

**DISTRICT ASSEMBLIES, NGOs AND LOCAL DEVELOPMENT  
IN GHANA: THE CASE OF AGONA WEST MUNICIPALITY**

**BY**

**ARTHUR LAWRENCE**

**(10153853)**

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INTEGRI PROCEDAMUS

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## DECLARATION

I declare that this academic work is my own and that any part of this work which contains quotations or any mentioning has fully been acknowledged to the authoritative source(s). I also declare that this research work has not been submitted either in its entirety or in part to any educational or examining institution for an academic award or degree. I therefore accept full responsibility of any shortcoming of this research work.

.....  
(Lawrence Arthur)

STUDENT

Date.....

.....  
(Prof. Abecku Essuman-Johnson)

MAIN SUPERVISOR

Date.....

.....  
(Dr. Emmanuel Debrah)

SECOND SUPERVISOR

Date:.....



## **DEDICATION**

I dedicate this study to my daughter Laurenza Arthur-Snipes, my niece Munira Emma Ackah, my nephew Yassel Ackah, and my beloved mother Madam Sarah Eyah of blessed memory.



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## ABSTRACT

This research investigated the performance of Agona West Municipal Assembly (AWMA) as a District Assembly (D.A.) in the delivery on its developmental mandate in the areas of infrastructure, education and health as well as the contributions of Non Government Organizations (NGOs) in the same areas of developments.

The study found out that, concerning infrastructural development, AWMA has been constructing markets, toilet facilities, roads, extending pipe borne water and bore holes and installing street lights in the AWM despite the development constraints the assembly faces. On their part, NGOs were not really active in infrastructural developments due to resources constraints and their selective operations as non state actors in local development at the AWM.

In education, due to resources and other development constraints, AWMA has been prioritizing the constructions of classrooms, Ghana School Feeding Programme (GSFP) kitchens, bungalows, Early Childhood Centre as well as supply of furniture among others. The contributions of NGOs in education have also been, sponsorship of students, building and renovation of unit classrooms, donating of educational materials to schools and placing foreign volunteers to schools to teach among others.

In health, AWMA has been engaged in the constructions of nurses' quarters, clinics and CHPS compounds and supply health care equipments and materials. On their part, the NGOs have been engaging in health outreach programmes, supply of medical equipments and placement of volunteers to health centers among others. The study also found out that, AWMA faced the challenges with revenue mobilization as the major source of development constraints, excessive partisanship, challenges with coordination between AWMA and NGOs among others.

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## ABBREVIATIONS

<b>ADA</b> .....	Agona District Assembly
<b>ADI</b> .....	Africa Development Indicator
<b>AED</b> .....	Agona East District
<b>AMs</b> .....	Assembly Members
<b>ANC</b> .....	African National Congress
<b>ATC</b> .....	Agona Traditional Council
<b>AWMA</b> .....	Agona West Municipal Assembly
<b>AWM</b> .....	Agona West Municipality
<b>BECE</b> .....	Basic Education Certificate Education
<b>CBOs</b> .....	Community Base Organizations
<b>CHPS</b> .....	Community Health Planning Services
<b>CPP</b> .....	Convention Peoples Party
<b>DA</b> .....	District Assembly
<b>DAs</b> .....	District Assemblies
<b>DACF</b> .....	District Assembly Common Fund
<b>DANIDA</b> .....	Danish International Development Agency
<b>DC</b> .....	District Council
<b>DSWCD</b> .....	Department of Social Welfare and Community Development

<b>ECC</b> .....	Early Childhood Center
<b>ERP</b> .....	Economic Recovery Programme
<b>EU</b> .....	European Union
<b>FCs</b> .....	Faith Communities
<b>GES</b> .....	Ghana Education Service
<b>GSFP</b> .....	Ghana School Feeding Programme
<b>GSGDA</b> .....	Ghana Shared Growth Development Agenda
<b>GPRS</b> .....	Ghana Poverty Reduction Strategy
<b>GSS</b> .....	Ghana Statistical Service
<b>HIPC</b> .....	Highly Indebted Poor Countries
<b>ICT</b> .....	Information Communication Technology
<b>IEA</b> .....	Institute of Economic Affairs
<b>IGF</b> .....	Internally Generated Fund
<b>IJGD</b> .....	Internationale Jugendgemeinschaftsdienste
<b>JHS</b> .....	Junior High School
<b>LDCs</b> .....	Less Developed Countries
<b>LG</b> .....	Local Government
<b>LI</b> .....	Legislative Instrument
<b>MCE</b> .....	Municipal Chief Executive

**MLGRD**.....Ministry of Local Government and Rural Development

**MoH**.....Ministry of Health

**MP**.....Member of Parliament

**MTDP**.....Medium Term Development Plan

**NDC** .....National Democratic Congress

**NDPF**.....National Development Policy Framework

**NGOs**.....Non Governmental Organizations

**NHIS**.....National Health Insurance Scheme

**NPP** .....New Patriotic Party

**OPD**.....Out Patient Department

**PHC**.....Population and Housing Census

**PNDC** .....Provisional National Defense Council

**PP** .....Progress Party

**PTA**.....Parent Teacher Association

**SHS**.....Senior High School

**TLM**.....Teaching Learning Materials

**UC**.....Unit Committee

**UK** .....United Kingdom

**UNO**.....United Nations Organization

## CHAPTER ONE

### 1.1 INTRODUCTION

District Assemblies (D.As) in Ghana have become important agents of securing appropriate developments to the grassroots. These local government institutions derive their powers from laws such as Article 241 (3) of the 1992 constitution of Ghana as the highest political authorities in the various districts with deliberative, legislative and executive powers (Constitution, 1992). Additionally, L.G. Act 462 of 1993 which established D.As empowers them as pivots around which all local authoritative decisions and developments revolve. (L.G.Act 462, 1993)

In the pursuit of local developments, D.As also explore the competence of non-state actors such as NGOs. (L.G.Act 462: Section 10 (5)-(7)). This allowance of grassroots participation in local development by other agents is regarded as an effective manifestation of the decentralization concept which started in 1988. (PNDC, 1988)

Thus decentralization or local governance seeks to empower the grassroots to own the developments processes with the D.As as catalysts. Significantly, the rationale behind decentralization in the establishment of D.As by the L.G. Act 462 is to send appropriate developments to the local level whilst relieving the central government of the burden of over centralization on local development issues (L.G Act, 1993: Section 10). This therefore puts enormous responsibility on D.As to spearhead developments at the length and breadth of Ghana by effective and efficient utilization of resources available to them which becomes the heartbeat of every development agenda.

It therefore becomes important to assess the D.As in Ghana as the so-called development agents responsible for bringing developments to the grassroots with available resources and the participation of NGOs as partners. This study therefore

looked at the performance assessment of AWMA and NGOs as development actors in **Education, Health and Infrastructure** in the AWM in the midst of the development challenges.

## **1.2 BACKGROUND TO THE STUDY**

According to a democratic governance research conducted in 1995 by Essuman-Johnson et al (1995), development which manifests in the general improvement of the qualitative livelihood of people in a country should become the prime agenda of many countries including Ghana. Javini (2010: 7) has also stated that, for a Less Developed Country (L.D.C.) with her substantial population in the primary sector, it is always important for government to come up with policies which can alleviate poverty.

Ghana as a developing country continues to give meaning to the Directive Principle of State Policy of 1992 Constitution by the pursuit of development aimed at securing socio-economic and political wellbeing of her current generation and posterity (Constitution, 1992: Article 36). In achieving sustainable development, various development policy frameworks have been adopted and implemented since her independence in 1957. (I.L.G.S., 2011). Notably among these policy frameworks included; the Seven-Year Development Plan of 1963/64-1969 under the Convention Peoples Party (C.P.P.), the Two-Year Development Plan of 1969-1970 and the One-Year Development Plan of July 1970-June 1971 all under the Progress Party (P.P.). Others were; the Economic Recovery Programme (E.R.P.) of 1984-1986 under the Provisional National Defense Council (P.N.D.C.), National Development Policy Framework (N.D.P.F.) with its focus on Ghana Vision 2020 of 1996-2000 under the National Democratic Congress (N.D.C.) first regime. Then the Ghana Poverty Reduction Strategy (G.P.R.S.) of 2002-2005 and the Growth and Poverty Reduction Strategy (G.P.R.S.2) of 2006-2009 all under the New Patriotic Party (N.P.P.) as well

as the Ghana Shared Growth Development Agenda (G.S.G.D.A.) of 2010-2013 under the N.D.C. second regime. (ILGS, 2011: 7)

Significantly, Ghana has pursued these development policies with direct participation of D.As as primary implementers at the grassroots. (Ahwoi, 2000: 1). According to Ahwoi (2000), the existence of D.As has created opportunity for grassroots to own the pace of their developments. And since development essentially concerns the people, it has become imperative to engage the citizenry in realizing development goals. (L.G. Act 462 of 1993: Section 10 (4))

In his assessment of popular participation of politics in Ghana, Oquaye (2003: 72) thinks, effective local government serves as the medium for meaningful grassroots participation with the ultimate aim of keeping government closer to the people. It is therefore not far from the reality to describe D.As as local government institutions for people centered governance due to the direct allowance of the citizens in decision making. (Ahwoi, 2000)

In Ghana after some previous local government systems, a new local government system started in 1988 with the enactment of the Local Government Law 1988. (I.L.G.S, 2011: 1). In the pursuit of sustainable development in every aspect of the lives of Ghanaians, other legislations have also been enacted empowering D.As as agents of developments at the local level. The L.G. Act 462 of 1993 is an important legislation which sets the modalities for the creation of D.As as the highest political institutions in the districts. (L.G. Act 462). The L.G. Act 462 highlights the core functions of the D.As with membership of 70% elected and 30% appointed by the President in consultation with traditional authorities and interest groups. (L.G. Act 462: Section 5 (1)). The L.G. Act 462 thus seeks to establish a decentralized system

with D.As which even though derive their policy directions from the central government serve as conduits for sending governance closer to the grassroots.

According to Rondinelli in Oquaye (2003: 256), centralization of decision making is becoming difficult, costly and inefficient as societies and governments are becoming more complex. According to Rondinelli, the reduction of the bottlenecks associated with centralization is decentralization which will ensure efficiency of service delivery at the local level.

The L.G. Act 462 empowers the D.As with some specific functions which include; carrying out all major development in the districts, enhancing effective mobilization and utilization of human, physical and financial resources for economic and social development. Others are, provision of basic infrastructure and services, maintenance of security and public safety, revenue mobilization in terms of taxes, rates, duties and fees among other functions. (L.G. Act 462: Section 10)

In the performance of its functions as required by law, a D.A. relies on its key players such as the Chief Executive who represents the President, Member(s) of Parliament whose constituents fall under the jurisdiction of a particular D.A. Others are, the Presiding Member, Assembly Members, Coordinating Director, technical or professional and supporting staff. (L.G. Act 462: Section 5). The D.As are further decentralized into various departments under the Local Government Act with their heads answerable to the Chief Executive through the District Coordinating Director. Some of these departments established by Legislative Instrument include; central administration, physical planning department, agriculture department, department of social welfare and community and waste management department. (L.G. Act 462: Section 38). Others include, finance department, department of education, youth and sports, disaster prevention and management department, natural resources

conservation department, forestry, game and wildlife division and health department among others. (L.G. Act 462: First Schedule)

Certainly, by the establishment of various departments under the D.As, every aspect of local development is supposed to be covered by local governance system which is people centered. The D.As in the discharge of their development goals engage various non-state actors such as NGOs at the local level. (L.G. Act 462: Section 10 (5) - (7)). Furthermore, article 241(3) of the 1992 constitution of Ghana also gives meaning to the participatory nature of the deliberative, legislative and executive functions of local government system by involving all manner of persons in the decision making at the grassroots. (Constitution, 1992)

Article 248 (1) specifically forbids partisanship in the election of assembly members so as to encourage the contributions of diverse opinions and contributions devoid of political considerations. (Constitution, 1992). Article 240 (2) (a) states that “parliament shall enact appropriate laws to ensure that functions, powers, responsibilities and resources are at all times transferred from the central government to the local government units in coordinated manner”. (Constitution, 1992). This provision and others are to make decentralization in Ghana more coordinated and relatively uniform in terms of policy direction from the centre (central government) to the periphery (D.As).

Therefore in the AWM also, local developments are supposed to be implemented, supervised and evaluated by AWMA through the coordination of Ministry of Local Government and Rural Development in Accra and the Regional Coordination Council at Cape Coast. (L.G. Act 462). Moreover, L.G. Act 462 which establishes the D.A.s with AMWA inclusive as the authoritative development machinery is expected to undertake development activities which must affect the 115,358 people living in the

AWM. (GSS, 2014: 16). In the pursuit of its developments, AWMA just like any other D.A. relies on the Internally Generated Fund (IGF) listed under the (Section 86 ) Six Schedule of L.G. Act (1993) which include; basic rates, special rates, property rates, fees and charges, licenses and trading activities. Others include investment income and financial allocations from the central government transfers such as the District Assembly Common Fund (DACF), projects allocations among other sources.

Other donor inflows and aids from foreign institutions such as U.S.A.I.D., Danish International Development Agency (DANIDA), and European Union (E.U) and others are involved in the developments process. ([www.agonawest.gov.gh](http://www.agonawest.gov.gh)). It is therefore expected that AWMA maximizes the various resources as well as the social capital from the people in the acceleration of development in the AWMA. (L.G. Act 462)

A former U.S.A. President Kenedy (1961) stressed in his presidential inaugural address on 20<sup>th</sup> January 1961 that “If a free society cannot help the many who are poor, it cannot save the few who are rich”. This perhaps underscores the essence of local governance and motivated the researcher to conduct the performance assessment of AWMA as far as pursuit of local developments in **infrastructure, health and education** are concern in the AWM.

### **1.3 RESEARCH PROBLEM**

The D.As in Ghana are supposed to be empowered with some appropriate resources to be able to discharge their developmental activities. (Constitution, 1992: 252). That is the transfer of duties to the D.As must necessary be accompanied with the transfer of resources and powers to perform. (Oquaye 2003: 257). Article 240 (2) (a), indicates that parliament shall make appropriate laws to ensure that functions, powers and resources are transferred from the central government to the D.As. Article 243 (1) also

makes the President of Ghana the appointing authority of District Chief Executives (D.C.Es). (Constitution, 1992). These and other provisions and legislations clearly make D.As highly dependent on the central government for policy direction and resource allocations for grassroots developments.

Article 240 (2) (c) empowers D.As to be capable of maximizing the needed resources earmarked for accelerating development in their respective districts. (Constitution, 1992). In achieving this objective the D.As rely on resources both internal and external. It is therefore the case that, development is dependent on the availability of the needed or appropriate resources at the disposal of the D.As as emphasized by the Finance Minister in the 2002 Budget Statement. (IEA, 2003). The question therefore is, do the D.As get the needed resources to champion the development needs of the people? Funds such as DACF and IGF and various donor supports and grants earmarked for local development must boost the financial abilities of tackling development projects in Ghana at the local level. (L.G.Act 462: Section 86)

The study sought to identify the challenges associated with resources of D.As for local developments. That is, if the IGF are substantially enough for meeting development goals in the districts and whether central government releases DACF and other funds in time or regularly. And whether donor funds are channeled to the appropriate needs in the districts due to strings attached to those donor supports.

As Coolidge and Rose-Ackerman expressed in Hope and Chikulo (2000: 69) “a secured source of foreign aid is a little like diamond mine or an oil deposit. Countries with access to such largesse have a cushion that others lack. Reliance on these sources of wealth however is risky over the long haul”. How has AWMA fared in the proper utilization of the scarce resources at the disposal in addressing the development needs of the AWM? How has AWMA been mobilizing the resources needed for addressing

the development needs in the AWM? According to an Africa Development Indicator, infrastructure gap in Africa costs two to three times higher than Asia. (ADI, 2007). Such a report was indicative that, resources and funds for development must be prudently utilized. The question is, how accountable has AWMA been to the people with regards to resource allocation for development in AWM?

McConnel (2010: abstract) raises issue on the effects of governments' policy in his public policy journal titled "Policy success, policy failure and Grey areas In-Between". He raises the issues of whether government programmes generally affect society positively, and whether the benefits are immediate or long term? Adansi-Pipim (2001) also asked the question, how real is local participation and on whose benefit does local participation protect? What kind of development policies are the D.As pursuing and to what extent are non-state actors such as NGOs feeding into them? Atsem (1990: 4) stresses that over centralization or top-down approach to decision making alienates the people from decision making concerning developments.

So how has AWMA fared in embarking on local development in the midst of demands for developments from the grassroots and availability of resources? And what kind of participation is the grassroots and non-state actors such as NGOs contributing for the realization of development goals in infrastructure, education and health. Is AWMA getting the needed involvement of the citizenry in the development processes in the AWM or as found about by Esuman-Johnson et al (1995: 24) in their research, majority of people expect D.As to provide their developmental needs with or without constraints?

#### 1.4 RESEARCH OBJECTIVES

- ❖ To investigate AWMA on its knowledge of the development needs of the AWM and the role of NGOs as development partners.
- ❖ To assess the performance of AWMA in delivering its core mandate of owning the development process in the AWM with the resources available to it.
- ❖ To research into the development constraints of the AWMA.
- ❖ To assess the nexus between AWMA and NGOs in development policy frameworks.
- ❖ To make appropriate recommendations on local development administration in Ghana and the contribution of NGOs as development partners.

#### 1.5 RESEARCH JUSTIFICATION

- To gain knowledge of the performance assessment of AWMA as the main agent of development in the AWM.
- To able to gain a comprehensive development needs of the AWM.
- To gain insight into the development constraints or challenges of AWMA.
- To fill the knowledge gap as far as D.As, NGOs and local developments in Ghana is concern.

#### 1.6. CONCEPTUALIZATION OF “DEVELOPMENT”

Certainly, the word *development* could be understood or be explained variously depending on the context(s). Nevertheless, for the purpose of this study, development is conceptualized to mean the pursuit of social and economic projects that are capable of affecting the lives of the grassroots positively. (Ahwoi, 2000). More specifically, the provision of infrastructural, educational and health deliverables that are supposed to ensure social and economic benefits to the inhabitants of the AWM. (L.G. Act 462)

## 1.7 ORGANIZATION OF CHAPTERS

- ❖ **Chapter One:** Focused on the **Introduction** which dealt with the critical contributions of AWMA and NGOs in local development, the **Background** which dealt with the evolution of Local Governance and the crucial contributions of D.As in the pursuit of grassroots developments. The **Problem Statement** looked the development constraints of AWMA in the pursuit its development agenda. The **Research Objectives** dealt with the knowledge about the nexus of AWMA and NGOs as development partners. The **Research Justification** looked at the critical coordination of D.As and NGOs in local developments. Then the **Conceptualization** of “development” and the **Organization of Chapters** which mentioned the arrangement of the chapters.
- ❖ **Chapter Two:** Dealt with the **Literature Review** which reviewed some works on General Studies, Studies in Africa and Studies on Local Government agents and NGOs on the pursuit of local developments.
- ❖ **Chapter Three:** Looked at the **Theoretical Framework** which adopted the Alternative Development Theory (ADT) as the appropriate theory for the study as well as the **Research Questions** flowing from the issues.
- ❖ **Chapter Four:** Dealt with the **Research Instrument and Framework** for **Data Analysis** of the study.
- ❖ **Chapter Five:** Looked at the **Data Analysis** with important emphasis on the resources and priority projects of AWMA and the NGOs in the AWM.
- ❖ **Chapter Six:** Looked at **Discussions of Findings** which essentially sought to discuss the research questions with the benefit of the findings gathered.
- ❖ **Chapter Seven:** Dealt with **Summary of Findings, Conclusions** and **Recommendations**.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. INTRODUCTION

This review seeks to enhance the understanding of the context within which this study is situated with the ultimate aim of assessing the performance of DAs and NGOs as development agents in Ghana amidst the development constraints at the grassroots. As Oquaye (2003:7), puts it “literature review is important in such work, to give a panoramic view of the terrain in which a particular research traverses”. The review was done on some works from general studies, studies in Africa and studies in Ghana.

