under the FOAT Assessment. While the FOAT scored the Assembly as high as over 96 percent, the Community gave the Assembly only a little above average (67.4%). Recommendations have therefore been made to the District Assembly and responsible institutions to involve the communities in subsequent assessment of the Assemblies.

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I also acknowledge the District Chief Executive, the District Co-ordinating Director and the District Planning Officer of the Sekyere Kumawu District Assembly for granting me permission to conduct the research in the District and providing information for the District Profile.

I also wish to thank the National Co-ordinator of the District Development Facility for providing the information on FOAT VI and VII which aided in the analysis.

My utmost gratitude goes to all my respondents without whose information this work would not have been completed.

Finally, I am grateful to my research assistants and all those who assisted me in various ways to make this work a success.

DEDICATION

This work is dedicated to my late father.



ACRONYMS

PBG	-	Performance Base Grant System
PMS	-	Performance Management System
FOAT	-	Functional Organizational Assessment Tool
DPAT	-	District Performance Assessment Tool
DDF	-	District Development Facility
CSC	-	Community Score Card
CRC	-	Citizen Report Card
MMDAs	-	Metropolitan, Municipal and District Assemblies
DACF	-	District Assemblies Common Fund
AAP	-	Annual Action Plan
MTDP	-	Medium Term Development Plan
DPCU	-	District Planning Co-ordinating Unit
DLT	-	District League Table

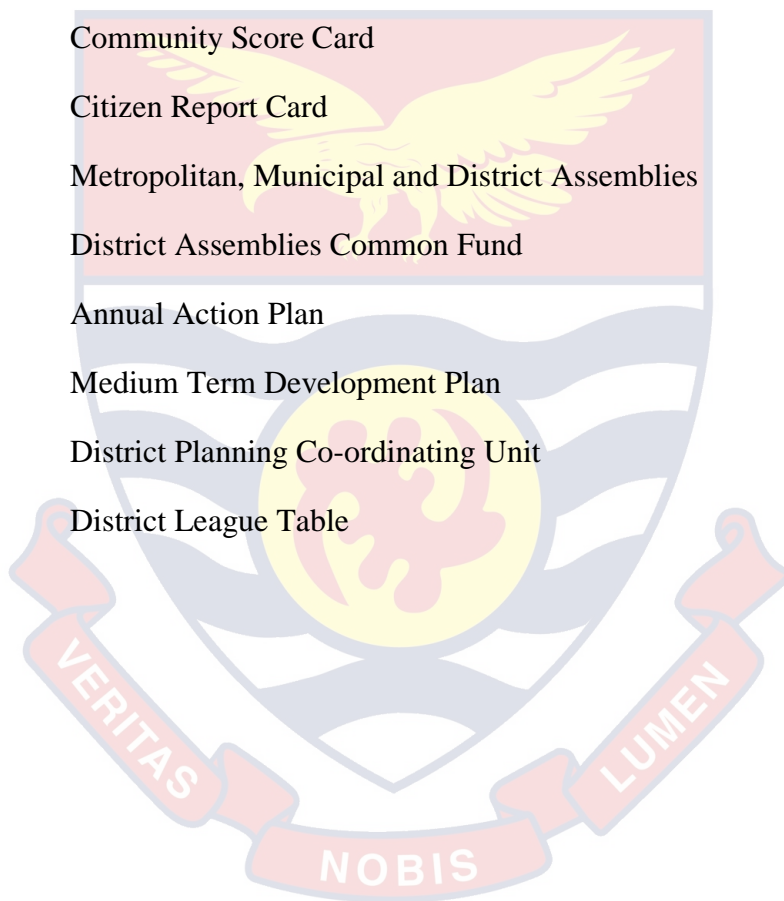


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CHAPTER ONE

INTRODUCTION

Background to the Study

Fordjour (2011) defined decentralization as the transfer of political authority, resources and personnel from the national level to sub-national jurisdictions of government and local levels. Decentralization is widely lauded across the globe as a key component of good governance and development. Sana (2011) observed that, the term attracted attention in the 1950s and 1960s when British and French colonial administrations prepared colonies for independence by devolving responsibilities for certain programmes to local authorities. The report stated that, decentralization came to the forefront of the development agenda in the 1980s alongside the renewed global emphasis on governance and human-centered approaches to development. Today, both developed and developing countries are pursuing decentralization policies. The First Global Report of the United Cities and Local Governments (2007) showed that, in the last twenty years, decentralization has established itself as a political and institutional phenomenon in most countries around the world. These countries have local authorities, consisting of local assemblies elected by universal suffrage and an executive, both of which are expected, to different degrees, to respond to their citizens.

The United Cities and Local Governments First Global Report (2007) noted that, in Africa in general, and Ghana in particular, decentralization is now at the heart of government business and on-going reforms. Since the 1990s, there has been sustained progress of democratization across the whole region. Practically all stable countries have carried out substantial public sector and state reforms, including the implementation of decentralization reform policies. The report also showed that although there are often different territorial levels, the basic local government unit is

the “district” or “local government” in Anglophone countries and the “*commune*” in francophone countries. In many African countries, decentralization is focused on the development of local political and administrative leadership and building the technical capacity of local governments to deliver on poverty reduction and achieving the Sustainable Development Goals (SDGs). Ayee and Amponsah (2002) cited in Ekpeh (2012) gave a more elaborate account of Ghana’s decentralization process. They noted that decentralized governance in Ghana began with the introduction of Indirect Rule by the British Colonial Authorities in 1878 when Native Authorities (a council of traditional chiefs) carried out decisions of the British government through district commissioners to the indigenous people in the Gold Coast.

In 1952, a new form of decentralized authority based on the recommendations of the Watson Commission (1948) and the Coussey Committee (1949) as cited in Rahman (2007) was introduced. Ayee and Amponsah (2002) cited in Ekpeh (2012) noted that the local government councils were composed of two-third elected membership and one-third chiefs with paramount chiefs as presidents of the councils. Several attempts were made in 1974 and 1978 to further decentralize the public administration system in Ghana but the decentralization process was short-lived because of a coup d’état in 1979 led by Flight Lieutenant Jerry John Rawlings.

According to Munawwar and Koranteng (2007; 2010), indicated that the current Decentralization Policy in Ghana was initiated in 1988 by the PNDC Law 207 which introduced the District Assembly System of local government. This policy was lifted to a higher level by Article 240 (1) of the 1992 Republican Constitution of Ghana which provides for “Decentralization and Local Government” that creates a framework for citizens’ participation in decision-making and local governance. This participation, however, does not seem to be very effective, particularly when it

comes to assessing the performance of the decentralized agencies at the Metropolitan, Municipal and District Assemblies (MMDAs) level in Ghana.

Problem Statement

One aim of Ghana's decentralization policy is to promote popular participation in decision making processes by ensuring that local government service providers get closer and accountable to the citizenry (Ayee, 2008) cited in (Hamza,2014).Performance of local government has become a matter of concern for ordinary citizens, civil society organizations, local politicians and the central government as a whole. (Adam, 2012). Over the years, various tools have been used to assess the performance of Metropolitan, Municipal and District Assemblies. Some of these tools include the Community Score Card (CSC), the Citizen Report Card (CRC), the District League Table (DLT) and the Functional Organization Assessment Tool (FOAT), now known as the District Performance Assessment Tool (DPAT).However, in Ghana, the latter two tools have been dominantly used to the neglect of the first two.

The Community Score Card and the Citizenship Score Card are tools used to assess the performance of MMDAs on quarterly and annual basis. These tools create an opportunity for the citizenry to participate in the assessment process of their respective Assemblies. However, these tools are hardly used by most Assemblies, including the Sekyere Kumawu District Assembly in the Ashanti Region of Ghana.

The District League Table (DLT), an independent tool for promoting social accountability was initiated by the UNICEF Ghana and the Ghana Centre for Democratic Development (CDD, Ghana) in collaboration with the Ministry of Local Government and Rural Development in 2014. Practically, the District League Table ranks all districts in Ghana by their level of social

development and service delivery based on selected indicators (UNICEF, CDD-Ghana and CSPA, 2018/2019). The District League Table ranks districts in terms of service delivery in key social sectors such as health, education, security, governance, water and sanitation. (Scheld, 2019).

The Government of Ghana in 2008 introduced a Performance Based Grant System (PBG) called the District Development Facility (DDF) as part of its efforts to improve the performance of District Assemblies. Under this mechanism, District Assemblies were assessed on agreed indicators on yearly basis using the Functional Organizational Assessment Tool (FOAT). (MLGRD-Operational Manual for FOAT, 2010). However, unlike the District League Table which ranks districts base on service delivery, the FOAT mechanism has mainly concentrated on checking the MMDAs compliance with administrative procedures that they are required to follow in the performance of their functions. (Gato, 2010). The District Planning and Coordinating Unit (DPCU) has been the main provider of information for the assessment (Gato, 2010). Few measures have been put in place to prevent the forging of documents prior to the assessment and as such, evaluation may not reflect a yearlong practices but rather an Assembly's ability to produce documents at the time of the assessment (Gato, 2010). Radnor (2008) cited in Hamza (2014) cautioned against overemphasis on performance targets. He argued that government officials in their quest to meet performance targets tend to manipulate performance information in their favour. Similarly, a report by Gato (2010) captured a Co-ordinating Director remarked "We need to pass this evaluation or we will be hot and the community will not be happy". This shortcoming in the design according to Radnor (2008) cited in Hamza (2014), may lead to Assemblies scoring marks that do not reflect their true performance.

Although the FOAT assessment tool has been used for the past ten years to assess the performance of the Assemblies, little research has been conducted on the actual performance of

the Assemblies in relation to service delivery. As indicated in Gato (2010), there was no provision in the FOAT assessment tool that allowed for the community members to make inputs into the assessment process. The study therefore presents an opportunity for future tools to involve the community members in the assessment process of their respective Assemblies. Also, the study will serve as a source of reference to future researchers who might want to conduct the same or similar research in the same or different district.

Objectives

The main objective of the study is to assess the performance of the Assembly from the communities' perspective as against its performance under the FOAT mechanism using the Sekyere Kumawu District Assembly as a reference point.

Specifically, the research seeks to:

- i. assess the Assembly's overall performance in all sectors from the communities' perspective;
- ii. establish the most performed and the poorly performed sectors of the Assembly's economy from the communities' perspective;
- iii. examine from the citizenry's perspectives which sectors the Assembly should direct its investment to; and,
- iv. Identify the factors that hinder community involvement in the assessment of the performance of the Assembly from the communities' point of view.

Research Questions

As a guide to help focus the research properly, the following broad questions were posed:

- i. What is the Assembly's overall performance in all sectors from the communities' perspective?
- ii. What is the most performed and the poorly performed sector of the Assembly's Economy from the communities' perspective?
- iii. What should be the prioritized investment sectors by the Assembly from the communities' perspectives? and,
- iv. What are the factors that hinder community involvement in the assessment of the performance of the Assembly from the communities' perspective?

Significance of the Study

As stated earlier, the MMDAs were established to champion local development at the grassroots level. That is, to translate government policies emanating from the national level into actionable activities and implement same in the best interest of the people. The hope is that, when these policies are properly designed in line with the needs of the people and implemented well, then there would be improvement in the socio-economic lives of the people. It appears that some of the Assemblies have no idea how the citizenry, the actual beneficiaries of their work, perceive their performance since the adopted mechanisms for assessing their performance (FOAT) do not make provision for the communities' input to help focus their development efforts (Gato, 2010). Therefore, this research is significant because it will serve as a guide to policy makers and policy implementers, particularly at the MMDAs level, so that their development strategies are tailored towards improving on the areas where they are falling short from the perspectives of the citizenry.

It will also help bring out how the people feel about the performance of the MMDAs and by doing so will help expose some of the weaknesses of the Assemblies so that they can redirect their efforts towards satisfying the true needs of the people. In addition, the study, will also serve to add to existing literature on the performance of MMDAs in Ghana and the importance of adding the citizenry's perspective in assessing the performance of MMDAs.

Delimitations of the Study

The study was organized in the Sekyere Kumawu District of the Ashanti Region of Ghana

Limitations of the Study

The research encountered the following constraints; the research could not delve deeper into specific individual sectors of the District's economy due to the broad sectoral perspective that the study set out to establish and the limited period used for the; also, the study covered only one district out of the 43 MMDAs in the Ashanti Region and 260 in the country. It is therefore difficult to make conclusive generalizations that the situation in the Sekyere Kumawu District reflects what pertains in all other districts in the region or country.

Organization of the rest of the Study

The research is grouped into five chapters. Chapter one which introduces the research captures the background to the study, the problem statement, the main and specific objectives of the study, research questions to be answered, significance of the study, limitations and delimitation.

