

**UNIVERSITY OF GHANA**

**Mainstreaming Sustainable Development Goals (SDGs) into Local  
Development Planning: A Comparative Study of Adentan and  
Lankwantanang- Madina Municipal Assemblies.**

**BY**

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## DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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## CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

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## **DEDICATION**

This work is dedicated to my family, friends, and all who supported me one way or the other in my education.

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## **LIST OF ACRONYMS / ABBREVIATIONS**

AAPs	Annual Action Plan
AIDS	Acquired Immunodeficiency Syndrome
AU	African Union
CIPP	Context, Input, Processes and Products
DACF	District Assembly Common Fund
DMTDP	District Medium Term Development Plan
EPA	Environmental Protection Agency
EU	European Nations
GAMA	General Aviation Manufacturers Association
GDP	Gross Domestic Product
GoG	Government of Ghana
GRI	Global Reporting Initiative
GSGDA	Ghana Shared Growth Development Agenda
HIV	Human Immunodeficiency Virus
IGF	Internally Generated Fund
IUU	Illegal Unreported and unregulated
KPI	Key Performance Indicators
LDCs	Least Developed Countries
MDG	Millennium Development Goals
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
MTDPs	Medium-Term Development Plans
MTEP	Medium Term Expenditure Plan

NADMO	National Disaster Management Organization
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PAGE	Partnership for Action on Green Economy
PEFA	Public Expenditure and Financial Assessment Accountability
PoAs	Program of Actions
PWD	Persons With Disability
RCT	Rational Choice Theory
SDG	Sustainable Development Goals
SE4ALL	Sustainable Energy for All
SIF	Social Investment Fund
SNA	Social Network Analysis
ToC	Theory of Change
TOCO	Theory of Change Online
UDG	Urban Development Grant
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNGC	United Nations Global Compact
WHO	World Health Organization
WBSCD	World Business Council for Sustainable Development

## **ABSTRACT**

The Sustainable Development Goals (SDGs), which were adopted in September 2015 represent a challenging worldwide action plan that aims to end poverty, achieve gender equality, in diverse dimensions, promote decent work among others. The International community agreed on 17 SDG which is very impressive in its content. Global realization of the SDGs by 2030 is highly dependent on the localization and effective implementation of the goals, yet little is known about diverse perspective of SDG localization and challenges involved. It is in response to this that the study examines the magnitude to which SDGs have been integrated into local development plan using Adentan and La-Nkwantanang Madina as a case study.

A qualitative method with an interview of 20 key informants was adopted. The study developed a conceptual framework which was used to examine Adentan and La-Nkwantanang municipal on SDG mainstreaming. The study also did a critical analysis of the medium term development plans of the two municipals to comparatively identify which among the two municipals have effectively mainstreamed the SDGs.

The findings from the study disclosed that the authorities are aware of the SDGs. The majority of the SDGs (1,2,3,4,5,6,8,9,10,11,13,14,16 and 17) have been integrated into the local development plan of the two Assemblies. However SDG 7 and 15 were of no interest to the two municipal and SDG 12 in the case of La-Nkwantanang Madina municipal. The findings further indicated that financing, low awareness of the relevance of the SDGs among the communities in two municipalities and bureaucracy are the major challenges of SDG mainstreaming at the local level.

The study proposed a framework which extends the theory of change on effective SDG mainstreaming and can be added to other existing framework on SDG mainstreaming at the local level addressing the challenges and needs of SDG mainstreaming for development initiative and may inform future research in mainstreaming and planning.

## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.0 Introduction

Sustainable development has moved to the centre of global development. The sustainable development goals were accepted in September 2015 (Muff e. al, 2017). The major aim for its establishment was to produce universal goals to combat urgent social, economic and environmental problems in the world. The 17 SDGs were adopted with 169 targets and 330 indicators. Ghana adopted the SDGs which came into effect in January 2016 to build upon the accomplishments of the Millennium Development Goals (MDGs). Globally, the SDGs are being mainstreamed by countries. Pisano et al., (2015) identified national efforts for integrating SDGs in developed countries such as Belgium, Germany, Latvia, and Slovenia among others. The aim is to institutionalize the SDGs into national development processes. The SDGs are already being integrated at national level globally, yet still, the implementation of the SDGs cannot be fully felt unless local people at the grassroots are involved hence this calls for more studies on SDGs to be done at the local level.

Ghana's adoption of the SDGs requires the Government to put in place strategies to mainstream them into sectorial and local development plans to ensure efficient and effective implementation. The starting point for localization and effective implementation is to integrate the SDGs into the medium-term development plans of the Metropolitan, Municipal and District Assemblies (MMDAs). The Medium-term Development Plans (MTDPs) are meant to assist MMDAs in translating the national policies and strategies for implementation. The MTDP of the MMDAs is an important vehicle for the realization of SDGs at the local level by putting in place plans and strategies to make goals a normal thing in their development planning, budgeting, implementation, monitoring and evaluation processes (PAGE, 2017). The study therefore seeks

to assess the level to which the SDGs have been mainstreamed into medium-term development plans of the MMDAs using Adentan and La-Nkwantanang Madina Municipal Assemblies as Case Study. It would therefore compare mainstreaming processes among the municipals, the challenges they face at the local level, and to also know which among the two municipals have effectively mainstreamed the goals, in the end the study would come out with practical approach to effective SDG mainstreaming base on literature and findings of the study. This section centers on the statement of the problem, research objectives, research questions and relevance of the study.

### **1.1 Statement of the Problem**

Lu et. al. (2016) in their work "Five priorities for the UN Sustainable Development Goals", highlighted on ideas needed to measure progress towards achieving targets at the local, regional, national and global level which included devising metrics, establishing monetary mechanisms, evaluating progress, enhancing infrastructure and the need to standardize and verify data. These ideas in addition to the SDG targets can help mainstream SDGs into local development planning. However, these ideas might not be exhaustive; more ideas are needed to be explored and it calls for more detailed and systemic research to be done in such areas; In fact, Ciegis & Gineitiene (2010), further agreed on the need to look at all dimensions of sustainability in the process of strategic planning, and also the need for assessing how SDGs are mainstreamed at the local communities.

Pisano et al., (2015) in his study integrating SDGs into national Sustainable development policy frameworks and governance structures-activities in four selected EU Member States identified national efforts for integrating SDGs in national agendas of EU. A survey from the study showed that the four countries have already designed activities on how to incorporate the SDGs into national policy. The four-member country of the EU included Belgium, Germany, Latvia, and

Slovenia. However, they were all at different stages; while Germany and Belgium were mid-way through the preparation process and were still deliberating on how to institutionalize the SDGs, Slovenia and Latvia were still struggling with the content trying to identify challenges in the preparation process Pisano et al., (2015). The SDGs are already integrated at the national level globally, yet still, the effectuation of the SDGs cannot be fully felt unless local people at the grassroots are involved, this calls for more studies on SDGs to be done at the local level, specifically, assessing how the SDGs have been integrated into the local development plan of the municipalities.

Single et al., (2018) did research on the change between ‘technology push and demand pull’ schemes for accompanying sustainable development in manufacturing industries, and even though they used the technology push and demand pull factors as strategies to develop ideas and enhance insight on sustainable development, more strategies are still needed to be explored for the implementation of the SDGs at the local level.

Abrahams (2018) identified the fact that planning at the local level was quite technical and admitted that local economic development was more systemic, consultative and strategic at the local level; Mensah et. al,(2017) also revealed that local development planning was at first not part of government priority and that international development agencies made vital contributions in funding, initiating and implementing local economic activities in Ghana. Although local economic development is significant, social and environmental sustainability at the local level is also essential. Economic development has an impact on social inclusion and environmental sustainability and vice versa. It is out of these three components social, economic and environment that the 17 SDGs were coined. Therefore there is a call for research to go beyond local economic development and to look at social inclusion and environmental sustainability at the local level assessing how the SDGs have been mainstreamed.

Horn & Grugal (2018) looked at how middle- income countries were reacting to the SDGs and according to their study, middle-income countries were selective with the goals focusing only on the goals which were of domestic importance to them. The issues of the SDGs are less discussed in some countries the reason being that all the 17 goals are equally essential and each goal has an impact on the other. This evidence shows the need for more research on the SDGs to increase cognizance of the significance of all the 17 SDGs.

In mainstreaming SDGs globally, Stafford- Smith et. al., (2017) centered their work on the interlinkages and interdependence among the goals but not necessarily the goals themselves. Other aspects of the goals aside the interlinkages and interdependence of the goals can be explored including aspects such as financing, planning, mainstreaming at the local level among others to ensure an effective SDG implementation at the local level.

## **1.2 General Objective**

The main objective of the study is to examine how sustainable development goals (SDGs) have been mainstreamed into local development planning; comparing Adentan and La-Nkwantanang Municipal Assemblies.

## **1.3 Specific Objective**

1. To examine how the SDGs are mainstreamed into local development planning.
2. To compare the mainstreaming processes among the two municipalities.
3. To determine which of the assemblies has more effectively mainstreamed the SDGs.
4. To discover the institutional challenges faced by the Assemblies in mainstreaming the SDGs.

## **1.4 Research Questions**

The following research questions will be answered:

1. How are these SDGs mainstreamed into local development planning?

2. To what extent can the mainstreaming processes be compared among the two municipalities?
3. Which of the assemblies has more effectively mainstream the SDGs?
4. What are the institutional challenges faced by the Assemblies?

### **1.5 The relevance of the study**

Even though some scholars are of the view that sustainable development as a concept is not important. (Hopwood et al, 2005, Redcliff, 2005). Sustainable development is very much important; the following are the relevance of the study.

The study will enhance the social, environmental and economic growth of the Adentan and La-Nkwantanang municipal Assembly than it is currently.

The study will contribute to a policy by coming out with effective implementation strategies of which policy makers of SDGs can pick and apply the mechanisms learned to aid in what the SDGs envision.

The research will aid in providing new directions for further studies that can be discovered and explored related to the study.

The study will again add to the existing literature on mainstreaming SDGs into local development planning which is discussed extensively in the United Nations Conferences and a pool of knowledge in academia.

### **1.6 Chapter Disposition**

The study is organized into five chapters. The first chapter provided an introduction to the study. It covered the statement of the problem, research objectives, research questions, significance of the study, justification for the study and chapter disposition of the study.

The second chapter reviewed the literature on the study from the conceptual, theoretical and empirical perspectives. The chapter also reviewed the theory of Change and the Rational Choice Theory as the theoretical foundation of the study.

The third chapter provided an in-depth explanation of the methodology of the study. It covers the study design; which outlined how the researcher answered the research question, study population, sampling technique and procedure, research instruments, methods of data analysis and ethical considerations.

Chapter four presented and discussed research findings. The findings were discussed in relation to research objectives, research questions, literature review, theoretical framework and the responses from respondents.

Chapter Five focused on summary, conclusions, and recommendations for the entire study. The recommendations were made to inform policy action in ensuring that the goals are mainstreamed into a local development plan.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviewed the relevant theoretical and empirical literature pertinent to the study. Comparison and discussion of literature were made and gaps identified. Literature relevant to the study from the global, regional and local perspectives have been reviewed in line with objectives of the study.

This section covered literature on background of sustainable development, global trend of SDGs, transitioning from MDGs to SDGs, SDGs in developing countries, mainstreaming, global SDG challenges and planning SDGs in the locality. The chapter also reviewed the Ghana SDG baseline indicator report.

#### **2.1 Background of Sustainable Development**

Sustainable development is defined according to the Brundtland Report as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (International Institute for Sustainable Development, 2018) meaning that sustainable development considers the need for meeting today's needs and the needs of the future.

In 1972, there was a UN Conference in Stockholm which emphasized concerns for enhancing and preserving the environment (UN, 1972). While the developing countries argued for development, the developed countries highlighted on environmental conservation and protection (Shah, 2008).

The 1982 Nairobi Summit reviewed the progress on the issues discussed during the Stockholm conference and upon that there was the need to intensify efforts on the preservation of the environment and the necessity for International Cooperation. The significance of the issues raised called for the formation of the United Nations Commission on Environment and Development in 1983 and the commission in 1987 came up with the Brundtland Report (UN, 1982).

The report emphasized three key components to sustainable development which were environmental protection, economic growth, and social equity (Shah, 2008). The Earth Summit in 1992 negotiated and deliberated on the agenda for environment and development and upon the negotiated and deliberation adopted Agenda 21 which gave a detailed plan of action including goals, responsibilities, and funding (UN, 1992). The Earth Summit again, recognized the need for people's participation in order to attain sustainable development. With that, nine categories of people in society were considered, which included: women, children and youth, indigenous people, non-governmental organizations, local authorities, workers and trade unions, scientific and technological community and farmers (Sustainable Development Knowledge Platform, 2015). Other accomplishments from the summit included the Rio Declaration which is a statement containing principles to guide nations conduct on environment and development (Earth Summit, 1992).

According to the Rio Declaration, "human beings are at the Centre of concerns for sustainable development". The declaration also emphasized the "polluter-pays-principle" and the "precautionary principles" to protect the environment.

The world leaders in Rio thought to converge different components of the world and the hope was for the developing countries to catch up with the developed countries. Existing data shows

that the developed countries have fulfilled most of the SDGs already (Muff et. al., 2017) and to focus on becoming conscious with excessive consumption and the environment.

The difficulties in implementing Agenda 21 into a movement for sustainable development contributed to the Johannesburg World Summit on sustainable development in 2002 (UN, 2002).

Before the Johannesburg Summit, in September 2000, political leaders came together took a step for setting the 2015 target for MDGs prior to the challenges with sustainable development. Some challenges of implementing Agenda 21 was due to financial difficulties and education (Shah,2008).

The Brundtland Report already mentioned is key in the origin of sustainable development. It defined sustainable development as the "ability to make development sustainable thus to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs". The report, also demonstrated that environmental problems were the result of extensive poverty (Brundtland Report, 1987).

According to Banister et al, (2013), sustainable development has four primary dimensions which were deduced from the Brundtland Report: "safeguarding long-term ecological sustainability", "satisfying basic human needs", and "promoting intragenerational and intergenerational equity". For Daly (2007), he refers to these attributes as the "fundamental objective values, not subjective individual preferences". In addition, Hoyer (2000) presented secondary dimensions of sustainable development which included enhancing the environment in terms of protecting it, maintaining the environment essential value, promoting participation publicly and fulfilling the desire for a betterment in the standard of life. It should be noted that these secondary dimensions are lesser to the primary dimension. For instance, maintaining nature's essential value (secondary

dimension) must give way at any moment when the primary dimension such as basic human needs are endangered.

## **2.2 Sustainable Development Goals (SDGs)**

Globally the sustainable development goals were agreed upon in September 2015 (Muff et. al., 2017). It has become necessary to expand the horizon beyond what was presented in the Millennium Development Goals (MDGs); no wonder Governments and Heads of State have agreed to direct the world towards sustainable development by adopting 2030 Agenda for Sustainable Development (Sustainable Development Solutions Network, 2015). The Agenda 2030 have themes also known as “the five Ps: people, planet, prosperity, peace and partnerships which cut across the 17 SDGs and all the goals centers on economic development, social inclusion and the environment sustainability and the success in any of these three classifications depends almost on the success of all three (Sachs, 2012).

Sustainable Development Goals emerged at the United Nations Conference in Rio de Janeiro in 2012. The major aim for its establishment was to produce universal goals to combat urgent social, economic and environmental problems in the world. Sustainable Development Goals builds on the Millennium Development Goals (MDGs) which started in 2000 to tackle poverty reduction. The Millennium Development Goals so far has improved a lot in important areas such as: reducing child mortality rate, reducing extreme poverty in income, helping to fight HIV/AIDS and other diseases such as tuberculosis among others (United Nations Development Programme, 2015).

The 17 Sustainable Development Goals (SDGs) were adopted with 169 targets and 330 indicators in 2015 to preserve the environment, eradicate poverty and ensure peace and prosperity to all people by 2030 (Partnership for Action on Green Economy (PAGE, 2017). The Sustainable Development Goals are seventeen in number.

All the 17 goals interconnect. For instance, poverty has an influence on quality education and a goal impacts the other.

The 'Out document' of the Open Working Group on Sustainable Development Goals is very essential in the SDGs. This is because it defines how SDGs are understood generally and how it will be developed further. The SDG indicators will measure the progress of the goals and facilitates 'monitoring, implementation, and achievements. The goals consider different levels of an application respecting national policies and priorities. It also follows and further the work done by the Millennium Development Goals (Pisano et. al, 2015). The World Business Council for Sustainable Development (WBSCD), the United Nations Global Compact (UNGC) and the Global Reporting Initiative (GRI) have adopted the goals and are searching for the business aspects of the SDGs and how it can serve society as well (Muff et. al. 2017).

The goals have become an urgent need for countries across the world and as such, it is necessary to implement them at the all levels. In Ghana, about 70% of the SDG indicators and targets were in the policies and strategies of the recently ended Medium-Term National Development Policy Framework. Also the goals, indicators, and targets are already integrated into the Coordinated Programme for Economic and Social Development Policies (2017-2024), Medium-Term National Development Policy Framework 2018-2021 (GBN, 2018) and are looking forward to local development planners to do the same.

Stakeholders are welcome to come out with ideas to aid in mainstreaming the goals at the local level, a stakeholder here refers to a person or a group with a stake in a project (Fleming, 2009 as cited in Boon et al., 2013) NGOs can play a vital function in achieving the goals at both global, national and local levels (Salamon & Haddock, 2015) as well as individuals too.

### **2.3 From MDGs to SDGs**

In 2000, 189 countries having the intention of eliminating poorness and enhancing development agreed on the Millennium Development Goals (MDGs), 8 goals were selected with 21 targets and 60 indicators (Pisano et al., 2015, Kumar, 2016).

It is clear that all the MDGs are translated into SDGs, for instance, SDG1 and 2 are embedded in MDG "eradicate extreme poverty and hunger". (Pisano et al. 2015). The SDGs derives some lessons from MDGs and according to Kumar (2016), the following are the deviations amongst MDGs and SDGs: The MDGs were written by experts in the "basement of UN headquarters" however, SDGs evolved after extensive and deliberative consultative process which included civil society organizations, "70 Open Working Group", 'thematic consultations, general public participation, via face-to-face meetings, online medium and door to door survey (Pisano et al., 2015).

Secondly, while the MDGs had 8 goals, 21 targets and 63 indicators, the SDGs have 17 goals with 169 targets and 330 indicators.

Thirdly, MDGs were drawn to focus on developing countries with fund coming from developed countries but SDGs are for both developed and developing countries (Nunes et al., 2016; Kumar, 2016).

Fourthly, the support for rights of human, human development and equity were embedded in SDGs and are deeply rooted in the SDGs than MDGs. SDGs have a vision of building a partnership with private sectors to achieve the goals. MDG did not have any role for civil society organization but SDGs has engaged civil society actors right from the beginning (Kumar, 2016). For Nunes et al. (2016), SDGs "place sustainability at the center of the development agenda than MDGs meaning that SDGs emphasize sustainability on development than MDGs.

## 2.4 A global trend of SDGs

Globally the SDGs are mentioned everywhere and a lot of intellectuals are coming out recently to make contributions. Examples of current themes on SDGs includes: ‘education for sustainable development goals in public debate, ‘sustainable development goals: a need for relevant indicators, ‘The Gap Frame- translating the SDGs into relevant national challenges for strategic business opportunities among others (Annan-Diab and Molinari, 2017; Dlouhá and Pospíšilová, 2018; Galli et al., 2018; Hák et al., 2016; Muff et al., 2017; Storey et al, 2017; Sustainable Development Solutions Network, 2015; United Nations, 2017; World Bank, 2017). According to Leal Filho et al. (2018), it is even a mechanism to encourage sustainable research. Salvia et. al. (2018) looked at what experts including professors have written about SDGs globally. Salvia et. al (2018) used snowball sampling to gain information from the expert through the universities contact network. The study interestingly found out that in North America, SDGs 1 and 13 were written by professionals with 35% and 41% of the total participants, SDG 15 and 4 with 30% and 27%. In Latin America, the most prominent SDGs were sustainable cities and communities, climate action, life on land and quality education. In the Carribean, the most chosen were 11 and 13, representing 50% and 39% respectively, it was followed by SDG 4 with 29%, the findings revealed that the experts in the Carribean showed no interest in SDG 14 which is about life below water. In Europe, the most prominent SDGs were 4, 11, 12 and 13 representing 36%, 38%, 39%, and 34% respectively which addresses sustainable communities, education, responsible consumption and production, and climate change.

All six experts from Oceania indicated SDG 6,11 and 13 thus on climate change, clean water, and sustainable communities, it was found out that experts had no interest in those related to poverty, gender equality, hunger and inequality reduction. This was not same in Africa, because in Africa SDG 1, 2, 5, 6, 15 which is about eradicating poverty, zero hunger, equality of gender, clean water and sanitation and life on earth were written most. Also, more than 50% of the

experts indicated SDG 13 (climate change). The goal which had the lowest frequency of experts was SDG 9 which is about the industry, innovation, and infrastructure. In Asia, about 40% of expert indicated SDG 13 followed by 4, 11 and 15.

Comparatively, in his study, Africa and Asia have the highest focus on SDG 1, 2, 3, 5 and 10 showing that social matters such as poverty are most worrying matters in Africa (World Bank, 2017). However, in Europe SDG on quality education, industry, sustainable consumption and production, innovation and infrastructure were most prominent. More experts research in certain areas of the SDG at particular regions do not fully guarantee the situation on the ground. It can be true or false but it might also be coincidence- choice of research interest do not always tally with issues on ground of the researcher-research can be conducted solely to focus on the linkages between the experts interest of the SDGs and its linkage with problems countries face but practically some can also say that the findings actually reflect what is actually happening on the ground because in Africa poverty, hunger, gender equality among others are pressing problems which are evident in the last report from the millennium development goals.

A lot of frameworks to develop countries sustainability have been made (Muff et al., 2017). Some of the organization that has helped with the frameworks includes OECD (2018), RobecoSAM (2018), United Nations (2016), United Nations (2017) and SDG Index (Sachs et al., 2017). Allen et al. (2016) tried to analyze models to see which one can best support the SDG planning but his conclusion based on his findings revealed that there isn't a single model to analyze SDG but rather there is the need to combine multiple models. This arguably is true because context which is key in SDG planning informs the type of model appropriate and workable at a particular context which might be different in other context. Even though Allen et al. (2016) research focused on models that best support SDG planning, what actually goes into SDG planning and its effectiveness remains a gap, hence the need for more research on this.

A trend that scholars are using now in mainstreaming the SDGs in the locality is to merge both the SDGs with the local already existing developmental plans (Galli et al. (2018). However, for other countries such as Ecuador, their engagement and interpretation of the goals are dependent strictly on factors such as preferences of policymakers, the challenges facing the country and the plans of national governance (Horn & Grugel, 2018). Here, merging the SDGs with the local already existing developmental plan seems more appropriate and workable in mainstreaming the SDG because the local people become part of the planning and will give out their best. Also, since the locality have the institutions there already, merging the SDGs with the local development plan makes implementation of the plans much easier, however, if engagement and interpretation of the goals are strictly dependent on preferences of policymakers, and plans of national governance (Horn & Grugel, 2018), then what happens if the policy makers preferences and that of national government plans are not for the SDG, it would mean the impossibility of mainstreaming the goals. Even though both scholars are looking at the trend scholars are using to mainstream the SDGs both are silent on examining the extent to which the mainstreamed goals can be effective and not only on paper. Hence, the need to look at not only how the SDGs have been mainstream but to look at the effectiveness of the mainstreamed goals.