#### 2.2. GENERAL STUDIES

##### *NGOs in Local Development*

Richard Fannell’s article about community development titled “Faith Communities, regeneration and social exclusion: developing a research agenda” discussed the vital nature of Faith Communities (F.Cs) as NGOs in local development in the United Kingdom (U.K.). Fannell looked at the contributions of FCs on their partnering role with local government bureaucracy in delivering developments to the people living in UK. He opined that FCs were not really considered as important agents in community development because they were traditionally not supposed to have the obligation towards the people as far as community development was concerned.

He therefore expressed the need for FCs to be engaged as important community development agents partnering with local government institutions in U.K. According to him “Faith communities bring explicit moral codes to their involvement in public life and some issues of justice and the challenge to inequality high on the agendas”

(Farnell, 2001: 226). He indicated the neutrality of FCs in their altruistic pursuit of developmental activities with the ultimate aim of improving the lots of the people irrespective of social or political background. In the other words, FCs as non-state actors being apolitical institutions contribute significantly to community developments without expecting any electoral advantages.

Farnell emphasized the relevance of FCs to accelerating community development due to obvious reasons. The proximity of FCs and their volunteers to communities of social and economic deprivation makes FCs credible agents of community developments. The engagements of FCs in developmental activities come with economic benefits to various individuals. For example, there are creation of employment or job opportunities to staff, volunteers and even the clergy with payment of salaries and allowances from the coffers of these FCs. The pursuit of community development consequently comes with the leverage of owning buildings and assets which can be used by the members of the community. Association or membership with FCs as bastions of moral turpitude comes with some moral obligation to eschew vices in public life and rather adhere to virtues in the discharge of one's duties. This according to the author enhances the image of the individual and raises the credibility of the individual in the eyes of the public. (Farnell, 2001)

### **2.3. STUDIES IN AFRICA**

Researching on the impact of NGOs in the lives of Africans, Jivani (2010) wrote on the topic "What are the Impacts on Non-Governmental Organizations on the Lives of the Citizens of Tanzania?" The author investigated the impact of NGOs on Tanzanians in the areas of education, health and micro finance. According to the author, "for a third world country with inadequate resources and infrastructure to develop, the government must work in coordination with other institutions such as NGOs to meet

the needs of its citizens.” (Javani, 2010: 7). This emphasizes the point that, state institutions can not alone meet the development needs of the people due to resources constraints. His choice of these areas was also influenced by the basic format of the Human Development Indicator (HDI) which has similar components of access to education, decent standard of living and quality of livelihood. This meant that, there cannot be any significant development of people’s lives without the role that is played by non state actors such as NGOs which underscores the need for local participation in the pursuit of development.

The findings indicated the relevance of NGOs’ impact in the lives of beneficiaries through influencing change and creating new national policies despite the challenges of bureaucratic hurdles, lack of supports and partnership bottlenecks some NGOs faced. In education, according to the research there were as many as 37 NGOs that were dealing with education in Tanzania playing the roles of sending children to schools, strengthening and evaluating curriculum and policies dealing with education .(Javani, 2010: 41). In health, there were more than 54 NGOs including other private companies partnering with the governmental institutions in the implementation of programmes aimed at curbing the spread of malaria, HIV/AIDS, pneumonia, tuberculosis, infant mortality, procurement and distribution of vaccines from foreign institutions. (Javani, 2010: 50).

According to the research about 88.5% of Tanzanians were living under the global poverty line of \$1.25 per day and that it was difficult for the destitute below the poverty line to come out of it without external supports. According to Jivani, the needed supports such as loans were being provided by the over 16 Micro-finance institutions in Tanzania. (Javani, 2010: 29). In his conclusion, the researcher indicated that NGOs certainly played such positive socio-economic roles in the lives of

Tanzanians. Consequently, citizens had their sense of dignity restored with their participation in developmental process enhanced, efforts towards poverty alleviation and putting pressures on the government and local bodies towards achievement of development benchmarks. (Javani, 2010: 59)

### ***Grassroots' Participation in Local Development***

The work of Lyons et al titled “The changing role of the state in participatory development from the reconstruction and development to programme growth, employment and redistribution” in the Oxford University Press and Community Journal, made impact assessment of participatory process in urban developments in Cape Town, Johannesburg and Durban all in South Africa.

The study identified the relationship between the changing role of central government and nature of participation in particular and its impact on institutional change at the local and national level. According to the authors “...until 1994 which saw the end of the apartheid system, majority of South Africans had been sidelined as far as official role in decision making was concerned. This brought about a society of top down planning, labour exploitation and white minority dominated nation lacking traditional democracy and public participation at the grassroots” (Lyons et al 2001: 275).

The authors described the governance system of South Africa until the collapse of the apartheid in 1994 at the epoch of political and social segregation where the majority black South Africans were completely sidelined in major decision making both at the national and the local level. Consequently, the minority whites became the top bureaucrats formulating, implementing, supervising policies and programmes with the blacks serving as workforce for menial jobs at the national and local level.

According to the article, the election of the African National Congress (ANC) heralded a new democratic space whereby the status quo was changed for truly participatory governance for the blacks to be actively engaged in major decision making in South Africa. “The election of a democratic and fully representative government in 1994 presented the first opportunity for equitable participation in decision making and planning”. (Lyons et al, 2001: 275)

The adoption of Reconstruction and Development Policy in 1994 was to empower the grassroots to fully take part in decision making on developmental issues that affect them. In an interview granted to L.G. which was captured in the article alluded to the fact that grassroots participation essentially manifested in the non state actors such as NGOs serving as neutral mobilizing agents of community developments. The interviewed indicated that “meaningful participation at the grassroots level in national programmes, could only take place if there existed a mediating function between state and the locality, a role which can be filled by new style NGOs such as Independent Development Trust (IDI) . (Lyons et al, 2001: 278). Inherent in this interview is the significant role NGOs play in the development of a country as agents which are non partisan actors and committed to general welfare of the citizenry and not anyone’s parochial interest.

This is to say that NGOs are even capable of serving as rally points when there is conflict whether real or perceived between the central government and the peripheral state institutions which may occur due to political or policy disagreement. The article stressed the point that central government show of autocratic tendencies thwart the attainment of developments and that local participation reduces intimidation and allows a wide range of voices to be heard at grassroots for local developments. (Lyons et al, 2001)

G.K. Scott (2000) discussed the obstacles facing Public Administration (P.A.) in some African countries in his book “The Public Administration of Africa in the 21<sup>st</sup> Century”. Scott (2000) identified some issues which he considered obstacles facing various countries in Africa. The author identified the fragile political system after military regimes in some African countries. Inherent in this is that, democratization in many African countries was still grappled with suspicion of its sustainability as a new era, and thus affected P.A. in many African countries.

The author also raised the issue of intractable expectations of citizens on governments to manage the national economy. According to Scott (2000), African people believed that the pursuit of developments, welfarism, protection of citizens’ freedom and happiness were the responsibilities of the governments. This therefore puts enormous burden on governments to manage their economies so prudently in order to ensure that the wishes of the citizenry are met. It even becomes more challenging as Scott (2000) alluded when there is high rate of population growth in many African countries.

The author indicated that many African countries have an average growth rate of about 3% per annum. This means, governments in Africa have to be responsive to the needs of people who are also increasing in numbers with myriad of needs. Poor access to education resulting in massive illiteracy amongst many African populations according to Scott has affected development in Africa. These lapses in education accessibility with its consequence of illiteracy have reduced people’s access to information and prevented them from actively taking part in grassroots governance. This affects the local governance due to the apparent lack of quality of contributions of the citizenry due to illiteracy. In other words, lack of education is a serious bane to the overall P.A. in Africa.

Additionally, the author identified insufficient or lack of infrastructure as one of the challenges affecting P.A. in Africa. Bad road networks, unreliable communication systems, dysfunctional transportation etc have indeed hindered the P.A. in many Africa since these have direct impact on the governance of any country. Decentralization as a vehicle of good governance has not really evolved perfectly on its intended purpose. In many African countries, the central governments are reluctant in relinquishing some of their powers to local governments to be able to initiate their policies and programmes without direct influences from the central governments. Consequently, the purpose of decentralization of encouraging local initiative and grassroots participation can therefore be described as pretense because L.G. institutions in Africa lack political autonomy thus affecting P.A. in Africa.

The author stressed ethnicity and corruption are issues affecting P.A. in many African countries and the need for uplifting moral values and eliminating corruption. The author believed that nepotism, cronyism and favoritism indeed make a mockery of P.A. in Africa resulting in corruption of all forms. (Scott, 2000)

## **2.4. STUDIES IN GHANA**

### ***Grassroots Participation in Development***

A review was also done on a book titled “Local Government in Ghana; Grassroots Participation in the 2002 Local Government Elections” edited by Nicholas Amponsah and Kwame Boafo Arthur. The editors stressed in chapter one captioned “Ghana’s Democratic Renaissance: An Overview” that the participation of the D.As elections was a clear search for grassroots democracy. The authors opined that hitherto the D.As elections; democracy was essentially about political and institutional developments at the national level.

According to this literature, critical governance issues that had direct impact on the vulnerable rural people were not really considered to be at the heart of democratization and participation. What this indicated was that, absence of localized participation in decision making made a mockery of any democracy. (Amponsah and Boafo-Arthur, 2003: 1)

The authors in fact justified the rationale of the study saying “...the goal of deepening and sustaining democracy in Ghana is inextricably related to the levels of political participation at the grassroots level. Thus, the more inclusive popular participation is attained at the levels of local governance, the better the chances of deepening and sustaining the country’s democratic experiment”. (Amponsah and Boafo-Arthur, 2003: 3). Inherent in this is the fact that, Ghana’s democratic dispensation was given the real booster by the advent of D.As elections which gave the citizenry at the grassroots the real opportunity in local governance at least. (Amponsah and Boafo-Arthur, 2003)

#### ***Non State Actors in Local Governance***

Drah (2003) wrote on the topic “Civil society and Grassroots Political Participation in Ghana” emphasizing on the roles of D.As and Unit Committees (U.C.s) as platforms for grassroots political participation in Ghana. According to him, the D.As and the U.Cs served as avenues for local communities to participate in decision making process as well as learning the “out” and “thrust” of pluralist politics even in the absence of political party competition. (Drah 2003: 117)

The author also discussed the vital role of various Civil Society Organizations (C.S.Os) in the consolidation of participatory democracy in Ghana. The author believes that there is some distinction between participatory democracy and participatory development even though the two are not mutually exclusive. Whilst the

former is participatory induced by competitive elections, the latter is participation in development by all individuals without going through the usual rigorous political competition of election.

He however indicated that, CSOs play significant role in facilitating participation in grassroots governance issues whether on participatory democracy or participatory development depending on their focus and mode of operation. For example, he conceptualized NGOs as those local and foreign development organizations at the local level engaged in social and community activities. (Drah, 2003: 119). Relating to the 2002 D.A. and U.C. elections, the author was of the view that CSOs played significant role in the electoral exercises. (Drah, 2003)

### ***Expectations of the Grassroots about Developments***

A review was also done on a research done by Abeeku Essuman-Johnson et al titled “Democratic governance in Ghana under the 1992 Constitution” an occasional paper No.4 of I.E.A. The research made important findings on the expectations of Ghanaians at the dawn of the fourth republican democratic dispensation.

According to the research, majority of the respondents indicated that the central government and the D.As were responsible for providing developments to the citizenry at nook and cranny of the country. This meant that, Ghanaians generally had high hopes of central government and the D.As providing them their basic needs. In other words, a significance of real democracy which Ghanaians embraced by voting the 1992 constitution into being was the acceleration of developments in the post military era.

Inherent in this hopes of Ghanaians clearly meant that, democracy could only be touted as a preferred system of governance if pursuit of development was prioritized

and that D.As must be the principal drivers of development. The research touching on the views of the respondents on what they considered as development needs revealed that, Ghanaians preferred clean water, health, hospitals and others such as schools, electricity, radio stations and most people thought development should be funded by D.As and the central government. (Essuman-Johnson et al, 1995: 24). Certainly, the research among other things opined that D.As in Ghana must be the fortress upon which all developments activities must be hinged at least as expressed by the majority of the respondents.

### ***Local Governance Structures in Local Development***

An IEA occasional paper No 25 “Enhancing the Decentralization Programme; District Assemblies and sub-structures as partners in governance” authored by Ahwoi (2000) looked at the ten (10) years of decentralization from 1989-1999. The author emphasized the point that, decentralization which was adopted in 1989 by the P.N.D.C. regime was an important concept which would give the impetus for the consolidation of democracy in Ghana.

According to the author, the decentralization concept created D.As as the foundation upon which Ghana’s new democracy was to be sustained. (Ahwoi, 2000:1). Ahwoi indicated that, decentralization was anticipated to be effective governance aimed at sending governance closer to the people. That obviously meant that the PNDC despite being a military regime had the conviction that, an ideal system of governance could be practically effective when the grassroots participated in decision making on issues that affected them thus encouraging bottom up approach to local governance.

In assessing the impact of decentralization which was already ten years since the PNDC Law 207 established it in 1988, indicated that, the involvement of the

grassroots ultimately opened the democratic frontiers even more in the era of the civilian rule from 1993. The author believed that the creation of D.As was the catalyst for grassroots participation of the citizenry in the local governance especially. What this meant was that, D.As with their various appendage structures had become such important governance institutions at the local level dealing with the challenge of remoteness of governance to the grassroots.

Notwithstanding the obvious hindrances in the implementation of decentralization the author expressed some satisfaction of how decentralization had fared. The author puts it succinctly when he intimated that “decentralization is a process not an event. We must therefore not throw up our hands in despair when we confront obstacles. Ours is devise strategies to overcome those obstacles” (Ahwoi, 2000: 19)

In a thesis submitted by Gershon Awuku Doe Atsem titled “Local Government and Rural Development in Ghana 1969-79; the case of Tongu District Council” the author identified the main problems inhibiting the effectiveness of local government administration in Ghana between 1969 and 1979. The thesis raised the root causes of the problems such as; inadequate funds, incapable administrative personnel, lack of supervision, cooperation and coordination, ineffective communication and lack of community participation. (Atsem, 1990: 132)

The thesis chronicled these obstacles as those affecting the competence of local government institutions as instruments of local development in Ghana. The thesis highlighted on the crucial role District Councils (D.C.s) could play in the pursuit of developments at the local level when they are properly resourced. To make local government more potent and effective, the thesis made certain recommendations. It recommended partnership approach to local government financing with the emphasis on the point that, financing of developmental projects for example must have non state

actors such as NGOs complementing government's effort. This approach will accelerate developmental activities especially when the state is financially handicapped to embark on development all alone. Administrative decentralization backed by political will and commitment of popular participation in local government is so vital for accelerating local development.

Over centralization which was a prominent feature at the dawn of independence in Ghana was seem to be counterproductive. This was because; over centralization sidelined the contributions of the grassroots in decision making and consequently affected the legitimacy of government. According to the author "the centralization model or top-down approach marginalized the local government units and discriminated against the rural areas in resource allocation. And it also alienated the people from their own local councils". (Atsem, 1990: 4)

Discussing the role of D.As in the performance of their functions in Ghana, Anim-Danso Atiemo analysed the capacity of Asuogyaman District (A.D.) in the pursuit of developments in his thesis titled "Decentralization for Development in Ghana 1987-1992; the case of Asuogyaman District". In assessing the performance of A.D., the author used political participation, improved project effectiveness, accountability, checking the rural urban drift and level of expenditure of the D.A. as indicators.

On political participation, the researcher looked at the level of involvement of the people of Asuogyaman in the electoral politics in the district. Certainly, grassroots participation in decision making which goes to the heart of decentralization has an important feature of accountability. For local governments to gain legitimacy and social capital it was essential for proper accountability of how resources are utilized and funds expended. The author also looked at the drift of people from Asuogyaman District to urban centres. People especially the youths would usually migrate from

areas of low developments to the urban centres where there are trappings of developments. The researcher made the findings of low remuneration of personnel at the D.A. as one of the reasons why the D.A. was not performing its development functions effectively. According to the thesis the problem even worsened upon the coming into being of the PNDC government directive that D.Cs had to pay 50% of the salaries of the personnel. This in fact put some burden on the already financially strained A.C. (Anim-Danso, 1994: 204)

The financial stress of the A.C. according to the findings made it over reliant on the central government for the financing of local developmental projects. The ramification was that, the delay in the release of funds from the central government ultimately could stall or result in the neglect of important developmental projects at the local level. Another issue was also that, the central government was reluctant in transferring powers and responsibilities to the D.Cs. The lack of autonomy of the D.Cs unfortunately made local officials cautious even in the use of discretion in routine matters but rather looked up to the central government for directions. (Anim-Danso, 1994: 206)

In identifying the possible remedies to the problems, the researcher made certain remedies which he believed could enhance the competence of D.C.s in delivering on their developmental functions. According to the researcher, decentralization would succeed when, recruitment, promotion, remuneration and dismissals are done by the D.Cs and not the central government. The researcher believed that would ensure meritocracy and competence in the recruitment of personnel into public office and devoid of partisan. Additionally, the personnel would be more committed to the state and not only the government and will also ensure discipline in policy direction which goes to affect the grassroots.

The researcher also believed that strict adherence to prudent financial administration especially on budgeting and expenditure in the workings of D.Cs in Ghana will ensure the realization of efficient pursuit of developments. This will ensure proper utilization of the limited resources available to D.Cs for local developments. Furthermore, the researcher recommended that the weak financial based of the D.Cs as a result of inadequate IGF and challenges with releases of government inflows to the D.Cs should be tackled as a matter of priority by the central government. The researcher was of the view that, the April 1985 directive on D.Cs to honour 50% of salaries of their workers had to be reviewed because it puts a lot of financial stress on the D.Cs. (Anim-Danso, 1994)

In the thesis of Adansi-Pipim (2001) titled “Decentralization for Popular Participation in Decision Making (Grassroots Participatory Democracy), in Rural Ghana 1989-1999: The case of the Ahafo-Ano North District” the study sought to unravel the actors, agents or agencies of popular participation at the grassroots level. The indicated whether there had been grassroots participatory democracy in which respondents of the Ahafo-Ano North District were themselves involved or took part in decision making.

In his investigation of indicators asked some Adansi-Pipim (2001) pertinent research questions. What was the extent of involvement by the masses at the grassroots in the processing of decision making in the districts? Who were the actors, agents or agencies of popular participation and how effective therefore were the DAs in enhancing grassroots participatory democracy? Which structures/institutions were evolved to facilitate popular participation in decision making by the indigenes? He also asked the question, “how real is participation or whose benefit does participation lead to” (Adansi-Pipim, 2001: 223)

The researcher talked about the 1981 coup being the supposed revolutionary transformation of PNDC aimed at enhancing grassroots democracy, through popular participation. “Structures such as the People’s or Workers Defence Committees (PDCs/WDCs) were erected as vehicles for grassroots empowerment and revolutionary transformation. The PDCs/WDCs were to be the main instruments of participatory democracy and the expression of the power (sovereignty) of the people”. (Adansi-Pipim, 2001: 224). He indicated the “rationale behind the coup was not necessarily to open up the political space to receive inputs for public decision making from the masses. And even if it was so at the beginning, the idea was later jettisoned probably for lust of power”. (Adansi-Pipim, 2001: 225)

However to ensure proper decentralization enhancing grassroots participation for looking developments, the researcher made the following recommendations. There should be concrete policies to remedy the falling standards of education level in the rural areas. There should be proper opening of the frontiers of mass engagements by the DAs by organizing well-publicized meetings where DAs can solicit for inputs from the grassroots. The D.A. should eschew political expediency but be transparent and accountable to the members of the assembly in all their undertakings. Discretionary powers of the DCEs must be properly managed and the DCE popularly elected so he/she can be answerable and accountable to the constituents. There should be allowance of partisan elections for assembly members just like it happens at the national level. “...it becomes unimaginable if not absurd to have pluralism at the national level but not at the district level which must be the breeding ground for national leaders “...non-partisanship can only operate in a monolithic authoritarian regimes and systems such Ghana which plunged into the early 1980s by Rawlings...” (Adansi-Pipim, 2001: 230)

Apart from established representative institutions, other informal autonomous groupings like NGOs, youth associations and farmers' co-operative movements must be encouraged to emerge and operate. According to him, such organizations when they show strong political interest, arouse the conciseness of the members and make them more participative, especially in the governmental process and consequently bring participatory democracy to the doorstep. (Adansi-Pipim, 2001)

## **2.5. CONCLUSION**

These reviewed literature and other works have extensively dealt with the subject area of current study on D.As and NGOs in local development. However, the researcher was motivated to contribute to the knowledge area by researching into the performance assessment of AWMA amidst the development constraints at the grassroots as well as the contributions of NGOs in the area of infrastructure, health and education. The researcher believe, will definitely enrich the knowledge area of NGOs role of complementing the efforts of D.As in local development and thus enriching the knowledge area on the coordination of D.As and NGOs in developments.