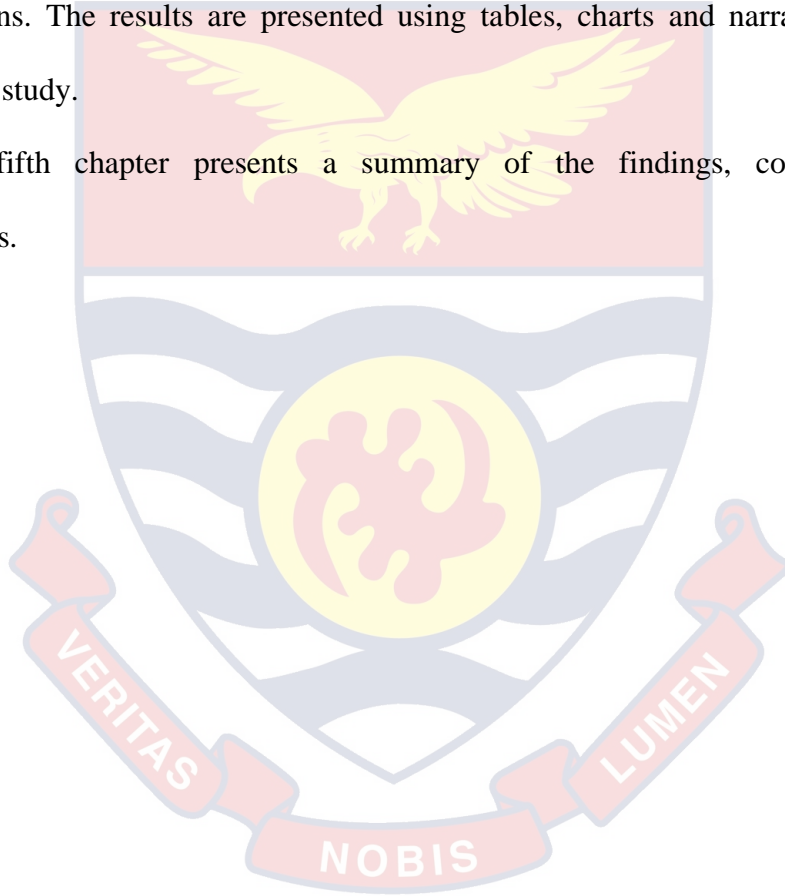
The second chapter seeks to review the relevant work that others have written on the key areas of the study. It captures an overview of the Local Government System of Ghana, the legal

framework of Ghana's decentralization policy and an overview of performance assessment of MMDAs.

Chapter three gives a brief description of the study area and the methods used to collect and analyze the data. It covers the research design, sample size, sampling procedures, instrumentation, ethical consideration, and data collection techniques and data analysis strategies.

The fourth chapter provides the results and findings of the study and analyzing them based on the research questions. The results are presented using tables, charts and narratives based on the objectives of the study.

The last and fifth chapter presents a summary of the findings, conclusions and the recommendations.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter of the study focuses on reviewing relevant literature on the key areas of the study. Details of the chapter are presented below.

Overview of Local Government System in Ghana

Ayee (2008) cited in Hamza (2014) revealed that, the root of the current Local Government system in Ghana originated from the decentralization policy that was introduced by the military government of the PNDC between 1981 and 1992. The policy was part of the Structural Adjustment Programmes (SAPs) that were implemented to reform the public sector of many developing countries in the 1980s. Today, local government authorities are constitutionally recognized as the highest political, administrative and planning authorities at the sub-national level. They perform deliberative, legislative and executive functions.

The Structure of Local Government Administration in Ghana

Local governments in Ghana are classified on the basis of population size as Metropolitan (a local government for a defined geographic area with population over 250,000), Municipal (a 'one-town assembly' with population ranging from 95,000 – 250,000 and District (a local government authority for a group of settlements with a minimum population of 75,000 and maximum of 95,000) (Hamza, 2014). Currently, there are 260 Metropolitan, Municipal and District Assemblies in Ghana. These Assemblies operate on the principle of decentralization aimed at deepening participatory democracy; coordinating local economic development; implementing national

poverty reduction objectives, and recently contributing towards the achievement of the Sustainable Development Goals.

The Local Government Structure of Ghana

The current local government structure of Ghana consists of the Regional Coordinating Councils (RCCs), four-tier Metropolitan Assemblies and three-tier Municipal/District Assemblies. Below the MMDAs are the sub-district structures namely; Sub-Metropolitan District Councils, Urban/Zonal/Town/Area Councils and Unit Committees (Friedrich Ebert Stiftung Ghana, 2016).

Figure 1 depicts the current local government structure of Ghana.

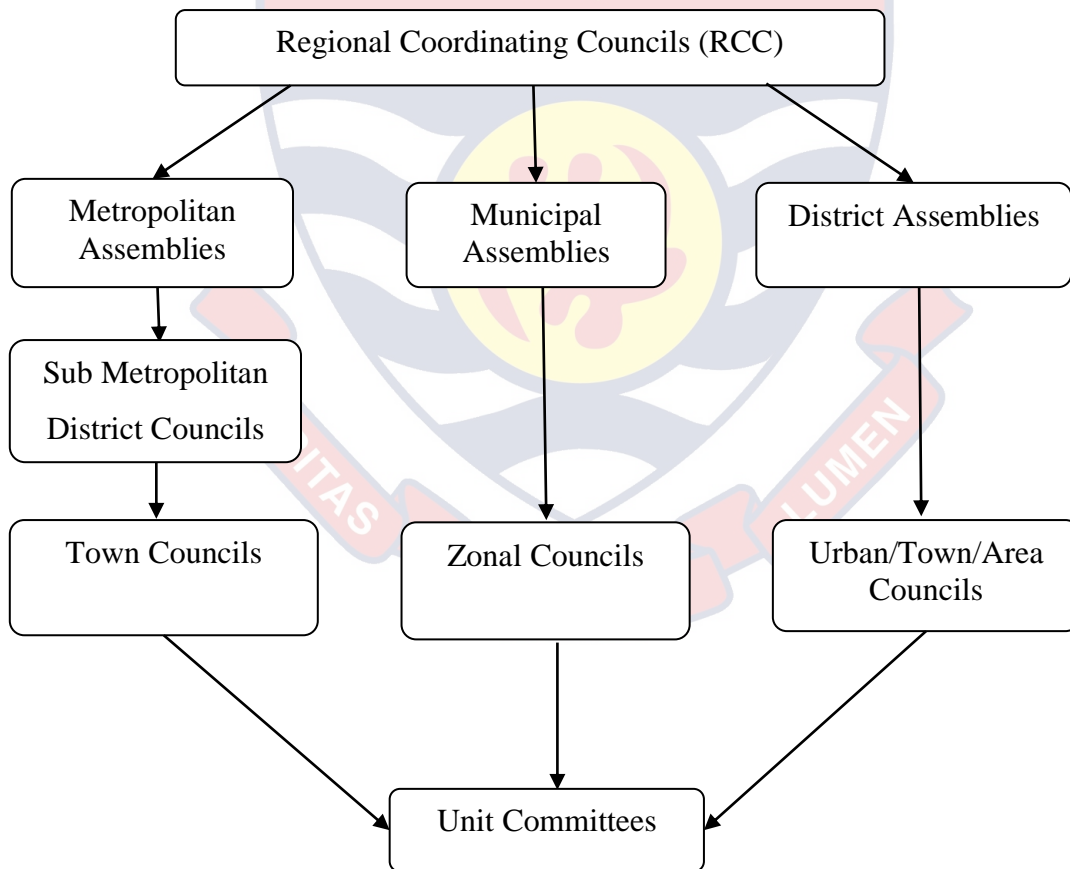


Figure 1: Local Government Structure of Ghana

Source: Friedrich Ebert Stiftung Ghana (2016)

Legal Framework of Decentralization in Ghana

Despite concerns about the limited impact of sub-national structures, interests in the performance of local government authorities continue to be driven by constitutional mandates that empower them to facilitate the country's development from a bottom-up perspective. Chapter 20, Article 240 of the 1992 Republican Constitution of Ghana states that 'Ghana shall have a system of local government and administration which shall, as far as practicable, be decentralized'. This constitutional provision is reinforced by the Local Government Act, 1993 (Act 462) and the amended Local Governance Act, 2016 (Act 936) which further define the powers, scope and functional responsibilities of the Metropolitan, Municipal and District Assemblies to include deliberative, legislative and executive functions. According to section 12 of the Local Governance Act, 2016 (Act 936) Assemblies in Ghana are responsible for the overall development of the district and shall, through the Regional Coordinating Council, ensure the preparation and submission for approval of: – district development plans to the National Development Planning Commission, and – the district budget for approved plans to the Minister responsible for Finance; formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district; promote and support productive activities and social development in the district and remove any obstacles to initiative and development; initiate programmes for the development of basic infrastructure and provide municipal works and services in the district; responsible for the development, improvement and management of human settlements and the environment in the district; responsible for the maintenance of security and public safety in the district; and ensure ready access to Courts in the district for the promotion of justice.

The District Assemblies Common Fund (DACF)

The District Assemblies Common Fund (DACF) was established in 1993 to provide financial resources to all local governments (Appiah-Agyekum, Danquah & Sakyi, 2013). Article 252 of the 1992 Constitution of Ghana and Section 12(1) of the Local Governance Act, 2016 (Act 936) mandates Parliament to make allocation of not less than five percent (5%) of total revenue of the country to the District Assemblies Common Fund to implement programmes and projects in the various MMDAs (Benjamin Mensah, 2019). Fiscal transfers from the DACF are made to local governments in quarterly installments to enable them carry out their planned activities.

The 1992 Constitution and Local Involvement in Local Governance

The 1992 Constitution of Ghana provides in Article 240 (1) (d) and (e) that as far as practicable, persons in the service of local government shall be subject to the effective control of local authorities; and ensure the accountability of local government authorities, people in particular local government areas shall, as far as practicable, be afforded the opportunity to participate effectively in their governance. The importance of the citizen's involvement in the development process cannot be overemphasized. The involvement of the people in development planning and implementation enables the formulation of realistic plans that are in line with local circumstances and conditions. This helps to build a sense of ownership among the participants and ensure the sustainability of projects (Sana, 2011). Beyond offering one's self for election and taking part in the election of members to the Assembly and its structures, citizens' support for the system is important, hence the need for citizens and officials to interact more frequently to enable the citizenry provide ideas for the formulation of policies (Ekpeh, 2012). In fact, this interaction must not just end at the policy formulation and implementation stage, but also in the process of holding

the Local Authorities and for that matter the implementing officials accountable for how well or poorly they have implemented the policies. The credibility of these institutions becomes questionable without ensuring accountability and this endangers the effective participation of the local people in the socio-economic development of their communities.

Overview of Performance Assessment of MMDAs

From 1982 when the PNDC government declared its vision of decentralization in a 11-point Decentralization Programme (Mohan, 1996), to 1993 when the Local Government Act, 1993 (Act 462) was enacted under the 1992 Constitution, there was still no holistic examination of the performance of local government authorities, despite their long existence. None of the possible methods of assessing the performance of local governments had ever been fully utilized (Hamza, 2013). Therefore, given the inability of the variously experimented instruments to yield the expected dividends of ensuring effective and efficient performance of Local Authorities, the Government of Ghana in 2008, introduced an initiative to improve the performance of local governments, particularly with respect to efficiency, accountability, and the provision of basic essential services. At the heart of this initiative was a Performance Based Grant (PBG), known as the District Development Facility (DDF).

The District Development Facility (DDF)

The DDF is a fund established by the Government of Ghana supported by the Canadian International Development Agency (CIDA), Danish International Development Agency (DANIDA), the German Development Bank (KfW) and the French Development Agency (AFD). The DDF makes funds available to local governments that comply with rules, regulations and

policies linked to the performance of their mandates. This fund became an important source of additional funds for the MMDAs to plan, undertake or implement development projects and programmes. However, the Assemblies could only receive funds from the DDF after their performance had been assessed by consultants to the Ministry of Local Government and Rural Development (MLGRD), using performance indicators embodied in a diagnostic instrument called the Functional Organizational Assessment Tool (FOAT). The tool also identified the capacity gaps that impeded the performance of Local Authorities to justify the need for some support for capacity building for local governments. Assemblies that performed satisfactorily were rewarded with financial resources from the DDF to implement their Medium-Term Development Plans (MTDPs) and Annual Action Plans (AAPs) (MLGRD – Operational Manual for FOAT, 2010). The assessment, was conducted annually, and was intended to ensure that local governments complied with existing legal and regulatory frameworks linked to the administration of their areas, and as a result, the evaluation criteria were largely driven by statutory obligations and functional responsibilities assigned to the Assemblies by the Local Governance Act 2016 (Act 936), and other local governance statutes to the neglect of the communities' perspective (Akudugu, 2012). The performance indicators were derived from the core functions of local government authorities which captured a variety of internal organizational processes, but were less effective in monitoring service delivery (output/outcome) variables (Hamza, 2013). The actual assessment under the FOAT system was broken down into Minimum Conditions (MCs) which MMDAs needed to fulfill in order to qualify to access the Basic Grant component of the DDF. The Minimum Conditions were as follows; minimum number of General Assembly meetings held; meetings of Sub-committees/Public Relations and Complaints Committee; composition and functionality of District Planning Coordinating Unit (DPCU); Composite Budget prepared based

on composite Annual Action Plan (AAP); AAP of MMDA formulated based on Departmental AAPs; approval of the budget; functionality of Budget Committees; preparation and submission of monthly reports/Annually Financial statements; no adverse audit comments bothering on financial irregularities; District Procurement Plan prepared based on Public Procurement Amendment Act 2016 (Act 914); progress reports submitted on implementation of AAP; and the inclusion of key stakeholders in plan implementation, monitoring and evaluation (Akudugu, 2012).