Carter et al (2018), researched on the effect of social protection and poverty eradication on global tuberculosis incidence and from their findings, incidences of tuberculosis reduced by 33% as a result of ending extreme poverty. Here, an issue gap and method gap can be identified. Thus, aside the quantitative method used in the research, qualitative analysis can also be utilized to look at the impact of poverty elimination on not just health related issues but on quality education, ending hunger, gender equality among others. More so, the issue gap identified centers on the fact that eradicating extreme poverty would not only lead to a decrease in global

tuberculosis incidences but would result in a reduction in percentage of hunger, gender discrimination, high rate of maternal mortality etc.

Moreover, Voola et al (2018) demonstrated that opportunities existed in alleviating poverty through business strategies. However, the issue gap identified was that the research did not mention specifically the actual opportunities that existed in alleviating poverty using business strategies.

Stumbitz et al (2018) from their findings on maternity protection in workplaces emphasized on the significant roles of reciprocity and relations built on trust as considerations for maternal protection in the informal sector. However, other conditions for maternal protection provisions could possibly be available aside reciprocity and relations built on trust.

Dickson et al (2017) from their research revealed that there was an improvement in the ratio of women who had antenatal care services from 55% in 1988 to 89.5% in 2014. However, there was a fall in antenatal care services offered by traditional birth attendants. To improve the care quality given, steady training, workshops for health personnel and patient's satisfaction assessment were suggested. More so, women in rural areas were encouraged to utilize antenatal services from competent providers. Here the fall in antenatal care services in the rural areas could be researched to improve the current performance.

Assarik & Adongo (2018) concluded their findings on the factors determining unmet demand for family planning among women in fertility age in Ghana, and per their findings, age group 15-29 years and the uneducated experienced the highest level of unmet need. Here the research gap on family planning sensitization can be identified.

Hussein (2018) broadens the understanding of inequality which according to him is as a result of legal restriction, poor governance, political interest, inadequate resources, inadequate knowledge

base and cultural exclusion. It is crucial to note that education can also reduce inequalities, reduce poverty rate, enhance tolerance, empower healthy life and bridge gender inequality (UNCG & CSO Platform on SDGs, 2017). However, it is possible to identify other causes of inequality and provide solutions to end inequality in the country.

## **2.5 SDGs in Developing Countries**

According to Sarangi (2017), international trade is an important source of private and public finance in developing countries, and for trade to contribute to sustainable development goals, it must be more inclusive and benefit all, it must create decent jobs and wealth especially for the poor. The paper actually studied the interlinkages and relationships existing between trade and the SDGs. It was observed that in order for developing countries to adopt the SDGs there was the need to adjust their economies to be able to adopt the goals, but the paper did not actually describe how the adjustment will be, which part of the economies needed the adjustment among others. Also, the research is silent about the other sources of financing for SDG mainstreaming aside trade hence the need to find out other possible sources of funding for SDG mainstreaming.

According to Kedir et al. (2017), between 2015 and 2030 Africans require a growth rate of about 16.6% per year to eliminate extreme poverty. The findings also revealed that it will take on the average of at least 33years to eliminate poverty in Africa but for upper-middle income countries, it will take nine years thus by 2024 whiles it will take 26 years in lower-middle- income and 43 years for lower-income countries to end poverty. But the challenge was that it didn't take into account the different levels of countries' initial poverty line, thus for those countries with high initial poverty, they would need more extreme efforts to improve or to eliminate extreme poverty which would not necessarily be the case for lower initial poverty rate. In DR. Congo and Burundi for instance, the count of people who fall beneath the poverty line is 80% while it is even below 10% in countries such as Egypt, Tunisia, Gabon and South Africa (Kedir et al., 2017). According

to the author as a recommendation for future build up in solving extreme poverty, an initiative in low-income countries especially in the kind of stable political commitment, social protection, investing in education among others is important. However, equal importance is to look at other aspects of the SDGs aside eliminating poverty for instance for water alone, households pay up to US \$1.25 for a 20-liter bucket of drinking water and spend 22% of monthly income on water in Nima-Maamobi, a poor urbanized settlement in Accra, Ghana (Vasquez & Adams, 2019).

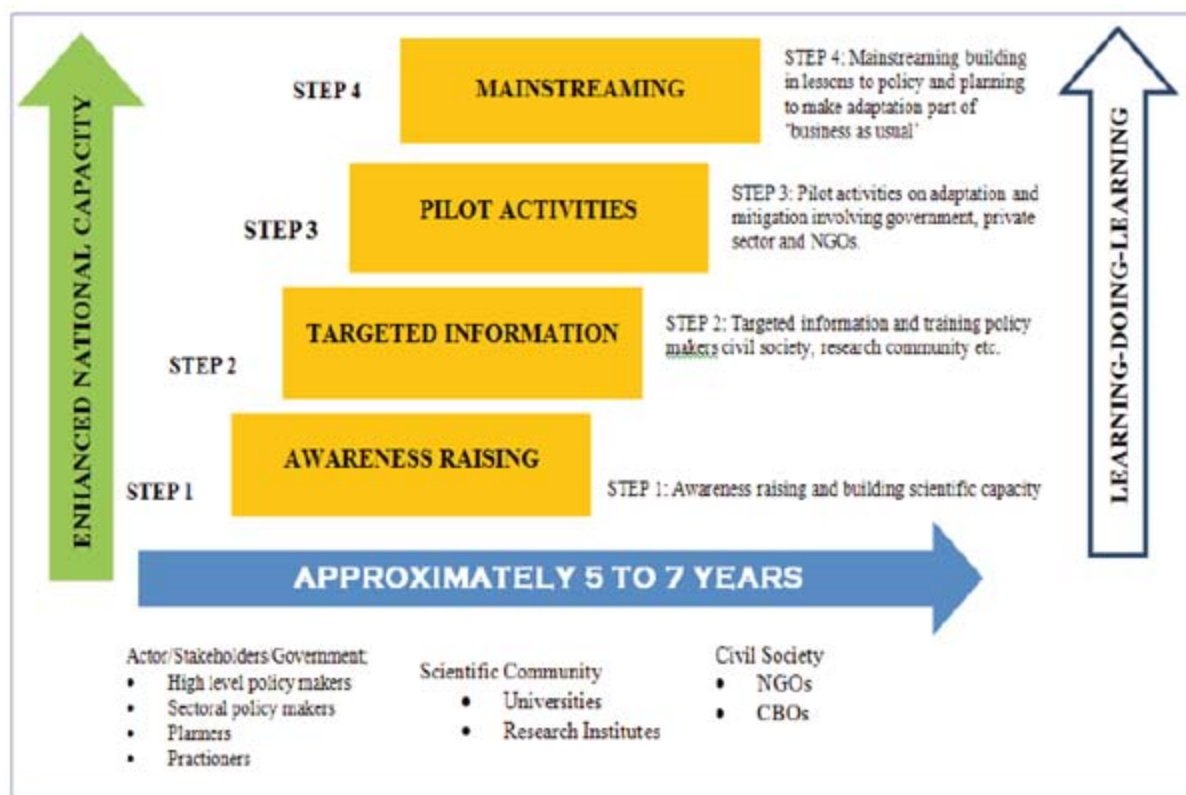
## **2.6 Mainstreaming**

The term mainstreaming has been used extensively in development; it has been used since the 1990s to track development matters especially in developing countries (Oates Conway & Calow, 2011; Lebel et al., 2012). For Uittenbroek et al. (2012) mainstreaming is about promoting efficient, effective and more sustainable use of resources than managing and designing policies separately from on-going activities. The study relates more with this definition because mainstreaming goes beyond integrating the SDGs into local development planning, it goes beyond managing and designing policies to further center on looking at the effectiveness of the plan goals; how effective are the planning stages of mainstreaming the goals, effective reporting systems, monitoring and evaluation, implementation to ensure that the mainstreamed goals have been achieved and many others.

According to Huq and Ayers (2008) mainstreaming may take 5 to 7 years and they came up with four steps in mainstreaming. The figure below (Figure 2.0) shows the four steps they came up with. The first step centers on 'awareness raising and building scientific capacity, the second step is on targeted information, third; pilot activities and fourth; mainstreaming. Awareness raising and building scientific capacity involves sensitization thus building the awareness of the need for the mainstreaming, profiling and mapping, assessing the people vulnerability among others. Targeted information, the second step is about gaining, acquiring information for policy makers

and key stakeholders to enhance their capability skills and knowledge for mainstreaming. The third step is about the implementation of pilot activities where the implementation of the policy actually takes place and the last step looks at the mainstreaming processes where the lesson from implementation process are reviewed, how it can fed-back into policy and planning among others (Atanga et. al, 2017) However, aside these factors other technical and more challenging factors can also be used to mainstream the goals hence the need for more research in this area.

**Figure 2.0: Four-Step Framework for mainstreaming adaptation**



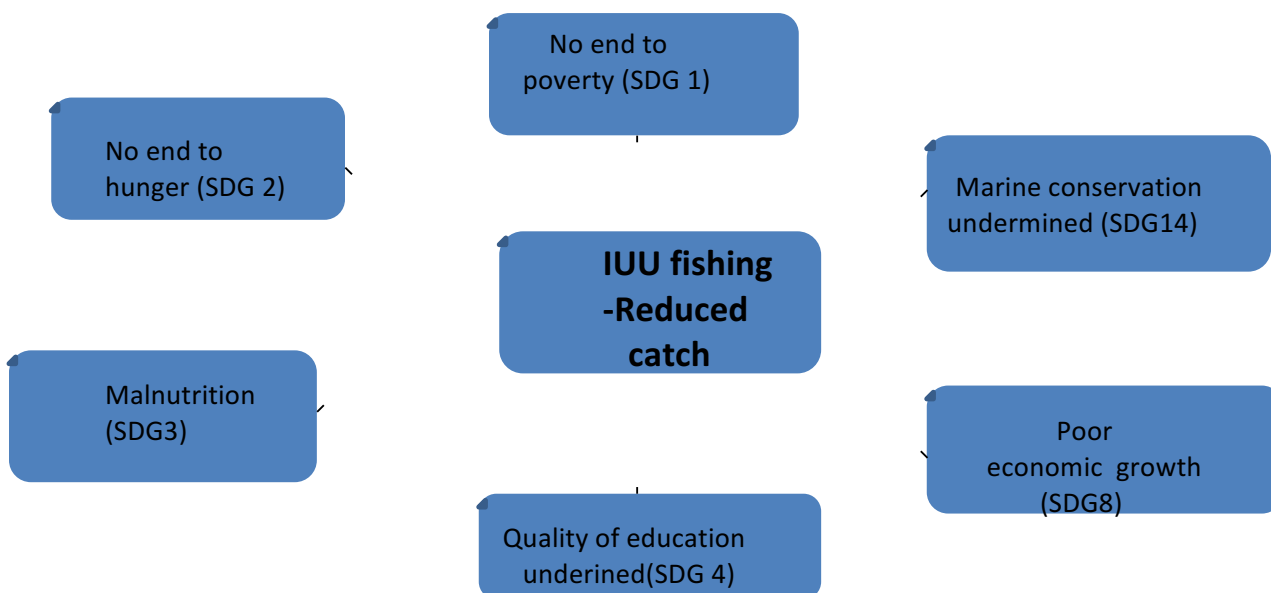
Source: Huq and Ayers (2008)

According to Alhassan & Hadwen (2017), measures which prevent the integration of climate change include inadequate information about the vulnerability of the municipal to climate change and its hazards and no institutional structures to mainstream into Assembly plans. For him, the following recommendation was suggested to mainstream climate change adaptation into development planning for the municipality: capacity building, institutionalizing and coordination

of climate change, legislative support, instituting early cautionary systems and disasters risk readiness and integrating democratic approach to development planning. Huq and Ayers under capacity building indicated that mainstreaming should commence with building awareness and capabilities and recommended that local government organize sensitization programs and training workshops so that stakeholders will be educated on how to integrate climate change effectively. On institutionalizing and coordination of climate change, the author said that there are no structures to integrate climate change and suggested the Ministry of Local Government and Rural Development create offices for climate change at the district level. The issue gap identified was that aside climate change it is essential to also research on other goals of the SDGs.

For Pineda-Escobar (2019), addressing technical, institutional and information gap would ensure that SDG implementation are monitored and evaluated properly. However, other possible factors can also ensure effective SDG implementation such as financing.

**Figure 2.1: SDG 14 and its impact on SDG 1, 2, 4 and 8**



Source: Okafor-Yawood, (2019)

According to the figure above (Figure 2.1), Okafor-Yawood (2019) explained that SDG 1 and 2, which are about ending hunger, ensuring sustainable agriculture, food security and improved health, can only be attained if SDG 14 is achieved. Fish serves as a source of financial gain for lots in the communities (Ntona& Morgera, 2018) which allows them the chance to educate their children in school. The decline in fisheries will affect the achievement of SDG 4 – quality education for all. Also, fisheries which is a source of protein for millions of people across the region would mean that illegal, unreported and unregulated fishing (IUU fishing) threatens the acquisition of SDG 3 – ensuring healthy lives. More so, the economic damage of IUU fishing perhaps can threaten the ability to attain SDG8 and as such, the author holds that achieving the preservation of the ocean, seas and marine resources (SDG 14) is crucial to realizing other SDGs, especially SDG 1, SDG 2, SDG 3, SDG 4 and SDG 8. It is equally relevant to also stress that all the SDGs impacts the other for instance eradicating poverty have an impact on ending hunger, quality education, health among others hence the need to research about them.

Lucci & Lally (2016) advised that secured political leadership which is a major factor in achieving the goals, institutions which Alhassan & Hadwen (2017) also emphasized and financing are an important mechanism towards achieving SDGs. More so, high commitments from political officials are important for implementing SDG. For instance, previously Donaires et al(2019) findings indicated that Brazil cannot be seen yet as self-organizing system that is arising towards sustainability, farfetched, President Lula of Brazil made "zero hunger" his main policy which was evident in the progress the country made on hunger and nutrition. He also emphasized the need for "domestic ownership". By "domestic ownership" he meant creating agencies to be in charge of the implementation that could send agendas to domestic budgeting and planning process. Weymouth & Hartz-Karp (2018) also made it clear that to integrate SDG there would be the need for partnership between governments, private and public sectors, citizens and nations. Moreso, the authors emphasized that reform governance was necessary for

the integration and they apply the governance principle to a model. The model involved first starting an inclusive and democratic process of localizing, set the local SDG agenda; plan for SDG implementation and supervise SDG progress".

## **2.7 Review of Ghana SDGs Indicator Baseline Report**

Goal 1 (No poverty): In 2013, it was estimated that 13.6% of percentage of Ghana's population lived below the International poverty line.

Goal 2 (No hunger): The rate for overweight children increased from 2% in 1998 to 5% in 2008 but decreased to 3% in 2014. More so, the percentage of stunted children reduced from 31% in 1998 to 19% in 2014.

Goal 3 (Good Health and well-being): Maternal mortality reduced from 650 maternal death per 100,000 live births in 1995 to 358 in 2015. Under-five mortality rate decreased from 119 per 1,000 live births in 1993 to 60 in 2015 but still above SDG target of 25 per 1,000 live births by 2030. Incidence of malaria dropped from 490 per 1,000 in 2000 to 266 in 2015.

Goal 4 (Quality Education): Less than 40% of primary 6 pupils achieved proficiency either in English or Mathematics. Girls are more proficient in English than boys in Primary.

Goal 5 (Gender Quality): Early marriage before age 18 years reduced from 30.3% in 2013 to 23.2% in 2015. Females spend more time on unpaid domestic and care work than males.

Goal 6 (Clean water and sanitation): The population of households with access to basic sanitation services increased from 13.3% in 2010 to 14.3% in 2015. Open defecation still remains a problem especially in rural areas.

Goal 7 (Affordable and clean Energy): The proportion of the population having access to electricity raised from 69.3% in 2012 to 83.1% in 2016.

Goal 8 (Decent work and economic growth): About 20% of children are involved in child labour. The percentage of youth neither in employment, education nor training increases from 21.5% to 27.1% between 2010 and 2015 and the rate is higher in females than in males.

Goal 9 (Innovation and infrastructure): The share of total employment reduced from 10.8% in 2010 to 9.1% in 2013 but increased further to 13.5% in 2016.

Goal 10 (Sustainable cities and commitment): The percentage of solid waste collecting doubled from 7.3% in 2006 to about 18.2% in 2016. The percentage of urban population in slums reduced from 45.4% in 2005 to 37.9% in 2014.

Goal 12 (Responsible Production and consumption): Post-harvest loses reduced between 2010 and 2015.

Goal 13 (Climate Action): Only 11 out of 216 local authorities have disaster risk and management plans.

Goal 14 (Life on water): There is no assigned marine protected area in Ghana

Goal 15 (Life on land): Degraded areas with forest reserves has reduced from 32% in 2013 to 31% in 2016.

Goal 16 (Peace and Justice): More than 80% of Ghana's population feel safe walking alone and around neighbourhood. The number of persons who are yet to be sentenced has reduced from 22.4% in 2012 to 17.8% in 2016.

Goal 17 (Partnerships for the Goals): Tax revenue stood at 15.4% in 2016 and non-tax revenue constituted 2.9% of GDP. The proportion of the budget funded by domestic tax revenue increased from 59.8% in 2012 to 62.5% in 2015 but reduced to 49.6% in 2016

## **2.8 Challenges of mainstreaming goals at the local level.**

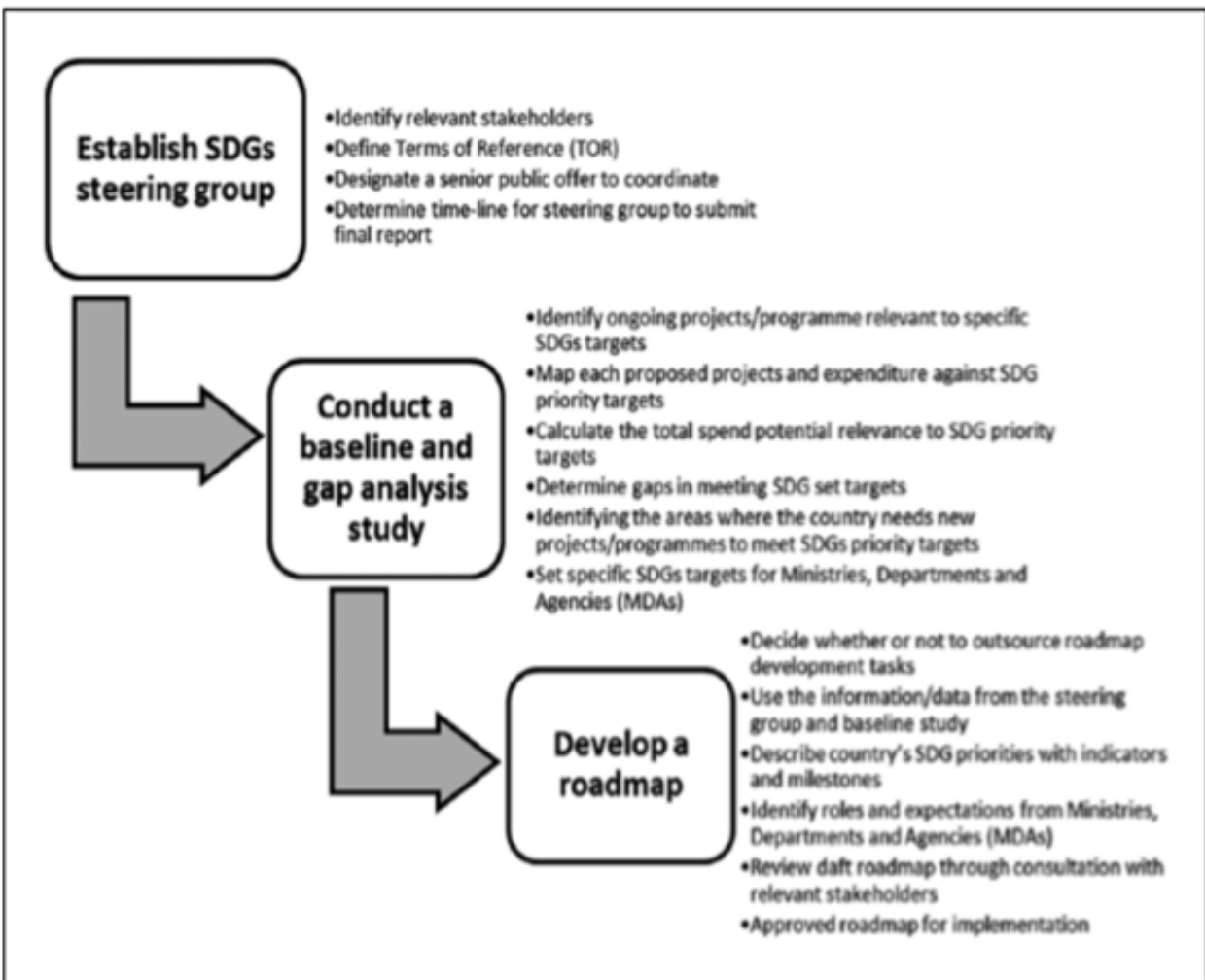
Estimates propose that funding the SDGs will necessitate a yearly investments of US\$6 trillion, or US\$90 trillion over 15 years (Akenroye et al., 2018). During 2015 "Addis Ababa Action on financing for development" countries pledge to reach the SDG using domestic resources (Nolte, 2018) but domestic resources are not enough and the main conference held in Addis Ababa 'failed to ease concerns' that there exist inadequate funds to address the goals (Kumar, 2016), but for Lucci & Lally (2016), Indirect taxes can also be a source of revenue for raising funds for the SDGs, however, according to Lustig (2016), indirect taxes, led to poverty increase in Brazil and Colombia, however, indirect taxes can be managed in a way that it does not overburden the poor. Aside domestic resources and indirect taxes, the study would aid explore other available opportunities to increase funding for SDG mainstreaming at the local level.

According to Liverman (2018), for Goal 13 alone which is on climate change, US\$ 100 billion estimates is required annually by 2020. Interestingly, the United Nations Conference on Trade and Development (UNCTAD) figures that the finance needed to fund the infrastructure needs related to SDG 9 for developing countries alone will be US\$2.5 trillion per year (Akenroye et al., 2018). For Schmidt-Traub (2015) an extra US\$1.4 trillion a year is needed to pursue all the SDG goals in low and lower middle- income countries (Liverman 2018 cited in Mawdsley, 2018) and this is expected because the amount of money needed to achieve SDGs in developing countries cannot be the same as that of the developed countries, there is more work to be done in order to catch up with the developed country and more work implies more resources so no wonder Schmidt-Traub (2015) from his findings estimated that an extra US\$1.4 trillion a year is needed to pursue the goals in low and lower-middle-income countries. For Sach (2015), to accomplish the goals, it is essential to identify financial gaps for those in low income countries and identify financial means to fill the gap as well as identify institutional means through which financing could be delivered, this could be helpful but after identifying the gap, the financial means to fill

the gap and the institutional means through which financing could be delivered is sometimes not the problem but the resources through which the financial means could fill the gap is where normally the problem is the study would come up with plausible measures to fill the gap.

The challenge in measuring progress of the SDGs is that a lot of the SDGs targets are not quantified and the indicators for measuring some of the programs are yet to be identified, sometimes there are no available data to do the measurement, there is a lack of capacity to measure, accountability is also an issue, no accountability exists at the ministries, state, local administrative level (Kumar, 2016) which makes measuring the progress of the goals impossible. Sridhar (2016) similarly complained about the measurement of the goals and arguing that the new goals must be measurable, specific, attainable, time-bound, relevant and easy to communicate and suggested that the Institute for Health Metrics and Evaluation should be used for measuring health.