## CHAPTER THREE

### THEORITICAL FRAMEWORK

#### 3.1. INTRODUCTION

The literature review of the relevant materials available to the researcher highlighted the importance of grassroots initiatives towards local development, community commitment in complimenting the state's pursuit in developments and decentralized system which serves as platform for the injection of social capital. That is, the development constraints at the periphery require non-state institutions to complement the efforts of state institutions in accelerating development at the local level.

The researcher therefore chose Alternative Development Theory (A.D.T.) as the appropriate theory for this study. This theory which is gaining a lot of currency is associated with John Friedman (1992) in his work "Empowerment: Politics of Alternative Development". The theory sought to deal with the development's long standing delimas of how sustainable development could be achieved in the midst of passive grassroots and technocratic dominance in policy implementation. (Friedman, 1992). The author indicated that, there should be an empowerment of the rural folks in the rethinking of development that will be sustainable. This empowerment of the grassroots will ensure collaboration of government officials and rural people in matters of policy implementation. In his work, he strongly advocated that, alternative development presents the process that inherently empowers the periphery to be actively involved in issues of political and social importance. (Friedman, 1992)

Certainly, its evolution and emerging recognition in development issues made it an appropriate theory for the researcher. The theory was considered the most appropriate for this study also because, it is a people-centered theory to decision making and

development pursuit participatory due to the constraints that come with development. (Friedman, 1992). This underscores the notion that, development is best achieved where there is bottom-up approach to development goals in a country. This theory focuses essentially on the grassroots development agents and their participation in dealing with the issues on development. It emphasizes the ownership of development agenda setting to the local people and thus enhances the independence of the development process by the grassroots. (Friedman, 1992)

This theory seeks to challenge the status-quo of Top-Down main approaches which usually sideline the direct grassroots involvement in major decision making in the development process. The theory opines that, pursuit of development goals must be seen to be participatory and not the reserve of top bureaucrats or government officials. Therefore, the alternative to top down approaches to development must be considered as important option to development which would allow grassroots inclusiveness and local component. (Friedman, 1992). According to alternative development theory, grassroots involvement ultimately maximizes social capital and reduces alienation of the citizenry which makes the pursuit of development less burdensome for the state. Therefore development challenges are effectively dealt with the bottom up approach from the formulation, adoption, implementation, supervision and evaluation of development programmes.

### **3.2. FORMULATION OF DEVELOPMENT PROJECTS**

In the formulation of developmental projects, the notion of bottom up approach stipulates that the grassroots become actively involved in the decision making processes of development policies of the local communities. That is, the alternative development theory emphasizes the point that, the people are prone to owning any development when they are part of the components of the development agenda.

The D.As inevitably rely on inputs from petitions from the public, consultations, community meetings, radio discussions, demonstrations, festivals, public fora and others to decide on the appropriate development for a particular locality. Therefore, through such avenues the grassroots directly or indirectly participates in the decision making on local developments in the country. (Ahwoi, 2000). Eventhough the D.As ultimately aggregate the demands of the grassroots, they (D.As) consider grassroots' inputs in the general formulation of the developmental agenda.

### **3.3. ADOPTION OF DEVELOPMENT POLICIES AND PROGRAMMES**

In the enhancement of the grassroots participation in the developmental agenda, D.As in Ghana for example seek for the validation of development projects earmarked for implementation in their localities. This people centered approach aimed at seeking the adoption of policies become necessary to seeking acceptance and legitimacy to projects from the various stake holders at the grassroots. This obviously reduces the challenges of development pursuit because the validation of the development policies by the grassroots will correspond with the voting of their (grassroots) resources in achieving the development goals.

### **3.4. IMPLEMENTATION OF PROGRAMMES AND POLICIES**

The implementation of developments at the grassroots requires the involvement of the people. The people may the not be directly responsible for selecting the personnel for the execution of the projects, but may complement the efforts of the D.As by offering their social capital to the implementation of the projects. Additionally, the elected A.Ms and U.Cs are supposed to be actively involved in the execution of the projects. (L.G. Act 462, 1993: Section 16). Through this avenue, the grassroots feel the sense of

inclusion because their elected AMs and UCs are involved in the execution and this reduces the development challenges at the grassroots.

### **3.5. SUPERVISION OF PROJECTS AND POLICIES**

The grassroots involvement in local developments is further manifested in the supervision of projects that are executed locally. Through public meetings, radio discussions, assembly meetings and others; the people become actively part in the smooth implementation of projects at the grassroots. Where projects are not properly executed, the people use demonstrations, petitions and criticisms to register their protests and insist right avenues are adhered to ensuring appropriate developments are the grassroots. (L.G. Act 462, 1993: Section 10 (6)). This certainly reduces the development burden of state institutions due to the support of the grassroots to ensuring efficiency in the pursuit of local developments.

### **3.6. EVALUATION OF PROGRAMMES AND POLICIES**

The circle of the development process is usually concluded for new ones to restart with the evaluation of projects with the people or their representatives inclusive. The D.As as matter of getting the supports of the people, use public meetings, town hall meetings and conferences to get the inputs of the people in the evaluation of projects. This consequently informs the next circle of development processes as well as the adoption of strategies that must be pursued to ensuring efficiency.

### **3.7. WEAKNESS OF THE THEORY**

- ✓ Though Article 240 (2) (e) of Ghana's Constitution reinforces the theory on grassroots participation in local governance, ADT may not be applicable to all situations. This maybe due to hindrances at the local level which can adversely affect the competences of the grassroots to provide convincing inputs to local

governance due to illiteracy, weak infrastructure among other hindrances.  
(Scott, 2000)

- ✓ The theory maybe difficult to actualize in a unitary state like Ghana where ultimate power of policy direction lies in the bosom of the central government and government officials as indicated in Article 240 (2) (a) of Ghana's Constitution.

### **3.8. CONCLUSION**

Notwithstanding the challenges of the theory, the above discussions give more validity to the ADT as an appropriate theory for this study. This is because, Friedman (1992) clearly demonstrates that, ADT facilitates bottom up approach to decision making. ADT reinforces the notion of people centeredness in developments and perfectly situates the mandate of D.As in local developments. To reemphasize the point, there can not be any effective pursuit of developments at the periphery without the involvement of the grassroots because development constraints are always enormous. (Oquaye, 2003: 257). D.As and NGOs by their operations have a lot to do with local governace or decentralization which presents the process of grassroots and technocratic collaboration in matters of local development. (L.G. Act 462: 10 (5)-(7))

### **3.9. RESEARCH QUESTIONS**

The questions that guided this research are as follows:

- ❖ What is the level of awareness of the AWMA about the development needs of the AWM?
- ❖ What have been the efforts of AWMA in addressing the development needs of the municipality in the areas of infrastructure, education and health care?

- ❖ What have been the development constraints AWMA faces in accelerating the development goals in infrastructure, education and primary health care?
- ❖ What has been the level of participation of non-state actor like NGOs in the development process regarding infrastructure, education and primary health care in the AWM?



## **CHAPTER FOUR**

### **RESEARCH INSTRUMENT AND METHOD OF DATA**

#### **ANALYSIS**

##### **4.1. INTRODUCTION**

The collection of data and the approach or methodology is very crucial for any research work. This research being a qualitative one therefore sought to adhere to the tenets of a qualitative study with the respondents purposely selected. Additionally, the researcher also explored other sources of data collection from institutions, books, articles, internet and other sources relevant for the subject.

##### **4.2. DATA COLLECTION**

###### **Primary Source**

The primary sources of the data collection were mainly interviews that were conducted by the researcher himself with structured questions and the findings transcribed for the analysis and the discussions on AWMA and NGOs. The interviews included one-on-one, focus group discussions, telephone interviews as well as observation on relevant issues and activities concerning the area of the study in the AWM. The researcher also toured educational and health facilities to have personal experience in addition to the narratives and the discussions the researcher had with those institutions. This approach offered the researcher the opportunity to gather other relevant information on the performance of AWMA and NGOs in the AWM.

Additionally the researcher was very active in some development planning activities in the AWM during the period of gathering data. For example, the researcher took part in the public hearing on the validation of proposed development plans intended to

be carried out by the AWMA for the next four years from 20015-2018 on Friday 27<sup>th</sup> February 2015 at Agona Swedru Town Hall. Through this, the researcher was able to gather important data from discussions and inputs expressed by major stake holders as far as developments infrastructure, health and education in the AWM was concerned.

### **Secondary Sources**

The researcher sourced relevant information from international and local journals, books, articles, published and unpublished works. Concerning the research area in Public Administration (P.A.), Local Government to be precise, the researcher explored works from the I.L.G.S. at Madina in Accra, University of Ghana libraries as well as the Political Science Department library at Legon also in Accra. The researcher also sourced some relevant information from the Ministry of Local Government and Rural Development (MLGRD) website as well as the offices of AWMA in Agona Swedru. The researcher as matter of ensuring statistical integrity sourced data from the Agona West office of Ghana Statistical Service. Additionally, the researcher explored the internet for relevant works on L.G, developments, NGOs and P.A. in general.

### **4.3. SAMPLING TECHNIQUE**

This study being a qualitative one, the researcher therefore sought to select respondents purposely in order to ensure that respondents who were selected were adequately conversant with the subject being studied on the AWM. Additionally, the respondents were carefully selected in order to capture data which were fairly representative of the relevant groupings in the AWM. And whose views were crucial for the study on the topic area in the AWM.

#### **4.4. RESEARCH INSTRUMENT**

The researcher used one-on-one interviews and focus group discussions especially at some schools and health centers in AWM. Through this, the researcher was able to get findings from the perspectives of the institutional heads as well as the staff members.

#### **4.5. SAMPLING FRAME**

##### **❖ Seven (7) Assembly Members**

AWM has a total number of thirty one (31) Assembly members representing the six zonal councils of the various electoral areas. The researcher selected one (1) Assembly Member from; Otsenkorang zonal council, Nkum zonal council, Abodom zonal council, Bobikuma zonal council and Nyakrom town council and two from Swedru zonal council which has sixteen (16) out of the thirty one (31).

##### **❖ The Member of Parliament for Agona West Constituency**

##### **❖ The Presiding Member (P.M.)**

##### **❖ The Municipal Planning Officer**

##### **❖ The Desk Officer of the Ghana School Feeding Programme (GSFP)**

##### **❖ The Head of the Department of Social Welfare**

The Member of Parliament (M.P.), the Presiding Member (P.M.) being the head of the Assembly Members, the Municipal Planning Officer being the head of the development planning in general in the AWM were all interviewed. The Desk Officer of the Ghana School Feeding Programme (GSFP) in the AWM was interviewed. This selection of respondents was definitively representative of the decentralized structure in AWMA. The head of the Department of Social Welfare and Community Development was interviewed to get some comprehensive information on NGOs operating in the areas of education, health and infrastructure in the AWM.

❖ **Three (3) Chiefs of Agona Traditional Council (A.T.C.)**

Three (3) Chiefs of Agona Traditional Council (A.T.C.), representing Agona Swedru, Agona Nyakrom, and Agona Nkum were interviewed. The selection of these chiefs was informed by their traditional arrangements and their oversight responsibilities on some other communities which are settler communities in the AWM.

❖ **Three (3) NGOs Officials**

According to the Agona West Department of Social Welfare and Community Development (DSWCD), at least as at time of the researcher's interview with the institution, there were five (5) properly registered NGOs in the municipality. However, there were others in the process of getting certification of registration as well other Community Based Organizations (CBOs) which were registered with the AWMA directly. Additionally, there were other NGOs both local and international contributing to the developments of the municipality but were not registered with either the DSWCD or the AWMA. The researcher interviewed three (3) NGOs officials representing NGOs engaged in health, education and Infrastructural development specifically.

❖ **Heads of the three (3) Public Senior High Schools (S.H.S.)**

There are three (3) public Senior High Schools (S.H.S.) in the AWM and some of their heads were interviewed. They were; the Assistant Head Mistress (Administration) of Swedru School of Business (Swesbus), The Assistant Head Masters (Administration and Accademic) of Nyakrom Secondary Technical School (Nyastec) and the Assistant Head Master of Saddiq S.H.S. at Nyakrom. This approach the researcher believed sufficed for the collection of data and information on the performance assessment of AWMA and NGOs in second cycle education in the AWM.

❖ **Eight (8) Head Teachers of Public Basic Schools**

❖ **Agona West Municipal Directorate of G.E.S.**

Eight (8) Head Teachers of basic schools in the AWM were interviewed. Three (3) from Agona Swedru including the only special school, then one (1) each from seven (7) Basic Schools that were beneficiary schools of the GSFP at Nyakrom, Bobikuma, Abodom, Kukurantumi and Nkum. The AWM directorate GES was also interviewed. The researcher was able to gather data and information on performance assessment of AWMA and NGOs on Basic Schools and including the special school in the AWM.

❖ **Four (4) officials of Public Primary Health Care Institutions**

❖ **The Head of Agona West Municipal Health Directorate**

Four (4) officials of primary health care public institutions in the AWM were interviewed; one (1) each from the Swedru Municipal Hospital, Nyakrom Health Center, Abodom Health Center and Nkum Health Center. Additionally, the head of AWM Health Directorate was also interviewed as the bureaucracy managing health care delivery in the AWM.

❖ **Four (4) representatives of some professional institutions.**

#### **4.6. SAMPLE SIZE**

The sample size was thirty eight (38)

#### **4.7. VALIDITY AND RELIABILITY**

The methodology was considered the most appropriate because the selection of the respondents was purposely done to gather information and data from institutions and persons best placed as far the topic was concerned in the AWM. Moreover, journals, books, articles, published and unpublished works that were used were also relevant to

the topic. For example, the researcher explored relevant literature from the I.L.G.S. in Accra, University of Ghana libraries, MLGRD and AWMA. To ensure statistical integrity, data from the AWM office of GSS was extensively used as well as the internet for relevant works on local government, D.As, NGOs and P.A. in general.

#### **4.8. ETHICS**

Some important values were considered in the process of the data collection. Especially, formal requests were sent to the institutions before interviews were granted. During the interviews, the researcher followed strictly the interview guides prepared for the institutions and persons as well as the focus-group discussions. The respondents were assured of confidentiality of their submissions and the interviews largely dwelt on discussions about institutions and not personalities.

#### **4.9. FRAMEWORK FOR DATA ANALYSIS**

The qualitative content analysis was done by categorizing the data and findings for the analysis base on the research questions on the following;

- ✓ The development plans of AWMA in infrastructure, education and health as specified by the L.G. Act 462 of 1993.
- ✓ The resources base of AWMA and the main constraints of AWMA in the the discharge of its development mandate in the AWM.
- ✓ The processes involved in the formulation of developments policies and the participation of the grassroots in the AWM.
- ✓ NGOs in local developments in the areas of infrastructure, education and health in the AWM.

This strategy made the content analysis of the findings more detailed and that also made the discussions more succinct in relation to the research questions.

#### **4.9.1 LIMITATIONS**

The researcher encountered some challenges in the conduct of this academic work.

- The researcher had some challenges with finances due to the fact that, the researcher had to do a lot of field trips in and out of the AWM.
- Some of the respondents were apprehensive granting interviews.
- It was also hectic getting some of the respondents to interview in the AWM.
- Some of the respondents mostly outside the AWMA, schools and health centers were not that enlightened to have been that factual and accurate.
- It was generally arduous engaging all the respondents and gathering other data in and out of AWM.

#### **4.9.2 FIELD WORK**

The field work were all done by the researcher involving, the conduct of interviews and discussions with respondents, visits to palaces and institutions, telephone calls, observations, attending conferences, etc. The researcher got favourable cooperations with institutions and personnel who also saw the study really important.

#### **4.9.3. CONCLUSION**

The researcher is of the firm belief that, depending on the the above processes of data collection and data analysis methodology, the work has more credibility. For example, the respondents were carefully selected in order to interview respondents who are fairly representative of the relevant groupings in AWM and whose views will be crucial for my primary data collection. The researcher also explored relevant works from other recognized sources like I.L.G.S., University of Ghana libraries, AWM GSS, AWM DSWCD, etc which ultimately added to the reliability of this work.

## CHAPTER FIVE

### **DATA ANALYSIS OF RESOURCES AND PROJECTS OF AWMA AND NGOs IN THE AWM**

#### **5.1. INTRODUCTION**

According to GSS (2014: 3), AWM was created out of the previous ADA on the 25<sup>th</sup> February, 2008 by the L.I. 1920, due to its population which had grown above the population for a municipality status. (L.G.Act 462: Section 1(4) (ii)). As a D.A., AWMA has been burdened with enormous development responsibilities aimed at addressing the various development issues affecting the 115,358 people living in the AWM with some contributions from NGOs as and when necessary. (GSS, 2014: 19)

These development agenda cut across infrastructure, agriculture, health, education, services, economy, manufacturing among others. However, for the purpose of this study, the analysis of the researcher's findings covered assessment of AWMA and NGOs' performance in the areas of infrastructure, education and health in the AWM.

#### **5.2. FINDINGS OF AWMA'S DEVELOPMENT PROJECTS**

According to the data and discussions the researcher had with the AWMA, the priority development projects of AWMA in the AWM in the area of infrastructure included; construction and rehabilitation of markets, construction of toilet facilities, construction of roads and culverts, construction and extension of pipe borne water and bore holes, supply and installation of street lights among others.

In the area of education, AWMA prioritized the construction of unit classrooms, construction of GSFP kitchen, construction of teachers' bungalows, construction of community I.C.T. centers, construction of Early Childhood Centre (E.C.C.), supply of

furniture and other educational materials. In health, AWMA's priority projects have been the construction of nurses' quarters, construction of clinics and CHPS and supply of primary health care equipments and materials. (AWMA's MTDP, 2010- 2013)

**Table 5.1 Priority Projects of the AWMA**

<b>Thematic Area</b>	<b>Policy Objective</b>	<b>Specific Projects</b>	<b>Policy Type</b>
Enhancing competitiveness of Ghana's private sector	Identify market opportunities and linkages of SBEs	Construction and rehabilitation of markets	Economic Infrastructure
Infrastructure and human settlement	Provide facilities for safe disposal of sanitary waste	Construction and rehabilitation of public toilets and refuse dump sites	Social Infrastructure
Infrastructure and human settlement	Improve access road network in the municipality	Construction of road culverts drains and bridges	Social Infrastructure
		Supply and installation of street lights	Social Infrastructure
	Increase access to portable drinking water	Construction and extension of pipe borne water and bore holes	Social Infrastructure
Human development	Improve educational infrastructure	Construction of unit classroom blocks	Education
	Reduce school drought rate	Construction of number of GSFP kitchen	Education
	Ensure teacher retention in deprived schools	Construction of staff accommodation	Education
	Improve the culture of reading amongst pupils and students	Construction of community library, ICT and teachers' resource centers	Education
	Improve educational infrastructure	Construction of early childhood center	Education
	Improve primary health care delivery	Construction of Nurses quarters in the municipality	Health
	Improve primary health care	Construction of clinics and CHPS compound	Health

**Source:**Prepared from AWMA MTDP 2010-2013, interviews and observations, 2015

### 5.2.1. FINDINGS ON RESOURCE BASE OF AWMA

Interactions and discussions with the AWMA clearly indicated the assembly has been addressing the development needs of the AWM with the natural, human, tangible and intangible resources available to AWMA. (ILGS, 2011). However the discussions and interviews the researcher had indicated that, of all the resources needed for development in the AWM, revenue was the most crucial. The above statement clearly meant that, the realization of AWMA as a primary development agent was dependent on the resources that were mobilized as well as the participation of other stakeholders such as NGOs in AWM. The researcher therefore analyzed the resource mobilization as well as the expenditure of the AWMA in recent years in order to be able to assess AWMA on its development performance. The tables 5.2 and 5.3 indicate the revenue mobilization and revenue expenditure patterns of AWMA from 2010-2013.