Information Providers under the FOAT Assessment

The FOAT assessment mechanism mainly concentrated on checking the MMDAs compliance with administrative procedures that they were required to follow in the performance of their functions. The District Planning Coordinating Unit (DPCU) was the main provider of information for the assessment under the FOAT system (Gato, 2010) and therefore, the very officials in the MMDAs whose performance were being assessed were the ones who solely provided the information.

Also, evaluation was not based on routine practices but rather on the capability of an Assembly to develop and produce documents at the moment of the assessment. This had the tendency of making some Assemblies forge documents just to meet the assessment criteria (Randor, 2008). The consequence of this arrangement is that, sometimes an Assembly can emerge as first in the assessment process yet the people who lived in the District might not be satisfied with the performance of the Assembly. These dissatisfactions could be registered in various forms such as violence attacks on people and government property, the unwillingness of the people to pay local taxes resulting in the continuous dependence on the central government transfers as a major

source of revenue (Ekpeh, 2012) among other actions. The assessment of the performance of District Assemblies on technical indicators that failed to capture the views of the beneficiaries of local government services is thus inadequate. According to Akudugu, (2012), the Functional Organizational Tool does not provide any set of indicators to measure the performance of the District Assemblies from the perspective of the local residents. He argued that even though decentralization may create powerful incentives for the local residents to participate in local political process, management of local government officials and fostering of local accountability are prerequisite for effective local government performance. This explains why it is imperative to obtain the views of the local residents in the various District Assemblies in order to appreciate their views regarding the performance of the Assemblies. The assessment of the performance of District Assemblies on technical indicators that failed to capture the views of the beneficiaries of local government services is thus inadequate. The indicators used for the FOAT assessment are developed in Accra by technical experts without consulting the local residents who are the direct beneficiaries of the services of the District Assemblies. Evaluation like this nature results in one-sided view of performance (from the technical point of view (Akudugu, 2012).

Other Assessment Mechanisms that have been used

Aside the FOAT system, a few other performance evaluation instruments have also been implemented by the government namely, the District League Table, the Performance Management System and currently the District Performance Assessment Tool which is to be implemented this year (2018). These instruments are briefly explained as follows:

District League Table

Six years after implementation of the FOAT, the District League Table (DLT), an independent tool for promoting social accountability was initiated by UNICEF Ghana and the Ghana Centre for Democratic Development (CDD, Ghana) in collaboration with the Ministry of Local Government and Rural Development in 2014. The DLT is a simple ranking tool showing national progress towards delivering development across all MMDAs in Ghana (UNICEF Ghana, CDD-Ghana, 2016). The DLT focuses on Ghana's actual progress in improving development and wellbeing across the country as a whole, breaking down the indicators to the District level. Key District indicators are aggregated into an index which then allows Districts to be ranked from first down to the last place in terms of level of development. MMDAs under the DLT are assessed on six main indicators namely district BECE pass rate; community certification to open defecation; coverage of rural water supply; skilled attendant at delivery; coverage of Police Services; and FOAT performance measures (UNICEF Ghana, CDD-Ghana, 2016).

Performance Management System (PMS)

In 2015, the Local Government Service also developed a Performance Management System (PMS) to evaluate performance of staff in the service. The PMS involves the use of two instruments namely Performance Management Contract (PMC), which is signed between Regional Ministers (RMs) and Regional Coordinating Directors (RCDs) and also between District Chief Executives (DCEs) and District Coordinating Directors (DCDs); and Performance Appraisal System (PAS) signed between staff and their respective Heads of Department (LGS: Performance Contract between MMDCEs & MMDCDs- 01/01/2016 to 31/12/2016). Under the (PAS), performance is measured based on individual targets set from agreed Key Performance

Areas (KPAs) drawn from the employee's Job Description. After 10 years of implementing the FOAT, Government decided to mainstream the positive practices of the DDF through lessons learnt from FOAT, into the District Assemblies Common Fund (DACF) through the responsiveness factor, with a new assessment tool known as the District Assembly Performance Assessment Tool (DPAT).

District Performance Assessment Tool (DPAT)

The DPAT is a diagnostic instrument for assessing the performance of MMDAs and for determining the allocation of the DACF Responsiveness Factor Grant (RFG) to MMDAs (MLGRD – Operational Manual for DPAT, 2018). The Minimum Conditions (MCs) that MMDAs are required to fulfill in order to qualify to access the District Assemblies Common Fund (DACF) under the DPAT are similar or the same as the MCs used for the FOAT. It is obvious from the above discussions and reviews that the interest in public sector accountability and performance has a long history. In many jurisdictions, performance evaluation has become a standard framework designed to encourage goal-driven performance by tracking successes and or failures of organizational strategies and overall performance (Kaplan & Norton 1992; 2000) Measurement of satisfaction data provides feedback to government because the concerns of citizens can be used to hold governments accountable to the public (Wholey & Hatry 1992; Roch & Poister, 2006). For instance, one can cite the Afro-barometer which uses surveys to mobilize public opinion about government performance and also the District Oversight Committee concept that was introduced by the Governing Council of the Africa Peer Review Mechanism (GC-APRM) in Ghana (Hamza, 2013). Members of the committee represent different interest groups who receive hands-on-training to undertake satisfaction surveys. This helps them to elicit popular opinion

about local government performance based on the four key themes of the APRM (Democracy and Good Political Governance; Economic Governance and Management; Corporate Governance and Socio-economic Development). Such surveys are capable of equipping local governments with information that clarify public aspirations and expectations which the former could use to sharpen their processes, policies and programmes to improve the quality of their services (Howard, 2010). Perceptions about citizen's satisfaction also serve as indicators for determining the publics' trust in government and can possibly be used as a proxy measure of good governance (Bouckaert & van de Walle 2003; Yang & Holzer, 2006).

The motivation for this research is therefore that, while the literature is replete with information and conclusions on the need to involve the citizenry in assessing the performance of the MMDAs, and there is a virtual consensus that accountability of public officers cannot be guaranteed if the citizenry is not involved in assessing their performance. Radnor (2008) cited in Hamza (2014), little efforts have been made on the ground to test the views that the people have about the performance of MMDAs in Ghana. The literature is lacking information on the citizens' perspectives on how the Assemblies are performing (Gato, 2010). And unfortunately, the major instrument that has been used over the last decade, the FOAT mechanism, has focused mainly on administrative procedures at the expense of the citizenry's perspective, an important gap that needs to be bridged (Gato, 2010). Therefore, given that the FOAT system is gradually giving way to a new assessment mechanism, the District Assembly Performance Assessment Tool (DPAT), it is important that a comparative study is done to establish empirical evidence from the ground by way of a survey to guide the formulation of future instruments for assessing the performance of MMDAs. It is hoped that the findings and recommendations of this study would help identify what the strengths and weaknesses of the MMDAs in terms of the quality of their service delivery

and to inform them as to what the exact needs of the citizenry are so that they can refocus their attention to satisfying those needs.



CHAPTER THREE

METHODOLOGY

Introduction

The chapter gives a brief description of the study area and the methods that were adopted to collect and analyze the data. It covers the study area, research design, sample size, sampling procedures, instrumentation, ethical considerations, and data collection techniques and data analysis strategies.

The Study Area

Legislative Instrument

The Sekyere Kumawu District (formerly the Sekyere Afram Plains District) was carved out of the Sekyere East District in 2008 by Legislative Instrument (LI) 1838. In 2012, the District was split into two; with the original Sekyere Afram Plains District assuming the Name ‘Sekyere Kumawu District’ by Legislative Instrument (LI) 2060, and the new District maintaining the name ‘Sekyere Afram Plains District’. (District Profile –Sekyere Kumawu District Assembly, 2017).

Location and Size

The District is situated in the North Eastern part of the Ashanti Region and shares boundaries with Sekyere Central District to the North, Sekyere East District to the West, Asante Akim North District to the South and Sekyere Afram Plains District to the East. Kumawu, the District capital is about 54 kilometres from Kumasi, the capital of the Ashanti Region on the main Effiduase – Drobonso highway.

The District is located between Latitudes 0° 20 and 1° 20 North and Longitudes 0° 45 and 1° 15 west. It covers an estimated land area of 1,500.6 square kilometers, which forms 6.2 percent of the total land size of the Ashanti Region (GSS District Analytical Report, Sekyere Kumawu District, 2014). Figures 2, 3 and 4 show the location of Sekyere Kumawu District in the National, Regional and District contexts.

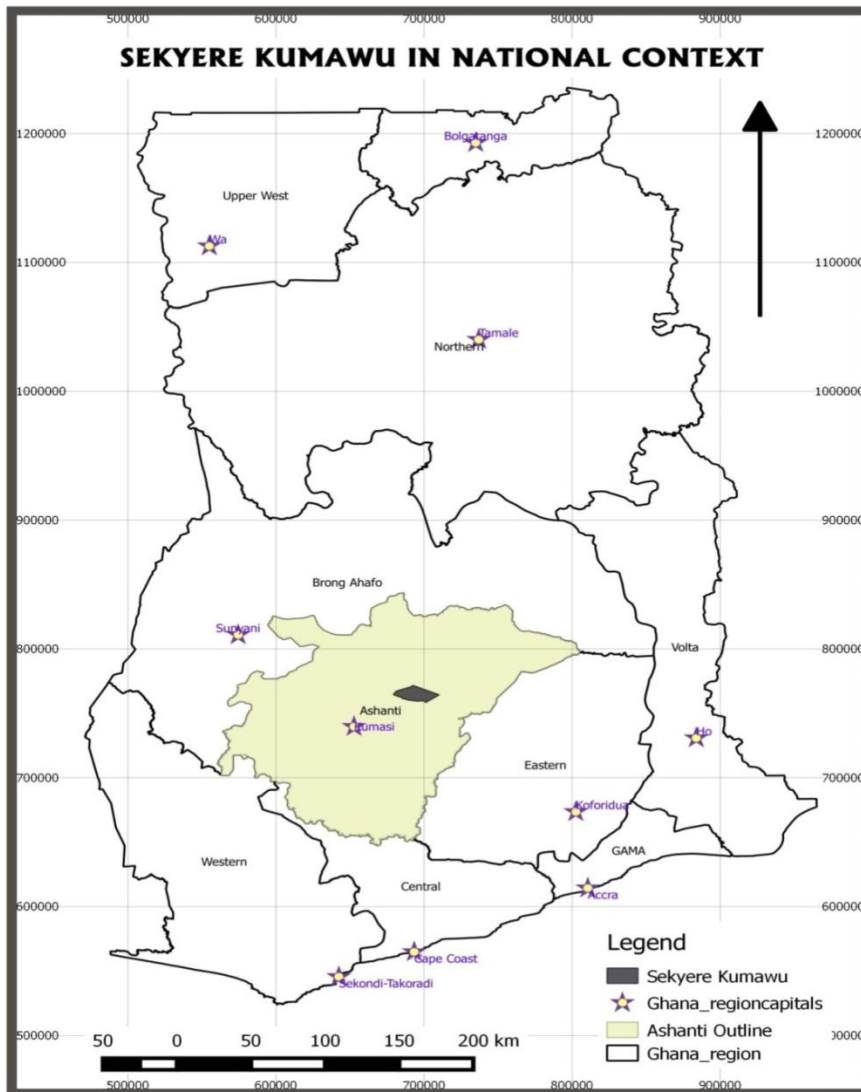


Figure 2: Sekyere Kumawu District in National Context

Source: (District Profile –Sekyere Kumawu District Assembly, 2017).

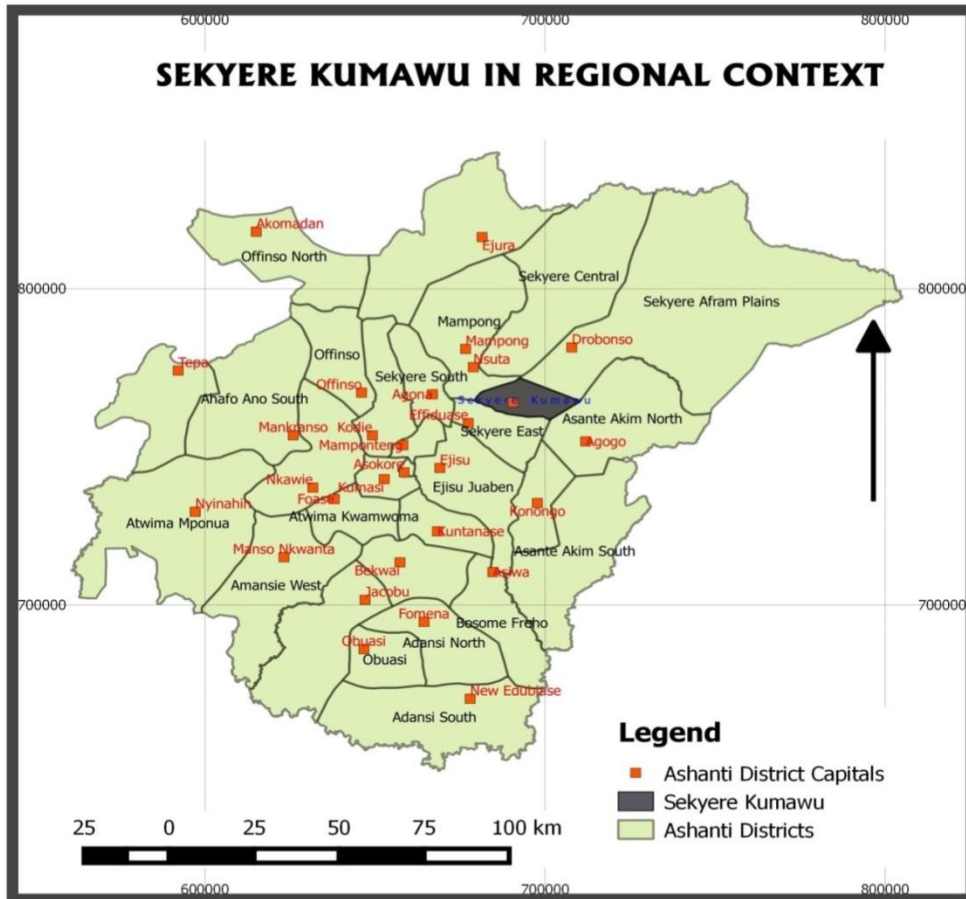


Figure 3: Sekyere Kumawu District in Regional Context

Source : (District Profile –Sekyere Kumawu District Assembly, 2017).