**Figure 2.2: Proposed framework for funding SDGs**



Source: Akenroye et al. (2018)

Akenroye et al.(2018) from the above figure, critically explored alternatives and came up with a framework for funding the SDG in developing countries. It centered more on involving all the MDA and the need to review government spending, however, the framework does not actually come out with new methods or dimensions for generating funds since the SDG implementation from the review so far imply huge funding even at the local level.

## **2.9 Theoretical framework**

### **2.9.0 Introduction**

According to Abend (2008) & Swanson, (2013), a theoretical framework is a structure that supports a research study. It describes and introduces the theory that explains why the research problem exists. Theoretical framework link the researcher to existing knowledge, it specifies which important variables 'influence a phenomenon of interest' and emphasizes the necessity to examine how vital variables might differ and the circumstances that lead to the disagreement (Swanson, 2013). The study uses the theory of change(TOC) and Rational Choice theory (RCT) as its theoretical underpinning. It begins with the origin of the theory, then advances to how the theory has been used in literature, its relevance to the study and ends with the appropriateness of the theory to the research.

### **2.9.1 The origin of Theory of Change**

The Theory of Change (Toc) refers to a product of a series of critical-thinking activities leading to an invention of a required short-term changes that are necessary to reach a long-term goal expressed by stakeholders (Anderson, 2005). It is hard to precisely trace when the term theory of change was first used (Msik & Setthako, 2013). The use of the term can be traced way back to the late 1950s. Further evolution and progress of the theory have included Kirkpatrick's Four levels of learning Evaluation mode, Daniel Stufflebeam's CIPP which stands for context, input, processes, and products. Weiss popularised the term "as a way to describe the set of assumptions that explain both the mini-steps that lead to the long-term goal and the connections between program activities and outcomes that occur at each step of the way"(Center for Theory of Change, 2018). Weiss (1995) defines a theory of change as a theory of why and how an initiative works. Center for Theory of Change also has a similar definition as Weiss, by defining the term to describe and illustrate why and how the desired change is anticipated to occur in a particular context (Center for Theory of Change, 2018). Breuer et al. (2016 ) also defined theory of change

as "an approach which describes how a program brings about specific long term results through a logical sequence of intermediate outcomes. Vogel (2012), also define TOC as an "outcome-based methodology that applies critical thinking and analysis to the design, implementation, and monitoring of activities that intend to support change (Vogel, 1. 2012).

### **2.9.2 How ToC has been used in literature**

Theory of change (ToC) is a 'critical, multi-stakeholder exploration of intentions, interest, power and gender relations, in order to contribute to social justice, equality and sustainable development. For Vogel (2012), elements of a theory of change include assumptions of what is required for change to take place, outcomes, contextual factors, evidence from research supporting the theory of change, indicators, timelines, interventions, strategic choices, beneficiaries among others. A theory of change uses a backward mapping approach which begins with long, medium and short term outcomes and then maps the needed process of change (Norheim, 2018).

According to Hartzel (2018), Kurt Lewin came up with change models which involved three steps which are: unfreezing, changing and refreezing. Under unfreezing, it is obvious that in order to cook food which is frozen you have to defrost it which is same with changes, for people to accept change unfreezing is necessary, how?, human beings are naturally resistant to change therefore it is important to create an awareness of the current level of problems and examine the structures, processes, ways of thinking, old behaviors to show the people how necessary change is for them. Communication is key under the unfreezing stage for members to be informed about the change and the reason behind the change and the benefit involved.

During the changing stage, the people are now unfrozen and they begin to make a move, it is the transition stage thus it is the moving stage mark by 'implementation of the change" this is actually the stage where the change comes into reality and people also battle with the new reality

which usually happens when people are adjusting to new ways of behavior, it is also marked by fear and uncertainty, people are uncertain whether the change would work or not which raises fear and tension.

Moreover, during the changing stage, people start to learn new modes of behavior among others. Communication, education, time and support are important to build familiarity of the change. Also, it is crucial to note that change is a process and for that matter, it must be cautiously "planned and executed". People should still be prompted over and over again the grounds for the change and the benefit for the change.

The last stage is the refreezing stage and the name symbolizes 'stabilization, solidification, and reinforcement of the new condition after the change. The changes made to the organization, structure, goals, processes are accepted and refrozen as the current norm. The refreezing stage is crucial to see to it that people do not go back to their old ways of behavior or thinking. Much more effort must be generated to guarantee the change. Some are also of the view that refreezing is not important "due to continuous need for change" but for Lewin, the process of change still remains the 'perception that change is needed', then moving towards the new, desired level of behavior" and lastly making the new behavior a norm (Hurtzeth, 2018). The basis of the study align more with Lewin theory of change than on the other types of theory of change.

The paradoxical theory of change is established on the assumption that individuals change by being fully themselves and not trying to make themselves who they are not (Mckeown, 2018).

Weiss theory of change admits that monitoring and evaluation are essential in society and he defines evaluation as a process "to measure the effects of a program against the goals it set out to accomplish as a measure of contributing to subsequent decision making about the program and

improving future programming”. For him, many programs are difficult to evaluate because they are based on “poorly articulated assumptions” (Msila & Setthanko, 2013).

According to Verrinder et al. (2018), some commonalities are evident in the theory of change. The first is the importance of communicating the purpose and generating an idea of how the impact is achieved. The second is the need to give a reasonable explanation of how the institution is adding to change in outcomes and third is the need to confirm that the organization is adding to changing outcomes by showing evidence and this requires identifying indicators of the change.

A good theory of change should be plausible, doable and testable. Testing plausibility asks questions such as ‘Do evidence and common sense hint that the activities if implemented, will lead to desired outcomes? Doable in the sense that is the available resources in terms of economic, political, technical, institutional and human resources enough to implement initiative?. Testability looks at whether an evaluation will easily be able to track progress in a useful and credible way per the theory of change. If these can be possible (plausible, doable and testable), It will mean that if there is a gap between resources available and key activities which needs to be implemented, the solution will be to raise the needed resources necessary to close the gap. If it becomes impossible to close the gap then, the activities and outcomes will have to be adjusted for the theory of change to be “doable” (Connell & Kubisch, 2017).

### **2.9.3 Sustainable Development Goals (SDGs) and the Theory of Change (TOC)**

In mainstreaming Agenda 2030 and the SDGs, the United Nations Development Group uses the Theory of Change Online (TOCO) (Center for a theory of change, Wikipedia Retrieved: 2<sup>nd</sup> January 2019), which gave a framework for the mainstreaming of the goals. It is advised that countries adopt the framework and develop their own procedures on how best the goals can be mainstreamed at all levels.

**Figure 2.3: Theory of Change framework for SDGs**

Source: UNDP, 2016

#### 2.9.4 Building Awareness on the 2030 Agenda

Awareness building involves an "introductory workshop series, a public awareness campaign, and opportunity management". An introductory workshop is supposed to be organized to educate officials of government and other stakeholders to the SDGs and the 2030 Agenda and to also review national development plans to align with the SDGs. Public awareness campaign communicates to the general public the 2030 Agenda and SDGs including children, youth, women, refugees, among others. Opportunity Management assists government and UN-sponsored meetings to educate officials of government and stakeholders to the 2030 Agenda and SDGs.

From the lessons acquired on awareness building during MDGs, it is observed that countries' context should be taken into consideration in awareness building. Also, subnational awareness campaigns and advocacy are a powerful means for engaging the local people. More so, youth, women, non-nationals such as stateless persons and refugees among others may require advocacy strategy to ensure that the messages are relevant to them. Also, evaluating results from

the advocacy campaign is also important. The private sector can assist with the campaign and promotion through their service distribution channels and their product (UNDP, 2007). In Colombia, in promoting public awareness of the goals, they have the Mayor's online training course to provide leaders with the chance to discuss the importance of the SDGs. In Belarus, they have the UN70 Express Train for SDGs. It has more than 150,000 people from different categories of persons. The train moves to a different part in the locality to build awareness of the SDGs and to engage in dialogue with people (UN Belarus, 2015; UNDP, 2015.) The new UN Sustainable Development Goals campaign will center its effort on popularizing the SDGs in all countries through training and action-oriented activities for key persons such as leaders at the municipal level, parliamentarians and civil society and lastly, patronizing people to track progress on the goals through 'grass-roots mobilization and crowd-sourcing'. Project Everyone is also part of the outreach campaign for the goals. It includes using traditional and social media tools to gain a greater count of people. A key part of the Project Everyone campaign is the "World's Largest Lesson" in collaboration with UNICEF to 'get information on the SDGs in classrooms around the world' (UNDP, 2007; UNDG & UNPP, 2015).

### **2.9.5 Tailoring SDG to national, sub-national and local contexts**

The guidance given for tailoring SDGs to National, sub-national and local context is first by reviewing existing programs, plans and strategies and identifying areas that need change, secondly, by making a recommendation to the leadership of the government and thirdly, by setting naturally essential targets. Fourth, formulating plans and strategies using systems thinking. Under reviewing existing plans and strategies and identifying areas that need change, it is crucial to scan the entire landscape at the national, sub-national and local level of existing strategies and then compare it with the global SDGs and targets to spot gaps and on the gap, recommend areas for change. In making a recommendation to the leadership of the government, it is important to recognize all the 3 dimensions of the SDGs which are social, economic and

environmental. Also, the national target set for the goals should be one that is achievable. In formulating plans and strategy using systems thinking, match ambitions and commitments with capacities and with resources. Reviewing existing plans and strategies and spotting areas for change can be viewed as involving 2 steps. First " scan and give details of existing strategies and plans and second, compare existing goals and targets with the global SDGs and targets (UNDESA & UNDP, 2015).

### **2.9.6 Applying Multi-Stakeholder Approaches for SDG Integration**

Here, four specific mechanisms are identified of which member states can engage stakeholders at different levels of mainstreaming the goals. First is the 'initial multi-stakeholder engagement' second 'working with national multi-stakeholder bodies. Third 'guidance on multi-stakeholder dialogue and fourth, encourage public-private partnerships. Stakeholders can begin with sensitization of the goals and move on to doing analysis on how the goals practically could reflect, in development strategies and plans at the national, subnational and local level. It is also important to note that engaging stakeholders need to be flexible taking into account the 'changing patterns of stakeholder' organization.

### **2.9.7 Creating Horizontal Policy Coherence**

Creating horizontal policy coherence is in three (3) folds, the first is 'integrated policy analysis', the second is coordinating institutional mechanisms and the last is, 'integrated modeling'. Integrated policy analysis ensures that programs, policies, and targets are in support of the nations-adapted SDGs. Coordinating institutional mechanisms can help by connecting and breaking down silos in government in other to work together. With 'integrated modeling, the 2030 Agenda states that the goals are indivisible, integrated and balance and it maps interconnection of goals and targets, the social network analysis (SNA) has been used as a strategy to map interconnections of the goals and targets.

### **2.9.8 Creating Vertical Policy Coherence**

The various ways for creating vertical policy coherence involves 'institutional coordinating mechanisms, 'multi-stakeholder consultative bodies and forums, 'local Agenda and networks,' monitoring and reviewing at the local level', 'impact assessment processes and 'integrated modeling. Institutional coordination mechanisms look at coordination and fostering partnerships at all levels of government. The government can promote vertical coherence by creating an institutional link between SDGs strategies and assisting processes at the national, sub-national and local level. Consultative bodies can provide platforms for coordination of policies. In the context of monitoring, there exists a chance for localizing the 2030 Agenda through integration with community Indicators for monitoring (ILSD, 2014).

### **2.9.9 Assessing the risk and fostering adaptability**

Approach for assessing risk and fostering adaptability includes adaptive governance, risk analysis and management, and scenario planning and stress testing. Under adaptive governance, the UNEP elaborates the key elements of adaptive governance thus multi-actor deliberation and agenda building, where it is necessary for the government to be participatory to recognize important opinions and the right direction to move. There is also the need for future analysis and long-term goal setting, where "integrated and forward-looking assessments" are important tools that tell existing processes of change by thinking deeply about the future and formulating ideas of future goals and targets. There is also the need to enable self-organization and networking, this implies creating a chance for cooperation to exist and reproducing success, ensuring that social capital are unbroken and vouching that members of the population are free and able to interact, are all vital component of building up the capacity of the actors. Risks analysis involves identifying and studying uncertainties that can negatively impact performance and scenario planning and stress testing is an approach intended to create models for organizing perceptions

about future environments (Ralston & Wilson, 2006). The risks analysis is recommended in the preparation of plans as a means of addressing and discovering emerging issues (UNEP, 2012).

### 2.9.10 Monitoring, Reporting, and Accountability

Four specific aspects address monitoring, reporting, and accountability which are indicators of development, disaggregating data, monitoring, reporting systems, review processes and mechanisms. The goals and targets will be reexamined using the general indicators followed by indicators developed by member state at the regional and national levels. Where gaps are found, proposals can be used to address them. My world 2030 will report back on the progress of the goals by globally collecting similar data to monitor and observe how people feel their lives are being changed; there will also be an internal review, external review and peer review under this segment

**Figure 2.4: Steps for mainstreaming SDGs.**



Source: PAGE, 2017

### 2.9.11 Steps for mainstreaming SDGs

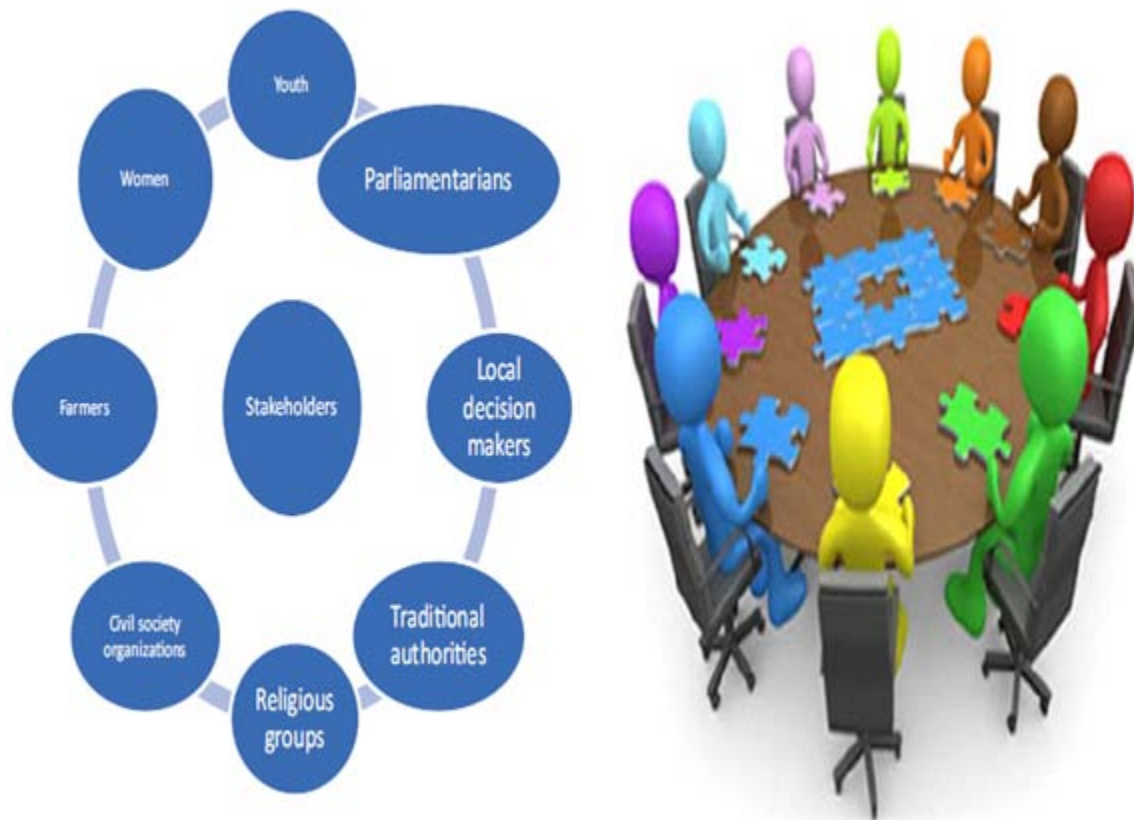
The first step is to review the current plans and strategies of the MMDAs to identify key areas for arrangement. For this to be possible, MMDAs are required to map their current strategies and plans and compare them against the SDGs and targets to key up gaps which will provide the ground for the mainstreaming. The second step is the setting of local SDGs agenda. This is done by adapting the goals and targets using local context through evidence-based and stakeholder participation. Localizing the SDGs and its execution should be context-based; the needs of the locality should be taken into consideration. The local SDG agenda will be made by local authorities, together with stakeholders. This will be organized through a process of adaptation, selection, and prioritization of the SDGs. The third step is the setting of locally-relevant targets that are measurable and achievable at the local level. The fourth step is the formulation of strategies and plans; this will be done using an integrated systems approach and will include insights and recommendations from the above steps into plans taking into consideration the district's resources and capacities. The fifth step is the planning for the SDGs implementation which includes planning, budgeting, mechanisms for implementation, monitoring and evaluation strategies.

**Figure 2.5: Key Mainstreaming Processes**



Mainstreaming will be done effectively through processes. These processes include stakeholder engagement, planning processes, budgeting, implementation and monitoring, and evaluation. The first step of mainstreaming the SDGs at the local level is to engage key stakeholders including the members of District Planning and Coordinating Directors to gain their endorsement.

**Figure 2.6: Key Stakeholders for mainstreaming the SDGs**



Source, PAGE, 2017

### **2.9.12 Mainstream through Stakeholders Engagement**

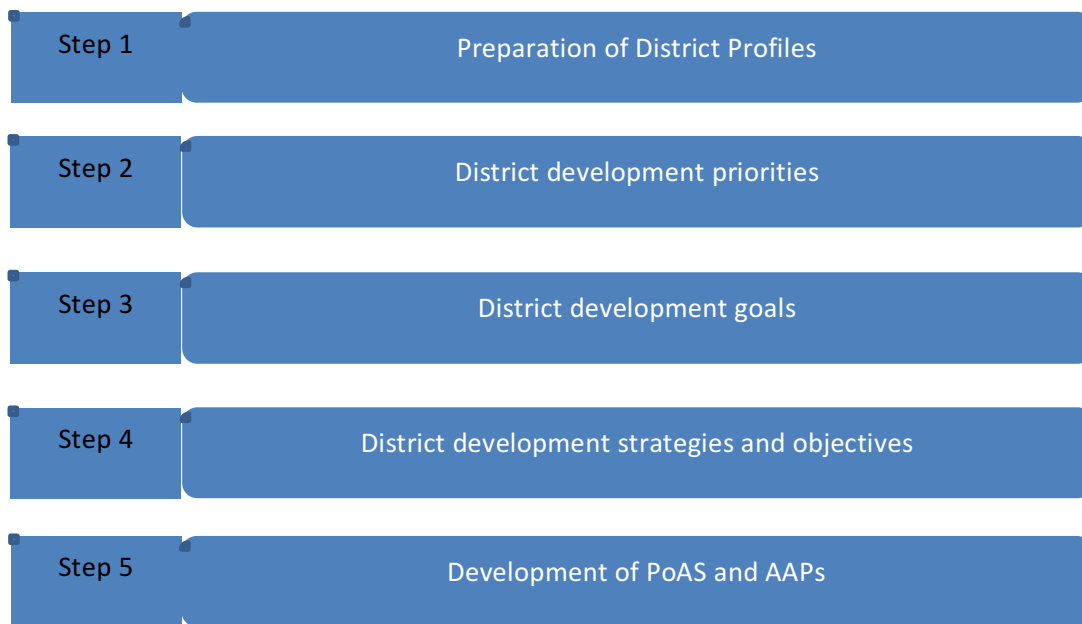
These stakeholders are essential in the formulation of the medium-term development plans. Their effective commitment at the local level will boost participation for effective mainstreaming. Some of the mechanisms for stakeholder engagement include using community durbars, proverbs, storytelling, drama, using opinion leaders, briefing materials, focus group discussions, etc. some stakeholders may not be experts in SDGs, but then, their opinions, views, and beliefs should be treated with much respect.

### **2.9.13 Mainstreaming into planning Processes**

The planning process of the MMDAs is a critical stage of the development of their MTDPs. A four year District Medium Term Development Plans (DMTDP) is designed by the MMDAs to reflect the aspirations and needs of the local communities. It is the NDPC who leads the process

with a set of guidelines and technical support to see to it that strategies and plans conform to the national development framework and that it is in uniformity with the planning process in all districts. An effective way to mainstream the SDGs into the MTDPs is to use the normal planning process of the MMDAs which include: preparation of district profiles and current situation, district development priorities, setting of district development goals, objectives and strategies, Development of Programmes of Actions (PoAs) and Annual Action Plan(AAPs).

**Figure 2.7: Mainstreaming into planning process**

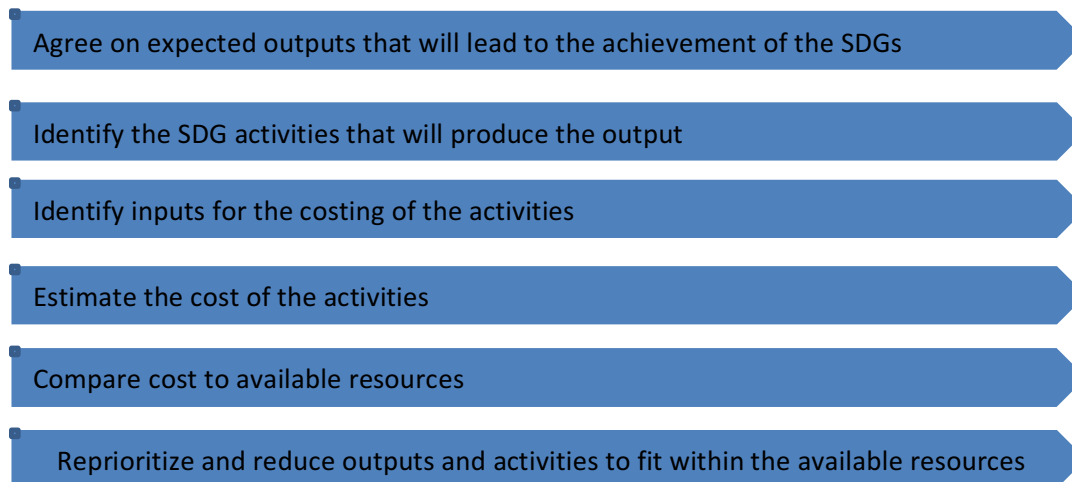


#### **2.9.14 Mainstreaming into Budgeting**

The success of the SDGs mainstreaming is centered on proper budgeting. Budgeting is also part of the strategy in mainstreaming the goals. The MMDA budgeting processes convert policy objectives into program and it does that by relating expenditures to planned outputs and outcomes. Since the MMDAs budgets are connected with policy-making, finance, and budget, officers can use the medium-term expenditure frameworks (MTEF). An MTEF is a three year-expenditure planning that sets out the medium-term expenditure priorities and budget constraints against which sector plans can be established. Budgeting for the SDGs should be based on District MTEF and also on the Assembly's Medium-Term Development Plans. The budget

officers should be guided by the MTEF guidelines to be able to properly budget for the SDGs. The budgeting for SDGs should identify implementation responsibilities, arrangements, specific costs, timelines and sources of funds. The figure below shows how the costing processes will be done.