**Table 5.2 Revenue Mobilization Pattern of AWMA**

Source	2010		2011		2012		2013	
	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢
<b>IGF</b>	569,434 .10	559,263. 45	614,604.8 0	545,589. 84	841,680. 82	685,592. 51	863,350	951,30 5.21
<b>DACF</b>	1,993,0 11.25	1,067,32 0.29	2,163,440. 14	2,326,61 9.52	1,728,74 2.55	1,564,49 9.94	1,156,56 3	730,53 2.27
<b>GRANTS</b>	831,139 .0	527,285. 42	739,275	493,167. 84	840,000	1,304,55 1.91	5,654,32 4.80	1,776,0 96.75
<b>HIPC</b>	200,000	75,000	50,000	50,000	50,000	50,000	75,000	0.00
<b>DONOR</b>	2,524,7 31	710,868. 95	1,821,970. 80	345,509. 29	3,048,97 0.80	487,515. 47	1,006,05 5	1,186,3 20.61
<b>TOTAL</b>	6,118,3 15.35	2,939,73 8.11	5,389,290. 74	3,760,88 6.49	6,509,39 4.17	4,092,15 9.83	8,755,29 3	4,644,2 54.84

**Source:** AWMA's Accounts Department, 2015

Due to the pursuit of developmental activities in the AWM, AWMA has always relied on the five (5) revenue inflows which include; IGF, DACF, Grants, HIPC inflows and

donor inflows. Thus the availability of funds directly correspond with the realization of development plans whilst the opposite is also true. And since budgetted revenue inflows since 2010 has been less than the actual revenue collected, some planned development programmes were either deferred or tackled but not completed in the AWM. (AWMA Accounts Department, 2015)

According to AWMA the flooding in the municipality by the Akora River on 10th June 2010 affected most business establishments thereby slowing down the macro-economy. Due to this AWMA could not realize its revenue target. (AWMA Accounts Department, 2015)

This unfortunate situation continued in 2011 as well. Consequently, many businesses were now finding their feet after some period of distress while AWMA is coping with the negative effect this phenomenon was having on the IGF. (AWMA Accounts Department, 2015). According to AWMA, revenue mobilization in 2012 was also influenced by the 2012 elections being an election year, AWMA relaxed the collection of revenue for obvious reasons. However, from 2013 AWMA has been putting some measures in place to reverse the downward trend in the collection of IGF.

DACF has also seen some reduction over the past four (4) years thereby affecting the developments of the AWM. Apart from 2012 where the actual grant of GH¢1,304,551.91 was far higher than the budgeted figure of GH¢840,000.00 as depicted in Table 5.2 above. However in 2013, grants allocation increased even though it felt short of the budgeted allocation. HIPC Funds inflows to the kitty of AWMA over the period has not really changed over the last four years and was even null in 2013 as depicted in Table 5.2. Donor funding to the AWMA as shown in the table 5.2. has consistently been reducing except in 2013 where donor funding appreciated. (AWMA Accounts Department, 2015)

The over all effect of the revenue pattern of AWMA clearly indicated that revenues that have been budgetted to be expended in the AWM has for the most period of the last four years fallen shorter than the actual revenue realized by the AWMA. This obviously explains why revenue becomes inevitably crucial in the pursuit of local developments and continues to be the heartbeat on issues in local governance.

**Table 5.3: Expenditure Pattern of AWMA**

Source	2010		2011		2012		2013	
	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢	Budget GH¢	Actual GH¢
<b>IGF</b>	1,229,531.67	1,089,959.76	1,205,833.33	1,036,915.61	1,508,394.93	2,028,699.97	860,508	849,327.26
<b>DACF</b>	1,993,011.25	1,069,691.27	2,163,440.14	2,055,759.95	2,074,742.55	1,634,552.46	1,156,563	714,873.11
<b>GRANTS</b>	50,560.40	2,160.00	20,200	0.00	12,000	8,384.20	5,348,324.80	1,873,367.99
<b>HIPC</b>	200,000	74,949.53	50,000	26,411.30	50,000	72,632.30	75,000	0.00
<b>DONOR</b>	2,644,731	691,553.69	1,941,970.80	339,140.14	2,796,470.80	167,114.87	1,006,005	875,677.42
<b>TOTAL</b>	6,117,834.32	2,928,314.25	5,381,444.27	3,458,227.00	6,441,608.28	3,911,383.80	8,446,401	4,313,245.78

Source: AWMA's Accounts Department, 2015

According to the AWMA, prudent measures were being adopted to ensure that the assembly spent within its budget in 2010 and 2011. Nevertheless, 2012 election year saw AWMA spending way beyond its budget due to the numerous financial requests. (AMWA Accounts Department, 2015). Consequently, AWMA spent more than the budgeted sum of GH¢1,508,394.93 of the IGF as against the actual of GH¢2,028,699.97 as shown in table 5.3. AWMA was consistent with its spending of DACF and spent within its budgetted figures as shown in the table 5.3. With respect to

HIPC Funds, there was always some reduction in expenditure of the HIPC because HIPC funds received over the period was woefully insufficient as shown in the table 5.3. The same phenomenon was reported of donor funding which also reduced over the period. (AWMA Accounts Department, 2015)

### 5.3 FINDINGS ON DEVELOPMENT ACTIVITIES OF NGOs IN THE AWM

Apart the local NGOs, there were a good number of foreign NGOs also delivering wide range of development activities in the AWM. The table 5.4 below depicts the main development activities of all NGOs operating in AWM. (NGOs, 2015)

**Table 5.4: Main Development Deliverables of NGOs operating in the AWM**

Project area	Project objective	Specific project	Target	Type of NGOs
Education	Helping to promote education in the municipality	Renovation of old school buildings	Beneficiaries have been deprived rural schools in the municipality	Both local and foreign
Education	Ensuring retention of students in school	Sponsorship packages for brilliant but needy students	Beneficiaries are students from deprived communities in the municipality	Local
		Placement of foreign volunteers to some schools	Improving teacher students contact especially in the rural areas	Both local and foreign
Education	Sending educational workers to schools	Supply of teaching learning materials.eg books, pens, pencils, etc	Donation to schools in serious need of teaching learning tools	Both local and foreign
Education	Helping to improve academic standards	Organize free lessons for pupils on weekends	Aimed at giving free tuition on some subjects pupils	Foreign

Education	Help enhance children accessibility to schools	Establishment of schools in the municipality	Operating schools in rural areas	Local
Health	Help in the prevention of diseases and infections	Donation of health care materials to health institutions in the municipality	Reaching out to clinic and CHPS compounds	Local and foreign
Health	Helping the enhancement of public health education	Embarking on health sensitization and advocacy programmes in the municipality	Aimed at reducing communicable diseases that are rife in the municipality	Local
Health	Sending medical workers to some health centers	Placement of foreign volunteers	Sending medical experts and volunteers to some health facilities	Local and foreign
Infrastructure	Improve access to water	Construction of bore holes and wells in the municipality	Beneficiaries are usually communities lacking pipe born water	Local and foreign
Infrastructure		Construction of Nurses quarters in the municipality		Health

**Source:** Prepared from data and discussions with NGOs and beneficiaries, 2015

From the above data, it is indicative that both local and foreign NGOa have been contributing to the development of education and health immensely in AWM. It is also clear NGOs were not really active in infrastructure developments projects.

### **5.3.3. FINDINGS OF RESOURCE BASE OF NGOs**

According to the NGOs, they were non profit making organizations and mostly relied on donations from both home and abroad, dues from members, allowances from multi-national organizations and other sources of revenues for their operations. On the issue of human resource, the NGOs largely relied on their volunteers, collaboration

with community youths, CBOs, AWMA etc in carrying out their activities. By way of supervision and scrutiny of activities and resources of NGOs, DSWCD makes it obligatory for NGOs to submit their quarterly reports as well as annual reports before renewal of certification is done for the NGOs. (Interview with DSWCD, 2015). This atleast indicates that, the NGOs (registered ones) in the AWM are somehow supervised in carrying out their activities in the AWM.



## **CHAPTER SIX**

### **RESEARCH FINDINGS AND DISCUSSIONS**

#### **6.1. INTRODUCTION**

The discussions of the findings of this research work essentially cover the observations, interviews, data and information the researcher gathered in respect of the research questions. The study specifically posed the research questions for which the discussions are centered on based on the findings gathered.

#### **6.2. THE BOTTOM –UP APPROACH TO DEVELOPMENT IN THE AWM**

The discussions with AWMA, data gathered as well as observations indicated that, AWMA was very much aware of its mandate of delivering developments to the people of AWM. The assembly gets to know the needs of the people through the Assembly Members in the six zonal councils, the chiefs, the institutions and other state holders. AWMA then aggregates these needs into its development plans which usually have four year implementation span and invites various stakeholders for public hearing on the validation of the development plans. When the development plans are adopted or validated, AWMA then uses the plan as a guide on its development activities for the period of four years. (Interviews with AWMA, 2015). This bottom up approach that is adopted by AWMA reinforces the NDPC Act 480 of 1994 Section 3 (1, 2, 3) that talks of stakeholders in the development processes at the grassroots. (AWMA's Invitation to a Public Hearing of 27th February, 2015).

### **6.3. AWMA'S PERFORMANCE IN INFRASTRUCTURAL DEVELOPMENT**

According to the data gathered, discussions with AWMA, observations and interviews, AWMA has been embarking on some priority development projects. In the area of infrastructure, there have been the construction of markets, construction of toilet facilities, construction of roads and culverts, construction and extension of pipe borne and bore holes, supply and installation of street lights among others.

#### **Construction and Rehabilitation of Markets**

In its desire of ensuring and sustaining the macroeconomic stability by making the private sector viable in the AWM, AWMA has been constructing and renovating markets and open sheds. According to the GSS (2014) released in October 2014, the AWM has a lot of economic potentials with markets in most communities for the promotion of trade and commerce. According to the report, AWM is home to large production of primary goods such as cassava, maize, plantain, cocoyam and vegetables as well as coffee and cocoa. (GSS, 2014: 4)

Swedru being the municipal capital and the commercial hub has benefitted a lot from AWMA's desire of constructing and renovating markets in the municipality as depicted by the table 5.1 above. Consequently, Swedru has been experiencing brisk commercial activities especially during Mondays and Thursdays which are market days. However, other zonal councils like Nyakrom with communities such as Agona Nyakrom, Agona Armah, Agona Nkranfo, Agona Jukwafo etc all under it do not have the same market potential for the numerous communities. Otsenkorang zonal council which also has communities such as Agona Otsenkorang, Edukrom, Ekuramase, Ekurafufu, Bosompa, Bekyiwaa, Ahwiasodo, Nsunan etc are yet to have decent markets to facilitate economic activities for the communities who are mostly farmers.

The situation was not that different at Bobikuma zonal council with Agona Lower Bobikuma, Agona Kwaman etc without decent markets. According to information gathered from AWMA, the effect of the absence of decent markets in some communities was that, apart from Agona Swedru, AWMA has not able to realize enough IGF from the other zonal councils.

In addressing the research question on the effort of AWMA in the construction of markets as investments in economic infrastructure, the assessment of the findings were indicative that, AWMA has not really done enough to encourage brisk commercial activities. Hence most of the producers of agriculture products such as palm oil, distilled local gin etc usually send them to Swedru for ready market. This apparent monolithic trade and commerce with Agona Swedru as the hub, has made AWMA overly dependent on Swedru as the major source of IGF.

#### **Construction of Roads, Bridges, Culverts etc,**

Engulfed with the task of improving the road networks in the municipality, AWMA has over the years done some works in the road networks. They included; reshaping of roads, tarring of roads, filling of potholes, construction of culverts, building bridges, construction of storm drains, street lighting among others. The table 6.1 below depicts the assessment of AWMA's performance on road construction in the AWM.

**Table 6.1: Nature of Road Networks in the AWM as at March 2015**

Nature	Type of road	Reasons for Non-Achievement	Location
Untarred	Feeder	Inadequate funding	Agona Nyakrom-Agona Otsenkronk and surrounding villages
Untarred	Feeder	Inadequate funding	Kukurantumi-Abigyakrom
Bumpy with potholes	Feeder	Lack of Funds	Agona Nyakrom-Agona Nkum,
Untarred	Feeder		Upper Bobikuma-Agona Kwaman,
Under construction	Feeder		Agona Nyakrom-Agona Kwaman
Untarred	Feeder	Lack of Funds	Agona Nkum-Agona Ahamadonko and surrounding villages
Untarred	Feeder	Lack of Funds	Otabilokrom-Abodwese and surrounding villages
Untarred	Town roads	Lack of funds	Agona Bobikuma Upper
Opening-ups under construction	Access roads		Bungalow-Aboso ,Nyameda-Pipe tank in Swedru
Untarred	Access road	Lack of Funds	Wawase-Nyamedam
By-pass under construction	Access road	Lack of Funds	Greenland-Manhodwe-Otabilokrom, ; Nkubem- Happy home JHS and surrounding communities all in Swedru
Untarred	Feeder	Lack of Funds	Bobikuma- Kuntanase, Bobikuma-Mansokwaa, Nkum-Nsuansa
Untarred	Access roads		All the Swedru new sites roads;Pipetank,Swesco,bungalow, Wawase,Manhodwe,Egubriso,Gree land areas
Untarred	Feeder	Lack of Funds	Agona Nkranfo-Swedru main raod

**Source:** Prepared from AWMA data, interviews and observations, 2015

Relating the above to the research question of the effort of AWMA in the construction of roads, bridges, culverts etc, it could be deduced that , the roads network in the AWM were not really in the best of shape despite the efforts of AWMA. Most of the Assembly Members and chiefs who were interviewed expressed their displeasure about

road networks in the AWM. According to the interviewees, the situation even worsened after the flood of June 20, 2010 which destroyed a lot of roads in the AWM. Since then, AWMA has tried everything with its means to improve the road networks.

### **The Road Network in the Rural Areas**

The case is even worse in the rural communities as most of the roads were untarred, without bridges or culverts rendering them almost unmotorable. For instance, the main road on the Jukwafom-Nkranfo was untarred and not reshaped as well. The main road from Nyakrom to Otsenkorang and the surrounding communities was also untarred and the road from Kukurantumi to Abigyakrom and its environs were untarred as well. The road from Armah to Kobina kwaa was not in good shape and the road from Nkum to Nsuansa was not tarred and reshaped as well.

It is important to emphasize the point that, all these roads also link other numerous communities scathered around. This phenomenon has made some communities in the AWM not properly linked to the major towns thereby cutting these farming communities completely off from serious economic activities. Sadly, most these roads link farming communities where most agriculture produces such as cassava, plantain, vegetables and cocoa were grown. It could also be explained that AWMA has not been doing that well putting the rural roads in good shape due to low commercial activities in these areas to warrant the motivation of AWMA to expadite actions on them. Furthermore, most of thses rural roads are dead-ends and therefore AWMA does not find them economically viable to spend the limited resource on them.

### **The Road Network in the Urban Areas**

AWMA was doing well when it came to the access roads in the major towns of Swedru and Agona Nyakrom which are the municipal capital and the traditional

paramountcy respectively. Nevertheless, chiefs, Assembly Members and others expressed worries of the street lighting systems which were not functioning properly. The interviewees also lamented about the roads being too small creating vehicular challenges. The researcher also realized that, the roads at new residential areas of Pipe Tank, Swesco Estate, Otabilokrom, Oteiprow, Wawase were all not in good shape.

From the situation of challenges with proper planning at new residential areas, it could be inferred that, constructing good access roads in these new residential areas was definitely going to be difficult. In Nyakrom, the town roads were relatively good with proper outlays making vehicular movement quite easier in the town. The researcher realized that Agona Nyakrom had good outlays because infrastructural developments were not that rapid to disturb the old road outlays. The situation was not that different even in Swedru where the old communities have better road outlays than the new ones.

It could be deduced that, rapid infrastructure developments in the urban areas also come with their challenges especially when there is disregard for proper planning of new structures. This meant that, AWMA was somehow incapable in enforcing measures to curb unauthorised structures and buildings especially in the urban centers.

### **Constructing of Opening-ups, Access Roads and Sale of Lands**

AWMA and other interviewees expressed worry about a phenomenon where lands are sold for all manner of developments. The situation is bound to make construction of new access roads in the town quite challenging because according to the AWMA, houses and structures were being built indiscriminately. This obviously calls into question, the effectiveness of AWMA to facilitate the planning of the new areas.

It can be deduced that, the sale of lands without appropriate permits has some implications for the construction of roads. That is, the more lands are sold

indiscriminately without prior discussions with AWMA, the more challenges persist with opening-ups of roads especially in the urban centers.

### **Construction of Bridges, Drains and Culverts.**

The Akora river is the biggest flowing through the AWM as well as other smaller streams such as Afo river at Nkranfo and Kobina kwaa, Pepra river at Bobikuma, Ayei Bura among others. According AWMA , in order to make the communities and towns accessible, AWMA has been constructing bridges and drains to aid both vehicular and human movements. After the 2010 flood, new water ways emanated thereby increasing the number of bridges and drains AWMA had to construct. For example, the two main bridges at Swedru were destroyed for which one has been repaired and the other constructed anew. Additionally, AWMA has been constructing numerous drains at communities such as; Adukore, Kukuado, Mangoase, Esukontsen, Otabilkrom, Yaabem, Desuenim, etc. (AWMA, 2015). Interviews and discussions with some Assembly Members indicated that, they were still not satisfied with the work done on some bridges, drains and culverts. Most of the interviewees indicate that, a lot of the drains were choked making free flow of water quite difficult.

Flowing from above findings, one could deduce that, AWMA has not be doing enough in terms of constructing bridges, drains, culverts for proper flowing of drainage and vehicular movement. The absence of dustbins in most urban areas in the AWM compels people to use the drains as dumping sites choking them in the process.

### **Street Lighting Systems**

From interviews and observation, most streets in the municipality become very dark in the nights due to absence or broken street lights. According the chiefs, Assembly Members and others interviewed, the absence of street lights create some security

concerns in AWM. Driving has also become somehow dangerous especially on the untarred roads which create dusts thus making visibility in the nights burdensome.

### **Major Trunk Roads in the AWM**

The main trunk roads in the AWM were from Swedru to the Nkum stretch, from Swedru to Abodom and from Nyakrom to Kwaman to Bobikuma. The researcher gathered that, the Nyakrom to Kwaman road is under construction but the other ones were not really in good shape despite AWMA's efforts. There were too many potholes on the Nyakrom to Nkum road as Bobikuma to Kwaman road was also untarred. The Nkum to Ahamadonko was also untarred.

The above description of AWM means that, AWMA has not really farred that well in the improvement of road networks. AWMA looks overwhelmed with the challenges in the road networks. The rural roads which may require some more funds to put them in shape were not being tackled in that rigorous manner. The situation could get worse in the rainy season since most of the roads were not properly bitomized or tarred.

### **Extension of Electricity in the AWM**

According to information and data gathered, most of the urban towns of Swedru, Nyakrom, Nkum, Kwaman, Bobikuma and Abodom all had access to electricity. The situation in the rural communities was different as most of them were not connected to the national electricity despite their proximity to towns which had electricity. Armah, a farming community which is close to Nyakrom does not have electricity, Odom which is close to Nkum does not have electricity, Abigyakrom and surrounding communities were close to Abodom and yet did not have electricity.

**Table 6.2: Communities and Towns on the National Electricity Grid at AWM as at March 2015**

Zonal council	Electricity Coverage	Communities with access to electricity	Communities without access to electricity
Swedru	Majority	Swedru	Nyamendam
Nyakrom	Majority	Nyakrom, Nkranfo, Jukwafom	Armah and surrounding villages
Otsenkorang	Minority	Otsenkorang and Edukrom,	Ekuramase, Beyikwa, Bosompa, Ahwiasado and others nearby
Abodom	Majority	Abodom,	Abigyakrom and surrounding communities
Bobikuma	Majority	Upper and Lower Bobikuma, Kwaman	Mansokwa and surrounding villages
Nkum	Majority	Nkum, Ahamadonko	Odom, Jameskwa and surrounding villages

**Source:** Prepared from AWMA's data, interviews and observations, 2015

Touching on the research question on the effort of AWMA with respect to the extension of electricity to communities in the AWM, the above scenario could mean that, AWMA's effort in the extension of electricity could only get better. Most rural communities were yet to be connected with electricity. The situation could be challenging for AWMA to extend electricity to the numerous farming communities because the rural communities are very small in land size and mostly scattered.