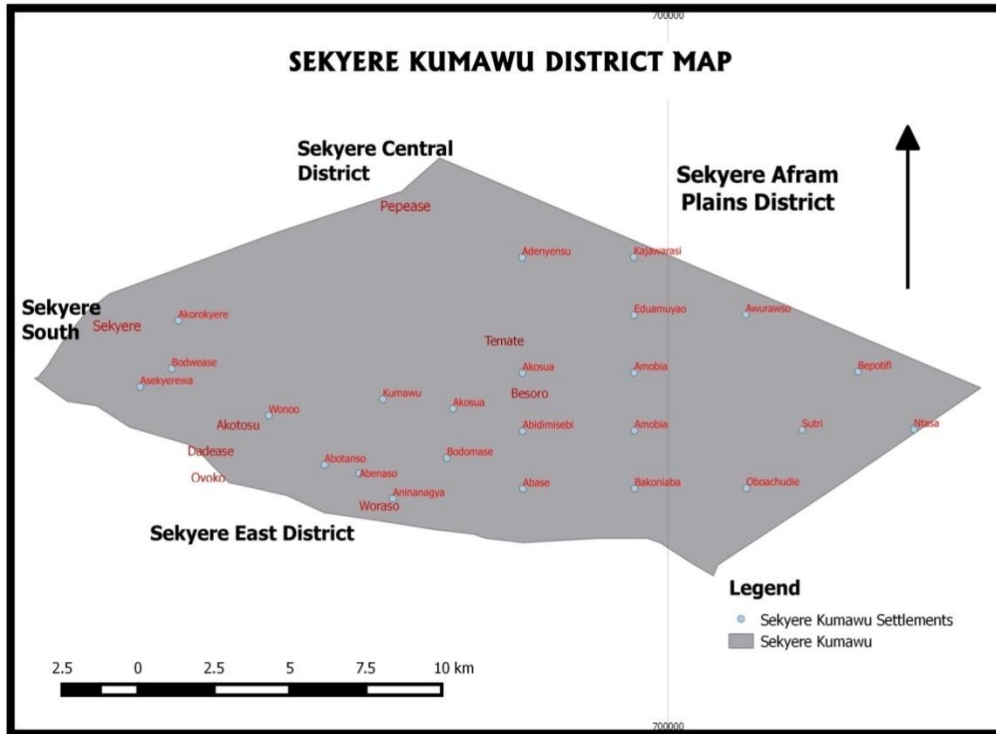


Figure 4: District Map of Sekyere Kumawu

Source: (District Profile –Sekyere Kumawu District Assembly, 2017).

Population Size, Structure and Composition

The population of the district, according to the 2010 Population and Housing Census, is 65,402. Females constitute 34,421 (52.6%) with males representing 30,981(47.4%). The District is predominately rural, constituting more than half (52.8%) of the population. The population of the district is youthful (49.0%) depicting a broad base population pyramid with a small number of elderly persons (4.9%). It is projected that the population of the District with a growth rate of 3.5 percent would increase from a projected population of 83,559 in 2017 to 96116 by 2021 (District Profile –Sekyere Kumawu District Assembly, 2017).

Political Structure

The District has one constituency with twenty-six (26) electoral areas. The District Assembly is made up of 38 members comprising the District Chief Executive, the Member of Parliament and 36 Assembly Members (25 elected and 11 government appointees).

Economic Characteristics

The main economic activity in the District is subsistence Agriculture. , engaging 61.9% of the economically active population. This is followed by the Services and Sales workers (14.2%), Craft and related Trade work (10.4%), Managers (1.3%), Technicians and associate Professionals (1.0%), with the least occupation being the Clerical support (0.7%) (GSS District Analytical Report, Sekyere Kumawu District, 2014).

Tourism

The district is endowed with a lot of tourist sites that need to be developed. Some of the sites are the Onwam crocodile pond, Bomfobiri Wildlife Sanctuary and Waterfalls, Bonfuom Forest Reserve and “*Dwentiso*” site at Bodomase. The Bomfobiri Wildlife Sanctuary which covers an area of about 4921 hectares has several species of buffaloes, monkeys, bush dogs and crocodiles (in the Ongwam River) and a waterfall which has been developed as a tourist site. Figure 5 is the Bomfobiri Waterfall.



Figure 5: Bomfobiri Waterfall

Source: (District Profile –Sekyere Kumawu District Assembly, 2017).

Research Design

The study is a case study which adopted both the quantitative and qualitative methods to collect data from 396 respondents in the Sekyere Kumawu District Assembly. The case study was appropriate since multiple sources of evidence are needed in establishing the performance level of the Assembly from the communities' perspective.

Target Population

This section talks about the target population or the units of analysis (i.e 'the what' or 'whom' being studied) for the study. The study was conducted in all the twenty-six (26) electoral areas in

the Sekyere Kumawu District. The target population for the study were persons aged 15 and above living in the Sekyere Kumawu District. Table 1 depicts the age distribution of the population according to the 2010 PHC.

Table 2: Age Distribution of the population in the District

Age Group	Population	%
0-14	27,791	42.5
15-64	33,239	50.8
65+	4,372	6.7
Total	65,402	100.00

(District Profile –Sekyere Kumawu District Assembly, 2017).

Sample Size

The total number of people aged 15 and above according to 2010 population and housing census was 37,611. This represented 57.5 percent of the total population of 65,402 as of 2010. In selecting samples with high level of precision (confidence interval) and minimal sampling error (margin of error), 95% and 5% respectively were chosen and the method for calculating the sample size set below as adapted from Yamane (1967) and cited in Ajay & Micah (2013).

The formula is given as:

$$n = N / [1 + N (e)^2]$$

Where n = Sample size

N = Population/ sample frame (37,611)

e = Margin of error (5%)

$$n = 37,611 / [1 + 37,611(0.05)^2]$$

n = 396 people

Therefore, the sample size of people aged 15 years and above who participated in the study were 396.

Sampling Procedures and Methods

Due to the impossibility of contacting all the study population under consideration, there was the need to select some of the study population as respondents for the study.

Individual respondents were chosen from each electoral area. Each electoral area was categorized into six (6) sub-groups (Chiefs, Men, Women, Youth, People Living with Disability (PWDs) and CSOs/NGOs). Three (3) persons were chosen from each of the sub-groups in all the twenty-six (26) electoral areas excluding the CSOs/NGOs' sub-group where six (6) persons were chosen from the District. Numbers were assigned to individual members of some of the sub-groups and three of the numbers picked without any preference, while other sub-group members were chosen based on their availability as of the time of conducting the study. Table 2 shows the sample distribution of the study.

Table 3: Sample Distribution of the Study

Sample Population Groups	Sample Size:		
	No. of Slots	No. of Elect. Areas	Total Participation
Youth	3	26	78
Chiefs	3	26	78
Women	3	26	78
Men	3	26	78
People Living with Disability	3	26	78
CSOs/NGOs	6	-	6
Total			396

Instrumentation

A questionnaire in the form of citizenship score card was used. Data was collected from the literate population (those who could read and write) with the aid of a self-administered questionnaire. With the non-literate population (those who could not read and write), the interview guide was used.

Data Collection Procedure

Four assistants drawn from the National Service Personnel were engaged to assist in the data collection. They were first taken through the instrument to understand each item and how to effectively administer it to achieve results. Each assistant was assigned to five electoral areas with the researcher taking six.

Duration of Data Collection

A maximum of two weeks was used to collect the field data.

Scope of the Research Instrument

The entire instrument contained twenty-eight (28) items consisting of five sections (Section ‘A’ - Socio-Demographic Data, Section ‘B’- Assessment of the Assembly’s overall performance in all sectors, Section ‘C’- Most performed and the poorly performed sector of the Assembly’s economy, Section ‘D’ – Identification of prioritized investment sectors from the community’s perspective and Section ‘E’ –Factors that hinder community involvement in the assessment of the performance of the Assembly). Section ‘A’ (Socio-Demographic Data) measured the socio-demographic characteristics of the respondents. It contained six (6) items namely name, community, age, sex, highest level of education, and occupation. Item 1, which is Name, sought to get the name of the respondent for ease of reference should there be the need for revisit. Item 2 sought to identify respondents by their community. Item 3 sought to classify respondents according to age group and was measured by a continuous scale of (a) 15-24 years; (b) 25-34 years; (c) 35-44 years; (d) 45-54 years; (e) 55-64 years; and (f) 65 and over. Item 4 sought to establish the sex of the respondents and was measured on nominal scale of (a) Male; and (b) Female. Item 5 picked information on respondents’ level of education and was coded: (a) Primary; (b) Junior/Secondary/Tech./Voc.; (c) Tertiary; (d) No formal education and (e) Other (Specify). Item 6 categorized respondents according to occupation and was coded: (a) Farming/Hunting (b) Public Servant (c) Trading/Artisan/Driver (d) Beautician/Dressmaking (e) Unemployed The Section ‘B’, which sought to elicit the respondents’ assessment of the overall performance of the Assembly in all sectors, contained eight (8) items (7-14). Items 7 measured

respondents' knowledge of the functions of the Assembly. Item 8 sought to measure respondents' view of the performance of the Assembly in areas such as provision of potable water, education, health, management of sanitation, security, management of human settlement, road network, markets and creation of job opportunity among others; using a five-point Likert's scale of Excellent, Very Good, Good, Fair and Poor. Item 9 sought to establish the reason for the rating in 8 above. Item 10 assessed the performance of the Assembly in specific sectors as Agriculture, Education, Health, Transport, Communication, Water and Sanitation, Energy, Security and Industry. Item 11-14 sought to review the achievement of the Assembly. Section 'C' sought to establish the most performed and poorly performed sector of the Assembly's economy and it contained 1 item (15) which used the sectors identified in item 10 above. Section 'D' contained 2 items (16-17) and it sought to identify the prioritized investment sectors from the community's view. Section 'E' sought to identify the factors that hindered community involvement in the assessment of the performance of the Assembly. It contained 11 items (18-28). Find attached 'Appendix A' a copy of the questionnaire.

Ethical Consideration

This section dealt with the ethical principles that guided the survey. It included a letter of permission to undertake the research in the District, informed consent, confidentiality, anonymity, privacy and debriefing.

Letter of Permission

Letter of permission was written to the Sekyere Kumawu District Assembly where the study was conducted to explain the purpose of the research and seek for their approval and information on

its performance under FOAT. A request was also written to the Ministry of Local Government and Rural Development for information on the performance of the Sekyere Kumawu District Assembly under the FOAT programme. See Appendix B and C, respectively, copies of the letter of permission and request for information.

Informed Consent

The purpose of the study was well explained to individual respondents after which they were allowed to voluntarily decide whether to participate in the study. Respondents were made aware that they could freely withdraw their participation from the research at any time without prejudice.

Confidentiality and Anonymity

To protect the identity of respondents, the researcher ensured that names of respondents were not mentioned in the data analysis. Data collected was used for the purpose of this study but not for any other purpose.