**Figure 2.8: How the costing processes of the goals will be done**



### **2.9.15 Mainstreaming into Monitoring, Evaluation and Reporting on SDGs**

Achieving the goals at the local level requires strong monitoring and evaluation and reporting systems in order to ensure accountability and track progress. Monitoring of the SDGs should be fused into the usual monitoring and evaluation programme and plans of the MMDAs. It is therefore essential that the MMDAs put in place effective monitoring, evaluation and reporting systems to track progress towards the SDGs. The monitoring must use specified indicators to track progress for achieving the goals. This should be done quantitatively and qualitatively. Monitoring of the goals will provide an opportunity to identify shortcomings and improve implementation.

### **2.9.16 Means of implementation**

The implementation of the goals depends on availability of financial resources of the MMDAs. The SDGs acknowledge multi-stakeholder partnerships as an essential means for mobilizing and

sharing knowledge, technologies, expertise and fiscal resources to support the implementation of the goals in all countries, especially developing countries. The MMDAs should develop appropriate mobilization strategies to make enough financial resources and to allocate some for the implementation of the goals. This can be achieved by building partnerships with the business community, non-governmental organizations and development partners to increase resources for the implementation.

### **2.9.17 The relevance of theory of change to the study**

In program evaluation, the theory of change is used to test causality and identify assumptions and investment made from ‘activities to desired outcomes’ (Verrinder et al., 2018) which can be helpful in evaluating the mainstreamed SDGs at the locality. This is because if the intended causality and assumptions are tested it will reveal the actual direction to move in achieving the goals.

It can as well be used to tell the improvement of implementation plans and strategies, a theory of change must include assumptions, logic, influences, causality and likely effects of development programs (Jackson, 2013; W.K. Kellogg Foundation 2004) so at the end of the day if those intended assumptions, logic, causality, likely outcomes of development programs among others have not been effective in terms of its implementation it implies that there is the need for improvement on them which is why Toc will be relevant for the study.

Another relevance of theory of change to the study is that, data collection and measurements will be made easier, for instance, a theory of change request that participants be clear as possible on the outcomes, the impacts of what they hope to attain and also on the mechanism in which they yearn to accomplish them (Weiss, 1995).

Also, the theory of change can begin as a framework to communicate to members of the community about the intended impact of the change (SoS & Staskevicius, 2015).

Moreover, the theory of change can "determine key performance indicators (KPIs) for outcomes and output which must be monitored as part of the "impact management and measurement process" (Verrinder et al., 2018). In mainstreaming SDGs KPIs for outputs and outcomes will also be monitored in the quest for achieving the goals. In addition to the above, Theory of change presents mechanisms by which change is assumed to occur from output to outcome and impact and it questions the causality about the relationship between outcomes, outputs, and impacts (Randolph et al., 2016).

### **2.9.18 Appropriateness of Theory of change to the research**

Appropriateness of theory of change should be in such a way that it gives the basis for monitoring, evaluation, and learning, and it should help in informing and assisting regulatory authorities (Canales et al., 2017). Mainstreaming is about integration. The SDGs will be merged with the already existing developmental plans and programs which will automatically result in a change which makes it obvious that using the theory of change would be appropriate in terms of processes involved and the appropriate requirement for the change to occur.

ToC is appropriate for mainstreaming the SDGs. This is because ToC has necessary structures, procedures needed for change to occur. Some of the structures involve planning the process, assessing and identify issues, analyzing future conditions, public consultation, implementing and enforcing, monitoring, reviewing and adapting (Greenhill & Tett, 2018) and creating awareness of the need for the change among others.

Toc ensures that programs are evaluated and monitored. The mainstreamed SDGs need to be evaluated and monitored to assess its effectiveness in achieving the goals hence the need to use the theory of change.

Theory of change is necessary for the study especially in terms of implementing the SDGs in the sense that there is a Theory of Change framework for SDG mainstreaming and for the purpose of

this study, are the municipals using the framework in mainstreaming the goals? or that they are using something else. The Theory of Change would be a foundation for measuring how the SDGs have effectively been mainstreamed into the local development plan of both municipals and compare which among the two municipals have more effectively mainstreamed the goals.

### **2.9.19 Rational Choice Theory**

#### **2.9.20 Origin of the Rational Choice Theory (RCT)**

The Rational Choice Theory is also referred to as the Choice theory or the Rational Action theory. The theory emerged during the 18<sup>th</sup> century with the work of Cesare Beccaria (Wright, 2017). Intellectual origins can be traced to Milton Friedman, Neumann, and Morgenstern. (Zey, 2000). The founder of the Rational Choice Theory was William Riker (Roskin,2016). RCT has been adopted in many social science courses such as political science and sociology (Zey, 2000). RCT pointed out two major factors that some political scientist had abandoned: first, politicians are opportunistic and the second factor is that ‘decisions take place in some type of institutional setting (Roskin, 2016).

The Rational Choice Theory holds that individuals should be able to predict outcomes of alternatives actions and choose one that will be best. The rational Choice theory assumed that people want pleasure over pain and will act to maximize their well-being (Hirschi, 2012).

#### **2.9.21 How the Rational choice theory has been used in literature**

It is important to note that whenever Rational choice theorist think that people are rational, they are not assuming simply that the people have reasons for what they believe rather firstly, that they have self- interested desires and secondly, that what they believe in is the best so far given the information available which is the reason for the belief they have. Similarly, when a rational choice theorist conclude that people are rational they do not mean they have a reason for their actions but rather they are making conclusions based on the fact that given their desires and their

beliefs, their actions are the best possible actions that could have been taken (Hindmoor & Taylor, 2015).

According to Burns & Roszkowska (2016), in decision making an actor looks at a whole lot of options and attributes consequences to them and weighs their consequences according to their value and importance and makes the best choice among the options; therefore, it is assumed in rational choice theory that the actor knows all alternatives available and chooses the best of them, the component of Rational Choice theory is: firstly, an actor or an agent in a decision making state looks out for possible alternatives. Secondly, the actor is assumed to know all the possible outcomes of the alternatives, thirdly, the actor makes preferences among the alternatives and fourthly, the actor applies a procedure to the options and makes a decision. The selected option is based on the actor's preference which is the one that maximizes net gain. In fact, the school of thought has the assumption that individuals choose actions in line most with preferences. (Amadae, 2017).

H. A. Simon coin the term “bounded rationality”. According to him, bounded rationality takes into account knowledge, cognitive and computational limitation of decision makers. He also identified that rational behavior is not only constrained by “limited information and computational capabilities” of human beings (Burns & Roszkowska, 2016).

According to Burns & Roszkowska (2016), the preferences of actors are completeness and transitivity. Completeness in the sense that individuals can always make a choice of what they prefer given alternatives and transitive in the sense that if alternative A is preferred than B and B is preferred than C then A is preferred over C. It is vital to know that rational choice theory predicts the patterns and outcome of choices. (Wikipedia: Retrieved: 9<sup>th</sup> January 2019). Similarly, for Zey (2000), rational choice in RCT meets requirements of transitivity, consistency, independence, continuity, and monotonicity. Consistency looks at the possibility to rank all

decision makers alternatives. Transitivity similar to Burns & Roszkowska (2016), has the assumption that if A is preferred more to B, and B preferred to C then A is preferred more to C. Continuity looks at the fact that preference holds across time and space. Monotonicity has to do with preferences and decision rules being secure across time and individuals. RCT is grounded on the thought that “an individual seeks to maximize his/her utilities as they conduct organizational business”.

### **2.9.22 Appropriateness and relevance of the RCT to the study**

By doing cost-benefit analysis which is a product of the rational choice theory, it is evident to notice that all the 17 goals are more of a benefit to society than cost. For instance, zero hunger, eradicating poverty among others are of great benefit to people in the community. Eradicating poverty will mean that those who cannot afford 2 square meals a day will be able to afford them. In education terms, quality education means that children will no longer sit under trees to study, overcrowding in class will reduce, teachers are qualified and competent to teach and are paid well too, teacher shortage will reduce, more teaching aids among others will be available, etc. All these are of benefit to people than cost and these and many others make the rational choice theory an appropriate theory for mainstreaming SDGs.

Weighing alternatives, predicting outcomes to be able to choose the best possible option is of relevance in planning which will be useful in mainstreaming the goals.

The requirements of RCT such as consistency, transitivity, continuity, and monotonicity will be helpful in all stages of mainstreaming the goals at the local level.

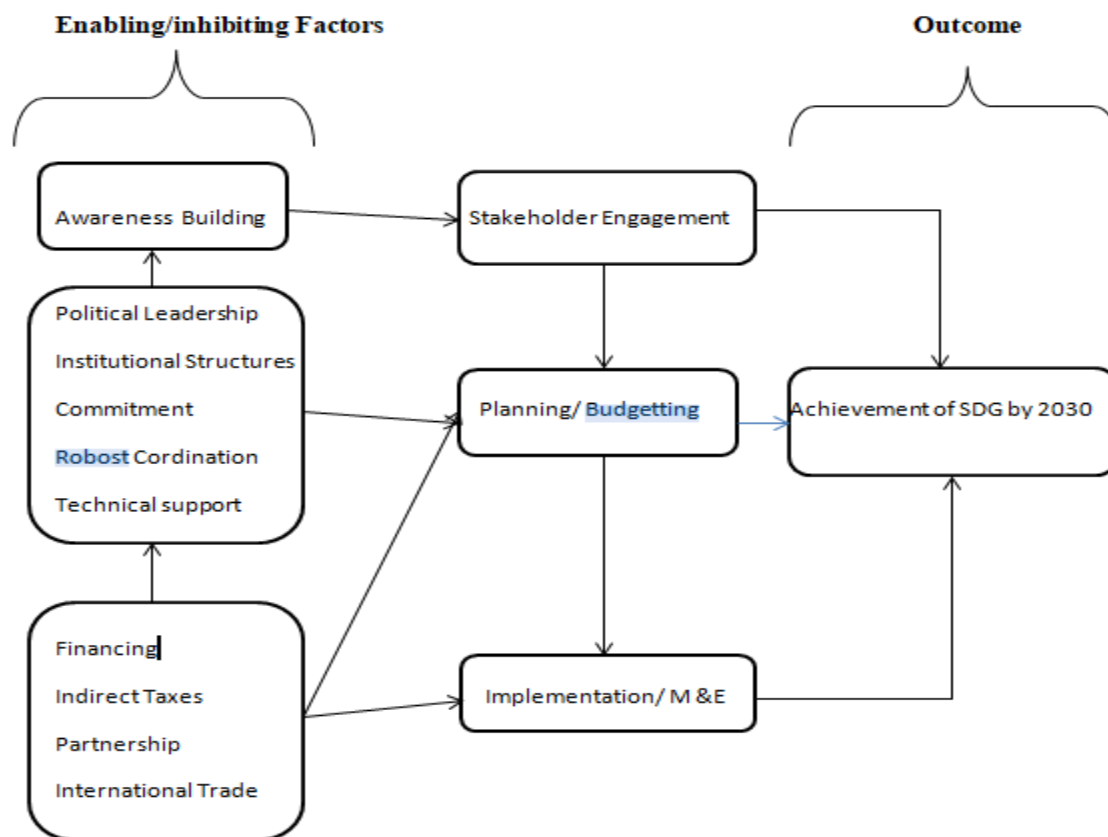
Mainstreaming processes at the local level includes stakeholders engagement, planning, budgeting, implementation among others. The main idea of the Rational Choice theory is that the behaviours of individual actors come together to form the aggregate social behaviour. Therefore for SDGs to be integrated into the local development plan of the municipalities, diversity of

behaviours and ideas from stakeholders is paramount in the sense that it is the local behaviours, beliefs, ideas of individuals in the community that will affect how the SDGs will be integrated into the local development plan during stakeholder engagement.

### 2.10 Conceptual framework

A conceptual framework consists of expectations, concepts, and beliefs that inform, guide and frames the research (Boateng, 2014). The reviews from literature as well as the theoretical framework were used to develop the conceptual framework. The diagram below represents a conceptual framework for mainstreaming SDGs at the local level.

**Figure 2.9: Conceptual Framework**



**Conceptual Framework for mainstreaming SDGs at the local level**

From the review it was evident that awareness building was essential in achieving the SDGs (Alhassan & Hadwen, 2017; Hug & Ayers, 2008). Building awareness involves popularization of

the relevance of the SDGs to all citizens most especially stakeholders including NGOs, women, youth, chiefs, farmers, parliamentarians among others who would be involved in the SDG planning. Building awareness can take the form of organizing public forum where the 17 SDGs would be clearly explained for the ordinary person in the municipality to appreciate the necessity to mainstream the goals at the local level. The mass media; radio, TV stations, newspapers, etc can popularize the goals to build the adequate awareness needed.

If the stakeholders lack the awareness of the relevance of the goals, it would automatically affect planning, at the initial stage, which would also affect the achievement of the goals. This implies the necessity for local government sensitization and also for building adequate information on the goals even before local development planning begins (Alhassan & Hadwen, 2017; Pireda-Escobar, 2019). This is because decisions of stakeholders towards acceptance of the goals at the planning stage would impact budgeting which would, influence implementation of the goals as well.

Moreover, a country can possibly achieve the SDGs by 2030 only when its political leaders are highly committed to achieving them. In Ghana for instance the local authority is not fully autonomous, even the MCE is appointed by the executive and the municipals take inspirations from decisions from the central government on how operations at the local level ought to be. Therefore policies and programs tittered towards the achievement of the goals at the local level can only be possible if there exists high commitment from political leaders (Lucci & Lally, 2016). For Appiah & Abdulai (2017) cited in Amankwa et al (2018), political system in developing countries is more of a “Competitive Clientelism” where politicians focus is concentrated on the next election; on how to win power, the fear of losing power- rather than on the development of the country. In consonance with this, Lucci & Lally (2016) advised that secured and committed political leadership is a major factor in achieving the goals.

More so, institutional structures, technical and legislative support, commitment at all levels and robust coordination influence all aspects of the SDG mainstreaming process. For instance coordination is needed to bring all the institutional structures involved including the various departments with their technical support on board and commitment received from employers would ensure that assigned duties are appreciated and done wholeheartedly which would positively ensure an effective SDG implementation (Pineda-Escobar, 2019; Alhassan & Hadwen, 2017). More so, addressing technical, institutional and information gap would in addendum, ensure that SDG implementation are monitored and evaluated properly (Pineda-Escobar, 2019),

Alhassan & Hadwen (2017) emphasized financing as an important mechanism towards achieving SDGs. From the review, it was revealed that resources needs to be available for the SDGs to be implemented were very huge especially for a developing country like Ghana which makes it almost impossible to achieve the goals by 2030. For Sach (2015), identifying financial gaps for those in low income countries, identifying financial means to fill the gap and identifying institutional ways to get funding is necessary in achieving the goals. However, if the required resources after identifying the gaps are absent, there is a high probability to fail in achieving the goals. The possible mechanism for funding from the review was to use domestic resources, indirect taxes; which should be guided and not to over burden the citizens, to engage in international trade and to encourage partnership between the private sector and the government in other to raise adequate funds for implementation of the goals (Weymouth & Hartz-Karp, 2018; Nolte, 2018; Lucci & Lally, 2016; Sarangi, 2017). The resources, plays a function in the budgeting of goals, because the chances of increasing budget to cater for the goals is highly dependent on the probability that the new dimensions and opportunities identified are possible, real and capable of increasing funds for an effective SDG mainstreaming at the local level.

## **2.11 Conclusion**

This chapter dealt extensively with literature on the background of SDGs, global trends of SDGs, reviews from MDGs to SDGs, SDGs in developing countries, global SDG challenges, planning and mainstreaming at the local level. More so, on theoretical framework, the theory of change as well as the rational choice theory was used in the study and lastly a conceptual framework was developed to appraise the main findings of the review. The review pointed to the fact that SDGs are necessary and beneficial, but there are a lot of challenges when it comes to SDG mainstreaming of which funds to implement the goals still remains a challenge.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

A research methodology is explained as the framework used for research within a particular research circumstance (Boateng, 2014). It is also the overall or general framework that guides every research. This section presents the methodological approach to be adopted in reaching the study's objectives. It provided information on sampling techniques, sample size, and source of data. It also documented research method, design, and approach including collecting and analyzing primary data which was solicited for the purposes of answering and addressing the research questions, general objective, and specific objectives. It also examined how data was handled and treated and how it called for the need for strategies to mainstream sustainable development goals into local development planning.

#### 3.1 Research Paradigm

The study used the interpretivist paradigm. The interpretivist paradigm is pertained with seeing the world from subjective perspectives of individuals. It focuses on understanding the meanings people attach to a phenomenon within their social context. In the study, importance was placed on respondents interpretation of the issue under study. The different perspectives from respondents provided a basis for an innovative mechanism to enhance the medium of mainstreaming the SDG into local development planning.

#### 3.2 Research Approach

The study uses purely qualitative research methods. This type usually emphasizes on words other than quantification in collecting and analyzing data (Bryman 2004:266). It also deals with emotional and contextual aspects of human responses other than with objective, attitudes and measurable behavior. The qualitative types include convenience sample, purposive sample, Random Sample, Stratified sample, Theory-based or operational construct sample, snowball or

chain sample (Boateng, 2014). Ritchie & Lewis (2003) described it as “a term used as an overarching category, converting a wide range of approaches and methods found within different research disciplines”.

Data collection is in 3 forms; Observing directly, In-depth interviews and written documentation which yields descriptions, quotations, and excerpts which are either unstructured or semi-structured. (Patton, 2002).

The focus of the study is about mainstreaming the SDGs into local development planning, a comparative study between two assemblies and for that matter a qualitative study which deals with words and context of human responses; trying to make sense of the world and to understand the meanings people bring to it was appropriate for the study.

### **3.3 Research Design**

The case study method was embraced as the research design. This was because a case study is considered when a researcher's control are minimal and a “how” or “why” questions about a current set of events are asked (Yin, 2009). This study focuses on asking questions about how the SDGs are being mainstreamed at the local level, the processes the municipalities used in mainstreaming the goals, how effective and why they were chosen among others which is why case study is more appropriate for the study. Moreover the study is contemporary as oppose to historical events as suggested by Yin (2009) as part of the criteria for selecting case study method. Specifically, the study was an exploratory case study type as it explores SDG mainstreaming at the local level especially where little is known and little research has been done.

### **3.4 Sample size**

20 sample size was sufficient enough for the study. It included two (2) Metropolitan, Municipal and District Chief Executives (MMDCEs) (one from each assembly), four Planning Officers

(two from each district), four District Coordinating Directors (two from each assembly), four Finance Officers (two from each district), four budget officers of Metropolitan (two from each assembly) and two Assemblymen (one from each assembly).

### **3.5 Sampling Procedure and Technique**

The purposive sampling technique was employed in selecting respondents for the study. According to Boateng, (2014), purposive sampling is where "an experienced individual selects the sample based on the researcher's judgment about some appropriate characteristics required of the sample". The purposive sampling method is used in sampling the key informants of a study. From the target population, key informants were purposively selected for the study. They constituted the major category of people responsible for decision making, planning, and implementation and were selected on purpose; the reason being that they can mainstream the SDGs into local development planning.

### **3.6 Instrument for Data Collection**

The study used in-depth interview guide and open-ended questionnaire in collecting data. There was a detailed and lengthy interview with the target group for a longer duration. The interview questions were open-ended questions which allowed participants to voice out in detail their opinion of how policies are deliberated and negotiated in the Assembly, what goes into the planning for the locality, whether they have even heard about the SDGs goals themselves, and whether the chiefs and the other important leaders in the Assembly were consulted, the challenges involved among others.

### **3.7 Sources of Data**

The study used both primary and secondary sources of data. Using primary data, the researcher gathered data from its natural environment; Adentan and La Nkwantanang Municipality. With secondary data, the researcher used articles, journals and other publications relevant to the study.

### **3.8 Data Management and Analysis**

Using qualitative data analysis in conducting the research, first, the researcher developed and applied codes and with that the researcher used three types of coding; open coding which organizes data trying to make it meaningful, axial coding to link and interlink codes and selective coding where the researcher developed prepositions from concepts developed from the study (Boateng, 2014).

The next stage focused on identifying patterns and themes using repeated words and phrases that were common and also those that were uncommon. Also, the researcher discussed issues expected from the findings but was not mentioned by the respondent. In addition, the researcher made a comparison of the findings with secondary data thus comparing primary and secondary data. There was also a comparison of findings to different areas and to discuss their similarities and differences and lastly, the researcher summarized the data by linking the findings to the research objectives. Quotations were used to highlight vital themes and contradictions of the primary data.

### **3.9 Limitation of the study**

The research design the study used, allow for the usage of small sample size making findings difficult to generalize. Time and, funding were also limitations of the study. Despite these difficulties, the generalizability of the results is deemed fit.

### **3.10 Ethical Considerations in the Study**

The study respected ethical issues, a moral and responsible manner was used to collect data where the researcher gave an introductory letter to the municipals before access to information and data collection was obtained.

### **3.11 Justification for the study area**

#### **3.11.0 Background Description of Adentan municipal area**

The Adentan Municipality came out of Tema Metropolitan Assembly in February 2008. In terms of population, the total population in the assembly constitutes 78,215 with males constituting 50.3% and females 49.7%. The urban dwellers in the assembly constitute 62.5% and that of the rural is 37.5%. The municipal has 928.40 sq km land area. 66.2% of the population are considered as a working class, 2.4 % is within the aged population and 31.4% are children. This statistics shows the youthfulness of the municipality. (2010 Population and Housing).

The Municipal Assembly is divided into four zonal councils namely Koose, Gentiana, Sutrunaa and Nii Ashley( (The Composite Budget of the Adentan Municipal Assembly, 2016).

#### **3.11.1 Background description of La-Nkwantanang Municipal Assembly**

According to the 2010 Population and Housing census report, the population of the municipality is 111,926. Males constitute 48.5% and females represent 51.5%. Most of the people constituting 84.0% reside in the urban centers of the municipality. Similar to the Adentan municipality, the assembly's population is a youthful population constituting 38.7% against 5.0% of elderly persons. (2010 Population and Housing).

Politically, the assembly is headed by the Municipal Chief Executive, supported by the Municipal Coordinating Director. The Municipal highest decision-making body is the General Assembly which is made up of all appointed and elected Assembly members, elected representatives constitute 70% and 30% appointed representatives.

The main reason for conducting the study in Adentan and La-Nkwantanang Municipality was that both assemblies' broad objectives are in line with the GSGDA 11 policy; which already has most of the SDG embedded in it.

The proximity of the area to the researcher was also a factor for the justification of the research area.

### **3.12 Conclusion**

This section presented the methodological approach adopted to achieve the objectives of the study. The methodology and processes used in collecting data for answering the research questions have been described and justified. It presented information on sampling techniques, sample size, sources of data, research method, design, and approach including collection and the analysis of primary data. It also examined how data was handled and treated and how it called for the need for strategies to mainstream Sustainable Development Goals into Local Development Planning.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This section presents and discusses the research findings. The analysis and discussion centered on the objectives of the study and the findings were also discussed in line with literature reviewed and theoretical framework.