## **Provision of Portable Drinking water**

### **Urban Towns**

Access to good drinking water in the urban areas of Swedru, Nyakrom, Bobikuma, Abodom, Nkum, Kwaman were really reliable due to the fact that, Kwanyako water treatment plant which is few kilometers from Swedru supplies the towns in the municipality. However, some interviewees indicated that even in these urban communities, those who cannot afford pipe borne water sometimes use the streams for domestic purposes including drinking. For example, some inhabitants of Swedru and Nyakrom use the Akora River while Titikape and Beware streams were also being used at Bobikuma for domestic purposes.

### **Rural Communities**

There were a good numbers of communities without any reliable source of drinking water. For example according to those interviewed, for the 21 communities in the Otsenkorang zonal council, non had access to pipe borne water except for seven (7) mechanized and ten (10) manual bore holes spread across these 21 communities. The communities of Kukurantumi, Abigyakrom and Nkodum in the Abodom zonal council have never had pipe borne before except for 3 bore holes serving these communities.

Relating it to the research question on the effort of AWMA in the provision of portable water to communities in AWM, AWMA has been constructing bore holes for some rural communities for communities which did not have access to pipe borne water from Kwanyako. It could therefore be inferred that, the urban areas were more accessible to good drinking water for both domestic and commercial use while those in the rural areas struggle to have access to good drinking water.

The researcher could also deduce that, AWMA is compensating the rural communities with bore holes in the meantime because the boreholes were relatively cheaper than the investment in the provision of pipe borne water from Kwanyako. Additionally, the researcher could infer that, because most rural communities did not have access to reliable drinking water, they are forced into drinking from streams such as Akora and other sources with their attendant health implications.

### **Construction of Toilet Facilities**

Through interviews and data, the researcher gathered that, AWMA has been constructing public places of convenience in the AWM. These toilet facilities are mostly sited in communities with houses without decent places of convenience. In relation to the research question, the researcher gathered AWMA was doing its best due to some reasons. AWMA realizes some revenue from the public toilets from the 5.00 am to 10.00 pm within which the toilets are opened to the public in the urban areas. However, the construction of public toilets in the rural areas has not been that massive because payment serves as disincentive for the rural folks to use the toilets. The researcher could therefore infer that, revenue source was one of the reasons why AWMA finds it expedient constructing more toilets in the urban than the rural areas.

### **Sanitation and Waste Management**

Sanitation and effective waste disposal in the AWM has been one of the major concerns of AWMA and has understandably featured prominently in every four year development plans of AWMA. (AWMA Planning Department, 2015). Relating it to the research question on the effort of AWMA in ensuring improved sanitation, AWMA has been embarking on the provision of dustbins, house to house refuse collection, disinfecting public toilets, dumping sites and disilting of major drains. The

effort of AWMA in the management of sanitation is aimed at reducing communicable diseases such as cholera which have been serious health concern in the AWM. (Daily Graphic, August 13, 2014).

From data, interviews and observation, it could be inferred that, AWMA has done relatively well in ensuring sanitation and effective waste disposal in the AWM. The greatest efforts of AWMA in the improvement of sanitation and waste disposal in the urban centers especially Swedru for obvious reason. Swedru is a hub of commercial activities and majority of the municipality's population also live in the urban centers (GSS, 2014). It could also be deduced that the rural areas are relatively cleaner hence AWMA's lesser investments as compared to the urban centers.

#### **6.4. AWMA'S PERFORMANCE IN EDUCATION**

According to AWMA an appreciable sum of its revenue goes into various investments in education in the AWM. The specific investments have been; construction and revonation of unit classrooms, staff accomodation and community libraries. Others have been the construction of ICT and teachers' resource centers, Early Chilhood Centers, GSFP kitchens, supply of furniture and Teaching Leaning Materials (T.L.Ms) (Data from AWMA and schools, 2015). According AWM Directorate of GES, there were a total number of 71 public K.Gs with 4311 enrolment whilst that of private K.Gs were 72 with 6298 enrolment totalling 10609. There were a total number of 71 public primary schools with 13393 enrolment and 70 private primary schools with 9229 enrolment totalling 22622. At the public JHS, there were 64 schools with 5688 enrolment whereas that of private JHS schools were 46 with 2790 totalling 8478. There were 3 public SHS with 3715 enrolment and 9 private SHS with 533 enrolment totalling 4248. (AWM Directorate of GES, 2015)

**Table 6.3. School/enrolment in Public Schools as at March 2015 in the AWM**

Level	No. of Schools	Enrolment		Total
		Male	Female	
K.G.	71	2115	2196	4311
Primary	71	6774	6619	13393
J.H.S.	64	2892	2796	5688
S.H.S	3	1945	1770	3715
T.V.E.T.	0	0	0	0
Special Sch	1	77	51	128
<b>Total</b>	<b>210</b>	<b>13803</b>	<b>13432</b>	<b>27235</b>

Source: Ghana Education Service at AWM , 2015

**Table 6.4: Private Schools as at March 2015 at the AWM**

Level	No. Of Schools	Enrolment		Total
		Male	Female	
K.G.	72	3149	3149	6298
Primary	70	4499	4730	9229
J.H.S.	46	1397	1393	2790
S.H.S	9	251	282	533
T.V.E.T.	0	0	0	0
Special Sch	0	0	0	0
<b>Total</b>	<b>187</b>	<b>9296</b>	<b>9554</b>	<b>18850</b>

Source: The AWM Directorate of GES, 2015

### **Building and Renovation of Unit Classrooms**

According to AWMA, it has been building unit classroom blocks for both the first and second cycle schools in the AWM. According to interviews and observations, AWMA has been able to stopped the shift system, increased access in the rural communities, removed schools that were previously held under trees, provided classrooms for the increase intake at the SHS among others. (AWMA, 2015)

**Table 6.5: Status of Some Programmes of AWMA , 2010-2013 in Education**

Project Name	Achievement	Reasons for Non-Achievement	Location
Construct Classroom and Dormitories in 2 Senior High Sch.	Completed		Swedru, Nyakrom
Construct 5 No. Community Lib.	1 Completed, 1 On- going	Lack of Funds	Swedru, Abodom, Ahamadonko, Nyakrom, Nsuansan
Procure and distribute Furniture 1718 primary pupils	Completed		Municipal Wide
Construct Classroom block in selected communities	8 Completed, 5 On-going		Swedru, Nyakro, Nsuasan, Bobikuma, Edukrom, Odom, Armah, Nyamedam, Kwaman, Nkranfo, Jameskwa, Otengkorang, Abodom
Construct 3 Unit is ICT/Teachers resource centre	Completed		Swedru, Nyakrom
Construct accommodation for teachers at poverty enclaves and GES office staff by 2013	7 completed	Lack of Funds	Nkranfo, James and Kesewa, odom, Edukrom, Otengkrong, Abigyakrom, Kwaman, Abronye, Bosompa, Nyamedam, Kukurantumi, Ahamadoko, Nkum, Nyakrom, Mansokwa, Odum, Abodom
Construct 10 School Feeding Kitchen	4 completed	Lack of Funds	Upper Bobikuma, Abodo, Nkum, Nsuasan, Nkranfo, Otengkrong, Nyamedan, Odom, Nyakrom, Abigyakrom

**Source:** AWM A's 4-Year Integrated MTDP (2010-2013)

Doing an assessment of AWMA on the research question , it could be established that, education accessibility was quite good as schools have been built in many communities. In the very rural communities, the long distances children of school going age had to walk to schools have reduced drastically with more schools built in the communities. The removal of the shift system in some schools have also created effective teaching and learning in the beneficiary schools because teachers who hitherto spent more hours teaching two classes, now spend more hours with just one.

It could also be deduced from the above that, enrolment would increase because pupils are motivated more due to improvement in the school structures. Classes would not be desroughted unnecessary due to rainfall, storm or sunlight. However, there were still more schools in bad conditions both in the rural and the urban communities. Some of the schools also did not have places of conevenience, without ICT centers, library etc.

It could be inferred from this that, children at school going age start schooling late especially the very young who can not walk long distances to schools in the rural communities. For special school, there was only one school for the deaf at Agona Swedru serving the entire AWM. It was therefore obvious that children who were deaf did not have enough opportunity to be educated as against the UN Convention on the rights of a child ( UN, Childrens‘ Right: Article 28)

### **Construction of Dormitories**

The discussions of the findings on the research question on the effort of AWMA in the contruction of dormitories revealed that, AWMA has over the years built some dormitories for some schools especially the SHS in AWM. Additionally, the AWM has also been helping the SHS with roofing sheets, cements and other building materials in order to supports on-going projects in the schools. These have created opportunities for the schools to admite more students into the boarding and the hostle systems. However, the SHS still lacked dormitories and hostle facilities to accomodate the ever increasing numbers of students placements to the public schools.

Interviews and observations also indicated that, AWMA has been helping the public schools more especially the three SHS in the AWM than the nine private schools. The nine private SHSs have not really benefitted from provision of dormitories. This therefore meant that, the public schools could admite more students than the private

ones and this is shown in tables 6.4 and 6.5 where the three public SHSs have a combined total population of 3715 as against only 533 of 9 private SHSs. An assessment of the effort of AWMA base on the research question could be inferred that, the private schools have just small chance of survival with the average of 60 students per SHS. This phenomenon will eventually compel the private schools to close down leaving the AWM with only three SHSs in the nearest future.

### **The Special School in the AWM**

The only special school for the deaf in Agona Swedru did not have a suitable boarding system due to lack of dormitories in the school. This situation the researcher gathered has resulted in numerous vehicular knocks and injuries to the pupils when they are coming to school and can not hear the vehicular horns or noise. The information gathered also indicated that, apart from hearing impairment, some of them also have multiple learning disabilities ranging from intellectual disability, visual impairment, attention deficit hyperactive disorders among others. Obviously, children in these conditions need constant special care from trained professionals who understand their peculiar nature. It was evidently clear that AWMA was oblivious or has neglected the need to build dormitories for this special school. This is an obvious violation of the rights of these pupils according to the UN Article 28 of the Children's Rights which abhors any discrimination against children living with disability.

### **Construction of Community Libraries in the AWM**

AWMA has made some efforts in the construction of community libraries in some communities for pupils and students to take advantage of. However, interviews and observation pointed to the fact that, AWM was in serious need of modern community libraries to compensate for lack of good libraries in the schools. Apart from Swedru

and Nyakrom, the other four zonal councils of Nkum, Bobikuma, Otsenkorang and Abodom do not have decent community libraries. (Interview with Basic Schools and observations, 2015). The assessment of the effort of AWMA with respect to the research question was indicative that, the public schools' population of 27235 and private schools' population of 18850 totalling 46085 students and pupils in the AWM have only few libraries to patronise. This is not a pleasant situation for the improvement in education despite the investments AWMA is making in education in the AWM.

### **Distribution of Furniture to Schools in the AWM**

Discussing the effort of AWMA with respect to the research question indicated that according to AWMA, the assembly has over the years been supplying furniture to both public and private basic and SHS schools. According to AWMA, the assembly has been supplying an average of 2000 mono and 2000 dual desks, 500 teachers tables with chairs and 1500 hexagonal chairs with tables to both public and private schools in the municipality per year over the years. Interviews with some schools indeed confirmed that AWMA has been distributing furniture to schools in AWM. (AWMA Stores Department, 2015)

Doing an assessment of the effort of AWMA base on the research question was indicative that, the numbers were woefully inadequate and the quality of the furniture especially the desks were not that good. Specifically, the beneficiary schools take delivery of an average of 8-10 mono and dual desks, 5-10 teachers tables and chairs and 8-10 hexagonal chairs and tables in every distribution. At the SHS , the number of mono desks distributed were relatively more than those usually distributed to basic schools. For example AWMA's supply of 1718 furniture to primary schools as shown in the table 6.5 above from MTDP (2010-2013) was quite insufficient for the 71

public and private 70 totalling 141 primary schools in the municipality. This average distribution pattern of close to 13 desks per primary in four years could therefore not be trumpeted as a laudable achievement of AWMA.

### **Construction of Teachers Bungalows in the AWM**

To ensure teacher retention and encourage teachers accept postings to the AWM, AWMA has been embarking on construction of teachers bungalows especially in the rural areas. Towns such as Swedru, Nyakrom, Bobikuma, Abodom, Nkum and Kwaman were having relatively less challenged with teachers' accommodation because of the availability of electricity, water, good transport, good communication networks among others.

From interviews and observation, AWMA has indeed pursued the strategy of providing decent forms of accommodation for teachers who are posted to the rural communities teachers to be able to engage pupils in both circular and extra circular activities. However, interviews conducted indicated that, some teachers would not accept living in some of the bungalows because the bungalows still did not meet the the teachers' expectations because they lacked reliable source of electricity and portable drinking water. Consequently, there were still some communities lacking teachers' bungalows. From information the researcher gathered, there were still issues of teachers not going to school early, not going to school regularly and not engaging pupils in extra circular activities in some communities especially in the rural areas.

Assessing the effort of AWMA with respect to the research question, it could be explained that, rural education was still entangled with some challenges because the teachers whom the pupils see as mentors and disciplinarians in the communities were not staying in the communities. It could also be inferred that, teacher delivery in class

would be affected because the teachers would go to school tired due to long distances on bad roads or struggle to get transport to schools in the rural areas.

### **Implementation of GSFP by AWMA**

In October 2005, the government of Ghana introduced the Ghana School Feeding Programme (GSFP) with the aim of eliminating hunger and extreme poverty in deprived communities (GSFP, 2010: 9). This programme has become an important interventionist policy being implemented at some selected KG and primary schools throughout Ghana. (GSFP, 2010: 9). The programme was intended to improve enrolment and retention of pupils at communities considered to be poor as well as enhancing food production and consumption with the provision of nutritious meals for KG and primary pupils. (GSFP Manual 2010 : 9). At the district level, D.As see to the implementation of the GSFP by providing infrastructure, coordination and supervision of the programme. Specifically, the D.As are supposed to select the beneficiary schools, appoint caterers, construct kitchen and storage facilities for the beneficiary schools. Additionally the D.As arrange for MoH to deworm the pupils periodically, encourage agricultural extension officers to educate the local farmers to produce food for the implementation of the programme among others. (GSFP District Manual, 2010)

Relating it to the research question on the effort of AWMA with regards to the implementation of the GSFP in the AWM, the researcher gathered that, there were 17 schools with a combined total enrolment of 5,604 pupils benefiting from the implementation of the GSFP by AWMA. (District Desk Officer of GSFP, 2015). The table 6.6. below indicates the status of implementation of the GSFP in the AWM.

**Table 6.6 Beneficiary Basic Schools of GSFP in the AWM**

No	Beneficiary School	Community	Zonal Council	Enrolment
1	Nyamedam KG & Primary	Agona Nyamedam	Swedru	241
2	Ahamadonko KG & Primary	Agona Ahamadonko	Nkum	471
3	Nkum KG & Primary	Agona Nkum	Nkum	531
4	Nkranfo KG & Primary	Agona Nkranfo	Nyakrom	258
5	Kwaman Meth.KG & Primary	Agona Kwaman	Bobikuma	382
6	Nyakrom Presby KG & Primary	Agona Nyakrom	Nyakrom	440
7	Abodom Anglican KG & Primary	Agona Abodom	Abodom	404
8	Bobikuma Catholic KG & Primary	Agona Bobikuma	Bobikuma	316
9	Mansokwaa Kioharts KG & Primary	Agona Mansokwaa	Bobikuma	235
10	Abigyakrom KG & Primary	Agona Abigyakrom	Abodom	292
11	Nkum Presby KG & Primary	Agona Nkum	Nkum	290
12	Nyakrom Holy Quran 'A' KG & Primary	Agona Nyakrom	Nyakrom	254
13	Bobikuma Anglican Primary	Agona Bobikuma	Bobikuma	337
14	Kukurantumi KG & Primary	Agona Kukurantumi	Abodom	299
15	Nyakrom Holy Quran 'B' Primary	Agona Nyakrom	Nyakrom	250
16	Odomu AME Zion KG & Primary	Agona Odomu	Nkum	297
17	Kesewa/Ekwaboman KG & Primary	Agona Ekwaboman	Nkum	307

**Source:** AWMA's District Desk Officer of GSFP, 2015

According to interviews with the beneficiary schools, the GSFP was increasing school enrolment and ensuring retention of pupils in the beneficiary schools. It has also created job opportunities for the caterers and the cooks as well as ready market for

produces from local farmers. (AWMA and Beneficiary Schools, 2015). Some pupils from communities such as Jukwafo, Kobina kwaa, Nkranfo and surrounding villages are motivated to come to Nkranfo Primary due to GSFP. Same could be said of Nkum and its surrounding villages where children come to Nkum AMA Primary due to the GSFP. (District Desk Officer of AWMA and Beneficiary Schools, 2015). At Nyakrom Holy Quran Basic Schools, children from the Zongo community and beyond were taking advantage of the GSFP with regular school attendance. Same at Kukurantumi Primary, Abodom Anglican and Bobikuma Catholic Primary as children from the surrounding communities attend school regularly. (AWMA and Beneficiary schools, 2015).

According to interviews, AWMA was considerate with the selection of the schools because the beneficiary schools were indeed in communities that were considered deprived. It was possible for children to be sent to school while their parents could go to farm without being worried about what the children would eat in their absence. (Interviews with AWMA District Desk Officer, Chiefs and Beneficiary schools, 2015)

Assessing the effort of AWMA with regards to the GSFP, the researcher realised that, the programme is plagued with challenges disturbing its smooth implementation in the AWM. According to the GSFP (2010: 17), D.As are supposed to provide kitchen where the food will be cooked and also storage facility where food would be kept from spoliage. Nevertheless, interviews and observation at some beneficiary school indicated that, some of the schools did not have decent kitchen and storage facilities.

For example, Nkum AMA Primary being the beneficiary school with the highest enrolment did not have any decent kitchen or storage facility. At Kukurantumi Primary, the kitchen was not in good shape and the school did not have electricity to store any food. Same could be said about Nyakrom Holy Quran A&B School, where

the kitchen and the storage facility were not in good shape. (Interviews and observations, 2015). The phenomenon implies that, the hygienic nature of foods served to the pupils was somehow compromised. Another challenge was that, all the GSFP beneficiary schools did not have any decent dining hall as the pupils eat in the classrooms. Therefore the pupils usually soil their books and uniforms with oil after eating their food. (Schools and GSFP Cooks, 2015). This definitely goes contrary to the guideline of the GSFP District Operations Manual which stresses the point that, food given to the pupils should be cooked, served and eaten in hygienic conditions. (GSFP Manual, 2014)

Some interviews and focus group discussions the researcher had with some cooks of GSFP indicated that, firewood was usually used for cooking and this was a source of inconveniences in the schools' premises. The pupils and the cooks were also at the risk of the naked fire as some of the kitchens were either made of wooden structures or were pavilions, dangerous spectacles at Nkum, Kukurantumi, Nyakrom and others. The late or irregular release of the funds from the National Secretariate GSFP to AWMA has indeed affected the smooth implementation of the programme at the AWM. According, the District Desk Officer at AWMA, the unfortunate phenomenon in the implementation of the GSFP in the AWM still continues to create challenges for the caterers. The situation has compelled the caterers to prefinance the programme in anticipation for the release of the funds from the National Secretariate of GSFP. (AWMA GSFP District Desk Officer, 2015). It could be deduced that, quality and quantity of food served to pupils could be compromised when the caterers become financially incapable prefinancing the programme.

According AWMA GSFP report released, "insufficient quantity of fish was used in the preparation of meals. The use of meat was also non-existent; thereby denying the

pupils the required nutrients needed for growth“ . (AWMA GSFP District Report, 2014). This challenge according to some cooks interviewed was attributable to the untimely release of funds to the caterers for the financing of the programmes. Moreover, the notion that the GSFP serves as a catalyst for the increment in school enrolment could be somehow deceptive. This is because the increment according to the schools interviewed were at the primary level and not at the JHS level. Information gathered even indicated that an increase in enrolment at a particular beneficiary school could result in a decrease in another school which is not a beneficiary school in the same community. (GSFP Beneficiary Schools, 2015)

At Nyakrom Holy Quran Basic Schools, the teachers indicated that, some pupils from other schools have been leaving and enrolling in the Holy Quran schools because of the GSFP. This phenomenon obviously would have some negative effect on teaching and learning at the beneficiary schools due to increased enrolment. At Nkranfo for example, some of the pupils at the upper primary would intentionally fail in order to avoid promotion to the JHS where the GSFP was not operational.