Privacy

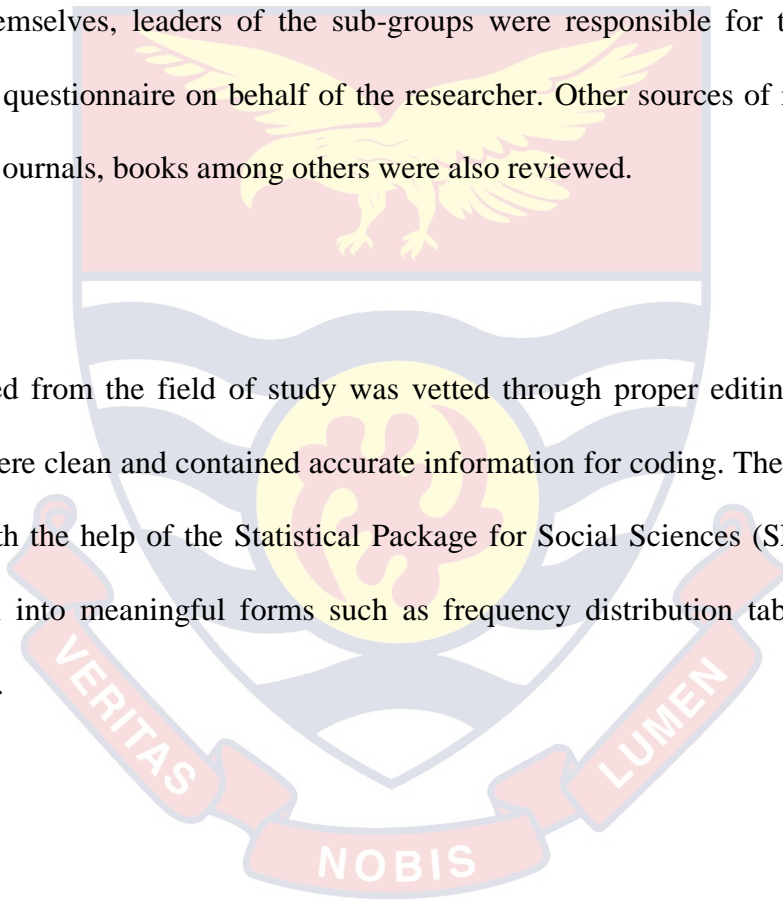
The study ensured that respondents' right to privacy was protected. Respondents were given the freedom to choose either to reveal or withhold any information during the interview process on whatever grounds they may use as justification for not wanting to reveal such information.

Data Collection

Data was collected from non-literate population (those who cannot read and write) through the administration of the interview guide. Appointments were booked earlier with respondents and data was collected during the day time. The interviews lasted not more than thirty minutes. Responses were reviewed with respondents immediately after the interview to ensure accuracy. For the literate respondents (those who can read and write) who wanted to complete the questionnaire themselves, leaders of the sub-groups were responsible for the distribution and collection of the questionnaire on behalf of the researcher. Other sources of information such as reports, articles, journals, books among others were also reviewed.

Data Analysis

The data gathered from the field of study was vetted through proper editing to ensure that all questionnaires were clean and contained accurate information for coding. The data was organized and analyzed with the help of the Statistical Package for Social Sciences (SPSS) and Microsoft Word and Excel into meaningful forms such as frequency distribution tables, pie charts, bar graphs/charts etc.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the findings of the study, based on the analysis of data collected for the study. The findings are presented using tables, charts and narratives and the analysis was based on the objectives and the research questions that informed and guided the study.

Background Information of Respondents

The data was collected from six different categories of people namely Chiefs (N=78), Men (N=78), Women (N=78), Youth (N=78), People Living with Disability (PWDs) (N=78) and CSOs/NGOs. (N=6). Table3 shows the distribution of respondents by sub-groups.

Table 4: Distribution of Respondents by Sub-groups

Sub-group	Frequency	Percent (%)
Chiefs	78	19.70
Men	78	19.70
Women	78	19.70
Youth	78	19.70
PWDs	78	19.70
CSOs/NGOs	6	1.50
Total	396	100.00

Source: Field Survey, 2019

Socio-Demographic Characteristics of Respondents

Age Distribution of Respondents

The ages of the respondents were grouped into 6 categories of 15-24, 25-34, 35-44, 45-54, 55-64 and 65+ years. The research revealed that 35.6 percent of the respondents fell within the age group of 25-34 years, 26 percent of the respondents were within the age group of 15-24 years, 16.9 percent fell within the 35-44 age group while 12.9 percent were within the age group of 45-54 years, 7.1 percent and 1.5 percent of the respondents fell within the age groups of 55-64 and 65+ years respectively. This implied that the population of the District is youthful (over 61% falling within the 15-34 age group) with the least being the adult population (55-65+ age group). Figure 6 shows the statistics as presented above.

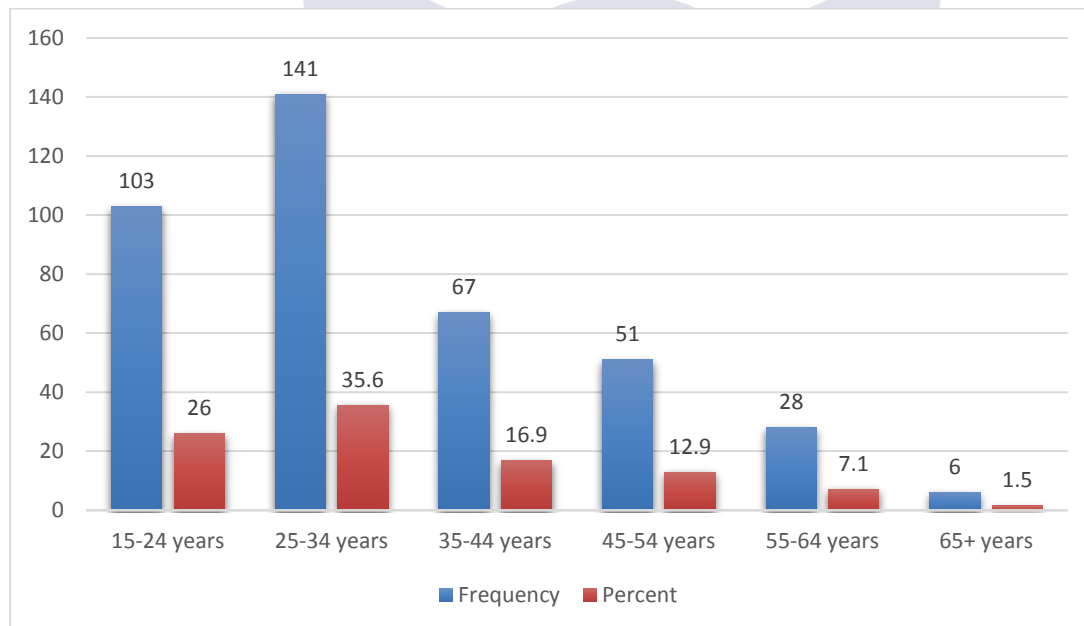


Figure 6: Age Distribution of Respondents

Source: Field Survey, 2019

Sex Composition of Respondents

The research found out that out of a total of 396 respondents who completed the questionnaire, 60.1 percent were males with the rest (39.9%) being females as shown in Figure 7. This statistics could mean that males actively participate in decision making in the communities as compared to females because both sexes were offered equal opportunity to participate in the survey. It could also imply that the timing for sampling the respondents was not favourable for the women.

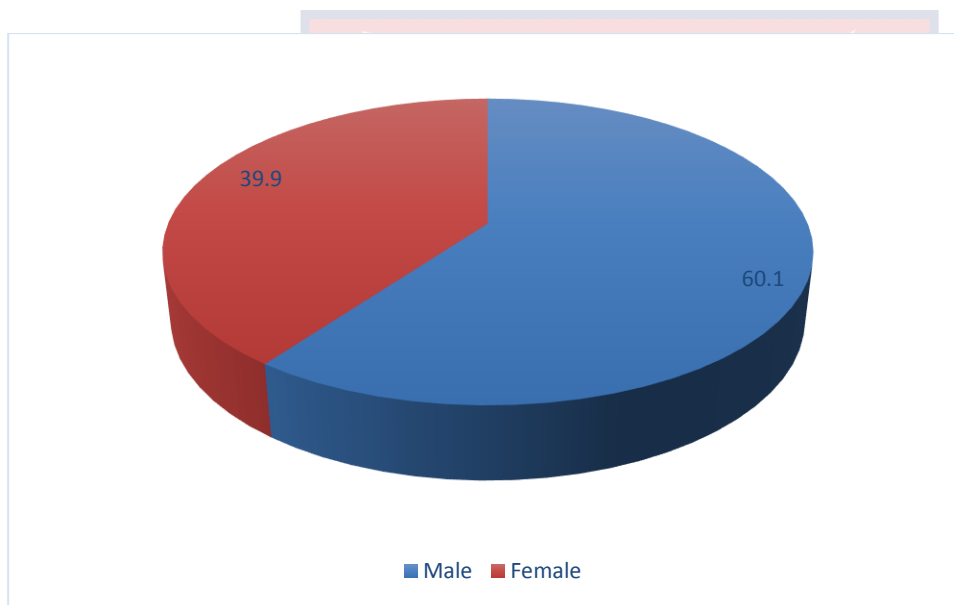


Figure 7: Sex Composition of Respondent

Source: Field Survey, 2019

Educational Background of Respondents

The educational background of a person is considered a primary indicator of the person's ability to understand the role of the Assembly and for that matter assess its performance. The research discovered that 44.4 percent of the respondents had some education ranging from the Junior High, through the Senior High School up to the Technical or Vocational school levels. This was

followed by those with tertiary education with 34.8 percent, 8.6 percent and 7.8 percent had primary and non-formal education respectively with the remaining 3.4 percent having either never been to school or had passed through educational systems that were not categorized under the instrument (see Table 4). This implied that the people of the Sekyere Kumawu District had adequate knowledge to be able to understand the duties of the Assembly and to assess its performance.

Table 5: Educational Background of Respondents

Level	Frequency	Percent (%)
Primary level	34	8.6
JHS/SHS/tech/voc.	176	44.4
Tertiary level	138	34.8
Non-formal education	31	7.8
Others (specify)	17	4.3
Total	396	100.0

Source: Field Survey, 2019

Occupational Distribution of Respondents

As revealed by the research, the main economic activity of the respondents is subsistence agriculture, engaging 26.8 percent of the respondents. This was followed by the informal service sector employing 23.5 percent of the respondents with the formal service sector engaging 19.4 percent. About one-third of the respondents (30.3%) were unemployed implying that the

Assembly would have to focus its attention on the creation of job opportunities for the people. Table 5 gives the breakdown of the occupational distribution of the respondents.

Table 6: Occupation of Respondents

Occupation	Frequency	Percent (%)
Farming/hunting	106	26.8
Public servant	77	19.4
Trader/Artisan/Driver	73	18.4
Beautician/dressmaking	20	5.1
Unemployed	120	30.3
Total	396	100.0

Source: Field Survey, 2019

Assessment of the Assembly’s Overall Performance:

Respondents Knowledge on the Functions of the Assembly

The research sought to know from the respondents’ opinion what the functions of the District Assembly are. The study revealed that 59.1 percent of the respondents stated that the Assembly performs more than two of the functions specified in Table 6, 19.7 percent indicated that the Assembly performs all the functions specified with 6.1 percent and 5.3 percent said the duty of the Assembly is to create employment opportunities and provide water and sanitation facilities for the citizenry respectively. 3 percent each said the Assembly exists to mobilize revenue and provide infrastructure whilst 2 percent thought that the Assembly performs more than one of the

functions specified in the research instrument. The least of the respondents (1% and 0.8%) were of the view that the Assembly’s role is to maintain security and manage human settlement respectively. This implied that an appreciable number of the respondents had knowledge of the functions of the Assembly. Table 4 shows the knowledge of the respondents of the functions of the District Assembly.

Table 7: Respondents Knowledge of the Functions of the Assembly

Functions	Frequency	Percent (%)
Provision of infrastructure	12	3.0
Revenue mobilization	12	3.0
Maintenance of security	8	2.0
Management of human settlement	4	1.0
Provision of water and sanitation facilities	21	5.3
Creation of employment opportunities	24	6.1
Provision of more than one of the above functions	3	0.8
Provision of more than Two of the above functions	234	59.1
Provision of All the above functions	78	19.7
Total	396	100.0

Source: Field Survey, 2019

Respondents' Views of the overall Performance of the Assembly

The research assessed the performance of the Assembly from the respondents' view point in relation to the issues specified in Table 7, that is the provision of potable water and sanitation facilities, education and health facilities, road network, market infrastructure, the training of education and health personnel, maintenance of peace and security, management of human settlements and employment creation. In relation to the performance of the Assembly in the provision of potable water and sanitation facilities, 81.6 percent and 59.1 percent respectively scored the Assembly 'excellent' to 'good' while 18.5 percent and 40.9 percent scored the Assembly 'fair to 'poor'. This indicates that the Assembly still has a lot to do as far as safe sanitation is concerned. In relation to the provision of education and health facilities, most of the respondents 70.6 percent and 69.2 percent respectively scored the Assembly 'excellent' to 'good' whilst 29.3 percent and 30.8 percent respectively indicated that the Assembly performed 'fairly' or 'poorly'. This implies that the performance of the Assembly on education and health are at par. On infrastructure development as roads and markets, 49.7 percent and 53.3 percent respectively were of the view that the Assembly performed 'excellently' or 'well' with 50.3 percent and 46.7% percent respectively rating the Assembly as performing 'fairly' or 'poorly' in these areas. On the availability of qualified educational and health personnel, 88.7 percent and 79.4 percent of the respondents respectively scored the Assembly in the range of 'excellent' to 'good' whilst 11.1 percent and 20.7 percent respectively stated that the Assembly performed 'fairly' or 'poorly'. In relation to the maintenance of peace and security and management of human settlement, 70.9 percent and 51.3 percent of the respondents respectively placed the Assembly on 'excellent' to 'good' whilst 29.1 percent and 48.7 percent respectively scored the Assembly 'fair' or 'poor'. 37.9 percent of the respondents indicated that the Assembly performed 'excellently' or 'good' in

the creation of job opportunities with 62.1 percent having a contrary view that the Assembly had done ‘little’ in the area of job creation opportunities (see Table 7).