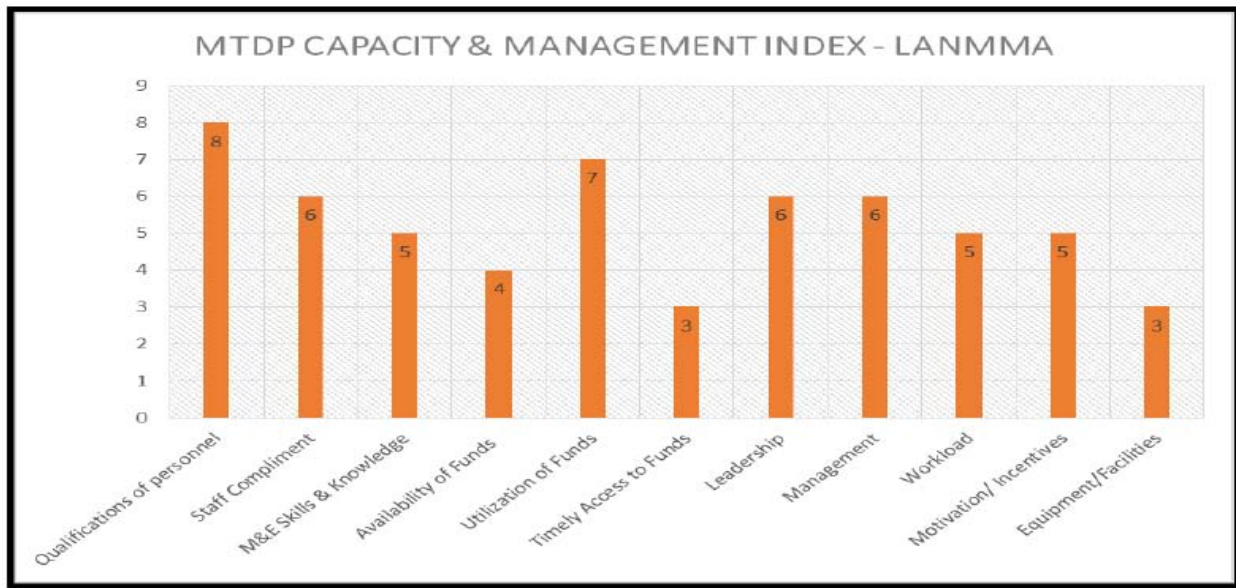
#### 4.1 Background information of respondents

Twenty (20) respondents made up of the Municipal Chief Executive, District Coordinating Directors, Planning Officers, Budget Officers of the Metropolitan and Assemblymen were selected for the interview.

The respondents consisted of 15 males and 5 females. It was observed that interviewees who are heads of the departments were more informative than their associates. This may be traced to the fact that most Heads of Department interviewed have over 15 years working experience at different Municipal and District Assemblies across the country. It was however noted that these Heads of Department worked less than five years in their current offices and majority of the respondents were experienced on mainstreaming and planning at the local level.

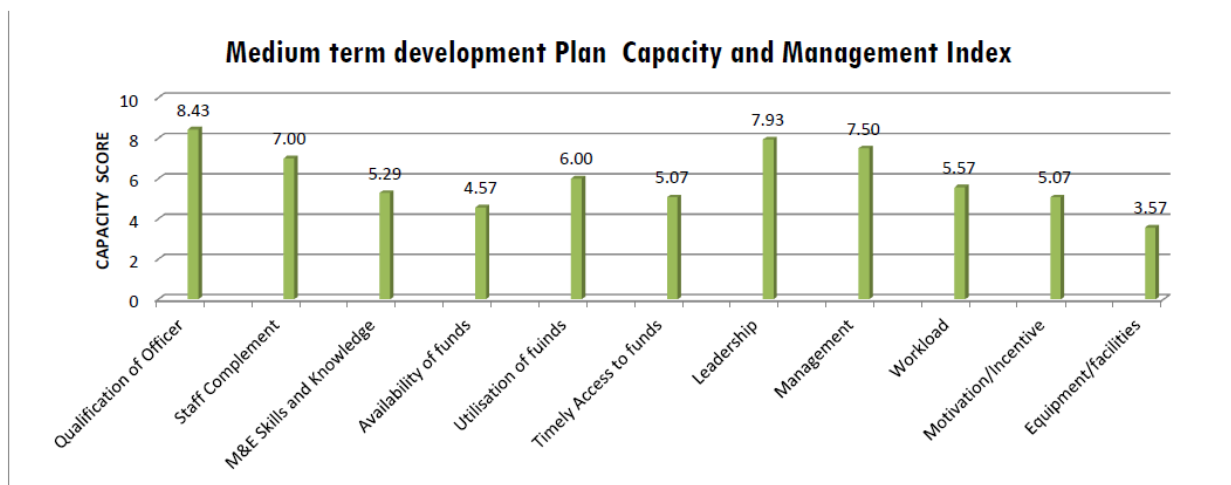
The figure below further demonstrates an excellent background of respondents interviewed. Details of their qualification, staff complement, leadership, monitoring and evaluation skills among others are well detailed below.

**Figure 4.0a: La-Nkwantanang Municipal capacity and management Index**



Source: MPCU Survey, 2017

**Figure 4.0b: Adentan municipal capacity and management index**



#### 4.2 Mainstreaming of SDGs at the local level

This section defines how the Sustainable Development Goals (SDGs) are mainstreamed at the local level.

The medium term development plan of the two assemblies were reviewed and compared with the global goals and also with the National Development Planning Commission (NDPC) framework.

The NDPC framework was given to all Metropolitan, Municipal and District Assemblies in Ghana as a guide in mainstreaming the SDGs. This was evident when a respondent said:

*“we get the guidelines from the NDPC and when we are doing our plans we incorporate them into the plan” (Municipal Coordinating Director, Adentan Municipal).*

*“the NDPC has mainstreamed all the goals in the National Development Plan so our Annual Action Plan and Medium-Term Development Plan are lifted from the national plan prepared by the NDPC”.*

### **4.3 Goal 1: End Poverty**

United Nations Educational Scientific and Cultural Organization (UNESCO) define poverty as living below \$2 a day (Dornan, 2017 cited in Amankwa et al, 2018). Extreme poverty still exists mostly especially in the Northern part of Ghana (Upper East, Upper West and Northern). (Ghana SDGs Indicator Baseline Report, 2018, UNCG, 2017). 24.2% of Ghanaians still live in extreme poverty (Ghana Living Standards Survey 6, 2014 cited in Amankwa et al, 2018) and there are also working people who find themselves in poverty (Gassman 2011, Prokofieva et al 2014 as cited in Dugarova, 2016).

The Ghana Indicator Baseline Report (2018) revealed that the 13.6% of Ghanaians lived below the poverty line. It also revealed that Ghana was the first country in the Sub-Saharan Africa who met the Millennium Development Goal 1. This means that Ghana was the first to bring down poverty by half in Sub-Saharan Africa.

Some Ghanaians are however of the view that these statistics do not truly reflect the reality on the ground because the country still has many people who find it difficult to afford 3 square meals daily.

La-Nkwantanang Madina municipal has mainstreamed most targets on ending poverty including eradicating extreme poverty for all people everywhere, bringing down by half the proportion of men, women and children of all ages living in poverty, ensuring significant mobilization of resources from a variety of sources in order to implement policies of ending poverty, ensuring

that all men have equal rights as women to economic resources as well as access to basic services, ownership, land control, inheritance and financial services (this particular target can minimize the high dependency ratio of women who constitute insignificant number of the economically active population in La-Nkwantanang municipal (MTDP, La-Nkwantanang).

SDG targets on ending poverty which are yet to be mainstreamed center on creating sound policy framework based on pro-poor and gender strategies to support poverty.

Adentan municipal on the other hand is yet to mainstream the same target La-Nkwantanang municipal Assembly could not mainstream, in addendum with targets on reducing by half the proportion of men, women and children of all ages living in poverty in all dimensions and ensuring significant mobilization of resources from a variety of sources in order to implement policies of ending poverty.

Aside these, all other targets under Goal 1 on ending poverty have been mainstreamed in Adentan municipal.

The Livelihood Empowerment Against Poverty (LEAP), Capitation grant, The Free Senior High School Plan, Water for All Programme, Planting for Food and Jobs which are mainly geared towards poverty alleviation and achieving the SDG (Akuffo Addo, 2018) would provide assistance for the mainstreamed goals in the two municipals on poverty eradication.

Moreover, ending poverty in all forms everywhere is crucial as far as achieving all the SDGs is concerned. Ending poverty will help in reducing hunger; Goal 2, reduction in gender discrimination (Goal 5&10), a reduction in high rate of maternal mortality (Goal 3) among others. In consonance with this, Carter et al (2018) findings revealed that ending poverty resulted in a decrease in tuberculosis incidences of 33.4%. Voola et al (2018) added that a lot of opportunities existed in alleviating poverty through business strategies which might sound very weird but he made laudable contributions that poverty alleviation and profitability are coequal

and that the notion of poverty moves beyond income to include freedom and capabilities for instance, a woman operating a microfinance business, with a husband who is alcoholic and spends her income. Here, the woman becomes poor not because she does not make enough income from her business, this becomes poverty of freedom which is the reason why the woman remains poor (Voola et al, 2018). Anytime poverty eradication is mentioned, little attention is paid to how poverty can correlate profit making in businesses, hence, the need for a transformational thinking at both national and the local level on how opportunities can exist in the quest for eradicating poverty.

For issues relating to employment which impact poverty, in Adentan, the sale of land for real estate development has led to unemployment of many traditional farmers within the municipality whereas in La-Nkwantanang municipal, though over 80% of the employable persons employed, majority of the employed population operate within the informal sector while many are either unemployed or under-employed. In consonance with this, Dugarova (2016), mentioned informal employment, growing unemployment, low wages along with unequal access to social services as contributory factors to poverty.

#### **4.4 Goal 2: End Hunger**

Mainstreamed targets under SDG2 in La-Nkwantanang municipal Assembly included ending starvation and securing access by all individuals to nutritious and sufficient food yearly, eradicating forms of malnutrition, increasing agricultural productivity and financial gain of small-scale food producers by 100% while implementing practices that increase productivity and production, ensuring sustainable food production systems and adopting steps to guarantee that the food commodity market functions well.

Targets yet to be mainstreamed involve how to step-up investment in the research of agriculture and developing technology to enhance the production capacity of agriculture.

In Adentan municipality, the SDG targets mentioned above have been mainstreamed with the exception of targets on increasing agricultural production and income of small scale food producers, maintaining genetic diversity of domestic animals, seeds and plants to boost access to fair and equitable sharing of gains, correction and prevention of trade restrictions in agricultural markets and adoption of measures to see to it that the food commodity markets functions well are still yet to be mainstreamed.

With no hunger (Goal 2), though the report showed a decline of the percentage of stunted children from 31% in 1998 to 19% in 2014, a difference of 12%, the percentage for the stunted children is still too much (Ghana Indicator Baseline Report, 2018).

This is because hunger limits human development and can limit the effective implementation of the SDG; hunger affect the ability to study and concentrate (SDG 4), and hunger also has health implications (SDG3), for instance, pregnant women who suffer hunger have delivery problems, babies born may have physical development challenges such as blindness, low weight babies, etc. Hungry children also suffer malnutrition, weakened immune systems, brain damage and poor concentration. (O'Neal & Ballard-Reisch, 2012).

Other diseases people can suffer from hunger include hypertension, diabetes, ulcer among others. Therefore it is in the right direction that most targets under ending hunger have been mainstreamed by the two municipalities.

#### **4.5 Goal 3: Ensure healthy lives.**

Ill health is usually the main reason families become poor and can also be a resultant of poverty. Poverty causes lack of resources and gaining access to basic health care which is a necessity to secure quality growth (Dugarova, 2016), therefore seeing to it that people live healthily and promoting their well-being is very necessary to eradicate poverty.

Interestingly, the two Municipal Assemblies have mainstreamed most targets under goal 3 which includes: reduction in maternal mortality ratio to less than 70 per 100,000 live births, end epidemics such as HIV/AIDS, tuberculosis, malaria, hepatitis, water-borne diseases and other communicable diseases, see to it that people have universal access to sexual and reproductive health-care services, including for family planning, information and education, bring down the number of deaths and illness from hazardous chemicals and air, water and soil pollution among others.

However, ending deaths of newborn babies and children under 5 years of age, decreasing by half the number of deaths and injuries from road accidents and strengthening the implementation of WHO Framework Convention on Tobacco Control and treatment and prevention of substance abuse are yet to be mainstreamed by both municipals.

Diseases of different kinds have been estimated to rampantly increase in years to come. By 2030, people who will be diagnosed with diabetes will be 366 million in the world (Morowatisharifabad, 2007). In Iran for instance, 1.5% to 2% of the population has diabetes (Shabbidar S, Fathi B.,2007) and sadly according to Parizad et al (2013), the cost of treatment of diabetes which already is a burden to family members of patients and patients themselves will also increase to \$192 billion. Even though target on reducing the number of global deaths have not been mainstreamed by the two Assemblies, the targets mainstreamed if effectively implemented would reduce some of these health issues at the municipal level.

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**Table 4.0a: Health staff Capacity (La-Nkwantanang)**

Staff Category	2015	2016
Medical officers	12	8
Physician assistants	15	14
Pharmacist	4	5
Midwives	39	62
Nurses	207	212
Casuals	93	78
Others	25	76
<b>Total</b>	<b>397</b>	<b>455</b>

**Source: Municipal Health Directorate, 2017**

**Table 4.0b: Public Health Staff 2010-2016 (Adentan municipal)**

Category of staff	2010	2011	2012	2013	2014	2015	2016
Doctors	1	1	1	2	1	1	1
Physician Assistant	0	0	0	2	3	4	6
Pharmacist	0	0	0	0	0	0	1
Midwives (Practicing)	7	8	8	6	6	6	13
Midwives (Non-Practicing)	0	1	1	1	1	0	0
Clinical Nurses	9	30	30	73	78	78	88
Public Health Nurses	8	10	10	10	8	11	9
Community Health Nurses	43	47	47	68	73	61	57
All other Workers	10	15	15	17	17	21	24
<b>Total</b>	<b>78</b>	<b>112</b>	<b>112</b>	<b>179</b>	<b>188</b>	<b>180</b>	<b>199</b>

Source: Adentan MTDP 2018-2021

In table 4.1, even though clinical nurses recorded the highest number of Public Health staff from 2010 to 2016, the number for doctors and pharmacist from 2010 to 2016 have been extremely poor.

Only one (1) doctor was recorded in the municipal from 2010 to 2012 which increased to two (2) in 2013 and reduced to 1 again from 2014 to 2016 and there had not been any pharmacist since 2010 to 2015, it was in 2016 the municipal recorded one pharmacist.

The case of La-Nkwantanang is better than Adentan although not the best per the high population growth rate in the area.

The Ghana Indicator Baseline report (2018), showed that maternal mortality rate came down from 600 maternal deaths for every 100,000 live births in 1995 to 358 in 2015 which still is above the SDGs target of 70 per 100,000 births.

There would be the need to improve antenatal and postnatal care for both the mother and child. Maternal mortality ratio remains zero per 100,000 live birth over the past years in Adentan municipal which was not the same in La-Nkwantanang Municipality (MTDP, Adentan).

The achievement is mainly due to early referral using the standard referral books which was given to private facilities at no extra cost. In line with this, Stumbitz et al (2018) from their findings on maternity protection in workplaces (both informal and formal) emphasized on the important roles of reciprocity and relationships built on trust as conditions for maternal protection provisions in the informal workplace.

The Labour Act 2003, Act 651 dictates that pregnant women are to be given maternity leave of three months with full payment of salaries by employers. However, unpaid maternity leave was a difficult reality for most women in the informal sector which was evident from the MTDP of both municipals.

Also, small businesses find it difficult to pay maternity leave, for instance they pay 100% of salaries for two (2) months and sometimes just 50% of these salaries (Stumbitz et al. 2018).

Dickson et al (2017), research findings revealed that antenatal care services for women increased from 55% in 1988 to 89.50% in 2014. However, provision of antenatal care services by traditional birth attendants reduced.

Spending on health in Ghana increased from 2.5% of GDP in 2000 to 3.3% of GDP in 2014 (WHO, 2016) with national health insurance scheme playing a vital role in the progress which led to an improvement in health systems between 1999 and 2012 (Lenhart et al 2015 as cited in Lucci& Lally, 2016).

This means that funding plays a major role in an improvement in health care systems. More so, to improve on the quality of care given, regular training, workshops for health personnel and assessment of patient's satisfaction were suggested, moreover, women in rural areas were encouraged to utilize antenatal services from skilled providers (Dickson et al, 2017).

#### **4.6 Goal 4: Quality education for all.**

Education is key to the global integrated framework of the SDGs and plays a central role in a changing world (Silva & Artur, 2018). Education is an important tool for development (Yaghoobzadeh et al, 2017).

UNESCO Global Geopark (UGGp) recognizes the significance of education as “a vital engine to promote a transformative lifelong learning opportunity for all...” (Silva & SA, 2018). It is important to note that education reduces inequalities, reduces poverty rate, enhance tolerance, empower healthy life and bridge gender inequality (UNCG & CSO Platform on SDGs, 2017).

In Adentan municipal, most targets on quality education such as ensuring all children complete free, equitable, and quality primary and secondary education, ensuring all children have access to quality childhood development, increasing the number of youth and adults who have relevant skills among others have been mainstreamed with the exception of ensuring equal access for all men and women to affordable and quality education including technical, vocational and tertiary education, ensuring that all youth and adult achieve literacy and numeracy, expanding the number of scholarships in the municipal and increasing the supply of qualified teachers which are yet to be mainstreamed.

La-Nkwantanang municipal, on the other hand, has mainstreamed most of these targets under quality education with the exception of expanding the number of scholarships available in the municipal for progress into higher education.

According to the Metro Planning Coordinating Unit (MPCU) survey (2013) of La-Nkwantanang municipality, there were some children of school going age who were not in school in spite of the high enrolment rates. Forty two percent (42%) of respondents interviewed in the survey cited ‘inability of parents to fund children’s education’ as the reason for children not being in school.

This ranged from the provision of daily subsistence monies to children for school as well as transportation and cost of school items like bags, footwear and school uniforms etc. Some children in this category included those who had been withdrawn from private schools because parents could no longer afford the fees. Such parents also did not consider public schools as an option because of perceived poor image of public schools and also the lack of quality associated with most public schools.

The second most cited reason for children not being in school was ‘lack of parental interest in the education of their children’ (21.4%) followed by lack of interest by children (17.9%) and fourthly due to ‘children being used to work’ to supplement family income (16.1%).

The survey further showed that Madina West and La Nkwantanang Electoral had the most pressing issues concerning ‘children out of school’ making those areas a priority location for any interventions.

Between 1999 and 2012, Ghana substantially improved in education and health due to increasing public financing in those areas, the government spending on education doubled from 4.7% to 8.4% to the extent that by 2012 almost a third of the expenditure of the government was focused solely on education (UNESCO, 2015).

This reveals the importance of funding as key to an improvement in quality education. Essentially, education reduces inequalities, reduces poverty rate, enhance tolerance, empower healthy life and bridge gender inequality (UNCG & CSO Platform on SDGs, 2017). Therefore the

mainstreamed goals under quality education can positively improve a lot of multiple dimensions of the two municipals.

#### **4.7 Goal 5: Gender Equality**

The UN Global Report on Economic Empowerment and SDG has revealed that only one in two women is paid off in employment as compared three in four men (Dhar, 2018). How unfair it is that more men are employed than women.

The report also pointed out that women accept about three times more volunteer work than men do and millions of women operate informally without labour and protective covering in law and in practice; This was evident in La-Nkwantanang Madina municipal where more women were found in the informal sectors than men and women as well constituted the economically dependent population (MTDP, 2018-2021).

It is good that most targets under goal 5 have been mainstreamed in Adentan municipality. These include ending all kinds of discrimination against women and girls. In parliament, for instance only 12.7% of women are represented (UNCG & CSO Platform on SDGs, 2017).

Other targets mainstreamed in Adentan municipal includes eradicating all kinds of violence against women and girls at all places, eradicating abusive practices which is common in Ghana (SOS, 2017), recognizing and valuing voluntary care and inland work, social protection policies among others have been integrated into the local development plan of the Municipal Assembly. Yet to be mainstreamed target include ensuring access to sexual and reproductive wellness and reproductive rights as accorded in conformity with the plan of Action of the International Conference on Population and Development and the Beijing Platform for Action, adopting reforms to grant women equal right to economic resources as well as access to property and controller over land and other kinds of belongings, inheritance among others and increase the use of technology to boost empowerment of women which have not been mainstreamed.

In the case of La-Nkwantanang the above targets have been mainstreamed with the exception of eliminating abusive practices like child labour, forced marriage etc.

Recognizing volunteer care and inland work are very essential because many women work a lot at homes but are not recognized and there are no social protection laws to protect them. Women should be paid for all forms of social protection work (Rai et al., 2018). Some women are dismissed at workplaces upon finding out of hidden pregnancies which were not disclosed during the time of being offered employment (Stumbitz et al. 2018). Interestingly, 865 million women globally have the likelihood of contributing fully to national economies (ILO, 2016 as cited in Dhar, 2018).

For Amankwa et al (2018), microcredit facilities would act as a tool on empowering women. More so, there would be the need for reforms on equality such as formulating legal protection laws for women, reforming discriminatory laws, recognizing unpaid household work among others (Dhar, 2018).

#### **4.8 Goal 6: Sustainable management of water and sanitation.**

According to International Food Policy Research Institute, 52% of the earth population, 45% of the general gross domestic product (GDP), and 40% of grain production could be endangered by 2050 as a result of water stress. (United Nations High-Level Panel on Water, 2016). The UN World Water Development Report 2016 estimated that 78% of the present universal workforce is highly dependent on water for survival and 1.35 billion jobs in the world heavily depend on water, these are evident on the need of water for humanity.

Mugagga & Nabassa (2016) are of the view that SDG 6 will be key in acquiring all the other SDGs especially SDG 1 (Poverty), SDG2 (No hunger), 3 (Good health), 14 (life below water) and 15 (life on land), therefore countries should intensify commitment to waste management and preservation.

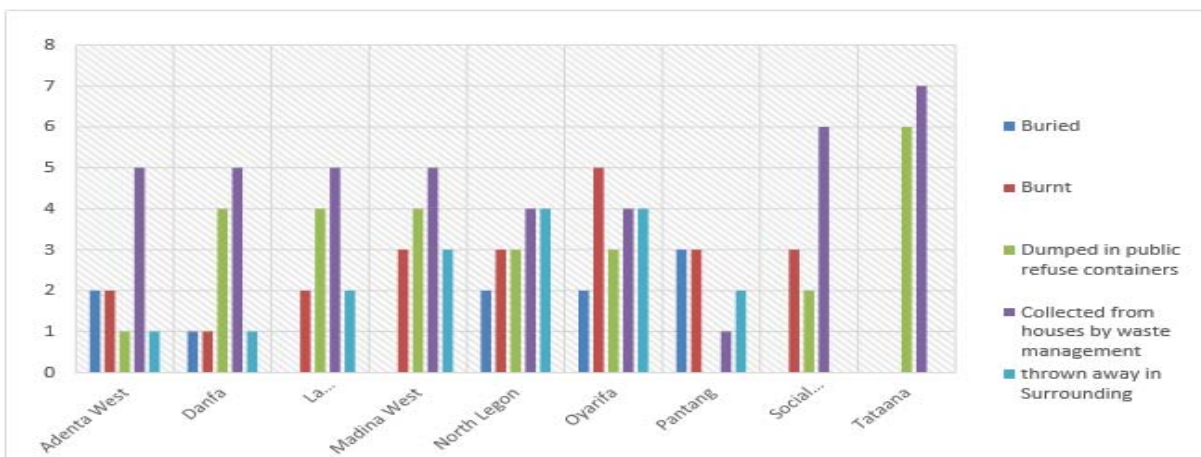
Globally, over 2.4 billion people do not have improved sanitation and 946 million people do open defecation (WHO/ UNICEF, 2015 as cited in Crocker et al 2017).