### **Supply of Educational and Learning Materials**

AWMA has also been supplying some educational and learning materials such as school uniforms for basic schools, computers, exercise books and among others. These have created some benefits to the beneficiary schools and pupils. The award of contract for the sewing of the uniforms has also given some dressmakers and tailors in the AWM opportunity to earn some cedis. (Interviews with Basic Schools, 2015)

AWMA has also been supplying computers to some first cycle and second cycle schools in the AWM. However, information gathered clearly indicated that, a lot of schools did not have computers for their I.C.T. lessons as well as for administrative purposes. (AWMA and schools, 2015). Schools such as Swedru Roman Catholic A

and B, Kukurantumi AMA Basic School, Abodom Anglican Basic School, Swedru School for the Deaf, Nkum AMA Basic School, Nkranfo AMA Basic School all did not have computer laboratories. (Interviews with Schools Heads, 2015)

AWMA has been distributing exercise books to pupils at the basic schools from time to time, the gesture from the assembly was confirmed by the basic schools the researcher visited. However, the schools lamented that some of the pupils were not having exercise books to use. According to some of the schools, some parents think the capitation grant also included provision of free exercise books to pupils. In other words, some parents were of the belief that, basic education was comprehensively free including free exercise books, uniforms and free lunch especially in the deprived areas. (Interviews with Schools Basic Heads , 2015)

Almost all the schools interviewed complained about the irregular release of the capitation grant of the GHC 1.5 per pupil per term to the basic schools resulting in serious challenges. Basic schools like, Swedru Roman Catholic B, Swedru AMA C, Swedru School for the Deaf, Nyakrom Holy Quran, Kukurantumi AMA, Abodom Anglican, Bobikuma Catholic , Nkum AMA and Nkranfo AMA all lamented about irregular supply of teacher's note books, chalks, attendance registers, exercise books, text books and other teaching and learning materials. This was also confirmed by the AWM Directorate of GES. (Schools and AWM Directorate of GES, 2015 ). When asked how the schools were coping with the situation, they were relying on IGF such as P.T.A. dues, offerings from school worship, teachers' contributions, NGOs and religious institutions. (Schools and AWM Directorate of GES, 2015)

It could be deduced that, the challenges with the capitation grants and irregular supplies of educational materials were making the overall investments of AWMA somehow inadequate. The absence of basic essential TLMS affects the quality of

education in the AWM. It could further therefore be inferred that, the prompt release of the capitation grants to the schools and sensitization of parents on the need to invest in their children’s education will be a breather for a lot of pupil basic schools and further enhance quality teaching and learning. The table 6.7 depicts some performances of basic schools in the BECE in the AWM.

**Table 6.7: Performance of Basic Schools in B.E.C.E. in the AWM  
From 2010/14**

	<b>Total number of candidates</b>	<b>Percentage Passed</b>	<b>Percentage Failed</b>
2010		37.99	62.10
2011		43.7	56.93
2012	2,229	35.1	64.99
2013	2,196	38.86	61.14
2014	2,372	65.43	34.47

**Source:** AWM Directorate of GES, 2015

From the above table, it could be explained that , one of the indicator of assessment of education in the AWM which is the B.E.C.E. gives some stastiscal assessment of J.H.S. candidates in the AWM from 2010-2014. It was obvious that the performace of the JHS candidates from 2010-2013 was no that good except for 2014 which saw soon remarkable appreciation in the pass rate. The overall deduction indicates that, efforts of AWMA in the improvement in education was not that encouraging despite the various attempts from AWMA, GES, teachers and other stakeholders in the AWM.

In the assessment of AWMA effort in education, it was a certainty through interviews conducted, information gathered and observation that, there were serious challenges with the late release of the capitation grants to public basic schools. The capitation grants were not forth coming and that was posing serious challenges fo the running of

the basic schools. Materials such as chalk, attendance register, teacher's note books and others were not being supplied regularly. (Interviews with Schools Heads, 2015)

## **6.5. PERFORMANCE OF AWMA IN THE HEALTH CARE DELIVERY**

According to the data gathered, interviews, discussions and observations, AWMA was performing some duties such as construction and renovation of clinics, construction of CHPS and construction of medical staff bungalows among others.

### **Public Health Education**

According to AWMA, it recognises the vulnerability of the municipality to contiguous diseases such as cholera hence the invest in the public health education. Unfortunately, available data indicated that, the municipality was still susceptible to cholera infection especially in the rainy seasons. When the researcher asked of the reasons, some of the interviews attributed it to some people drinking from the Akora River without treating it, the poor management of refuse, ignorance of personal hygiene among others. (Interviews with Swedru chief and Health Personnel, 2015)

The assessment of AWMA's effort was indicative that, AWMA's performance still could be improved due to the perennial cholera outbreak in the municipality. In the otherwords, the efforts of the AWMA in getting actively involved in public education if intensified could help reduce the infection of cholera, diarrhoea etc.

**Table 6.8: Public Primary Health Care Accessibility in the AWM**

Project name	Zonal council	Location	Services rendered
Swedru Muncipal Hospital	Swedru	Agona Swedru	General prevention and treatment
Nana Khadija Clinic	Swedru	Agona Jacob	OPD, Counselling, etc
Nyakrom clinic	Nyakrom	Agona Nyakrom	Adolescent Health, OPD, Maternity, counselling, Laborately, Reproductive and childcare, family planning,
Abodom clinic	Abodom	Agona Abodom	OPD, maternity, counselling, childcare etc
Bobikuma clinic	Bobikuma	Agona Bobikuma	OPD, maternity, childcare, counselling etc
Kwaman Clinic	Bobikuma	Agona Bobikuma	OPD, counselling, childcare, etc
Nkum Clinic	Nkum	Agona Nkum	OPD, Counselling, childcare, reproductive health, maternity etc
Otsenkorang CHPS	Otsenkorang	Agona Otsenkorang	OPD, counselling, etc
Abigyakrom CHPS	Abodom	Agona Abigyakrom	OPD, counselling, etc
Edukrom,	Otsenkorang	Agona Edukrom	On-going project
Mansokwaa	Bobikuma	Agona Mansokwaa	On-going project
Odom	Nkum	Agona Odom	On-going project

Source: AWMA and Health Care Centers in the AWM, 2015

### **Construction And Renovation Of Clinics And CHPS**

Interviews and discussions with AWMA and health care personnel in the AWM indicated that collabration between the two institutions have facilitated health care accessibility to some extent. For example, apart from the private health facilities in

the AWM, Swedru zonal council has a municipal hospital and a clinic and the other five zonal councils of Abodom, Bobikuma, Nyakrom, Nkum all have at least a clinic. (Interviews with Health Personnel, 2015)

The assessment of AWMA's effort in the health care delivery revealed that, AWMA has been doing well in the provision of health infrastructure in the municipality making health accessibility more visible. However, interviews with some health care personnel including the Municipal Health Directorate in the AWM pointed to some challenges with regard to health care accessibility. There were still some communities that were finding it extremely difficult to access health care delivery especially in the rural areas. For example, there was only one CHPS compound at Otsenkorang serving close to 21 communities and only one CHPS compound at Abigyakrom serving close to 48 communities and beyond. (Interview with AWMA, 2015). It could therefore be inferred that, the rural communities had challenges accessing health care. And with the presence of NHIS without a corresponding increase in the health infrastructure in the AWM, accessibility was still a challenge.

### **Construction Of Bungalows For Medical Staff**

AWMA has been embarking on the construction and renovation of quarters and bungalows for medical staff in the municipality. For example AWMA has built nurses' quarters at Swedru, renovated Nkum medical staff bungalow among others. Accommodation to medical staff in the urban areas such as Swedru, Nyakrom, Abodom, Bobikuma and Nkum was not that challenging because there were alternative accommodation for medical staff in communities even where there were no available medical staff accommodation. Consequently, availability of medical personnel in the urban centers facilitated a 24 hour services in most of the health centers. (Interviews with AWMA, Nkum Chief, Heads of Medical facilities, 2015). However,

in the rural areas, despite the effort of AWMA in providing accommodation for medical personnel, there were some serious challenges with accommodation for medical staff especially at the CHPS zones. For example the health personnel at the Otsenkorang CHPS were neither staying at the CHPS zone nor living in the community. (Interviews with Health Personnel and AWMA, 2015)

It could therefore be explained that, the CHPS zone serving close to 21 communities in the Otsenkorang zonal council were having difficulties in accessing uninterrupted health care services. The situation was not different at Abigyakrom CHPS zone serving close to 48 communities, the health care personnel were not staying at the zone. This was almost making the health facility dormant due to constant absence of health care personnel at post. (Interviews with Health Personnel and AWMA, 2015). The overall implication of this accommodation challenges of health care personnel was seriously affecting the functioning of CHPS in the rural areas. The CHPS zones that are usually built to create accessibility of health care to the deprived communities were not serving the purposes of helping the health planning services.

#### **6.6. CHALLENGES OF AWMA IN MEETING INFRASTRUCTURAL DEVELOPMENTS IN THE AWM**

- (1) The issue of lack of funds has become the most serious hurdle for AWMA to financing its infrastructural plans because the assembly has not been realizing its revenue target over the years. According to the AWMA Accounts Department, revenue mobilization in the municipality has not been that encouraging. Additionally, the delayance in the release of DACF to finance planned infrastructural projects has also been the major source of worry to the AWMA in the discharge of its planned developmental activities. Other inflows such as grants, HIPC grants and IGF have not really been that encouraging thereby affecting the implementation of projects in the AWM. This explained

why some planned development projects are were not being implemented.

(AWMA Accounts Department, 2015)

- (2) The indiscriminate sale of lands for residential development in the AWM has also been identified as a serious constraint AWMA faces in the delivering of development in the AWM. The assembly indicated that, buildings and other structures being developed at unauthorised places continue to pose planning challenges in the AWM. (AWMA, 2015)
- (3) The assembly is handicapped in the strict application on its authority concerning structures in the municiplaity due to lack of political will and human face. (Interviews with Professionals and AWMA, 2015)
- (4) Partisanship consideration is also affecting the delivery of developments in the AWM. The issue of conserdation on electoral advantage informs the rationale of the assembly in the execution of infrastructural development s in some communities. Moreover, the issue of projects continuity also serves as a concern in the pursuit of infrastructural developments in the AWM. (Interviews with Chiefs, Professionals and others, 2015)

#### **6.6.1 CHALLENGES OF AWMA IN ADDRESSING EDUCATIONAL NEEDS IN THE AWM**

AWMA also faces other constraints in the discharge of its mandate in the development of education in the AWM. The schools being apprehensive and openly lamenting about the educational challenges for fear of victimation. The researcher realised that, the schools were not actively involved in the general planning of educational projects. For example, some of the schools complained of the durability of the furniture AWMA supplies to the school and lack of TLMs and facilities. This is sugestive that, AWMA is not engaging the schools enough and therefore the assembly

is somehow oblivious of the real needs of the schools. (Interviews with Basic Schools Heads and PRO of AWM Directorate of GES, 2015)

#### **6.6.2 CHALLENGES OF AWMA IN ADDRESSING HEALTH CARE NEEDS IN THE AWM**

The main issue of lack of adequate funds in addressing health care needs in the municipality was identified as the main constraint. Furthermore there are other issues which were continue to serve as challenges to the AWMA in the discharge of its investments in the primary health care deliver in the AWM. People did not have confidence in the rural health care centers due to the challenges the clinics face in terms of lack of facilities, absence of medical personnel etc. Congestion at Swedru Municipal Hospital due to referrals from the rural health facilities due to malfunctioning rural health centers and therefore prefer accessing health care at the Swedru compelling AWMA to invest more in the Swedru hospital. However, the hospital did not have enough lands for massive infrastructure expansion to cater for the growing numbers of patients patronising the facility.

From the above, it meant that, the issue of congestion at the Swedru municipal hospital looked far from being resolved. Infrastructural investment by the AWMA in building more CHPS zones, improvement in the health care facilities at the clinics and provision of decent accommodation for health care personnel in the rural areas would increase accessibility and reduce the congestion at Swedru Municipal hospital.

NHIS has created the opportunity for beneficiaries to access health care readily at the various health facilities in the AWM. Therefore, more people now take advantage of the NHIS and access medical care thereby increasing attendance at the health facilities. Nevertheless, the increase in the patient access to health care has brought numerous challenges to the smooth operations of NHIS in the municipality which are

discussed as follows. (Interview with Director of Health Directorate of AWM, 2015 ). The late or unreliable release of NHIS claims to the health facilities creating serious challenges of inability to purchase drugs for their pharmacy, inability to purchase logistics and difficulty in the payment of casual workers at the various facilities. The MP's share of Ghc 50,000 from the NHIS to do projects of his/her choice was already creating some financial constraints to the health care delivery.

This according to the health care institutions was further crippling the already handicapped NHIS and giving that amount of money to MP whose interest for projects would be driven by partisan consideration was somewhat problematic. From the above scenario, it could be deduced that, despite the increase in attendance of patients to health care in the municipality, there were serious issues plaguing the NHIS. The late release of NHIS claims to health facilities has been a source of worry to the health care delivery in the municipality. Considering the fact that AWMA was not able to provide all the needed infrastructural needs and logistics to the public health facilities, the late release of NHIS claims was further worsening the case .

Additionally, the MP's share of Ghc 50,000 from the NHIS claims could be inferred to be an unsustainable gesture as far as NHIS was concerned. To give Ghc 50,000 from NHIS funds which already has serious challenges to a politician whose interest is gaining electoral advantage is somehow difficult to continue. This continues to create the challenges of the health care institutions accepting the projects of the MPs especially when the projects are considered to be influenced by political expediency.

## **6.7 CONTRIBUTION OF NGOs IN LOCAL DEVELOPMENT IN THE AWM**

### **6.7.1. INTRODUCTION**

According to data gathered, discussions, observation and interviews with NGOs both local and foreign in the local development in the municipality, NGOs' operations

make them important partners in local developments. Therefore, they (NGOs) were regarded as complementing the efforts of AWMA, sending developments to the remotest communities and affecting lives without expecting any political returns. In education, NGOs both local and foreign were engaged with renovation of school building, sponsorship packages for students, placement of foreign volunteers to schools, supply of educational materials, establishment of private schools and free lessons for pupils at weekends.

In health, the contributions of the NGOs included, donation of health care materials and others to health facilities, organizing health sensitization programmes, placement of foreign volunteers to health facilities, among others. Through data, interviews and observation indicated that NGOs were not that visible in infrastructure developments though some NGOs were contributing in some way to compliment the efforts of AWMA in bringing infrastructure developments to the people of AWM. (Interviews with Chiefs, Professional from Media and AWMA, 2015)

**Table 6.9: Some NGOs' contributions towards Local Development in the AW M**

<b>Program Area</b>	<b>Name of NGO</b>	<b>Specific contribution(s)</b>	<b>Objective(s)</b>
Education	Plan Ghana	Sponsorship to students	Providing assistance to students from poor background
Education	World Vision	Sponsorship to students	Providing assistance for students from poor background
Education	Compassion Ghana	Organizes free weekend classes for pupils and sponsorship of education of children from poor homes	Enhancing pupils appreciation of holistic education of spiritual, social and circular
Education	Agona Civic Union	Donation of educational materials to schools	Helping pupils to have educational materials to use
Education	Opportunity international	Organizes training workshop for teachers	Aimed in teachers' assessment of some subjects

Education	Kanfed	Sponsoring the education of students from poor background	Making education accessible to the poor
Education	Building for Future Generation (BFG)	Building and renovation of classrooms	Improving school facilities
Education	H4P	Organizes disability fun games for pupils	Creating the opportunity for pupils with disabilities to compete in sporting activities
Education	GLOVO	Placement of foreign volunteers to schools to teach	Improve teacher and pupils contact
Health	Young and Lonely Foundation (YLF)	Health advocacy	Sensitizing people on disease prevention, control etc
Health	Rotary Club	Donation of health care equipments	Helping to improve the health facilities
Health	GLOVO	Placement of foreign volunteers in some health care facilities	Helping to augment staffing at the health care facilities

**Source:** Interviews, information and observation from NGOs in the AWM, 2015

From the table above table, it could be deducted that, NGOs both local and international were contributing greatly to the developments of the AWMA. Discussions, interviews, data and observation clearly indicated that NGOs were affecting the lives of the people in the AWM. It could also be noted that, NGOs were not actively involved in the infrastructural developments in the AWM.

#### **6.7.2. NGOs IN THE DEVELOPMENT OF EDUCATION**

Relating the discussions of the findings to the research question on the contributions of NGOs in education in the municipality showed that, NGOs were contributing in education in diverse ways. The contributions have been; sponsorship of brilliant but needy students, organising free week end classes for pupils and building and

renovating of unit classrooms. Others included, donation of educational materials, organising workshop for teachers and placement of foreign volunteers to schools to teach and perform other duties in the communities.

### **Sponsorship to Students in the AWMA**

In order to assist students from financially challenged background to have the opportunity of being educated, some NGOs have been paying the school fees of some students in the SHS. According to interviews and discussions with Swedru School of Business (Swesbus) and Nyakrom Senior High School (Nyastec), NGOs such as Plan Ghana and World Vision have been sponsoring some students.

According to the schools interviewed, these NGOs have really been important to the beneficiary students which has given the opportunity for students who ordinarily would find it difficult to have secondary education because of their financial challenged background. Kanfed, another NGO has also been sponsoring female students in the second cycle education. Compassion Ghana has also been sponsoring some pupils from poor background to be able to afford some educational materials. These altruistic activities from some of these NGOs in the municipality according to the schools have been very crucial in removing the financial obstacles which become the basis for children from poor background to access education.

The sponsorship packages for some students and pupils in the AWM have been very helpful. However, it can be deduced that, this otherwise altruistic gesture for some students can potentially make some parents irresponsible when the sponsorship packages span from basic through to SHS to the tertiary level.

### **Building and Renovation of Classrooms**

One other contribution of NGOs in the AWM has been the building and renovation of schools. Specifically, some NGOs were engaged in building and renovation of computer labs and classrooms in some schools. For example, Building for Future Generation (BFG) an NGO has renovated the KG to Classroom 4 block and built a computer laboratory at the Bobikuma Catholic Basic School. (Interview with the Head Bobikuma Catholic Basic School, 2015). Additionally, some other NGOs from the Arabian world have been building classroom blocks for Nana Khadija Islamic Senior High School and Saddiq Senior High School at Swedru and Nyakrom respectively.

Through these contributions the NGOs were complementing the effort of AWMA in providing educational infrastructure in the AWM. Though the effort of the NGOs in this regard have not been that massive, the beneficiary schools expressed appreciation for this efforts of the NGOs. (AWM DSWCD and Schools, 2015)

### **Organization of Disability Fun Games**

In the AWM for example there is only special school, meaning other disabilities apart from deafness are not really catered for by any school in the AWM. Additionally, the disability did not have the opportunity of enjoying life in its fullest due to the denial of their engagement in some activities including sports and other talents activities. This explained why the Swedru School for the Deaf expressed its deepest gratitude to H4P an NGO which has been organising annual fun games for students and pupils living with various forms of disability. This according to the Swedru School for Deaf has created some sense of importance for the pupils of the special school to showcase their talents. The fun games also offer the pupils the opportunity to fraternise with other pupils and students from other districts and regions when they meet to compete.

An assessment of this contribution from the NGO is indicative that, NGOs really play important role in meeting the needs of people living with disability especially issues which are either considered by the AWMA as mundane or ablivious of. It could also be inferred that, NGOs sometimes are very close to the grassroots and can properly appreciate the issues affecting the local people including people living with disability.

### **Placement of Foreign Volunteers in Schools**

Another contribution of some NGOs to the enhancement of education in the AWM has been the placement of foreign volunteers to some basic and second cycle institutions to serve as teaching assistants. According to data collected and data, there were some local and international NGOs involved in the process of placing volunteers in the schools. The international NGOs included; Kolping Verk , IJGD, Kultur Life, Red Kross etc all from Germany, JICA from Japan, Peace Corps from U.S.A. among others. The process involved the governments of the respective countries sponsoring or facilitating young men and women to offer voluntary services in some schools in the AWM through foreign sending NGOs and local receiving NGOs such as GLOVO, Experience Ghana, etc (NGOs and beneficiary schools, 2015).