Table 8: Respondents Views on the Sectoral Performance of the Assembly

Area	Overall Performance Rating									
	Excellent		Very Good		Good		Fair		Poor	
	Freq.	%	Freq.	%	Freq.	Freq.	%	Freq.	%	Freq.
1 Potable Water	68	17.2	92	23.2	163	41.2	43	10.9	30	7.6
2 Sanitation	19	4.8	55	13.9	160	40.4	101	25.5	61	15.4
3 Education facilities	35	8.8	128	32.3	117	29.5	89	22.5	27	6.8
4 Availability of Teachers	93	23.5	163	41.2	96	24.2	36	9.1	8	2.0
5 Health Facilities	7	1.8	113	28.5	154	38.9	92	23.2	30	7.6
6 Availability of health personnel	43	10.9	110	27.8	161	40.7	54	13.6	28	7.1
7 Road Network	15	3.8	33	8.3	149	37.6	104	26.3	95	24.0
8 Market infrastructure	8	2.0	51	12.9	152	38.4	99	25	86	21.7
9 Peace and Security	10	2.5	95	24	176	44.4	83	21	32	8.1
10 Management of Human Settlements	15	3.8	22	5.6	166	41.9	117	29.5	76	19.2
11 Employment Creation	7	1.8	46	11.6	97	24.5	116	29.3	130	32.8

Source: Field Survey, 2019

It can therefore be inferred from majority of the responses as depicted in Table 5 that the Assembly performed very well in education, health, water and in the management of peace and security. This is a commendable achievement that the Assembly needs to work extra hard to maintain or improve upon. The Assembly also performed averagely well in the areas of sanitation, markets infrastructural development as well as the management of human settlements in the views of the respondents, though there is more room for improvement. However, the Assembly has a lot to do with regards to the road network and the creation of employment opportunities.

Respondents' Views on the Performance of the Assembly in the areas of Agriculture, Transport, Communication, Industry and Energy

The study sought to know from the respondents' opinion how the Assembly has performed in other sectors of the District's economy such as Agriculture, Transport, Communication, Industry and Energy. Majority of the respondents (71.2%) were of the view that the Assembly performed well in the Agricultural sector, 25.3 percent thought the Assembly performed 'averagely', and 3.5 percent rated the Assembly as 'poorly performed' in the sector. In the areas of Transport and Communications, 21.7 percent of the respondents rated the Assembly's performance 'high' in each, 59.1 percent and 50.5 percent respectively indicating that the Assembly's performance was 'average', 19.2 percent 27.8 percent respectively thought the Assembly performed 'poorly' in the transport and communication sectors. For the industrial sector, 9.3 percent said the Assembly's performance was high whilst 29 percent rated the performance as 'average'. More than half (61.6%) of the respondents thought the Assembly performed poorly in the sector. In the Energy

sector, 23.3 percent and 27 percent rated the Assembly’s performance ‘high’ and ‘poor’ or ‘very poor’ respectively with 49.7 percent scoring it average performance (refer to Table 8).

Table 9: Respondents views on Overall Sectoral Performance of the Assembly

No	Area	Overall Sectoral Performance Rating									
		Very High		High		Average		Poor		Very Poor	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Agriculture	143	36.1	139	35.1	100	25.3	14	3.5	0	0
2	Transport	30	7.6	56	14.1	234	59.1	61	15.4	15	3.8
3	Communication	15	3.8	71	17.9	200	50.5	90	22.7	20	5.1
4	Industry	6	1.5	31	7.8	115	29	132	33.3	112	28.3
5	Energy	22	5.6	70	17.7	197	49.7	93	23.5	14	3.5

Source: Field Survey, 2019

From the above scores, it is obvious that while the Assembly is doing remarkably well in the Agricultural Sector and can do even better, there is however a huge gap to cover when it comes to Transportation, Communication, Industry and Energy. The very low score in the industrial front goes to explain why the Assembly performed so poorly in the area of job creation, since the industrial sector holds an enormous potential for job creation.

Respondents views on the General Performance of the Assembly

When asked to rate the Assembly’s overall performance, a 67.4 percent of the respondents viewed the Assembly’s performance as ‘good’, 16.7 percent rated the Assembly ‘very good’ whilst 4.8 percent said the Assembly performed ‘excellently’. A further 8.3 percent of the respondents scored the Assembly fair whilst 2.8 percent said the Assembly’s performance was ‘poor’. It is therefore surprising that the Assembly performed generally well in both FOAT VI and VII with a total score of 95.92 percent and 95 percent respectively. (See Figure 8).

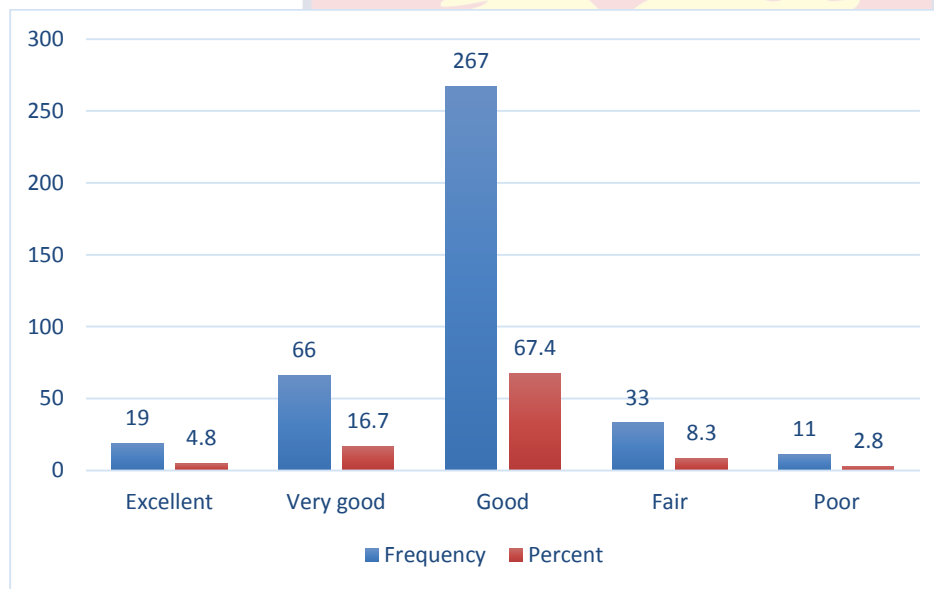


Figure 8: Respondents Views on the General Performance of the Assembly

Source: Field Survey, 2019

Perception of Respondents on the Effectiveness of the Assembly

Respondents’ views were also sought on the effectiveness of the Assembly in the performance of its functions. As high as 72.7 percent of the respondents specified that the Assembly has ‘performed to some extent’. This was followed by 21.7 percent of respondents who said to a

‘limited extent’ whilst 21 percent of them said to a ‘large extent’ with 0.3 percent of the respondents could not decide on any of the options provided. Table 9 shows the respondents’ views on the effectiveness of the Assembly in the performance of its functions.

Table 10: Perception of Respondents on the Effectiveness of the Assembly

Level of Effectiveness	Frequency	Percent (%)
To a large extent	21	5.3
To some extent	288	72.7
To a limited extent	86	21.7
Other (Cannot tell)	1	0.3
Total	396	100.0

Source: Field Survey, 2019

Respondents Most Prioritized Sector

In relation to the sector that the respondents expect the Assembly to invest more in, 49.2 percent of the respondents wanted the Assembly to focus more on the service sector (education and health). This was followed by the Agriculture sector - 32.8%, industry- 10.9%, commerce -2.3%, security –2.0%, water and sanitation – 1.5% with the transport sector recording the least responses of 1.3% (Refer to Table 10).

Table 11: Respondents Most Prioritized Sector

Sector	Frequency	Percent (%)
Agriculture	130	32.8
Services (education and health)	195	49.2
Transport	5	1.3
Industry	43	10.9
Commerce	9	2.3
Security	8	2.0
Water and Sanitation	6	1.5
Total	396	100.0

Source: Field Survey, 2019

Assembly's Most Performed and Least Performed Sectors of the District Economy

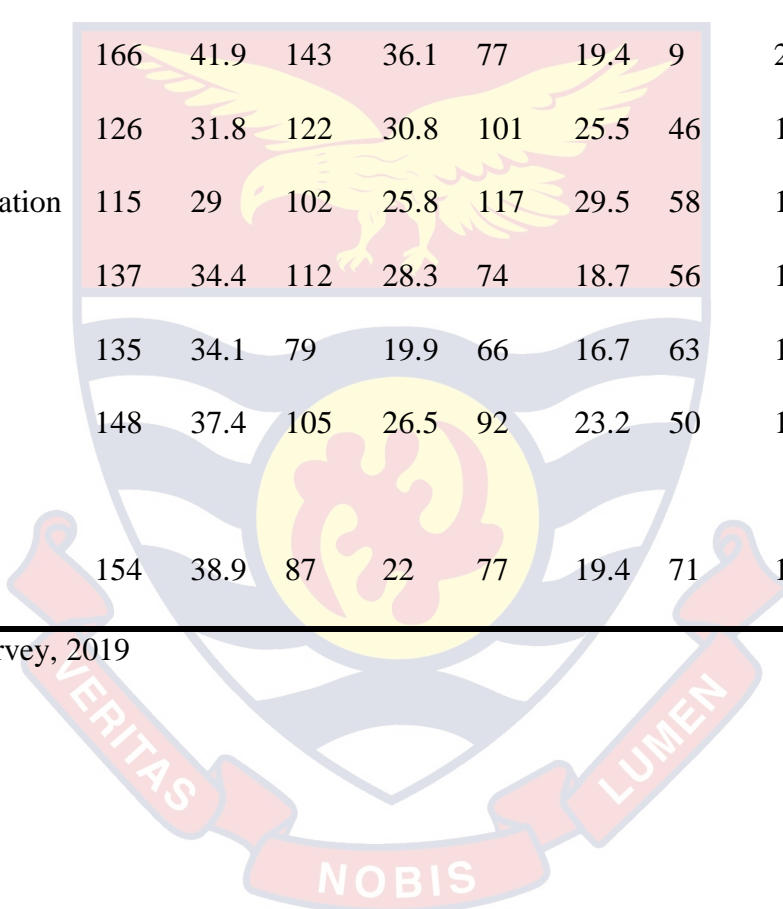
Respondents were asked to identify the sectors of the district's economy from the most performed to the least performed. For most performed, the agricultural sector scored the highest (59.3%), followed by education (45.7%), health (41.9%), energy (38.9%), water and sanitation (37.4%), security (34.4%), industry (34.1%) with the communication sector recording the least of 29%.

Table 11 presents the statistics.

Table 12: Assembly’s most Performed and Least Performed Sectors

No	Area	Scale									
		Most Prioritized		Prioritized		Weak Prioritized		Least Prioritized		Not Certain	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Agriculture	235	59.3	132	33.3	26	6.6	3	0.8	0	0
2	Education	181	45.7	158	39.9	57	14.4	0	0	0	0
3	Health	166	41.9	143	36.1	77	19.4	9	2.3	1	0.3
4	Transport	126	31.8	122	30.8	101	25.5	46	11.6	1	0.3
5	Communication	115	29	102	25.8	117	29.5	58	14.6	4	1.0
6	Security	137	34.4	112	28.3	74	18.7	56	14.1	17	4.2
7	Industry	135	34.1	79	19.9	66	16.7	63	15.9	54	13.6
8	Water & Sanitation	148	37.4	105	26.5	92	23.2	50	12.6	1	0.3
9	Energy	154	38.9	87	22	77	19.4	71	17.9	7	1.8

Source: Field Survey, 2019



Factors That Hinder Community Involvement in the Assessment of Performance the of the Assembly

Means of Participation of Respondents in the Assembly's work

The research elicited respondents' views on the various ways they participate in the Assembly's work. The results indicated that 40.9 percent of the respondents participate in the activities of the Assembly through community durbars, 10.1 percent participate through sub-committee meetings, 9.3 percent through Assembly meetings, 4.3 percent participate in Area Council meetings while 4.0 percent said they participate through unit committee meetings. As high as 25 percent of the respondents indicated that they did not participate in any way in the work of the Assembly while 6.3 percent stated that they participated in all the ways specified. Table 12 gives the statistics.

Table 13: Means of participation of Respondents in the Assembly's work

Means	Frequency	Percent (%)
General Assembly Meetings	37	9.3
Sub-committee meetings	40	10.1
Area Council Meetings	17	4.3
Community Durbars	162	40.9
Unit Committee Meetings	16	4.0
None	99	25.0
All the above	25	6.3
Total	396	100.0

Source: Field Survey, 2019

Frequency of Meetings Organized

Respondents were asked as to how often the meetings in which they participate in the work of the Assembly were organized. As high as 45.9 percent indicated once a year, 27.8 percent said rarely, 15.4 indicated quarterly, 12.4 percent said twice a year and the rest (2.5%) said they were not informed of such meetings. This means that the various leaders in the communities do not organize frequent meetings to inform members about the activities of the Assembly. Table 13 presents the statistics.