**Table 4.2.a: Top 10 Communities with Household Sanitation Facilities (La-Nkwantanang)**

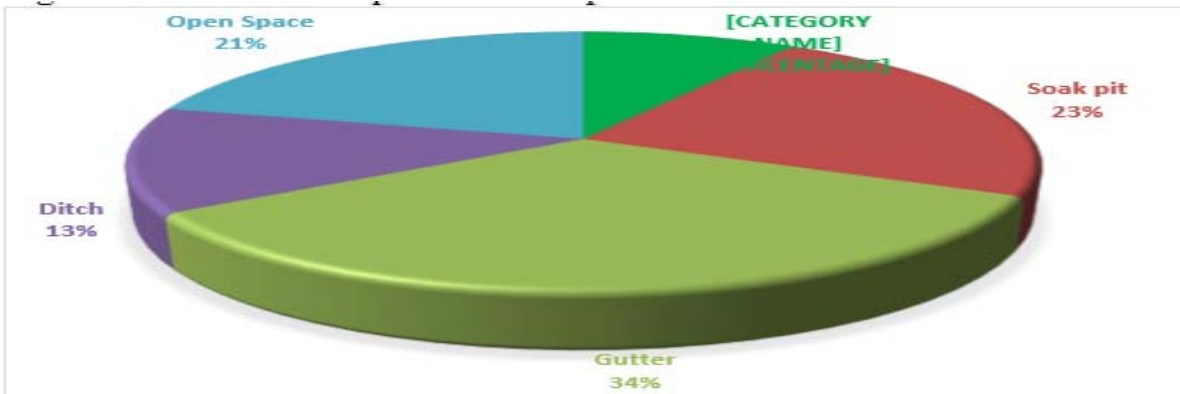
No	Top10 Communities	Population. 2013	Toilet Facilities			Pop. served	% Coverage
			VIP	KVIP	WC		
1	Madina	85,663	2,048	1,962	2,120	36,647	42.78
2	Oyarifa	4,586	254	102	468	1,628	35.51
3	West Adenta	14,007	-	285	833	5,411	38.63
4	Pantang	1,834	-	49	358	1,361	74.19
5	Danfa	1,137	28	-	53	106	9.29
6	Pantang Village	1,583	68	-	98	756	47.75
7	Teiman	1,143	47	49	43	179	15.62
8	West Ashiyie/ West Frafraha	1,542	34	20	18	558	36.18
9	Ayimensa	287	32	42	20	168	58.39
10	North Legon	9,532	23	6	6,207	6,624	69.49

Source: Environmental Sanitation Dept., 2017

**Figure 4.2.b: Means of Disposing Waste in Communities (La-Nkwantanang)**



Source: Environmental Sanitation Dept., 2017

**Figure 4.3: Methods of Liquid Waste Disposal (Lankwantanang municipal)**

Source: Environment Sanitation Dept.,2017

Per the MTDP a lot of households in La-Nkwantanang do not have toilet facilities and sanitation is a big problem in the area. SDG targets such as achieving access to safe, equitable and affordable drinking, ensuring sustainable supply of fresh water to address water scarcity, implementing water resources management, improving water and sanitation management have been mainstreamed in Adentan municipal, with the exception of achieving access to enough and equitable sanitation, ending open defecation, improving water quality by decreasing pollution, eradicating dumping and minimizing release of unsafe chemicals and halving the ratio of unprocessed water and enhancing recycling and expanding international cooperation in water and sanitation-related activities have not been mainstreamed in their local development plan.

In the case of La-Nkwantanang municipality, all these targets mentioned in Adentan municipal have been mainstreamed with the exception of guarding and restablisig water-related ecosystems.

On equitable access to safe and affordable drinking water, the reality on the ground is that access to water is very expensive in both municipalities, and water is an essential necessity of life. Therefore resources must be mobilized aggressively to mitigate the water-sanitation problem (Nhamo et al, 2015).

It is also sad to know that less than two in five Ghanaians drink safe water, two out of five schools are with no toilets facilities, and moreover, three out of five schools are without water suppliers. ((UNCG & CSO Platform on SDGs, 2017). More so, households in Nima and Maamobi, in Accra, pays up to US\$1.25 for a 20litre bucket of drinking water and spent 22% of monthly income on water (Vasquez & Adam, 2019). The mainstreamed targets, if effectively implemented, can solve most of these water and sanitation problems face by the two assemblies.

#### **4.9 Goal 7: Ensure sustainable and modern energy for all.**

In 2010, worldwide energy use grew by 5.6% which was the heaviest percentage in 40 years (Acheampong et al., 2019). Ghana has been receiving electricity breakdowns due to consistent lack of electricity supply to cope with demand (Bensah et al., 2015; Gyamfi et al., 2017, 2015; Kiganda, 2016; Sakah et al., 2017 as cited in Obeng Darko, 2019).

The government of Ghana aims to increase renewable energy and assure its effective output and consumption (Ministry of Energy, 2010). The Ghana Energy Commission estimates that Ghana has 34 hydro sites and enjoys 330 daytimes of sunshine. The solar, coupled with abundant waste, wind of about 2000 MW can make Ghana an exporter of electricity when serious reforms are channeled towards institutional and technological support.

Farfetched, Ghana want to attain 10% penetration of electricity and fossil oil demand by 2030 (Energy Commission, 2016). However, according to Obeng- Darko (2019) the country has achieved only 0.5% integration rate of electrical energy since 2006 as at the end of 2017, no wonder targets under goal 7 have not been mainstreamed by the Municipal Assemblies. The 0.5% implies that 9.5% renewable electricity is required to be attained by 2020 to maintain the set target in 2020.

United Nations Intergovernmental Panel on Climate Change published in 2014 also proposed that fossil fuels must be terminated completely by 2100 and currently renewable energy constitutes 30% of worldwide energy supply which should heighten to 80% by 2050 if the 2100

objective is to be achieved (Acheampong et al., 2017). To replace fossil fuels, studies by Shell International Petroleum Company emphasized that biofuel will become a major provider of energy after 2020.

Under goal 7, only targets on improving the rate of energy sufficiency have been mainstreamed into the local development planning of Adentan municipality. Targets such as ensuring access to low-cost, dependable and innovative energy services, enhancing renewable energy, enhancing external co-operation to ease access to clean energy research and technology as well as expanding infrastructure and advancing technology for sustainable energy services have not been mainstreamed. However, it appears that La- Nkwantanang municipal Assembly has not mainstreamed any target under goal 7 into their local development plan.

As a solution to Ghana's predicament on renewable energy, Obeng –Darko (2019) suggested legal and regulative issues, unclear policy directions, lack of infrastructure, overlaps of regulatory duties, lost lines of policy actions by governors as contributing to low renewable energy in Ghana.

Moreover, Chirambo (2018) is of the view that emphasizing rural electrification and connecting energy access to agriculture and irrigation growth could diversify the negative perception about Africans growth and energy sector. Moreover, the Sustainable Energy for All (SE4All) initiative and the South-South Climate Cooperation Fund can enhance financing and regulations for energy sector.

#### **4.10 Goal 8: Promote employment and decent work.**

In Adentan, the mainstreamed targets under goal 8 were on encouraging growth-oriented policies that affirm decent employment creation, small and medium-sized enterprises, achieving productive employment, reducing the ratio of youth employed, and taking steps to end forced Labour, slavery etc.

On human trafficking and child labour, , it is sad to note that as of 2013 the Domestic Violence and Victims Support Unit of the Ghana Police Service had obtained 1,228 complaints as distrusted child defilement (Ghana Human Right Report, 2015). Also, the 2014 Child Labour Report showed that 21.8 % of 5-17year olds were enlisted in Child labor.

The Millennium Development Goal report for Ghana shows that about 20% of children are involved in Child Labour and “15% are engaged in hazardous forms of child labour”( SDGs Indicator Baseline Report, 2018). Therefore, since trafficking and slavery is also evident among the two municipals, the mainstreamed target on them would reduce the problem.

Targets yet to be mainstreamed includes sustaining per capita economic growth, achieving higher degrees of economic productiveness, by technology promotion and creation, improving efficiency in consumption and production, taking quick and effective steps to end forced labour among others. Similarly most of the targets not mainstreamed in Adentan municipal are not mainstreamed in La-Nkwanatanag municipal.

For Rai et al (2018), SDG 8 which focuses on decent work is inadequate and that SDG 8 needs bear in mind the ‘value and costs of social reproduction-which refers the social system and actions that carry social inequality from one generation to the next. The authors used historic debates on work to back their argument that gender and human right have to support SDG8 if it is to be realized.

#### **4.11 Goal 9: Build resilient infrastructure and foster innovation.**

All targets under goal 9 have been integrated into the local development plan in Adentan including developing quality, reliable, sustainable infrastructure, promoting sustainable industrial enterprise, increasing the access of the small scale industrial and other enterprise, upgrading infrastructure, supporting domestic technology development among others. Only targets on increasing scientific research, advancing technological capabilities of industrial spheres have not been mainstreamed.

Similarly, La-Nkwantanang have also mainstreamed all targets under goal 9 with the exception of targets on supporting domestic technology growth and research.

#### **4.12 Goal 10: Reduce inequality.**

In Adentan municipality, targets such as adopting policies and social protection policies to attain equality, promoting official development and financing among others have been mainstreamed except target on boosting economic and social inclusion and assuring civil right and ending inequalities including eradicating discriminatory laws which are yet to be mainstreamed..

Similarly, La-Nkwantanang municipal have, mainstreamed the above targets with the exception of achieving and sustaining income growth at 40% of the population at the rate higher than the national average, ensuring civil right and reducing inequality including eliminating discriminatory laws, policies, etc., and also promoting official development and financial flows.

Extreme inequality increases violence, lower life expectancy, increases alcohol and drug abuse and lower literacy rate. (Alipua et al, 2015). Therefore, these mainstreamed targets aiding to compact inequality in society would bring peace and stability. Hussein (2018) broaden the understanding of inequality which according to him occurs as a result of legal restrictions most especially on the part of women, poor governance, political interest, inadequate resources and inadequate knowledge to ensure equality.

Sometimes the structures, actions and activities that transmit social inequality from one generation to the other still persist at the work place (Rai et al (2018) there are even instances where hidden pregnancies during the period of being employed were sacked by employers for not disclosing their conditions prior to their employment (Stumbitz et al. 2018). Therefore, even though the municipalities have mainstreamed most targets on reducing inequality, old perceptions, ideologies including structures and activities needs to be transformed positively to ensure equality.

#### **4.13 Goal 11: Make human settlements safe, and sustainable.**

All targets including ensuring access to safe, and low-priced housing, accessible and sustainable transport system for all, increasing the count of cities and settlements and integrating policies for inclusion among others have been mainstreamed in Adentan with the exception of targets on strengthening effort to defend and guard the universe's cultural and heritage and reducing the list of deaths of people are yet to be mainstreamed in Adentan Municipal Assembly. In the case of La-Nkwantanang, most of the above targets have been mainstreamed into their local development plan with the exception of targets on reducing the per capital environmental effect of cities.

#### **4.14 Goal 12: Sustainable Consumption and production pattern**

Under goal 12, Adentan Municipal Assembly has mainstreamed targets including achieving environmentally healthy management of chemical substance, decrease waste generation, promoting public procurement exercises that are sustainable in conformity with national policies. Yet to be mainstreamed targets includes implement 10 year Framework of plans on sustainable output, accomplish sustainable management and effective use of resources, halve per capita universal food waste at the retail and customer level, encourage companies to embrace sustainable patterns, strengthening scientific and technological capacities towards moving to a more sustainable practice of output and rationalizing ineffective fossil fuel grants that promote uneconomical consumption by getting rid of market distortions in conformity with natural circumstance.

In the case of La-Nkwantanang municipal, only one target under goal 12 have been mainstreamed into local development plan which is on decreasing waste generation.

#### **4.15 Goal 13: Combat climate change and its impacts**

Most targets under goal 13 have been mainstreamed into the local development plan of Adentan Municipal Assembly. These are incorporating climate change standards into national policies,

enhancing education, awareness raising, increasing institutionalized capacity on climate change mitigation, reducing impact and early warning etc with the exception of targets on strengthening adaptive capacity to climate associated hazard and encouraging mechanisms for raising capability for efficient climate change which are still yet to be mainstreamed into the local development plan of the Assembly. Comparatively in La-Nkwantanang Municipal Assembly, all the targets above under goal 13 have been mainstreamed with the exception of target 13.a which is on implementing the commitment undertaken by developed countries which cannot be implemented practically within municipal level.

Cobbinah et al (2019), explored agencies views and policy reactions on the procedures for controlling city planning as a tool for handling climate change. The authors as a solution to the issue proposed training and participation of professional urban planning personnel who have the know-how for handling climate change effects.

#### **4.16 Goal 14: Sustainable use the oceans, seas and marine resources**

Four targets under goal 14 have been mainstreamed into the local development plan of Adentan municipal assembly. The mainstreamed targets are effectively regulating harvesting and ending overfishing, illegal, unreported and unregulated fishing and destructive fishing patterns and carry out science-based management strategies to repair fish stock, prohibiting certain kinds of fisheries grants which add to overfishing. Yet to be mainstreamed targets include decreasing marine pollution of all lands, defending marine and coastal ecosystems to avoid adverse effects, addressing the impact of ocean acidification, preserving 10% of coastal and marine areas, , enhancing scientific knowledge and acquiring research capacities among others.

Similarly, La-Nkwantanang Municipal Assembly has also mainstreamed four targets under goal 14 which were the same as the targets mainstreamed in Adentan municipal.

According to Okafor-Yawood (2019), SDG 1, 2, 3 and 8, which are about ending hunger, assuring sustainable agriculture, food protection and healthy lives can be achieved only if SDG

14 is accomplished. Fish serves as a source of income for many in the communities which allows for the chance to send their children kids to school, the decline in fisheries will affect the achievement of SDG 4 – quality education for many. Also, fisheries which is a source of protein for many people means that IUU fishing endangers the attainment of SDG 3 – assuring healthy lives. More so, the economic harm of IUU fishing perhaps can threaten the ability to attain SDG8 (Okafor-Yawood, 2019).

#### **4.17 Goal 15: Manage forests, halt land degradation and biodiversity loss.**

Only one target under goal 15 has been mainstreamed into the local development plan of the Adentan Municipal Assembly. These are combating desertification, restore degraded land and soil. Others such as ensuring conservation of mountain ecosystem, reducing degradation of natural habitat among others have not been mainstreamed yet. Surprisingly in La-Nkwantanang municipal none of the targets on goal 15 have been mainstreamed into local development plan. However, though SDG 15 has poorly been mainstreamed by the two Municipals Assemblies, it is important to note that human survival is highly dependent on natural resources and many species do not need humans to survive but rather a lot of species are vital for human survival and human constitute a minute of the millions of species the earth contains (Shah, 2008). Therefore, destroying the ecosystem is also about causing extinction for future life.

#### **4.18 Goal 16: Promote peaceful and inclusive institutions.**

In Adentan Municipality, the Assembly has mainstreamed almost all targets under goal 16 including decreasing all kinds of violence and deaths rates, eliminating abuse and torture against children, encouraging rule of law and ensuring equality and justice for all, decreasing bribery and corruption, developing efficient, accountable and transparent institutions, assuring inclusive decision-making at all levels and many more with the exception of targets on reducing unlawful financial flows, retrieval of stolen asset and broadening the inclusion of developing countries in the institution of worldwide governance which have not been mainstreamed.

In La-Nkwantanang, most of these targets have been mainstreamed with the exception of decreasing unlawful financial flows, strengthening retrieval of stolen assets, ensuring responsive participation and decision-making, broadening the inclusion of developing countries in the institution of worldwide governance and promoting and enforcing non-discriminatory laws for sustainable development.

#### **4.19 Goal 17: Partnership for sustainable development.**

Most targets under goal 17 have been mainstreamed in Adentan Municipal Assembly. These includes strengthening domestic resource mobilization, mobilizing additional financial resources from multiple sources, enhancing access to science and technology, enhancing international support for implementing effective partnerships, building experience and strategies among others have been mainstreamed into their local development plan with the exception of enhancing North-South, South-South access to science, technology and innovation, increasing exports of developing countries, enhancing the general partnership for sustainable development and encouraging effective public and private partnerships, civil society partnerships which are still yet to be mainstreamed.

Lankwantanang Municipal Assembly have also mainstreamed most of the targets with the exception of promoting global non-discriminatory trading system under World Trade Organization, increasing exports of developing countries, implementation of duty-free market access, respecting country's policy to implement policies for ending poverty and sustainable development and building on current initiatives to develop measurement of progress on sustainable development which are still yet to be mainstreamed into their local development plan.

For Brenyah & Domfeh (2019), cash transfers are all relevant for strengthening the means of SDG implementation under goal 17.

**Table 4.3: Summary of the mainstreamed SDGs and targets of the two municipalities**

SDGs and Targets		Adentan Municipal	Lankwantanang Madina Municipal
<b>Goal 1: End Poverty</b>	<b>Mainstreamed Targets</b>	Eradicate extreme poverty. Implement social protection system. Ensure equal right to economic resources from variety sources.	Reduce by half the proportion of people who are poor by national definition. Implement social protection system. Ensure equal right to economic resources from a variety of sources.
	<b>Targets yet to be mainstreamed</b>	Create pro-poor and gender-sensitive development strategies to support poverty reduction. Reduce by half the proportion of people who are poor by national definition.	Create pro-poor and gender-sensitive development strategies to support poverty reduction.
<b>Goal 2: End hunger</b>	<b>Mainstreamed Targets</b>	End hunger and ensure access by all. Ensure sustainable food production systems. Double agricultural productivity and incomes of small scale food producers.	End hunger and ensure access by all. End all forms of malnutrition. Double agricultural productivity and incomes of small scale food producers. Correct and prevent trade restrictions. Adopt measures to ensure the

			proper functioning of food commodity market.
	<b>Targets yet to be mainstreamed</b>	Adopt measures to ensure the proper functioning of food commodity market. Prevent trade restrictions.	Maintain genetic diversity of seeds, cultivated plants and farmed and domesticated animals. Increase investment through enhanced internal corporation.
<b>Goal 3:</b>  <b>Ensure healthy lives</b>	<b>Mainstreamed targets</b>	Reduce by one third premature mortality from non-communicable diseases. Ensure access to sexual and reproductive health- care services. Achieve universal health coverage. Reduce deaths from hazardous chemicals air, water and soil pollution. Reduce maternal mortality ratio to less than 70 per 100,000 live births. End epidemics of AIDS, tuberculosis, malaria and tropical diseases.	Reduce maternal mortality ratio to less than 70 per 100,000 live births. End epidemics of AIDS, tuberculosis, malaria and tropical diseases. Reduce by one third premature mortality from non-communicable diseases. Ensure access to sexual and reproductive health- care services. Achieve universal health coverage. Reduce deaths from hazardous chemicals air, water and soil pollution
	<b>Targets yet to</b>	End preventable death of new	Strengthen the prevention and

	<b>be mainstreamed</b>	born and children under 5 years. Strengthen the prevention and treatment of substance abuse. Halve the number of global deaths. Implementation of the World Health Organization Framework Convention on Tobacco control.	treatment of substance abuse. Halve the number of global deaths. Implementation of the World Health Organization Framework Convention on Tobacco control. End preventable death of new borns and children under 5 years
<b>Goal 4: Quality Education</b>	<b>Mainstreamed Targets</b>	Ensure all girls and boys complete free, equitable and quality education. Increase the number of youths and adults with relevant skills. Ensure that all youth achieve literacy and numeracy. Ensure all learners acquire the knowledge and skills needed to promote sustainable development. Build and upgrade educational facilities. increase the supply of quality teachers	Ensure all girls and boys complete free, equitable and quality education. Ensure all girls and boys have access to quality technical, vocational and tertiary education. Increase the number of youths and adults with relevant skills. Ensure that all youth achieve literacy and numeracy. Ensure all learners acquire the knowledge and skills needed to promote sustainable development. Build and upgrade

			educational facilities. Increase the supply of quality teachers
	<b>Targets yet to be mainstreamed</b>	Expand the number of scholarships available for enrollment in higher education. Equal access to affordable and quality technical, vocational and tertiary education	Expand the number of scholarships available for enrollment in higher education
<b>Goal 5: Achieve Gender Equality</b>	<b>Mainstreamed Targets</b>	Eliminate all harmful practices such as early and forced marriage and FGM. Adopt and strengthen policies to empower women. End discrimination against women. Eliminate all forms of violence against women. Recognize and value unpaid care and domestic work.	End discrimination against women. Eliminate all forms of violence against women. Recognize and value unpaid care and domestic work. Ensure women's full participation and equal opportunities for leadership at all levels of decision making. Ensure access to sexual and reproductive right. Undertake reforms to give women equal right to economic resources. Empower women in

			technology. Adopt and strengthen policies to empower women.
	<b>Targets yet to be mainstreamed</b>	Empower women in technology. Undertake reforms to give women equal right to economic resources. Ensure access to sexual and reproductive right. Ensure women's full participation and equal opportunities for leadership at all levels of decision making	Eliminate all harmful practices such as early and forced marriage and FGM
<b>Goal 6: Sustainable management of water and sanitation</b>	<b>Mainstreamed Targets</b>	Expand international corporation to support water and sanitation activities and programmes. Improve water quality by reducing pollution. Achieve access to adequate and equitable sanitation and hygiene and end open defecation	Achieve equitable access to save and affordable drinking water. Achieve access to adequate and equitable sanitation and hygiene and end open defecation. Improve water quality by reducing pollution. Increase water use efficiency. Implement water resources management at all levels. Expand international

			corporation to support water and sanitation activities and programmes. Support the participation improving water and sanitation management.
	<b>Yet to be mainstreamed</b>	Achieve equitable access to save and affordable drinking water. Increase water use efficiency. Implement water resources management at all levels. Support the participation improving water and sanitation management.	Protect and restore water-related ecosystems.
<b>Goal 7: Sustainable and Energy for all</b>		Only one target were captured in the plan which was on improving energy efficiency.	None of the targets were found in the local development plan.
<b>Group 8: Decent work and economic growth</b>	<b>Mainstreamed Target</b>	Take measures to eradicate forced labour. End modern slavery and human trafficking.  Promote policies that support decent job creation. Achieve	Promote policies that support decent job creation. Achieve productive employment and decent work for all. Reduce the proportion of youth not employed. Strengthen the

		productive employment and decent work for all. Reduce the proportion of youth not employed.	capacity of domestic financial institutions. Develop and operationalize a global strategy or youth employment.
	<b>Targets yet to be Mainstreamed</b>	Strengthen the capacity of domestic financial institutions. Develop and operationalize a global strategy or youth employment. Sustain per capita economic growth in accordance with national circumstances. Achieve higher levels of economic productivity. Improve resources efficiency in consumption and production. Increase Aid for Trade support for developing countries.	Sustain per capita economic growth in accordance with national circumstances. Achieve higher levels of economic productivity. Improve resources efficiency in consumption and production. Increase Aid for Trade support for developing countries.
<b>Goal 9: Build infrastructure</b>	<b>Mainstreamed Targets</b>	Develop quality, sustainable infrastructure. Promote	Develop quality, sustainable infrastructure. Promote

<b>and foster innovation</b>		sustainable industrialization. Increase the access of small-scale industrial and other enterprises. Upgrade infrastructure and industries to make them sustainable. Support domestic technology develop research and innovation.	sustainable industrialization. Increase the access of small-scale industrial and other enterprises. Upgrade infrastructure and industries to make them sustainable. Enhance scientific research upgrade technological capabilities of industrial sectors.
	<b>Targets yet to be mainstreamed</b>	Enhance scientific research upgrade technological capabilities of industrial sectors.	Support domestic technology develop research and innovation.
<b>Goal 10: Reduce Inequality</b>	<b>Mainstreamed Target</b>	Empower and promote social, economic and political inclusion for all irrespective of age, sex, disability, race etc. ensure equal opportunity and reduce inequalities of outcome.	Empower and promote social, economic and political inclusion for all. Adopt policies in achieving equality. Improve regulation and monitoring of financial markets and institutions. Facilitate orderly, safe and responsible migration and mobility of people etc.