These foreign volunteers are then posted to some schools who had contacted these local NGOs for their desire to have volunteers in their schools to assist due to shortage of teachers or teach specific subjects. According to the NGOs, the foreign volunteers are not here to render the Ghanaian youth unemployed by taking their jobs from them but to assist teachers in their performance. So the foreign volunteers were supposed to be teaching assistants in their respective schools. The major tasks of the volunteers at the schools have been, teaching subjects such as English, French, Creative Arts, Science, P.E., I.C.T. etc., child care and other extra circular activities. (Interviews with NGOs and Heads of Beneficiary schools, 2015).

**Table 6.9.1. An Example of Foreign Voluntary Activities in the AWM in Education**

voluntary programme	Sending Organizations	Volunteers' Nationality	Tasks of volunteers	Project Duration
Weltwaerts	Kolping Verk, IGJD, Kultur Life, Red Kross	Mostly Germans	Teaching and child care	12 months
Peace Corps	U.S.	Americans	Teaching and child care	12 months

**Source:** Interviews and data from NGOs and some schools, 2015

The assessment of the NGOs in the placement of volunteers to projects revealed that, the foreign volunteers are contributing significantly to some schools in the municipality especially in the schools where they are engaged efficiently. However, there are also some inferences that can be made about this supposedly important contribution of the NGOs in the AWM. The idea of foreign volunteers being placed in the schools can be recipe for rendering some Ghanaians unemployed especially in the private schools. The fact that the schools do not remunerate these foreign volunteers make them cheaper option to engage.

Some of the volunteers do not have the requisite training to understand the Ghanaian education sufficiently and therefore can not make any meaningful contributions. The presence of foreign volunteers could also make some teachers less active because these foreign volunteers would be relied upon as substitutes. The cultural differences could also create conflicts between Ghanaian teachers and these foreign volunteers on disciplinary issues, children's rights and others. The overall effect is that, foreign voluntary services can be important contribution to education but could also be a source of unbridled dependence on foreigners and this can stifle local initiatives.

### **Donation of Educational Materials**

According to some NGOs and beneficiary schools, the contribution of some NGOs as part of meeting educational needs of pupils and students in the municipality have been donating educational materials to some schools in the AWM from time to time. The donations to both basic and secondary schools have been, exercise books, computers, reference books, etc. The schools interviewed expressed huge appreciation to some NGOs such as GLOVO, Compassion Ghana, Agona Civic Union, HUDAI and others which have been donating computers, pens, books and others to schools in the AWM. (Interviews with the NGOs and beneficiary schools, 2015).

In the assessment of the contributions in this regard, it is obvious from the above that, some NGOs have been addressing some challenges associated with teaching and learning materials. Nevertheless, one could also deduce that, expectations of donations from NGOs could make the schools unnecessarily dependent on the NGOs. It could also lead to some exploitation on the part of some NGOs if they source the materials or money abroad with the assistance of the schools but do not really account for the quantum of donations the schools deserve.

### **Free Lessons for Pupils and Workshops for Teachers**

NGOs such as Compassion Ghana have been embarking on some free weekend lessons for pupils in the AWM. According to the NGO, the essence of the free lessons was to provide pupils in the AWM the opportunity to have extra tutelage on some subjects taught at the basic level. As a Faith base NGO, Compassion Ghana believes the performance of pupils in the municipality could improve when pupils utilised their free times judiciously with some contact hours with teachers. Additionally, some NGOs such as Opportunity International also organises workshops on directions for

administration of grade assessment for basic school teachers. Such workshops are aimed at improving their capacity on the teaching and learning in schools. (Interviews with Heads of Basic Schools, 2015)

The assessment of the contributions of NGOs in this regard showed that, NGOs are really affecting education and making some strides in its enhancement in the AWM. But, when schools overly expect NGOs to jump to their aid anytime they have challenges, it paints an unfortunate picture of AWM or central government being incapable of meeting the needs of schools in the AWM.

#### **6.8. NGOs IN THE ENHANCEMENT OF HEALTH CARE DELIVERY IN THE AWM**

The contributions of NGOs in the health care delivery in the AWM have been significant ranging from; health advocacy, donation of health equipments, placement of foreign volunteers among others. They have been collaborating with some health care facilities in the running of the health care related issues. YLF, Rotary Club, JICA, GLOVO among others have been engaged in one activity or the other aimed at enhancing health care delivery in the AWM.

##### **Health Care Advocacy by NGOs in the AWM**

Specifically, YLF, My Scope International for example have been organising various health campaigns on reproductive health rights, HIV AIDS awareness campaigns, family planning, health care examination among others. According to the NGOs, each of these health care advocacies has been done with the close collaboration with the Municipal Health Directorate or the health care facilities as and when necessary. (Interview with the NGOs and AWM Health Directorate, 2015)

Flowing from the above with respect to the research question on the contributions of NGOs, one realises that, NGOs play significant role in the health care advocacy in

the AWM. Some of these NGOs are able to go to the deprived communities with their activities therefore making health consciousness more realistic to even those living in the rural areas. However, the NGOs could be overly ambitious with advocacy and delve in sensitive health care issues such as administering medicines, diagnosis, etc when they are not properly monitored by the DHMT. This is because, some of these NGOs are able to get the confidence of the people living in the deprived communities through their health care activities and could be appreciated as qualified medical personnel capable of attending to their health care needs.

### **Donation of Health Equipments**

Another NGO, Rotary Club has also been contributing to the improvement of health care delivery by the donation of some medical equipments to some health care facilities. This gesture according to the beneficiary health facilities has been enhancing the health care delivery in the AWM. For example, the Agona Abodom Health Care Centre has been benefitting from some donations such as beds, plastic chairs and repainting of the facility. Additionally, some NGOs have occasionally been donating consumables, clothes and others to some health facilities in the AWMA. The assessment of the contributions of NGOs is indicative that, they are making important contributions to the health care facilities. Therefore, this gesture obviously gives the beneficiary health centres some respite especially when the absence of such equipments pose serious challenges for the health facilities.

### **Placement of Foreign Volunteers in some Health Care Centres**

Just like in education, some NGOs have also been placing foreign volunteers to some health facilities to offer some medical services. In order to contribute to the improvement in the health care delivery in the AWM, some local and international

NGOs have been placing foreign volunteers to some health facilities. The volunteers who have mainly been young men and women from countries like Germany, U.S.A., Japan and other countries which have been performing some tasks such as, OPD services, laboratory services, counselling among others. The process have also involved international sending NGOs such as Kolping Verk , IJGD, Red Kross all from Germany, Peace Corps from U.S.A. and JICA from Japan. There have also been local receiving NGOs such as GLOVO in Swedru, Experience Ghana. (Interviews with the NGOs, 2015)

**Table 6.9.2 An Example of Voluntary Activities in the AWM in Health Care Delivery**

Type of voluntary programme	Sending Organizations	Volunteers' Nationality	Specific tasks of volunteers	Duration at projects
Weltwaerts (Germany)	Kolping Verk, IGJD, Kultur Life, Red Kross	Mostly Germans	OPD services, counseling, etc	12 months
Peace Corps (USA)	American government	Americans	OPD services, counseling , child care etc	12 months and beyond

**Source:** Interviews from NGOs and Health Care Institutions, 2015

According to the NGOs and health facilities in the municipality, the volunteers that have played some important roles in the health centres. Though some of the volunteers were not medical trained personnel, the foreign volunteers have been really helpful. (NGOs and health facilities, 2015). An assessment of the NGOs' contributions in this regard could be inferred that, the foreign volunteers have been offering some help in the health centers where they have been placed. However, there are some issues that must be raised about the foreign voluntary services in the health care delivery in the AWM. Foreign volunteers placed in such sensitive places such as health centers raises some challenges of efficient delivery especially when some are not trained medical personnel with the requisite knowledge in the health care delivery. There could be some

confidence crisis on the part of patients if they have to choose between a Ghanaian medical personnel and foreign volunteers for their health related issues.

## **6.9. NGOs IN INFRASTRUCTURAL DEVELOPMENTS IN THE AWM**

The researcher gathered from interviews, data, information and observation indicated that both local and international NGOs in the AWM were not that active in infrastructural developments. AWMA has been the major institution that continued to invest in infrastructure in the municipality. However, some NGOs have been executing some infrastructure projects in some communities with their resources and complementing the efforts of communities in addressing some infrastructural needs. For example, some Arab NGOs have been constructing bore holes and wells for some communities to alleviate the plights of communities which have water challenges. The assessment from the contributions of NGOs in infrastructural developments with the research question, is indicative that, NGOs were not that active in the provision of infrastructure in the AWM because of the resources that are at the disposal of NGOs.

### **6.9.1 CONCLUSION**

The discussions of the AWMA and NGOs in local developments in the AWM reinforce the point that, pursuit of local development presents the opportunity for effective collaboration between both state (D.As) and non-state actors (NGOs). (Friedman, 1992). That is, the formulation, adoption, implementation, supervision and evaluation of policies and programmes could be owned by the grassroots as envisaged by the concept of the decentralization in Ghana. Thus local governance creates the mandate for AWMA as D.As to lead in the developments processes at the AWM. (Constitution, Article 240 (3)). Whilst creating allowance for some NGOs to

compliment the efforts of AWMA in delivering developments to the people of AWM with the resources available to them. (L.G.Act 462 of 1993)



## CHAPTER SEVEN

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 7.1. SUMMARY OF FINDINGS

According to interviews, observations and discussions, the researcher found out that AWMA has been embarking on some priority development projects in the municipality over the years. In the area of infrastructure developments, AWMA has been doing construction and rehabilitation of markets, construction of toilet facilities, construction of roads and culverts, construction and extension of pipe borne water and bore holes, supply and installation of street lights among others.

In the area of education AWMA has prioritized the construction of unit classrooms, construction of GSFP kitchen, construction of teachers' bungalows, construction of community I.C.T. centers, construction of Early Childhood Centre (E.C.C.), supply of furniture and other educational materials. In health, AWMA's priority projects have been the construction of nurses' quarters, construction of clinics and CHPS compounds and supply of primary health care equipments and materials.

Concerning the revenue base, which was found out to be the crucial major development requirement, AWMA was relying on five revenue inflows which include; IGF, DACF, Grants, HIPC inflows and donor inflows to financing the priority projects. According to AWMA Accounts Department, budgetted revenue inflows since 2010 has been less than the actual revenue collected. According to AWMA the flooding in the AWMA by the Akora River affected most businesses thereby slowing down the macro-economy.

The DACF has also seen some reduction over the past four (4) years thereby affecting the developments of the AWMA. HIPC Funds inflows to the kitty of AWMA over the period has not really changed over the last four years and was even null in 2013. Donor funding to the AWMA has consistently been reducing except in 2013. (Source: AWMA Accounts Department, 2015)

### *NGOs and Local Developments*

According to the AWM Department of Social Welfare and Community Development, there were five (5) NGOs who had successfully gone through the certification process of NGOs status and accordingly registered to operate in the municipality. However, there were other NGOs whose documentations were going through the necessary procedures to be certified later with the NGOs status. AWMA was also granting some certification to some Community Based Organizations (C.B.Os) to operate in the municipality as NGOs offering various development activities. Apart the local NGOs, there were a good number of foreign NGOs also delivering wide range of development activities in the AWM.

In the area of education, NGOs both local and international have been renovating classrooms, sponsoring students and pupils, sending foreign volunteers to schools, donation of teaching and learning materials, organizing free lessons for pupils and organizing capacity building workshops for teachers.

In health, the NGOs have been donating health care materials to some health centers, embarking on health advocacy, sending volunteers to health centers among others.

In the area of infrastructural developments, the researcher found out that, the NGOs were not directly active due to the financial demands involved in the implementation

of infrastructural developments. However, some NGOs were contributing to the infrastructure by constructing bore holes for some communities.

### ***Resources Base of NGOs***

According to the NGOs interviewed, the NGOs being non-profit making organizations mostly relied on donations from both home and abroad, dues from members, allowances from multi-national organizations and other sources. On the issue of human resource, the NGOs were largely relying on their volunteers, collaboration with community youths and CBOs, beneficiary institutions and AWMA in carrying out their development activities in the municipality.

### **Supervision of NGOs' Activities**

According to the Department of Social Welfare and Community Development, the institution has been supervising and scrutinizing the activities of NGOs by demanding obligatory submission of their quarterly reports and annual reports to the institution.

## **7.2.CONCLUSIONS**

In Ghana D.As serve as conduits for sending developments to the people at the length and breadth of the country. The presence of the D.As as major development agents reinforce the relevance of decentralization which is the process of granting the D.As some powers to pursue developments at the grassroots. The research gathered that , the D.As such as AWMA is so crucial for the local developments aimed at affecting the livelihood of the people. In fact, the assembly is so important that, the people see performance of AWMA as the performance of the central government so to speak. In achieving local developments, the D.As in involve non state actors such as NGOs in the pursuit of development at the grassroots.

The research therefore sought to assess the performance of AWMA as the state agency empowered with administrative, legislative and deliberative authority to perform developments to the people of the municipality. The study also assessed the performance of NGOs in contributing to the general developments to the municipality as important non state actors. Specifically, the study focussed the performance of both AWMA as local state agency and NGOs as non state local agents in delivering developments in the area of Infrastructure, health and education in the AWM.

In probing into the performance assessment of the AWMA and NGOs in the above mentioned areas of local developments, the researcher posed the questions concerning the level of awareness of AWMA about the development needs of the AWM. The question about the efforts of AWMA in addressing the development needs of the municipality in the areas of infrastructure, education and primary health care. The constraints AWMA faces in accelerating the development goals of the municipality in infrastructure, education and primary health care. What the level of participation of non-state actor like NGOs in the development process regarding infrastructure, education and primary health care in the municipality. In finding answers to the above questions which were the crust of the study, the researcher relied on data, articles, published and unpublished works concerning the subject. The researcher selected respondents who had in depth knowledge of the activities of both AWMA as well as NGOs and could adequately give reliable information on the subject. On its stated resersch questions which essentially motivated the study, some answers were found for the questions asked by the research.

### **Whether AWMA was fully aware of the developments needs of the AWM**

The study revealed that, indeed AWMA was fully aware of the development needs of the the AWM. According to the AWMA, it gets to the needs through the Assesmbly

Members, petitions from individuals, chiefs, NGOs, media institutions among others. The AWMA also gets to through conferences, field trips and other medium of information from the citizenry. The study gathered that the development needs of the municipality were included infrastructure such as improvement in the road networks, solution to sanitation challenges, access to water, extension of electricity among others. In education, the needs were indentified as construction of more schools, improvement in facilities, ready supply of logistics, and construction of teachers' bungalows among others. In the area of health, the needs in the municipality were; construction of more health centers, provision of logistics, construction of medical staff bungalows, dealing with to challenges associated with NHIS among others.

#### **Efforts of AWMA in addressing infrastructure, education and health needs**

The study reveled that, AWMA was embarking on the execution of various projects aimed at bringing developments to the people of the AWM. In the area of **infrastructure** developments, AWMA was constructing and rehabilitating markets, constructing of toilet facilities to increase access to decent public places of convenience, opening up the municipality by constructing all of roads, improving human settlement by extending pipe borne water and bore holes, suppling and installation of street lights among others.

The study also found out that, AWMA was really doing well in the provision of infrastructure to the people in the municipality with the resources at it disposal. However, there were serious challenges despite the efforts of the assembly in addressing the gaps in the infrastructural developments in the municipality.

**In the area of education**, AWMA was investing in the constructions of unit classrooms, GSFP kitchens, teachers' bungalows, community I.C.T. centers, Early

Childhood Centre (E.C.C.), supply of furniture and others. The study identified that, accessibility to basic education was really improving due to the construction of schools even in the rural areas as well the existence of GSFP, provision of furniture and some educational materials. The AWM was also trying hard to attract and retain teachers especially in the rural areas by constructing staff accommodation in AWM.

AWMA was indeed making significant investments in education, nevertheless, the study also revealed that education in the AWM was experiencing some setbacks. There were still some communities without schools, some teachers were refusing postings to some rural communities and when the teachers accept postings the teachers were not staying within the communities because some essential amenities were absent in the rural communities. The schools complained of lacking educational materials due to the challenges associated with the capitation grants and serious issues with the GSFP.

**In health**, AWMA's priorities were in the pursuit of projects such as construction of nurses' quarters to attract and retain nurses in the health centers, improving accessibility to primary health care by construction of clinics and CHPS compounds. The challenges in the health care according to the study also indicated that, access to health care was still a major challenge because some communities did not have health centers, the congestion at the Swedru municipal hospital was a necessary reason to expand the hospital. The health centers also lamented about irregular payment of NHIS claims affecting the operations of the health centers and challenges with accommodation for medical staff especially in the rural areas.

### **Contributions of NGOs in Infrastructure, Health and Education in the AWM**

NGOs both local and foreign operating in the AWM are making significant contributions to local development and complementing the efforts of AWMA.

Assessing their contributions to **education** in the municipality, study found out that, some NGOs such as GLOVO, BFG, World Vision, Plan Ghana, Compassion Ghana, Arab NGOs, Kolping Verk, IJGD, kultur Life, Red Kross, Peace Corps, JICA among others were engaged in various activities in education. For example Plan Ghana, World Vision, Kanfed and others were giving some sponsorship to pupils and students from poor homes at the first and second cycle institutions in the municipality. BFG, Arab NGOs and others were engaged in building and renovation of schools. International NGOs such as Kolping Verk, IGJD, Red Kross through some local NGOs such as GLOVO, ARA, Experience Ghana and others were sending foreign volunteers to schools to teach. Compassion Ghana, Opportunity International and K4Y were also organizing free lessons for pupils, capacity building for teachers and fun games for pupils and students living with disability respectively.

In **health**, some NGOs such as the Rotary Club and others were donating health care materials to some health facilities; YLF was organizing sensitization programmes, GLOVO, ARA were placing of foreign volunteers to health facilities.

The study indicated that most NGOs operating in the AWM were not that engaged with **infrastructural** projects because of resource constraints and issues of mandate. However, some Arab NGOs were actively engaged with constructing bore holes for some homes and communities in the Agona West Municipality.

### **The constraints affecting the pursuit of developments in the AWM**

The study identified some constraints which were making the pursuit of developments in the AWM. The following were the main obstacles found to be creating challenges for AWMA in particular in addressing the development in the AWM. Some of these constraints are mentioned as the following. Inadequate revenue to carry out the

developments plans of the AWMA due to low levels of IGF, DACF, government grants, HIPC, Donor inflows and grants over the years. Extreme partisanship which manifests in the lack of social capital from some members of the municipality to contribute to the developments of the municipality. Indiscriminate sale of lands by chiefs which creates challenges for the AWMA to do a proper planning of the municipality. The lack of quality of contributions on policy formulation and validation by some citizens who are invited to be part of the validation processes due to some considerations other than competence.

### **7.3. RECOMMENDATIONS**

Certainly, the study has clearly demonstrated that D.As such as AWMA performs important and crucial developmental roles at the grassroots. In sending appropriate developments to the people at the local, D.As relies on the competence of other non-state actors such as NGOs in addressing the developmental needs at the peripheral level. This notion of involving other non state actors and the people enhances the bottom-up approach to policy formulation and validation aimed at ensuring developments to the people at the local level. The study has shown that, some recommendations could help strengthen the D.As to deliver on the mandate of bringing developments to the grassroots.

The D.As including AWMA must be well resourced to be deliver on their constitutional and legislative mandates of bringing appropriate developments to the Ghanaian people at the local level. This is important because the study found out that AWMA was facing serious challenges with revenue inflows for the execution of its planned developmental projects in the AWM. The assemblies should be more proactive with revenue mobilization and be more accountable with the resources.