Table 14: Frequency of Meetings Organized

Frequency	Frequency	Percent (%)
Monthly	24	6.1
Quarterly	61	15.4
Twice a year	49	12.4
Once a year	142	35.9
Rarely	110	27.8
Other (Was not informed	10	2.5
Total	396	100.0

Source: Field Survey, 2019

Frequency of Meetings held with the Assembly Members

Section 16 (1) (a & d) of the Local Governance Act 936, Act 2016 demands that the Assembly Member should maintain close contact with the electorate and meet them before each Assembly meeting to collate their views and proposals. The study sought to know from the respondents the

frequency of meetings held with their Assembly Members in a year. About twenty percent (19.4%) said more than thrice a year, 16.4 percent said once a year, 14.4 percent said twice a year and 9.1 percent said thrice a year. As many as 40.7 percent said they had no knowledge of such meetings. It is clear from the findings that the Assembly Members rarely organize quarterly meetings with the electorate as expected of them. It is therefore not surprising that almost half of the respondents said they had no knowledge of meetings with their Assembly Member. Table 14 displays the statistics.

Table 15: Frequency of Assembly Member (s) Meetings

Frequency	Frequency	Percent (%)
Once	65	16.4
Twice	57	14.4
Thrice	36	9.1
more than thrice	77	19.4
No knowledge of such meetings	161	40.7
Total	396	100.0

Source: Field Survey, 2019

Number of Meetings Respondents Participated In

The research sought from the respondents the number of meetings their Assembly Member (s) had organized, of which they have attended. It was found that (18.4%) of them participated once, 17.2 percent participated more than thrice, 10.9 percent participated thrice and 10.1percent participated twice. More than a quarter 25.8 percent of the respondents stated that they never

attended any while 17.7 percent said they had no knowledge of such meetings. The findings imply that in as much as the Assembly Members do not meet the electorate regularly, the electorate active participation in such meetings is not also encouraging. (See Table 15).

Table 16: Number of Meetings Respondents Participated

Frequency	Frequency	Percent (%)
Once	73	18.4
Twice	40	10.1
Thrice	43	10.9
more than thrice	68	17.2
No knowledge of such meetings	70	17.7
None	102	25.8
Total	396	100.0

Source: Field Survey, 2019

General Level of Participation in Assessment of the Performance of the Assembly

Section 40 of the Local Governance Act 936, Act 2016 demands the Assemblies to ensure that residents and other stakeholders in the District participate effectively in the activities of the Assembly. Respondents were asked to rate the general level of participation of the community in the performance assessment of the District Assembly. A few (2.3%) of the respondents said the community's participation was very high, 20.5 percent thought it was high, 54.3 percent indicated that the participation was average, 17.4percent thought the participation was low while 5.6

percent rated the participation as very low. The average participation could either mean that the Assembly is not providing enabling environment for residents to participate or the residents lack the interest to participate in the Assembly’s activities. Table 16 provides the details.

Table 17: General Level of Participation

Level	Frequency	Percent (%)
Very High	9	2.3
High	81	20.5
Average	215	54.3
Low	69	17.4
Very Low	22	5.6
Total	396	100.0

Source: Field Survey, 2019

Functionality of District Sub-structures

Respondents were also asked as to how effective the sub-structures of the Assembly were. Of the 396 respondents, 2.8 percent rated the sub-structures as being very effective, 32.6 percent rated them effective and as high as 64.6 percent said the sub-structures were ineffective as shown in Table 17. This explains why a few number of the respondents (4.3%) stated that they participate in area council meetings as in findings 4.5.1.

Table 18: Functionality of District Sub-structures

Level	Frequency	Percent (%)
Very effective	11	2.8
Effective	129	32.6
Ineffective	256	64.6
Total	396	100.0

Source: Field Survey, 2019

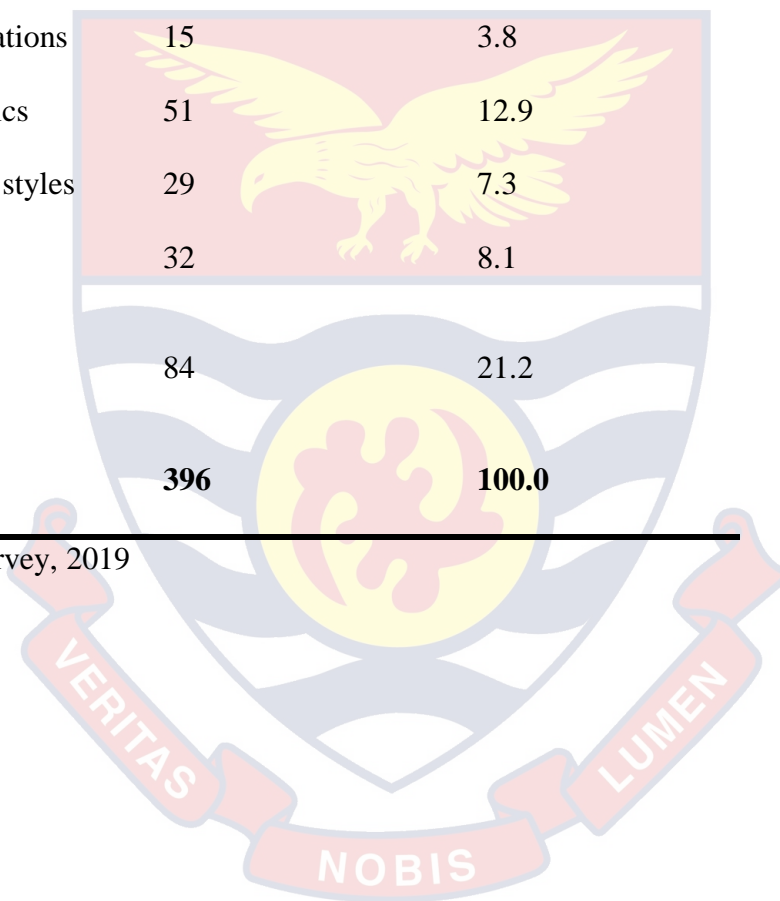
Factors Hindering Communities Participation in the Performance Assessment of the Assembly

The study established that only 22.5 percent of the respondents participated effectively in the work/assessment of the Assembly while over 77 percent indicated their participation level as either average or below average. Based on the above revelation, respondents' views were sought as to what factors hinder their involvement in the performance assessment of the Assembly. It was interesting to found out that most of the respondents (21.2%) stated corruption as one of the factors hindering their involvement in the activities of the Assembly. Respondents explained that because leaders and staff of the Assembly use the money meant for development for their personal benefit, they would not want the citizens to be involved in their activities for the fear that they will not be able to steal. This was followed by those who cited lack of awareness (18.9%), poor communication (15.2%), illiteracy (12.6%), too much politics (12.9%), low interest of community members (8.1%), poor leadership style (7.3%) and the least being poor human relations with (3.8%).

Table 19: Factors Hindering Community Participation in the Performance Assessment of the Assembly

Level	Frequency	Percent (%)
Illiteracy	50	12.6
Poor Communication	60	15.2
Lack of Awareness	75	18.9
Poor human relations	15	3.8
Too much Politics	51	12.9
Poor leadership styles	29	7.3
Low interest of community	32	8.1
Corruption	84	21.2
Total	396	100.0

Source: Field Survey, 2019



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings, conclusions and recommendations of the study.

Summary of Findings

The research discovered that an appreciable number of the respondents understood the functions of the District Assembly and could make positive inputs if they were seriously involved in assessing their performance as far as service delivery was concerned. Therefore, their neglect by the Functional Organizational Assessment Tool (FOAT) in assessing the performance of the Assemblies constituted a minus to the process.

Also, a little above average of the respondents viewed the Assembly's performance as good. However, the study established that most of the respondents believed that the Assembly performed generally well in some selected sectors of the District's economy such as the provision of water and sanitation, health and educational facilities as well as availability of personnel among others. It was also discovered that the Assembly had done little in the areas of road infrastructural and industrial development. The Assembly was also found wanting when it came to the area of creating job opportunities for the majority of the youthful population. The study revealed further that the transport and communication sectors were viewed as the neglected sectors.

It was also established that the respondents wanted the Assembly to focus more on improving the quality of education and health services delivery, although the sectors performed remarkably well in terms of the infrastructural provision and availability of personnel.

On the effectiveness of the Assembly's substructures, over half of the respondents revealed that the sub-structures were ineffective in the performance of their duties.

The study established the following as the main constraints that make it difficult for them to participate in the performance assessment of the Assembly; high illiteracy rate; lack of information from management of the Assembly to the communities; lack of awareness on the assessment of the Assembly; poor communication between leaders and community members; lack of cooperation; leaders autocratic tendencies; poor leadership styles; lack of good human relations; irregular meetings between leaders and community members; too much politics in community development; and the general lack of interest by community members in the work of the Assembly.

The following measures were proposed to ensure citizens involvement in the assessment of the performance of the Assembly; citizens' education on the assessment process; the need for positive attitude of the leadership of the Assembly in dealing with community issues; effective communication on the work and assessment of the Assembly's work; more involvement of community members in Assembly meetings and for that matter decision making; the organization of regular community meetings; establishment of an effective feedback mechanism; and the use of proper channels for information dissemination.

Conclusion

From the findings, it is evident that the Community disagrees with the Assembly's performance under the FOAT Assessment System that the Sekyere Kumawu District Assembly is performing well, particularly in the area of job creation opportunities. This is because, while the FOAT scored the Assembly as high as over 96%, the Community gave the Assembly only a little above

average (67.4%). This suggests that the Assembly needs to improve upon its performance as far as the community is concerned. Particularly, the Assembly needs to do more in its effort to improve the quality of its education and health service delivery.

Recommendations

From the findings of the study, the following recommendations have been made for future studies:

1. That future studies should be conducted in as many MMDAs as possible in the Region or the country so that findings could be generalized as the true reflection of how the communities assess the performance of the MMDAs;
2. To be able to do in-depth analysis of sectoral performance of MMDAs, future research should be based on one or two sectors, say education or health or both, in as many MMDAs as possible. This will make it possible for more sector-specific analysis to be done to shape future policy recommendations;
3. Future assessment of MMDAs should be based on service delivery rather than their compliance with administrative procedures.
4. For MMDAs to be able to assess the District Assemblies on their mandate, it is recommended that MMDAs should involve the communities in future assessment of their performance.

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APPENDIX A: QUESTIONNAIRE

PRESBYTERIAN UNIVERSITY COLLEGE, GHANA

FACULTY OF DEVELOPMENT STUDIES

M.A. INTERNATIONAL DEVELOPMENT STUDIES

**QUESTIONNAIRE FOR THE COLLECTION OF DATA ON PERFORMANCE OF THE
SEKYERE KUMAWU DISTRICT ASSEMBLY FROM THE COMMUNITIES'
PERSPECTIVE**

Dear Respondent,

The questionnaire is designed to solicit your views on the Performance of the Sekyere Kumawu District Assembly. The questionnaire is purely for academic purposes and all data collected will be used for the purpose of the study only.

Please be assured that your responses will be treated with absolute confidentiality and anonymity.

Participation is entirely voluntary and you can freely withdraw your participation from the research at any time without prejudice.

The exercise will take about thirty (30) minutes of your time.

Thank you for participating.

QUESTIONNAIRE FOR ALL RESPONDENTS

SECTION A: SOCIO-DEMOGRAPHIC DATA

Instruction: Please tick (✓) the appropriate box

1. Name.....

2. Community.....

3. Age group:

(a) 15-24 years (b) 25-34 years (c) 35-44 years

(d) 45-54 years (e) 55-64 years (f) 65- over

4. Sex: (a) Male (b) Female

5. Highest Level of Education:

(a) Primary (b) Junior/Secondary/Tech./Voc

(c) Tertiary (d) No formal education

(e) Other (specify).....

6. Occupation:

(a) Farming/Hunting Public servant

(c) Trader/Artisan/Driver (d) Beautician/Dressmaking

(e) Unemployed

**SECTION B: ASSESSMENT OF THE ASSEMBLY’S OVERALL PERFORMANCE
IN ALL SECTORS**

7. What in your opinion are some of the functions of the District Assemblies? (you can tick (√) more than one)

Provision of infrastructure

Revenue Mobilization

Maintenance of security

Management of human settlement

Provision of Water and Sanitation facilities

Creation of employment opportunities

8. How has the Assembly performed in the following areas? (Please tick(√) the boxes under response scale)

No	A r e a	R e s p o n s e S c a l e				
		Excellent	Very Good	Good	Fair	Poor
1	Provision of potable water					
2	Management of sanitation					
3	Availability of adequate educational facilities					
4	Availability of adequate trained teachers					
5	Availability of adequate health facilities					
6	Availability of adequate qualified health personnel					
7	Road networks in the district					
8	Availability of markets					
9	Maintenance of peace and safety					
10	Management of human settlement					
11	Creation of employment opportunities					

9. What are your reasons for ratings above?

.....

.....

10. Rate the Assembly’s overall performance in the following sectors of the District Economy using a scale of 1- very high, 2-High, 3-Average, 4-Poor 5-very poor

S e c t o r	R e s p o n s e S c a l e				
	1-Very High	2- High	3-Average	4-Poor	5- Very Poor
A g r i c u l t u r e					
E d u c a t i o n					
H e a l t h					
T r a n s p o r t					
C o m m u n i c a t i o n					
S e c u r i t y					
I n d u s t r y					
Water and Sanitation					
E n e r g y					

11. What are some of the Achievements of the District Assembly?

.....