	<b>Target yet to be mainstreamed</b>	Adopt policies in achieving equality. Improve regulation and monitoring of financial markets and institutions. Facilitate orderly, safe and responsible migration and mobility of people etc.	Achieve and sustain income growth. Ensure equal opportunity and reduce inequalities of outcome.
<b>Goal 11: Make human settlement safe and sustainable</b>	<b>Mainstreamed Target</b>	Ensure access for all to safe and affordable housing and upgrade slums. Provide access to safe, affordable and sustainable transport systems. Support economic, social and environmental links between urban and rural areas by strengthening national and regional development planning.	Ensure access for all to safe and affordable housing and upgrade slums. Provide access to safe, affordable and sustainable transport systems. Enhance sustainable urbanization. Strengthen efforts to protect cultural and natural heritage. Reduce the number of deaths caused by disasters including water-related disasters.
	<b>Targets yet to be mainstreamed</b>	Enhance sustainable urbanization. Strengthen efforts to protect cultural and natural heritage. Reduce the number of deaths caused by	Support economic, social and environmental links between urban and rural areas by strengthening national and regional development

		disasters including water-related disasters.	planning.
<b>Goal 12: Sustainable Consumption and Production Patterns</b>	<b>Mainstreamed Target</b>	Achieve sound management of chemicals and wastes. Promote public procurement practices that are sustainable. Ensure that people have information and awareness for sustainable development. Reducing waste generation through prevention, reduction, recycling and reuse.	Target on reducing waste generation through prevention, reduction, recycling has been mainstreamed.
	<b>Target yet to be mainstreamed</b>	Implement 10Year-Framework of Program on sustainable consumption and production patterns. Achieve sustainable management and efficient use of national resources. Halve per capita global food waste. Encourage companies to adopt sustainable practices and to integrate sustainability	Achieve sound management of chemicals and wastes. Promote public procurement practices that are sustainable. Ensure that people have information and awareness for sustainable development. Implement 10Year-Framework of Program on sustainable consumption and production patterns. Achieve

		information into their reporting recycle etc.	sustainable management and efficient use of national resources. Halve per capita global food waste. Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting recycle etc.
<b>Goal 13: Combat climate change and its impacts</b>	<b>Mainstreamed target</b>	Integrate climate change measures into policies and planning. Improve education on climate change mitigation. Promote mechanism for raising capacity for effective climate change related planning etc	Strengthen resilience and adaptive capacity to climate-related hazards. Integrate climate change measures into policies and planning. Improve education on climate change mitigation. Promote mechanism for raising capacity for effective climate change related planning.
	<b>Targets yet to be mainstreamed</b>	Promote mechanisms for raising capacity for effective climate change-related planning and management. Strengthen resilience and	Implement the commitment undertaken by developed-country parties to United Nations Framework convention on climate

		adaptive capacity to climate-related hazards.	change.
<b>Goal 14: Conserve Oceans, seas and hygiene resources for sustainable development</b>	<b>Mainstreamed target</b>	Regulate harvesting and end over fishing, illegal, unreported and unregulated fishing and destructive fishing practices. Prohibit certain forms of fisheries subsidies which contributes to overcapacity and overfishing. Provide access for small-scale artisanal fishers to marine resources and markets.	Regulate harvesting and end over fishing, illegal, unreported and unregulated fishing and destructive fishing practices. Prohibit certain forms of fisheries subsidies which contributes to overcapacity and overfishing. Provide access for small-scale artisanal fishers to marine resources and markets.
	<b>Targets yet to be mainstreamed</b>	Prevent and reduce marine pollution of all lands. Sustainably manage and protect marine and coastal ecosystem. Minimize and address the impact of ocean acidification.	Prevent and reduce marine pollution of all lands. Sustainably manage and protect marine and coastal ecosystem. Minimize and address the impact of ocean acidification.
<b>Goal 15: Protect,</b>	<b>Mainstreamed target</b>	Combat desertification, restore land and soil	none of the targets have been mainstreamed

<p><b>sustainable use of forest, halt land degradation and biodiversity loss</b></p>	<p><b>Targets yet to be mainstreamed</b></p>	<p>Ensure the conservation and sustainable use of fresh water ecosystem and their services.</p> <p>Promote the implementation of sustainable management of all types of forest.</p> <p>Conservation of mountain ecosystem. Reduce degradation of natural habitat etc</p>	
<p><b>Goal 16: Promote Peace and institutions in all level</b></p>	<p><b>Mainstreamed target</b></p>	<p>Promote and enforce non-discriminatory laws and policies for sustainable development. Reduce all forms of violence. End abuse, exploitation, trafficking etc.</p> <p>Promote rule of law. Reduce corruption and bribery. Develop accountable and transparent institutions. Provide legal identity for all, including birth registration. Ensure public access to information and protect</p>	<p>Reduce all forms of violence. End abuse, exploitation, trafficking etc. Promote rule of law. Reduce corruption and bribery. Develop accountable and transparent institutions. Provide legal identity for all, including birth registration. Ensure public access to information and protect freedom.</p>

		freedom.	
	<b>Targets yet to be mainstreamed</b>	Strengthen the recovery and return of stolen assets. Broaden and strengthen the participation of developed countries in the institutions of global governance.	Strengthen the recovery and return of stolen assets. Promote and enforce non-discriminatory laws and policies for sustainable development. Broaden and strengthen the participation of developed countries in the institutions of global governance.
<b>Goal 17: Partnerships for the goals</b>	<b>Mainstreamed target</b>	Strengthen domestic resource mobilization. Assist developing countries in attaining long-term debt sustainability. Enhance policy coherence for sustainable development. Enhance global partnership for sustainable development. Encourage and promote effective public, public-private and civil society partnerships.	Strengthen domestic resource mobilization. Assist developing countries in attaining long-term debt sustainability. Promote universal, rule-based, nondiscriminatory trading system. Enhance policy coherence for sustainable development etc.

	<p><b>Targets yet to be mainstreamed</b></p>	<p>Promote universal, rule-based, nondiscriminatory trading system etc</p>	<p>Enhance North-South, South-South and triangular regional and international cooperation and access to science, technology, and innovation. Enhance global partnership for sustainable development. Encourage and promote effective public-private and civil society partnerships.</p>
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**4.20 Mainstreaming Processes at the local level**

The mainstreaming processes at the local level included stakeholder engagement, planning, budgeting, implementation, monitoring and evaluation.

**4.20.1 Stakeholder Engagement**

Stakeholders are essential in the formulation of the local development plan of municipals.

The two assemblies engage stakeholders in planning which confirmed what the respondents said:

*"We engage our stakeholders and we organize workshops at the various electoral area. The residents in this place and other stakeholders were consulted, that is what we always do in preparing our medium-term development plan" (Adentan Municipal Chief Executive)*

*"It was prepared through participatory means. We involved all stakeholders because we believe that planning is about peoples development, they must be aware of whatever goes into planning and they were involved through town hall meetings and other meetings" (Municipal Planning Officer, La-Nkwantanang municipal)*

More so, from Partnership for Action and Green Economy PAGE (2017), the key stakeholders for mainstreaming the SDGs at the local level including youth, women, parliamentarians, local decision makers, traditional authorities, religious groups, civil society organization and farmers

were confirmed from respondents' responses and Medium Term Development Plan of both assemblies.

The views and opinions of the stakeholders were solicited in preparing the local plan which were treated with much respect

*“Stakeholders were involved in every situation in terms of presenting issues and bringing in their problems, they were also given the opportunity to air their views out during those meetings which aided in preparing the local development plan of the municipal”.*

*“It was prepared through stakeholder consultation. We brought all the key stakeholders together and we discussed and accepted views from members including, chiefs, community members, assembly members, identifiable NGOs, the Community Based Organization, disabled, etc”.*

Afterward, the leaders of the assembly performed a needs assessment, prioritized based on available resources and went back to the stakeholders to explain their difficulties to them. This proposal was accepted as the Local Development Plan only after it was accepted by the stakeholders

*“after collecting input we prioritize the needs which form bases for the planning process, then we arrange them based on NDPC planning project, it goes for approval by the assembly members, once they approve, its good for implementation” ( Municipal Budget Officer)*

It is important to add that though stakeholders were involved in preparing the local development plan, it was the leadership of the Municipal Assemblies who mapped the local development plan with the SDGs and its targets.

#### **4.20.2 Planning Processes**

The planning process is very critical in mainstreaming the goals into local development plan.

The National Development Planning Commission led the planning process by giving the Assemblies a guideline on how the SDGs should be mainstreamed

*“we get the guidelines from the NDPC and when we are doing our plans we incorporate them into the plan” (Municipal Coordinating Director, Adentan Municipal).*

*“the NDPC has mainstreamed all the goals in the National Development Plan so our Annual Action Plan and Medium-Term Development Plan are lifted from the national plan prepared by the NDPC”.*

In planning the municipal did assessment and prioritization of activities based on resources available

*“We do needs assessments, prioritize based on available resources, then we develop projects around to address the issue but because of limited resources we put them in timelines”.*

Moreover, the medium term development plan of both Assemblies revealed that they used their regular planning techniques in mainstreaming the SDGs which includes preparation of district profiles, district development priorities, goals, strategies and objectives, development of Program of Action and Annual Action Plan.

Interestingly some of the participants in La-Nkwantanang said strongly that they were not sure if all the 17 SDGs have been mainstreamed:

*“if not all I will say a majority of the goals have been mainstreamed”*

*“I can't speak to that but I believe we have mainstreamed some like sanitation but I can't speak for all the 17 goals”.*

In terms of the specific SDGs the respondents believed have been mainstreamed, they said

*“the one relating to health, education and particularly water and sanitation are the critical areas we are emphasizing our efforts on”.*

The reason they gave for the specific SDGs they believe have been mainstreamed were

*“We selected those ones because they are important in our municipality. Sanitation and water for instance is a very big problem here and it is important that we put much effort in those areas to make sure that they are eradicated from the system”( Cordinating Director, Lankwantanang municipal )*

#### **4.20.3 Budgeting**

Proper budgeting determines the success of the SDG mainstreaming. Under budgeting the respondent only mentioned that the mainstreamed goals were captured in the budget

*“we capture it in our budget and once the funds are available we put them into implementation”*

*“the mainstreamed goals are actually what it is in the budget”.*

However, the findings did not reveal that the Municipal Assemblies agreed on expected outputs that would lead to the achievement of the SDGs nor compared cost to available resources in

order to reprioritize it to fit within the available resources which are essential in budgeting to achieve these goals.

#### **4.20.4 Monitoring, Evaluation and Reporting**

Strong monitoring and evaluation and reporting systems are essential in achieving the goals at the local level. The respondents demonstrated that there are effective monitoring assessments to track progress of the mainstream goals

*"We have a monitoring team made up of planning unit, the works department and the Internal audit and when a department is implementing a particular thing, they go out and try to find out exactly what is going on vis a vis how it has been budgeted ..."* (Municipal Chief Executive)

*"we have the monitoring department who meets at least every quarter to assess progress of the local development plan"* (La-Nkwantanang).

The municipals used their regular monitoring and evaluation plan in tracking progress of the goals

*"well the truth is that the assembly don't necessarily have SDGs specific monitoring but we do have a monitoring framework of the assembly in monitoring the local development plan"*

More so, the Municipal Assemblies added the SDG indicators to their usual indicators in tracking progress of the goals

*"the indicators of the mainstreamed goals are added to the assembly's monitoring indicators to form part of our usual monitoring"* (Municipal Budget Analyst).

*"the monitoring framework also takes inspirations from the indicators from the SDGs and the national framework"*(La-Nkwantanang municipal)

In terms of reporting of the mainstreamed goals, the respondent had diverse and similar views on that

*"We report to our supervisory agencies eg the Regional Coordinating Council and the Ministry of Local Government and we will continue to report to them as such"* (Municipal Chief Executive)

*"We submit our quarterly reports to the RCC and copy to the NDPC"* (La-Nkwantanang )

Reporting of the goals are also done internally and externally

*“the reporting is done from two angles, first we have internal reporting and we also have external reporting, we have quarterly progress reporting which we circulate with NDPC and the Regional Coordinating Council (RCC) and then we have the Annual progress report which is a consolidation of the various quarterly progress report”.*

*“We submit our quarterly reports to the RCC and copy to the NDPC”.*

#### **4.20.5 Means of implementation**

The successful implementation of the goals depends on the availability of the financial resources of the Assemblies. The SDGs acknowledge multi-stakeholder partnerships as essential means for mobilizing and sharing knowledge and financial resources to support the goals and even though the Municipal Assemblies involved the stakeholders, they were not informed to assist financially. Most of the respondents emphasized that implementation of the goals were based on the relevance of the goals to the community or the assembly:

*“We look at the various thematic areas, we look at the ones we can implement that is the relevant ones,...then we mainstream”.*

For effectiveness, implementation of the mainstreamed goals are in segregation, thus the goals are implemented at departmental level. For instance a goal which is health-related will be implemented by the health directorate of the Municipal Assembly.

*“we implement them through our usual activities..., if the plan of action is on child abuse we have the social welfare department available to implement, so the implementation is segregated into department”( Municipal budget officer, Adentan)*

*“the programs are implemented by the various departments and units”(La-Nkwantanang municipal).*

For Adentan, the respondents revealed that because of limited resources, all the 17 SDGs goals cannot be implemented, therefore since the MTDP is for a period of (4) years, the Assembly budget for what can be implemented within that period. Same was not mentioned in La-Nkwantanang Municipal Assembly.

*"We do a needs assessment, prioritize activities based on our available resources then we put them in various timelines then we develop projects around to address the issues but because of limited resources, we put them in timelines" ( Assistant Planning Officer, Adentan Municipal).*

*“we can’t implement all the goals at the same time so depending on the guidelines that are given to us, if we are considering five (5) goals at a given period we make sure we have a budget line for them” (Municipal Coordinating Director, Adentan).*

Respondents from the municipals mentioned the main sources of fund for implementing the local development plan.

*“With the mobilization of funds in implementing the SDGs, we have the Internally Generated Funds, we have those funds from the Central Government and we have Donor fund”.*

Comparing the two Municipalities on the processes used in mainstreaming the goals, both Assemblies used the same process, this include stakeholders’ engagement, planning, budgeting, implementation, monitoring and evaluation. The reason was that the Assemblies were given the same guideline on how to mainstream the SDGs into their local development plan, hence the use of the same mainstreaming processes. Though the mainstreaming processes were the same, context and the environment played a role in the activity allocation and the means of implementation. For instance, La-Nkwantanang mainstreamed goals that were of relevance to the municipality while Adentan allocated timelines on activities due to limited resources.

#### **4.21 Effectiveness of the mainstreamed goals among the municipals**

The SDG indicators measures the criteria used in determining the effectiveness of the mainstreamed goals. The findings indicate that both Municipal Assemblies have indicators for tracking progress on their local development plan and also added the SDG indicators to their existing indicators in tracking progress of the goals.

The indicators have indicator type which looks at whether a particular indicator is an output or an outcome, it also has monitoring frequency and responsibilities. The monitoring frequency determine the number of times either quarterly or annually an indicator would be tracked and the responsibilities are the units or agencies responsible for the monitoring. Using the indicators it appears that both municipals have effectively mainstreamed the goals.

However, to ensure that the goals have effectively been mainstreamed, it is laudable to also do a historical analysis on the budget of both Municipal Assemblies to know whether they have been

able to acquire funds in implementing local development plan. This is because resource is essential to successful implementation of the goals.

#### 4.21.0 Budgeting at the municipal level

Table 4.4a: Expenditure- La-Nkwantanang municipal

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	44,010.00	30,340.00	(74,350.00)	41,436.53	27,055.15	(14,381.38)	39,571.00	10,869.65	(28,701.35)	22,483.98	95,074.89	72,590.91
IGF	2,218,100.00	2,416,862.83	(4,634,962.83)	3,329,910.00	3,117,057.80	(212,852.20)	4,740,800.00	4,528,953.74	(211,846.26)	4,985,000.00	4,211,864.82	(773,135.18)
DACF	2,582,391.61	816,955.54	(3,399,347.15)	2,302,285.93	1,838,199.00	(464,086.93)	3,030,736.73	1,650,019.24	(1,380,717.49)	4,309,343.02	2,429,115.60	(1,880,227.42)
DDF	372,630.00	341,500.74	(714,130.74)	489,401.00	-	(489,401.00)	597,826.00	150,697.00	(447,129.00)	597,826.00	9,774.96	(588,051.04)
UDG			-			-						
Development Partners (World Bank - GAMA)	16,586.00	200,000.00	(216,586.00)	4,033,618.00	554,205.50	(3,479,412.50)	1,000,000.00	2,437,374.24	1,437,374.24	7,334,971.00	3,044,071.65	(4,290,899.35)
GETFund												
Other (please specify)												
<b>Total</b>	<b>5,233,717.61</b>	<b>3,805,659.11</b>	<b>(9,039,376.72)</b>	<b>10,196,651.46</b>	<b>5,536,517.45</b>	<b>(4,660,134.01)</b>	<b>9,408,933.73</b>	<b>8,777,913.87</b>	<b>(631,019.86)</b>	<b>17,249,624.00</b>	<b>9,789,901.92</b>	<b>(7,459,722.08)</b>

**Table 4.4b: Expenditure (Adentan-municipal)**

	2014			2015		
	PLANNED	ACTUAL	VARIANCE	PLANNED	ACTUAL	VARIANCE
GOG	10,000.00	105,454.03	95,454.03	30,000.00	129,520.00	99,520.00
IGF	3,349,204.48	3,236,141.48	113,062.79	4,773,707.96	4,661,318.42	112,389.54
DACF	1,186,104.75	566,798.07	619,306.68	2,210,000.00	2,101,482.22	108,517.78
UDG		312,000.00	(312,000.00)	955,544.82	9,555,444.82	(8,599,900.00)
PWD	23,722.09	17,171.18	6,550.91	53,221.41	40,422.76	12,798.65
GAMA	400,000.00	393,395.41	6,604.59	600,000.00	210,725.94	389,274.06
MSHAP				750,000.00	487,254.50	262,745.50
MPS CF	5,930.52		5,930.52	13,305.35	9,161.62	4,143.73
SIF	150,000.00	42,856.67	107,143.33	280,000.00	175,041.72	104,958.28
SCH FEEDING						
EU PROJECT	452,592.00	468,045.80	(15,453.80)	350,000.00	270,533.00	79,467.00
CEN GOV <sup>1</sup>	1,400,000.00	1,004,904.95	395,095.05	1,110,000.00	983,698.95	126,301.05
	<b>6,977,553.84</b>	<b>6,146,767.59</b>	<b>1,021,694.10</b>	<b>11,125,779.54</b>	<b>18,624,603.95</b>	<b>(7,299,784.41)</b>
	2016			2017		
	PLANNED	ACTUAL	VARIANCE	PLANNED	ACTUAL	VARIANCE
GOG	42,097.00	31,326.00	10,771.00	131,277.00	10,000.00	121,277.00
IGF	6,042,083.00	5,405,618.07	636,464.93	7,478,880.00	1,451,548.83	6,027,331.17
DACF	2,838,300.00	2,154,536.83	683,763.17	3,712,225.00	540.00	3,711,685.00
UDG	1,719,400.00	793,040.00	926,360.00	1,075,000.00		1,075,000.00
PWD	100,000.00	105,746.06	(5,746.06)	150,000.00		150,000.00
GAMA	398,221.79	368,982.00	29,239.79	486,795.00		486,795.00
MSHAP	2,578,000.00	1,904,220.87	673,779.13	5,309,400.00	1,000,360.00	4,309,040.00
MPS CF	16,000.00	13,096.24	2,903.76	10,290.00		10,290.00
SIF	180,000.00	46,732.03	133,267.97	200,000.00		200,000.00
SCH FEEDING	100,000.00		100,000.00	100,000.00	500.00	99,500.00
EU PROJECT		1,522,665.44	(1,522,665.44)		11,625.91	(11,625.91)
CEN GOV <sup>1</sup>	1,978,018.00	1,137,050.28	840,967.72			
	<b>15,992,119.79</b>	<b>13,483,013.82</b>	<b>2,498,334.97</b>	<b>18,653,867.00</b>	<b>2,474,574.74</b>	<b>16,179,292.26</b>

In La-Nkwantanang municipality, it was evident from the table above that the actuals received, in all the stated sources of financial revenue, have since 2014 to 2017 been lesser than the planned estimate. In Adentan for instance, GoG actuals were higher than planned except 2016, 2017.

However, the planned amount for GoG in La-Nkwantanang are small per the municipal population compared to Adentan municipal and moreover the Internally Generated Funds (IGF) from Adentan are also extremely higher than in La-Nkwantanang municipal. Therefore, even

though it is prudent to discover new mediums of increasing the IGF of both municipals, La-Nkwantanang needs to work extra hard to be able to achieve the Agenda 2030.

With District Assembly Common Fund (DACF), Adentan Municipal Assembly sometimes receive half of planned amount and other times received almost the amount planned for the year. In 2014, the Assembly planned 1,186,104.75 but received almost half of the planned amount, 566,798.07 and in 2017, the planned 3,712,225.00 exceeded the actual of 540.00 received. But then, in 2015, the actual received of 2,101,482.22 were closer to the amount planned of 2,210,000.00 which was also evident in 2016. However, notwithstanding, La-Nkwantanang municipal receive higher actuals than Adentan municipal on District Assembly Common Fund.

With Urban Development Grant (UDG), it is very difficult to make predictions of the future in Adentan, because in 2015, the Municipal Assembly planned 955,544.82 for UDG and interestingly, the actual received was an amount of 9,555,444.82, a magnificent increase from the planned budget.

However, in 2016, the Municipal Assembly planned 1,719,400.00 but had a decline of 793,040.00 on the actuals received, this means when the budgeted amount by the Assembly was high, it received lower actuals and vice versa making it difficult to make future predictions on UDG in Adentan municipal.

From a detailed perspective, it is evident from both tables that Adentan Municipal Assembly has more sources of financial income than La-Nkwantanang but the population of residents in La-Nkwantanang, a total of 111,926 is higher than Adentan with 78, 215 (2010 Housing and Population Census).