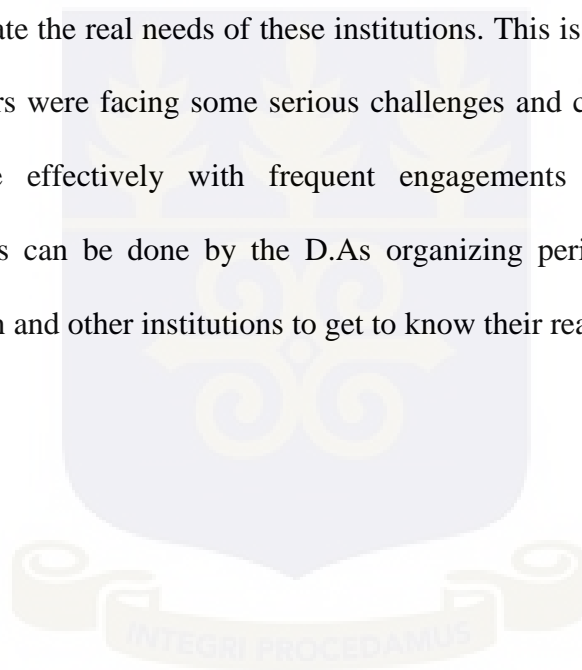
The local government structure in terms of the composition of assembly membership must be informed by competence. In as much as local government election can create opportunity for all manner of individuals to be elected regardless of requisite knowledge to an assembly as members, at least the assembly must as a matter of urgency utilize the other thirty (30) percent to appoint people with some critical competence. This would enhance the deliberative powers of the assembly membership which is synonymous to a local level parliament. Therefore the quality of assembly membership influences the propriety of developments based on well informed policy formulation and validation on the real needs of the citizenry. The quality of who becomes a member of a D.A is crucial because they (AM) are the ones who are that close to the people and can effectively champion their development aspirations. This can be done by the D.As appointing individuals at the local level who have shown some expertise in their chosen carriers regardless of their political affiliation.

There should be a well coordinated relationship between the D.As and other non-state actors such as NGOs whose activities have direct influence on the development activities at the local level. The study has shown that, some NGOs were actively involved in bringing developments to the people but their activities were not that supervised or monitored especially when some of the NGOs were not properly registered. Therefore proper coordination and monitoring of all NGOs by D.As will strengthen the activities of the NGOs as partners in the local developments. This can be done by the D.As strengthening the DSWCD to monitor the activities of NGOs by submitting their annual reports and encouraging the NGOs to register with the D.As.

The excessive partisanship at the local governance structure should be dealt with as soon as possible. The polarized nature of the membership makes the assembly deliberations skewed and partisan. This therefore makes the proponents of the

incumbent the favourites of the D.As while the opponents are seen as enemies. This partisan arrangement also have some influence on where developments go. This can be corrected when the D.As get the political will to sanction members who exhibit excessive partnership in their dealings or encourage the Electoral Commission to disqualify candidates who covertly or overtly solicit votes on the tickets of a political party during the District Assembly election which according to the 1992 Constitution, Article 248 (1) and (2) is supposed to be non partisan.

The D.As should engage the institutions such as the health and education more in order to appreciate the real needs of these institutions. This is because the schools and the health centers were facing some serious challenges and concerns which could be addressed more effectively with frequent engagements with D.As and these institutions. This can be done by the D.As organizing periodic meetings with the health, education and other institutions to get to know their real needs.



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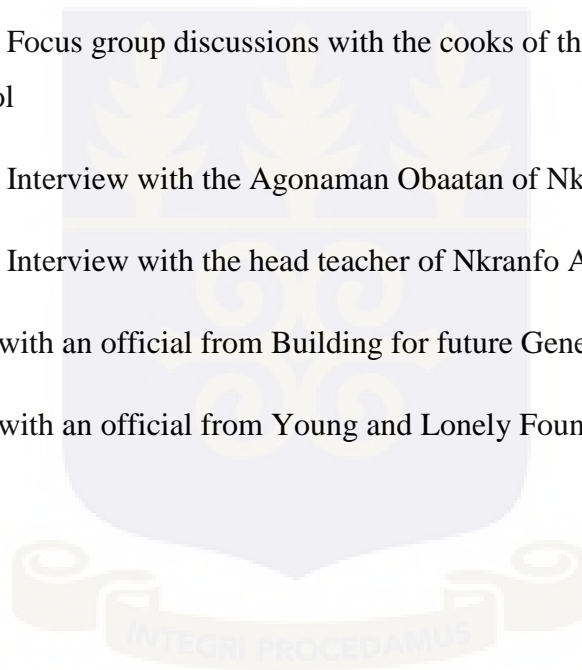
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**APENDICES**

**APPENDIX 1**

**STRUCTURED INTERVIEW TEMPLATE FOR NGOs IN AWM**

1. What is the name of your NGO?
2. Is your NGO registered with the AWMA?
3. What are your main areas of operation in Agona West municipality?
4. What are the programmes do you offer in the Agona West municipality?
5. Are your programmes informed by the general programmes of the AWMA?
6. How are your programmes funded?
7. How does the AWMA monitor your activities?
8. How have you performed your activities?
9. How do you know the development needs of the communities you operate in?
10. Why have the communities not be able to address those needs?

**Education**

11. What are your specific programmes of activities in education in the Agona West municipality?
12. How have you undertaken your programmes in education?
13. What are your specific contributions in education?
14. How do you assess the impact of your programmes in education?
15. What have been the obstacles in pursuing your programmes education?

**Health**

16. What are your specific programmes of activities in health in the Agona West municipality?

17. How have you undertaken your programmes in health?
18. What are the examples of your activities in health?
19. How do you assess the impact of your programmes in health?
20. What have been the obstacles in pursuing your programmes health?

**Infrastructure**

21. What do you think are the infrastructural issues in the Agona West municipality?
22. How has AWMA fared in meeting the infrastructure needs in the municipality?
23. What have been your specific contributions in meeting those infrastructural needs?
24. What has been the level of collaboration between you and AWMA?
25. What have been the obstacles have you been facing in contributing to the infrastructure needs in the municipality?
26. What would you recommend as far as infrastructure, health and education issues are concerned in the municipality?

**APPENDIX 2**

**STRUCTURED INTERVIEW TEMPLATE FOR ASSEMBLY MEMBERS**

1. Are you conversant with the L.G. Act 462 of 1993?
2. What are the major functions do you play as a member of AWMA?
3. Comment on how you get to know the needs of your community?
4. How do you champion those needs of your community?

**Infrastructure**

5. What will be the specific indicators for your description of the state of infrastructure in your community?
6. What have been the specific efforts of AWMA in addressing the infrastructure needs in the municipality?
7. How has your community contribute to addressing the infrastructure needs?
8. What have been the specific contributions of NGOs with regards to infrastructural development?
9. What have been the challenges as a member of AWMA in bringing infrastructural developments to your community?

**Education**

10. Is there any school in your community?
11. What will be your indicators to describe the state of education in your community?
12. How has AWMA performed in the development of the infrastructure your community?

13. What has been the level of involvement of NGOs and the people in the education in your community?

14. What are your recommendations concerning education in the municipality?

### **Health**

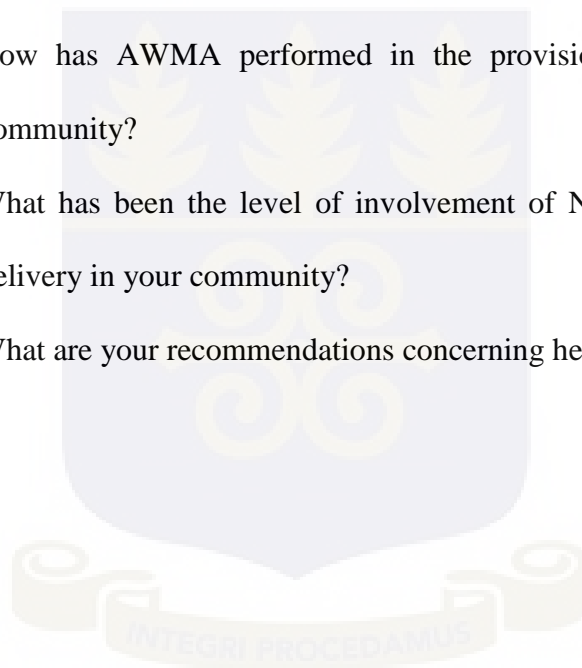
15. Is there any health post in your community?

16. What will be your indicators to describe the state of health care in your community?

17. How has AWMA performed in the provision of health care your community?

18. What has been the level of involvement of NGOs in the health care delivery in your community?

19. What are your recommendations concerning health in the municipality?



**APPENDIX 3**

**STRUCTURED INTERVIEW TEMPLATE FOR THE AWMA MUNICIPAL  
CHIEF EXECUTIVE, THE PRESIDING MEMBER AND COORDINATING  
DIRECTOR**

**Infrastructure**

1. What in your estimation constitute the indicators of infrastructure development in the Agona West municipality?
2. What specifically are on the top priority list of AWMA as far infrastructure developments in the municipality are concerned?
3. What are the indicators for your description of the state of infrastructure in the municipality?
4. How has AWMA fared in addressing the infrastructure needs in the municipality?
5. What have been the specific contributions of NGOs as non state actors in addressing the infrastructure needs in the municipality?
6. Comment on the specific indicators of influence of non state actors such as NGOs in development policy formulation and implementation?
7. How is AWMA monitoring the activities of the NGOs in the municipality?
8. Comment on the DACF and financing of infrastructure in the municipality?
9. How is AWMA mobilizing the needed resources internally for infrastructural developments?
10. How is the AWMA being accountable to the people as far as resources allocation for developments are concerned in the municipality?

11. Comment on the obstacles AWMA faces in the provision of infrastructure in the municipality?

**Education**

12. Comment on the specific indicators of standard of education in the municipality

13. What will be your indicators for the description of the state of education in the municipality?

14. What have the specific strategies of AWMA in improving the education facilities in the municipality?

15. Comment on the specific contributions of NGOs in education in the municipality

16. Comment on the challenges AWMA faces in the improvement of education in AWM.

17. What you recommend as far education issues is concerned?

**Health**

18. What are the specific indicators for your assessment of the standard of health care in the AWM

19. What have been the specific strategies of AWMA in improving the health facilities in the AWM?

20. Comment on the specific contributions of NGOs in the health care delivery in the AWM

21. Comment on the challenges AWMA faces in the improvement of health in the AWM.

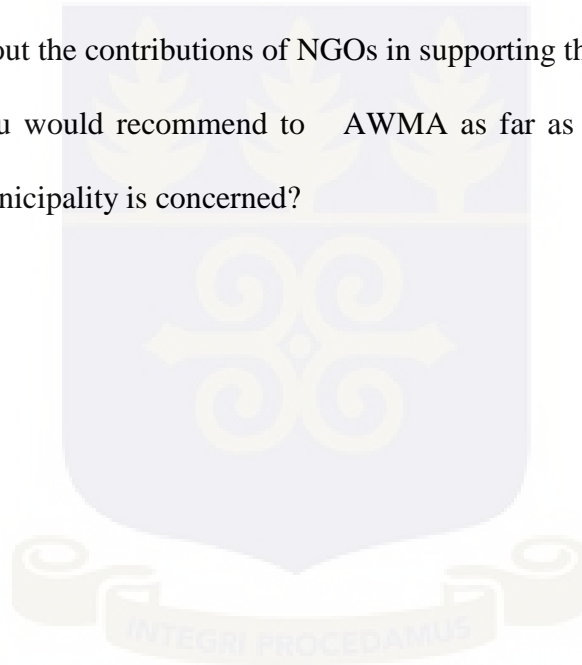
22. What you recommend as far infrastructure, education and health issues are concerned?



**APPENDIX 4**

**STRUCTURED TEMPLATE INTERVIEW FOR HEADS OF SCHOOLS IN  
THE AGONA WEST MUNICIPALITY**

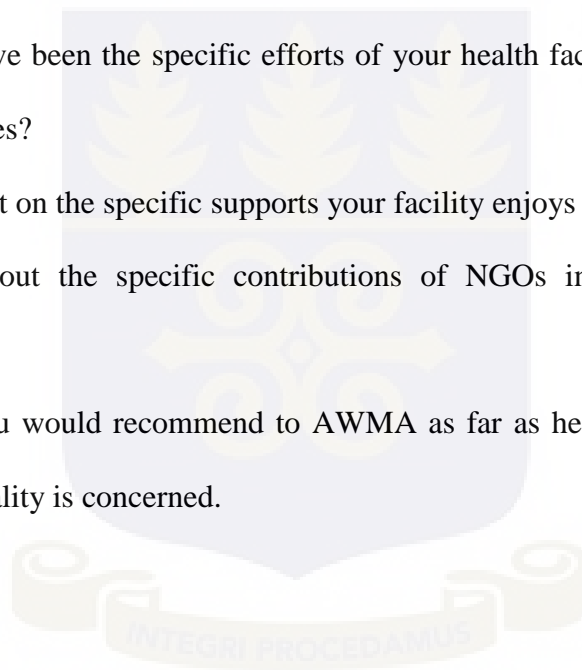
1. Comment on the standard of education in your school with indicators
2. What have been the challenges the school?
3. How have these challenges affected the school?
4. What have been the specific efforts of the school in addressing the challenges?
5. Comment on the supports the school gets from AWMA?
6. What about the contributions of NGOs in supporting the school?
7. What you would recommend to AWMA as far as education in the Agona West municipality is concerned?



**APPENDIX 5**

**STRUCTURED TEMPLATE INTERVIEW FOR HEADS OF HEALTH INSTITUTIONS IN THE AGONA WEST MUNICIPALITY**

1. Comment on the standard of health care delivery in your health facility with indicators
2. What have been the challenges of your health facility?
3. How have these challenges affected health care delivery of your facility with indicators?
4. What have been the specific efforts of your health facility in addressing these challenges?
5. Comment on the specific supports your facility enjoys from AWMA?
6. What about the specific contributions of NGOs in supporting the health facility?
7. What you would recommend to AWMA as far as health care delivery in the municipality is concerned.



**APPENDIX 6**

**STRUCTURED TEMPLATE INTERVIEW FOR THE HEAD OF THE DEPARTMENT OF  
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT**

1. How many registered NGOs are in the Agona West Municipality?
2. What are the requirements necessary for the certification of NGOs in the municipality?
3. Can you furnish me with their names of those in infrastructure development, education and health?
4. How do the NGOs feed into the development agenda of your department
5. How do you assess the performance of these NGOs in their respective areas of operations?
6. How do you monitor the activities of the NGOs in the Agona West municipality?
7. Can you show me the evidence of the activities of the NGOs in Infrastructure, Education and Health?
8. What are the hindrances your department faces in the discharge of your duties as far as dealing with NGOs are concerned?
9. What would be your recommendations as far NGOs and local developments are concerned?

**APPENDIX 7**

**STRUCTURED TEMPLATE INTERVIEW FOR THE MUNICIPAL  
DIRECTOR OF EDUCATION IN THE AGONA WEST MUNICIPALITY**

1. Comment on the standard of education in Agona West municipality with indicators.
2. What have been the challenges of education in the municipality with indicators?
3. How have these challenges affected the education in the municipality with indicators?
4. What have been the specific efforts of your institution in addressing the challenges?
5. Comment on the specific performance of AWMA in education in the municipality?
6. What about the contributions of NGOs in supporting education in the municipality?
7. What you would recommend to AWMA as far as education in the Agona West municipality is concerned?

**APPENDIX 8**

**STRUCTURED TEMPLATE INTERVIEW FOR CHIEFS IN THE AWM**

**Infrastructure**

1. What would be your assessment of the state of infrastructure in the municipality?
2. What do you think account for the infrastructural deficit in the municipality?
3. How do you assess the performance of AWMA in delivering infrastructural needs of the people?
4. Do you have any knowledge of the contributions of NGOs in the provision of infrastructure?
5. To what extent is the involvement of the chiefs in the formulation and implementation of infrastructural developments in the municipality?
6. What are your recommendations on the infrastructure development in the municipality?

**Education**

7. How do you assess the state of education in the municipality?
8. How has AWMA fared in the improvement of education in the municipality?
9. How visible has been NGOs in the improvement of education in the municipality?
10. What have been the contributions of chiefs in the improvement of education in the municipality?

11. What in your estimation are the challenges facing education in the municipality?

12. What would be your recommendations concerning Education in the municipality?

### **Health**

13. How do you assess the state of health care in the municipality?

14. How has AWMA fared in the improvement of health care in the municipality?

15. How visible have NGOs been in the improvement of healthcare delivery in the municipality?

16. What have been the contributions of chiefs in the improvement of health care in the municipality?

17. How do you think poses challenges to the health care system in the municipality?

18. What will be your recommendations on the health care delivery in the municipality?

**APPENDIX 9**

**STREUCTURED TEMPLATE INTERVIEW FOR THE EXPERTS IN SOME PROFESSIONAL FIELDS**

1. Which professional field are you?

**Infrastructure**

2. How would you describe the state of infrastructure in the Agona West municipality?
3. Which area of infrastructure do you consider most crucial for local development and why?
4. What have been your contributions in ensuring the provision of infrastructure you consider most crucial for local development?
5. Do you know that AWMA is directly responsible for the provision of infrastructure in the AWM?
6. What will be your assessment of AWMA in the provision infrastructure in the AWM?

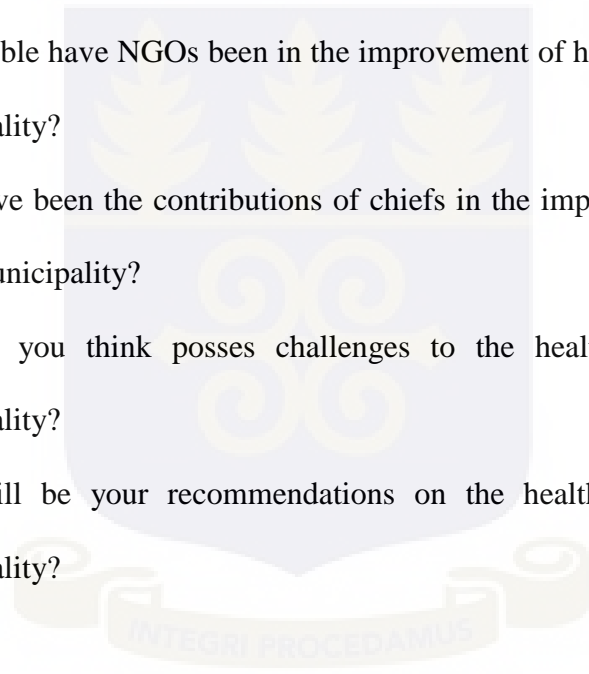
**Education**

1. How do you assess the state of education in the municipality?
2. How has AWMA fared in the improvement of education in the municipality?
3. How visible has been NGOs in the improvement of education in the municipality?
4. What have been the contributions of chiefs in the improvement of education in the municipality.

5. What in your estimation are the challenges facing education in the municipality?
6. What would be your recommendations concerning Education in the municipality?

### **Health**

1. How do you assess the state of health care in the municipality?
2. How has AWMA fared in the improvement of health care in the municipality?
3. How visible have NGOs been in the improvement of healthcare delivery in the municipality?
4. What have been the contributions of chiefs in the improvement of health care in the municipality?
5. How do you think poses challenges to the health care system in the municipality?
6. What will be your recommendations on the health care delivery in the municipality?



**APPENDIX 10**

**INTERVIEW TEMPLATE FOR THE MEMBER OF PARLIAMENT OF  
AGONA WEST CONSTITUENCY**

1. Briefly describe your relationship with AWMA as MP of regime in power?

**Infrastructure**

2. What in your view constitute the infrastructural developments in the AWM?
3. Describe briefly the state of infrastructure in the Agona West Municipality?
4. How has AWMA fared in the provision of infrastructure in the municipality?
5. How have you as the MP fared in the advocacy for the provision of infrastructure in the AWM?
6. What are the challenges in the provision of infrastructure in the municipality?
7. What would you recommend for the enhancement of infrastructure in the AWM?

**Education**

8. How do you assess the state of education in the municipality?
9. How has AWMA fared in the improvement of education in the municipality?
10. What have been your specific contributions as MP to education in the AWM ?

11. How visible has been NGOs in the improvement of education in the AWM?

12. What in your estimation are the challenges facing education in the AWM?

**Health**

13. How do you assess the state of health care in the municipality?

14. How has AWMA fared in the improvement of health care in the AWM?

15. What have been your specific contributions as MP to health in the AWM?

16. How visible have NGOs been in the improvement of healthcare delivery in the AWM ?

17. How do you think poses challenges to the health care system in the AWM?