.....

.....

12. In general, what is your assessment of the performance of the District Assembly so far?

- (a) Excellent (b) Very Good (c) Good
- (d) Fair (e) Poor

1. Which indicators did you used for the assessment above?

.....

.....

.....

14. Do you think the Assembly has effectively performed its functions as required?

- (a) To a large extent (b) To some extent
 (c) To a limited extent (d) Other (Specify)

SECTION C: MOST PERFORMED AND THE POORLY PERFORMED SECTOR OF THE ASSEMBLY’S ECONOMY

15. Rate the most performed and poorly performed sectors of the district economy for the past years using the scale provided in the table

S e c t o r	R e s p o n s e S c a l e				
	1-Most Performed	2-Performed	3-Somehow Performed	4-Poorly Performed	Very Poorly Performed
A g r i c u l t u r e					
E d u c a t i o n					
H e a l t h					
T r a n s p o r t					
C o m m u n i c a t i o n					
S e c u r i t y					
I n d u s t r y					
W a t e r a n d S a n i t a t i o n					
E n e r g y					

SECTION D: IDENTIFICATION OF PRIORITIZED INVESTMENT SECTORS FROM THE COMMUNITIES’ PERSPECTIVES

16. Which sector of the district economy would you want the Assembly to invest more?

- (a) Agriculture (b) Services (Education & Health)
 (c) Transport (d) Industry (e) Commerce
 (f) Security (g) Energy (h) Water and Sanitation

17. Prioritized the following sectors of the district economy presented on the table using the scale provided in own your priority list

S e c t o r	R e s p o n s e S c a l e				
	1-Most prioritized	2-Prioritized	3-Weak prioritized	4-Less Prioritized	5- Not Certain
Agriculture					
E d u c a t i o n					
H e a l t h					
T r a n s p o r t					
Communication					
S e c u r i t y					
I n d u s t r y					
Water and Sanitation					
E n e r g y					

SECTION E: FACTORS THAT HINDER COMMUNITIES INVOLVEMENT IN THE ASSESSMENT OF THE PERFORMANCE OF THE ASSEMBLY

18. In what ways do you participate in the work of the District Assembly?

- (a) General Assembly Meetings (b) Sub-committee Meetings
 (c) Area Council meetings (d) Community Durbars
 (e) Unit Committee Meetings (f) None

19. How often are these meetings organized?

- (a) Monthly (b) Quarterly (c) Twice a year
 (d) Once a Year (e) Don't know (f) Other (specify).....

20. How many times does your Assembly Member call for meetings in your Electoral Area in a year?

- (a) Once (b) Twice (c) Thrice
 (d) More than thrice (e) No knowledge of any such meeting

21. How many of such meetings have you attended in a year?

- Once (b) Twice (c) Thrice (d) More than thrice
(e) No knowledge of any such meeting (f) None

22. What were the issues discussed at the meeting?

.....
.....

23. How can the general public participate in the performance assessment of the District Assembly?

.....
.....

24. How will you rate the level of participation of the community in the performance assessment of the District Assembly?

- (a) Very High (b) High (c) Average (d) Low (e) Very Low

25. Which indicators did you used to assess them?

.....
.....

26. How will you rate the functioning of the Sub-structures of your Assembly?

- (a) Very Effective (b) Effective (c) Ineffective

27. What indicators did you used to rate them?

.....
.....

28. What are some of the factors hindering community involvement in the assessment of the performance of the Assembly?

.....

.....

.....

.....

THANK YOU FOR YOUR CO-OPERATION!



APPENDIX B: LETTER OF PERMISSION

Atwima Nwabiagya North District Assembly
Private Mail Bag
Barekese – Ashanti Region

14th June, 2018.

Dear Sir,

PERMISSION TO CONDUCT A RESEARCH IN YOUR DISTRICT

I am a Local Government Service staff at the Atwima Nwabiagya North District Assembly and pursuing a Masters of Arts in International Development Studies at the Presbyterian University College, Ghana.

As part of the requirement of the programme, I am undertaken a study into the Performance Assessment of the Sekyere Kumawu District Assembly from the communities' perspective and the Functional Organizational Assessment Tool (FOAT).

I write to humbly seek for your approval to conduct the study in your District.

The purpose of the study is to assess the performance of the Assembly from the view point of the community and juxtapose it with that of the FOAT system to guide the formulation of future instruments for assessing the performance of MMDAs.

The sampled size will be two hundred and sixty (260) respondents drawn across all the twenty-six electoral areas in the District. Please, be assured that the information collected will be used only for the purpose of this study.

I count on your co-operation.

Yours faithfully,

The District Chief Executive
Sekyere Kumawu District Assembly
Kuamwu

Francisca A. Abagna
(0249863923)

APPENDIX C: REQUEST FOR INFORMATION

Atwima Nwabiagya North District Assembly
Private Mail Bag
Barekese – Ashanti Region

14th June, 2018.

Dear Sir/Madam,

REQUEST FOR INFORMATION ON PERFORMANCE OF THE SEKYERE KUMAWU DISTRICT ASSEMBLY UNDER THE FOAT

I am a Local Government Service staff at the Atwima Nwabiagya North District Assembly of Ashanti Region and pursuing a Masters of Arts in International Development Studies at the Presbyterian University College, Ghana.

As part of the requirement of the programme, I am undertaking a study into the Performance Assessment of the Sekyere Kumawu District Assembly in the Ashanti Region under the Functional Organizational Assessment Tool (FOAT) and would be grateful if you could provide me with the following information:

- ✓ The General performance of MMDAs (i.e., pass rates and failure rates) for the past three years.
- ✓ The General performance of MMDAs in Ashanti Region (i.e., pass rate and failure rates) for the past three years.
- ✓ The performance of the Sekyere Kumawu District Assembly for last three years.

Kindly contact Mr. David N. Aneere of the Public Services Commission on 0249863907, if any further information is needed.

Thank you.

Yours faithfully,

Francisca A. Abagna
(0249863923)

The Co-ordinator
District Development Facility (DDF)
Ministry of Local Government and Rural Development
Accra

APPENDIX D: FOAT VI& VII RESULTS

SN	District	MCs	DDF Performance Measures Scores										Total Score	Adjusted Total Score	Adjusted Total Score using 98
			Mgt & Org (9)	Transparency (12)	Planning (18)	Human Resource (6)	SD Structures (3)	Fin Mgt & Aud. (18)	Fiscal Capacity (21)	Procurement (5)	Environmental Sanitation (8)				
Ashanti													2,306.0	2,536.0	2,581.73
1	Adansi North	Fulfilled	8	12	12	3	3	16	21	5	8	88	88	89.80	
2	Adansi South	Fulfilled	4	11	15	3	2	12	18	4	5	74	74	75.51	
3	Afigya Kwabre	Fulfilled	8	12	10	5	3	15	21	5	4	83	83	84.69	
4	Ahafo Ano North	Fulfilled	9	11	16	6	1	15	18	5	5	86	86	87.76	
5	Ahafo Ano South	Fulfilled	7	12	13	5	3	14	16	5	6	81	81	82.65	
6	Amansie Central	Fulfilled	7	11	17	5	3	14	18	4	7	86	86	87.76	
7	* Bekwai Municipal	Fulfilled	8	12	15	3	1	16	18	4	8	85	85	86.73	
8	Amansie West	Fulfilled	9	11	14	3	1	15	16	4	2	75	75	76.53	
9	* Asante Akim Central	Fulfilled	9	11	14	3	2	16	18	4	8	85	85	86.73	

10	**	Asante Akim North	Fulfilled	5	4	0	0	0	4	4	4	0	21	95	95.00
11		Asante Akim South	Fulfilled	9	12	15	6	3	16	13	3	8	85	85	86.73
12		Atwima Kwanwoma	Fulfilled	9	12	15	3	1	16	12	5	8	81	81	82.65
13		Atwima Mponua	Fulfilled	9	12	18	6	3	13	21	4	8	94	94	95.92
14		Atwima Nwabiagya	Not Fulfilled	7	11	16	5	2	11	12	4	8	76	76	77.55
15		Bosome Freho	Fulfilled	9	11	14	2	1	16	11	5	1	70	70	71.43
16		Bosomtwe	Fulfilled	7	11	13	2	1	16	6	4	8	68	68	69.39
17	*	Ejisu Juaben	Fulfilled	7	12	16	5	1	14	21	4	8	88	88	89.80
18		Ejura Sekyeredumase	Fulfilled	7	8	11	2	1	14	19	5	8	75	75	76.53
19	*	Kumasi Metro	Fulfilled	9	12	18	3	3	18	16	5	7	91	91	92.86
20	**	Asokore Mampong Municipal	Fulfilled	5	5	0	0	0	4	4	4	0	22	100	100.00
21		Kwabre East	Fulfilled	9	10	15	3	2	14	18	5	8	84	84	85.71
22	*	Mampong Municipal	Fulfilled	9	12	17	3	1	14	18	4	7	85	85	86.73

23	*	Obuasi Municipal	Fulfilled	9	11	13	3	2	16	21	4	8	87	87	88.78
24	*	Offinso Municipal	Fulfilled	7	12	15	4	3	15	15	5	7	83	83	84.69
		al													
25		Offinso North	Fulfilled	7	10	12	2	3	15	15	5	5	74	74	75.51
26		Sekyere Kumawu	Fulfilled	9	12	15	6	3	16	21	4	8	94	94	95.92
27	**	Sekyere Afram Plains South	Fulfilled	5	5	0	0	0	4	4	4	0	22	100	100.00
28		Sekyere Central	Fulfilled	9	12	17	6	2	14	9	5	8	82	82	83.67
29		Sekyere East		8	12	18	3	3	12	20	4	7	87	87	88.78
30		Sekyere South	Fulfilled	9	12	17	5	1	16	21	5	8	94	94	95.92
		* = MMAs under UDG						No. MMDA assessed							216.0

FOAT VII RESULTS

SN		District	MCs	DDF Performance Measures Scores									Total Score
				Mgt & Org (10)	Transparency (11)	Planning (18)	Human Resource (5)	SD Structures (3)	Fin Mgt & Aud. (20)	Fiscal Capacity (20)	Procurement (7)	Environmental Sanitation (6)	
Ashanti													2,780.0
1		Adansi North	Fulfilled	10	10	14	4	3	18	20	5	6	90
2		Adansi South	Fulfilled	9	11	15	4	3	17	20	5	6	90
3		Afigya Kwabre	Fulfilled	10	11	15	5	3	20	20	7	3	94
4		Ahafo Ano North	Fulfilled	10	11	16	5	3	16	17	5	3	86
5		Ahafo Ano South	Fulfilled	9	8	16	4	3	18	17	5	6	86
6		Amansie Central	Fulfilled	10	11	18	5	1	14	16	7	6	88
7	*	Bekwai Municipal	Fulfilled	10	10	18	3	2	20	20	5	6	94
8		Amansie West	Fulfilled	10	11	16	3	2	17	20	5	3	87
9	*	Asante Akim Central	Fulfilled	10	11	18	4	3	20	20	7	6	99
10	**	Asante Akim North	Fulfilled	10	11	16	2	1	20	20	7	6	93
11		Asante Akim South	Fulfilled	10	11	17	5	3	20	20	7	6	99
12		Atwima Kwanwoma	Fulfilled	10	11	17	5	3	20	20	5	6	97
13		Atwima Mponua	Fulfilled	9	11	16	5	3	20	16	7	6	93

14		Atwima Nwabiagya	Fulfilled	10	11	15	5	3	20	15	5	6	90
15		Bosome Freho	Fulfilled	9	11	16	5	3	16	16	5	3	84
16		Bosomtwe	Fulfilled	10	10	15	4	3	20	20	5	6	93
17	*	Ejisu Juaben	Fulfilled	10	11	16	5	3	20	19	5	6	95
18		Ejura Sekyeredumase	Fulfilled	10	11	14	5	3	18	20	7	4	92
19	*	Kumasi Metro	Fulfilled	10	11	17	5	1	20	20	5	6	95
20	**	Asokore Mampong Mun	Fulfilled	10	11	16	5	3	20	20	5	6	96
21		Kwabre East	Fulfilled	10	11	16	5	3	20	16	7	6	94
22	*	Mampong Municipal	Fulfilled	10	11	15	5	3	19	20	5	6	94
23	*	Obuasi Municipal	Fulfilled	10	11	15	4	2	20	19	5	3	89
24	*	Offinso Municipal	Fulfilled	10	11	18	3	3	20	20	5	3	93
25		Offinso North	Fulfilled	10	11	15	5	3	20	19	5	3	91
26		Sekyere Kumawu	Fulfilled	10	11	17	5	3	20	20	5	4	95
27	**	Sekyere Afram Planis South	Fulfilled	10	11	15	5	0	20	19	7	6	93
28		Sekyere Central	Fulfilled	10	11	17	5	3	20	20	7	4	97
29		Sekyere East	Fulfilled	10	11	18	5	3	20	16	7	6	96
30		Sekyere South	Fulfilled	10	11	15	5	3	20	20	7	6	97
		* = MMAs under UDG						No. MMDA assessed					216