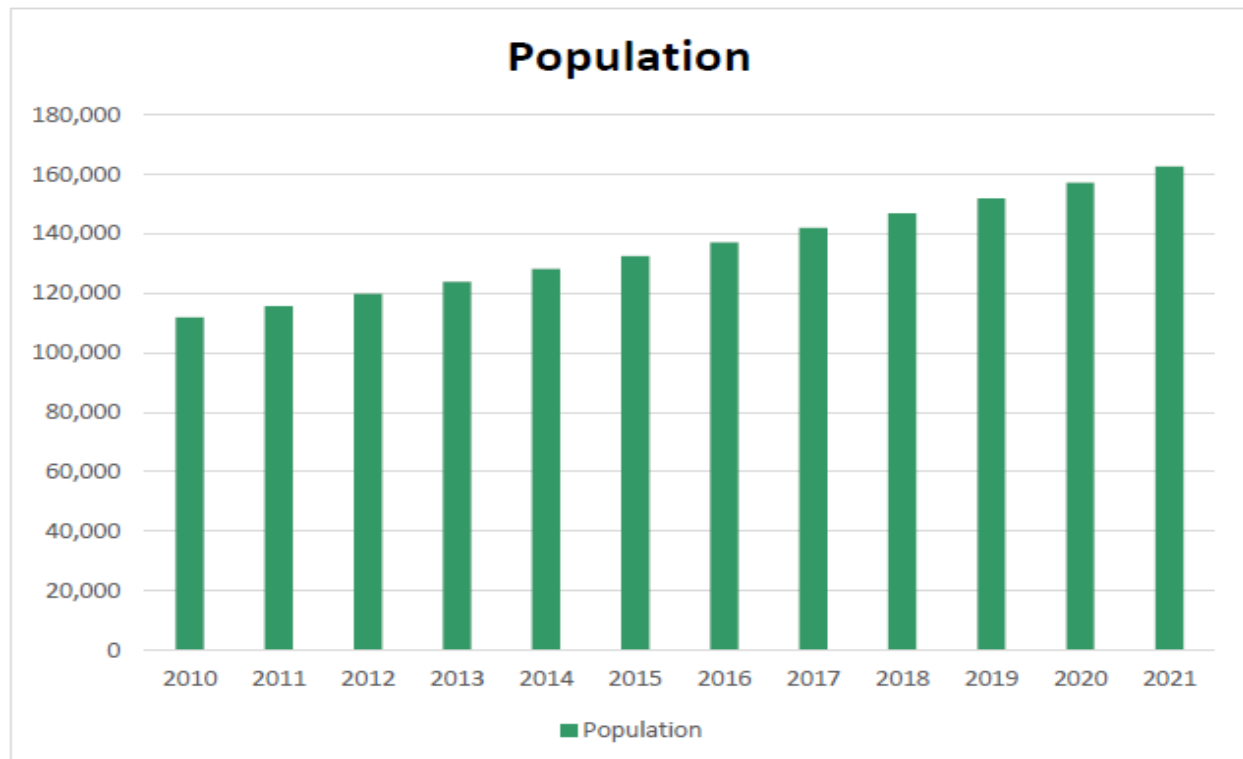
More so, it is evident from the table below (Table 4.5) that the expected cost of plan from 2019 to 2021 in Lankwantanang would be more than the expected revenue the Municipal Assembly will receive in coming years.

**Table 4.5: Summary of Revenue and Expenditure from 2018 to 2021(Lankwantanang municipal)**

<b>Year</b>	<b>Cost of Plan GH Cedis</b>	<b>Expected Revenue GH Cedis</b>	<b>Funding Gap GH Cedis</b>
2018	14,945,401.27	14,945,401.27	–
2019	16,640,592.39	16,019,557.33	(621,035.06)
2020	16,902,236.93	16,919,570.25	17,333.32
2021	18,786,077.57	18,406,017.53	(380,060.05)
<b>Total</b>	<b>67,274,308.16</b>	<b>66,290,546.37</b>	<b>(983,761.79)</b>

Sources: MPCU, 2017

**Figure 4.4: Projected population from 2011 -2021 (La-Nkwantanang municipal)**



Sources: MPCU, 2017

An increased population would necessitate an increase in finances to eradicate poverty, reduce hunger, enhance health systems, ensure quality education, decent jobs among others. For the Municipal Assembly to achieve its targeted mainstreamed goals, more efforts is needed to increase financing at the local level. Municipal Chief Executive can lead the change in exploring opportunities in the municipality to increase the internally generated funds, encourage public private partnerships, internally and externally searching for avenues to support programs and projects of the Assmbly among others.

In Adentan, comparing previous years with 2017 on the totals on their financial sources, 2017 actuals of 2,474,574.72, was tremendously low among all the years reviewed and even worse when compared to La-Nkwantanang Municipal Assembly (9,789,901.92). This was due to no account for actuals received for UDG, PWD, GAMA, MPS and SIF. The highest total actual received was in 2015 which recorded, 18,624,603.95 which was even higher than planned 11,125,779.54. Therefore, the Assembly can learn from its best practices which led to the increase and apply it to current situations whiles looking for new dimensions of increasing revenue to finance the goals.

It is evident that Adentan municipal has effectively mainstreamed the SDGs than La-Nkwantanang. La-Nkwantanang can be said to have effectively mainstreamed the SDGs if the stated measures to close the financial gap as stated in the Assembly's MTDP materializes. Until then, when comparing the revenue among the two Municipal Assemblies per the population density and structure, it is laudable to say that Adentan Municipal Assembly can effectively implement their local development plan than La-Nkwantanang Municipal Assembly, which is to say that Adentan have effectively mainstreamed the SDGs than La-Nkwantanang Madina Municipal Assembly.

#### 4.22 Mainstreaming challenges at the local level

From the literature, financing of the goals were the main challenge of the SDG mainstreaming. The table below (table 4.7) shows an evidence of funding being a major challenge. Aside funding, limited awareness of the relevance of the SDGs and bureaucracy were mentioned by both Municipal Assemblies as challenges in mainstreaming the SDG at the local level.

Aside these similarities, the Assemblies mentioned diverse challenges faced in mainstreaming the goals. Adentan municipal mentioned unreliable data and information from stakeholders, lack of commitment and competent human resource, difficulty in allocating an activity to an SDG while La-Nkwantanang Madina Municipal Assembly also mentioned frequent transfer of staff, issues in tax payment, strategic partnership and resources as some of the challenges faced in mainstreaming the goals.

**Table 4.7: SDG Mainstreaming challenges at the local level**

Challenges faced by Adentan municipal in mainstreaming SDGs	Challenges faced by Lankwantanang Madina municipal in mainstreaming SDGs
<ul style="list-style-type: none"> <li>• Unreliable data and information from Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent transfer of staff and delay of funds</li> </ul>
<ul style="list-style-type: none"> <li>• Limited awareness of the relevance of the SDG</li> </ul>	<ul style="list-style-type: none"> <li>• Issues in tax payment</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of commitment and competent human resource</li> </ul>	<ul style="list-style-type: none"> <li>• Low technical training and skills</li> </ul>
<ul style="list-style-type: none"> <li>• Bureaucracy</li> </ul>	<ul style="list-style-type: none"> <li>• Bureaucracy</li> </ul>
<ul style="list-style-type: none"> <li>• Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic partnership and resources</li> </ul>
<ul style="list-style-type: none"> <li>• Difficulty in allocating an activity to an</li> </ul>	

SDG	
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## **4.23 Discussion of Findings**

### **4.23.0 Introduction**

This section discusses on how the SDGs have been mainstreamed into the local development plan of the Assemblies including the mainstreaming processes and the challenges involved in mainstreaming the goals into the local development plan of both assemblies. The findings of the study were discussed and related to literature and theory used in the study.

#### **4.23.1 Discussion of findings with literature review**

The findings confirmed Allen et.al (2016) conclusion that there is no single model to analyze SDG, rather there was the need to combine multiple models. From the findings, though both assemblies were given the NDPC guidelines as a guide in preparing the local development plan, choices of the people, the pressing needs of the people differed.

Context and shared norms informed different workable models used in implementation of the goals thus the environment dictated which model was appropriate; it becomes difficult and unworkable to use strictly a particular model just because it worked in one assembly. In fact there isn't a single model to analyze SDGs and its mainstreaming and the model for it to be effective must take into consideration context and the environment.

The findings also confirmed Galli et.al (2018) findings that the trend that authorities are using in mainstreaming the SDGs in the locality was to merge both the SDGs with the already existing developmental plan. From the research, both assemblies merged their strategies with not only the SDGs but with the AU Agenda 2063 and Ghana's Agenda for Jobs creation among others.

More so, even though trade can increase funds to contribute to SDG implementation as Sarangi (2017) puts it, the findings also revealed other possible sources of funding for the SDG

mainstreaming at the local level which included the Central Government Common Fund, Internally Generated Fund, and Donor support.

The findings partly confirmed with Lepuschitz (2015) study. In his study, it was revealed that from member country of the EU including Belgium, Germany, Latvia and Slovenia, the countries were all at different stages as far as the SDG mainstreaming was concerned, Germany and Belgium were mid-way through the preparation process and Slovenia and Latvia were still struggling with even the content of the SDG, the issue gap found here was that SDGs can be mainstreamed but cannot be fully felt unless the local people at the grassroots were involved calling for more research on SDG mainstreaming to be done at the local level. The study brought out that those at the grassroots are aware of the SDGs and have moved steps ahead than in the case of Germany and Belgium who were still at the preparation process stage.

Comparing the findings with countries such as Slovenia and Latvia, the similarities include the fact that there are challenges in mainstreaming the goals. Even though the local people were aware of the SDGs and were involved in mainstreaming the goals, the detailed awareness of the relevance of the SDGs to the people was low which influenced the targets mainstreamed at the expense of the others which were yet to be mainstreamed.

Also, the findings confirmed with the findings from Horn & Grugel (2018) that preference of policy makers, the challenges facing the country and plans of national governance influenced the engagement and interpretation of the goals. The findings revealed that policy makers in Ghana, as well as the plans of the national government, supported the fact that the SDGs should be mainstreamed into the local development plan of assemblies. In fact, the Municipal Assemblies were given guidelines from the national level on how the mainstreaming of the SDGs should be done.

More so, the findings did not predict the possibility and impossibility in achieving the goals by 2030 as explained by Kedir et. al (2017).

It is partly true for Kedir et. al (2017) to say that it is not possible to attain the goals by 2030 because there exist different levels of development among countries thus developing countries would need more resources and more work to achieve the goals than those in the developed countries. This further becomes impossible when countries are to mobilize domestic funds to finance the SDGs as compared to the MDG era when majority of funding came from the developed countries. The SDGs are both for the developed and the developing countries as compared to the MDGs which were solely for the developing countries.

Mainstreaming the goals into development plans would mean that in striving to achieve the local development plans, the SDGs are fulfilled. Also with government support, intervention and supervision, high commitment, constant exploration of avenues for resources and efficient and effective resource management, the SDGs can be achieved by 2030.

The findings partly corresponded with the NDPC guideline given to the Assemblies and partly disagreed with the findings of Hug & Ayers (2008). The findings disagreed with Hug & Ayers (2008) on the statement that mainstreaming may take 5 to 7 years. The Assemblies medium term development which was a four-year development plan, prepared to cover a period of 3-4 years due to the possibility of a change in government, revealed that it took less than 5 years to mainstream the goals. However, some of the steps given by Hug & Ayers (2008) for mainstreaming corresponds with the steps given by NDPC for mainstreaming of the goals at the local level which included awareness building, involving stakeholders among others.

The findings also confirmed Abrahams (2018); research on Local Economic Development (LED) in South Africa where his findings identified the fact that planning at the local level was

quite technical and admitting that local economic development at the local level was more systemic, consultative and strategic. This study also revealed that planning at the local level includes participatory research with lots of consultation from stakeholders, it is more systemic and both Assemblies organized a series of systemic meetings.

However, the findings did not identify with Mensah et.al (2007) aspect of LED where the authors looked at the fact that LED was first not part of government priorities in Ghana. However, the aspect that partly confirms the findings was when they mentioned that International development agencies made vital contributions in funding and implementing local economic activities in Ghana, which was true deducing from the findings of the research.

The findings further revealed that donor funding especially from European Union, was part of their main sources of funding activities at the local level. In fact, Adentan Municipal Assembly also mentioned that they have written series of proposals to the European Union to assist them in aquaculture, the assembly want to move into the rearing of tilapia and mushrooms to reduce unemployment and to improve the diet of the people in the municipality.

The study partly confirmed the findings of Horn & Grugal (2018) in their research on the SDGs in middle-income countries where the authors looked at how the middle-income countries were responding to the SDGs. From the study middle-income countries were selective with the goals focusing on goals which were of domestic importance to them though that was what was expected per the guideline given to them by the NDPC, this kind of procedure may not lead to the achievement of all the 17 SDGs since what is of relevance to an assembly might not be a reflection of all the goals.

Moreover, the study has explored other aspects of the goals aside the interlinkages and interdependence among the goals Smith et al. (2017) centered their work on. The study has explored into areas such as financing, mainstreaming, planning, and budgeting among others.

In Europe, planning responsibilities are shaped by the regulation and the legal systems of the country (Newman & Thornley, 1996). This is similar in Ghana, the local government plans are shaped by the legal system of the country. In mainstreaming the SDGs into their local development plan, the planning responsibility at the various municipalities were shaped by the guidelines given by the National Development Planning Commission of Ghana, the commission also does regular monitoring to ensure that the right procedures and programs are being carried out in municipalities.

In Sweden, there are clear rules with respect to planning. In Ghana, precisely among the two Municipalities, clear rules are similarly spelled out but in terms of implementation, it's quite different. It looks similar with English planning system on the basis that, sometimes decision making on how to implement is somehow sometimes discretionary.

Importantly, this does not follow the Laissez-faire aspect of the English planning system where rules spelled out are few (Faludi, 2013). In Ghana, the rules are spelled out clearly but the implementation of the goals is based on a lot of factors such as pressing necessities, resources availability, implementation skills, and availability of needed technocrats among others. It is also important to state that resources are never going to be enough for implementation of these goals, therefore, Assemblies must strive extra hard to explore available opportunities to implement the mainstreamed goals.

The findings also agreed with Weymouth & Hartz-Karp (2018) when it was mentioned that to integrate SDG there would be the need to involve participation and partnership between private

and public sectors, citizens and nations. From the findings, per the NDPC guidelines which were given to the assemblies, the assemblies were required to involve both the private, public sectors, citizens among others, the study shown that to some extent these varieties of people were engaged in integrating the SDGs into the Local development planning of the municipals, but in terms of asking especially the private and the citizens for financial assistance in implementing the goals, the findings did not capture that.

More so, Weymonth & Hartz-Karp (2018) emphasized that reform governance was necessary for integration and they applied the governance principle to a model, the model involved; starting an inclusive and participatory process of localizing SDG, setting the local SDG agenda; planning for the implementation and monitoring the progress of the goals. The findings revealed a participatory process of SDG localization where the local people, stakeholders, participated in the process of the SDG mainstreaming.

During the Addis Ababa Action on financing for development, countries pledged to use their domestic resources (Nolte, 2018) for funding the SDGs, however, domestic resources have still not been enough so far to implement the SDGs and because of that the Assemblies' prioritize and allocate timelines on the planned goals due to limited resources.

According to Connell & Kubisch (2017), a good theory should be plausible, doable and testable. Plausibility looks at the desired outcomes when activities are implemented, doable looks at whether the available resources are enough to track progress in a useful and credible way per the theory of change, for this to be possible it means that if there exists gap between available resources and key activities which needed implementation, resources needed should be raised to close the gap. From the findings, especially in Adentan municipal, it was realized that majority of the respondents said that so far the goals were captured in their local development plan, and it was up to the assembly to provide budget line and to look for resources to achieve them.

This means that after planning, the assembly tries as much as possible to close the gap between resources available and the local development plan which emphasizes ‘doability’ (Connell & Kubisch, 2017).

Also, the findings revealed that both assemblies had plausible and testable ways of tracking the progress of their local development plans in a useful and credible way. In fact, both assemblies' organizes series of assessments in evaluating, monitoring and reporting the adopted plans internally and externally.

These emphatically confirm that the theory of Change the assemblies used were plausible, doable and testable. However, according to Connell & Kubith, (2017) if it becomes impossible to close the gap between available resources and key activities, then, the activities and outcomes would have to be adjusted for the theory of change to be doable. Here the finding confirmed this when respondents revealed that they allocate timelines to plan activities due to limited resources and this implies adjustment of activities.

The theory of change SDG framework included; building awareness on the 2030 Agenda, applying multi-stakeholder approaches for SDG integration, assessing risk and fostering adaptability, tailoring SDG to the national, sub-national and local context, creating Horizontal Policy Coherence, monitoring, reporting and accountability and creating vertical policy coherence.

From the findings, under building awareness on the 2030 Agenda, the only awareness building on the goals happened when the stakeholders were briefed on the agenda in preparing the local development plan, the stakeholders rightfully came up with views and opinions but with lack of proper understanding of the significance of the SDGs to them.

There was nothing like public awareness campaign, workshop series, to educate the people on the relevance of the goals, therefore it can be said emphatically that awareness building on the SDGs was very low among the municipals.

The guidance given for tailoring SDG to national, sub-national and local context was first by reviewing existing plans and strategies and identifying areas that needed change, secondly by making a recommendation to the leadership of the government and thirdly by setting naturally essential targets and fourthly by formulating plans and strategies using systems thinking.

Under reviewing existing plans and strategies and identifying an area of change, the Assemblies were supposed to scan the entire existing strategies and then compare it with the global SDGs and targets to spot gaps and recommend areas for change. However, the findings revealed that there were no existing plans until the Assembly had engaged the stakeholders to come in with their views and opinions on how the local development plan was supposed to be, the assembly takes them, prioritize base on available resources meet the stakeholders again and explain it to them for the people to accept before it became the adopted plan, then the assembly map the adopted plan with the various SDGs, so after the mapping of the local development plan with the global targets and indicators, gaps were supposed to be identified and areas for change proposed which was not done, the assemblies ended the mainstreaming process after the assembly mapped the local development plan with the SDG targets but did not go further in identifying gaps and recommending areas for change.

In formulating plans using systems thinking, the Assemblies were supposed to match plans with resources here the findings confirmed that the Assemblies' medium-term development plan were budgeted, and according to the respondents, they budgeted what they could finance.

Under applying multi-stakeholder approaches for SDG integration, specific mechanisms were identified. The initial multi-stakeholder engagement first, followed by working with national multi-stakeholder bodies, and then guidance on multi-stakeholder dialogue and lastly, encouraging public-private partnerships.

In creating Horizontal Policy Coherence, the Assemblies were supposed to first integrate policy analysis, second coordinate institutional mechanisms and lastly 'integrate modeling'. Integrated policy analysis will ensure that programs, policies and targets of the assembly are in line with the nations adopted SDGs. The findings confirmed that their plans and policies were in line with Ghana's adopted SDG. In fact, both Assemblies used the guidelines given to them by the National Development Planning Commission, Ghana in preparing the medium term development plan

The Assemblies worked together in coordination which helped broke silos, in fact, even implementation of the goals were done at the departmental level.

With integrated modeling, the 2030 Agenda states that the goals are indivisible and the social network analysis (SNA) has been used as a tool to map the interconnections of the goals and targets, however, the findings revealed that the assembly mainstreamed some SDGs and targets at the expense of others even though the goals are equally important, indivisible and interconnected. However, the findings did not reveal that the assemblies used the social network analysis (SNA) as a strategy to map interconnections of the goals and targets.

Under assessing risk and fostering adaptability, the approach to use are adaptive governance, risk analysis and management, scenario planning and stress testing. The details of these are supposed to be done at the national level which has already been taken care of by the government

including the necessities for government to participate and recognize opinions and the right direction to move.

Under monitoring, reporting and accountability, indicators of development and data collection, disaggregating data, monitoring, and reporting systems, review processes and mechanisms were supposed to be addressed. The findings revealed that monitoring and reporting systems were in place, where processes of review are done internally and externally but the findings did not tell whether the local development plan was reviewed using the global indicators but the findings confirmed that indicators to review the goals were developed at the regional and national level.

Also, the respondents added that the assembly adds the global indicators to their usual indicators for monitoring.

Under the steps for mainstreaming SDGs into national, regional and local development plan by Partnership for Action on Green Economy (2017), the first step; reviewing of the current plans and strategies of the MMDAs were discussed in earlier in previous pages. The second step which was on setting local SDGs agenda, by adopting the global goals and targets using local context through an evidence based and stakeholder participants were partly confirmed per the findings. The findings revealed that context was key when it came to the adoption of the goals, this is the reason the Assemblies mainstreamed some SDGs and targets at the expense of others; this can be attributed to the differences in environment and opportunities available. Stakeholders were also involved in the local development planning but were not involved when it came to the mapping of the local development plan with the SDGs. The third step which was on setting locally relevant target which is measurable and achievable was also confirmed by the respondents.

Both Assemblies formulated strategies and plans by taking into consideration their resources and capacities which was the fourth step. Both Municipal Assemblies also included planning,

budgeting, mechanisms for implementation, and monitoring and evaluation strategies to the SDG implementation.

It was obvious from the findings that the NDPC led the process of mainstreaming the goals, by giving all districts a set of road map and technical supports to ensure that plans at the districts level were uniform and conformed to the national development framework.

For effectiveness of the SDG mainstreaming, the NDPC encouraged the districts to use the normal planning process of the MMDAs which often included: preparation of district development goals, objectives and strategies, Development of Program of Action (POA) and Annual Action Plan (AAPI) and from the findings, both assemblies followed suit towards mainstreaming the goals.

Proper budgeting is also key when it comes to mainstreaming. According to Partnership for Action on Green Economy (PAGE,2017), budgeting for the SDGs should be established on the District Medium Term Expenditure Framework (MTEF) and also on the Assembly's Medium – Term Development plan, however, the findings from the report shown that the respondents did not specifically mention the assemblies budget as being guided by MTEF guidelines but mentioned that their medium term development plans had been captured in the budget so it is difficult to completely say that the assembly followed the costing process given in the guideline, which requires the Assembly to agree on an expected outputs that would result in achieving the objectives, identifying the SDG activities that will produce the outputs, identifying inputs for the costing of the activities, estimating the cost of the activities, comparing total cost of activities to available resources and reprioritizing and reducing activities to fit within projected resources available but here the respondents mentioned that they plan what they can do and do what they have plan which makes it possible to say that the assemblies to some extent went through these costing processes before arriving at what they had in their local development plan. Currently the

Public Expenditure and Financial Assessment Accountability (PEFA), a tool for assessment of the status of public financial management is more effective and preferred than the Medium Term Expenditure Framework (MTEF).

Strong monitoring and evaluation and reporting mechanisms is significant when it comes to achieving these goals and according to the theory, monitoring of the SDGs should be fused into the usual monitoring and evaluation program and plans of the MMDAs of which the findings confirmed partly, the respondents from Adentan Municipal Assembly demonstrated that they use the normal monitoring and evaluation process to monitor progress of the plan goals while respondents from La-Nkwantanang said the Assembly added SDG indicators to the assemblies indicators for monitoring which is in line with the guideline given to the assemblies.

Implementation of the goals depends on availability of resources. In developing countries particularly, the theory pointed out that multi-stakeholder partnerships are essential in mobilizing knowledge, technologies, expertise and financial resources to support the implementation of the goals. The multi-stakeholder partnerships aided in mobilizing knowledge and expertise in terms of views and opinions shared from various professional backgrounds. However, when it comes to supporting from stakeholder partnership in terms of finances or technology etc., the findings did not reveal such support. It is possible that the Assembly mobilized stakeholders to only seek their consent and opinions for planning, but did not ask or request for partnerships in aid for financing the goals.

The theory also advised that the MMDAs develop appropriate mobilization strategies to make enough financial resources to allocate some for implementation. Here, the findings revealed that the Assemblies have Internally Generated Fund which they use to mobilize funds in addition to the Common Fund given to each assembly by the Central Government and donor support which is not regular, yet still financing still remains a problem. Adentan Municipal Assembly have

decided to go into Aquaculture to rear tilapia and grow mushrooms which they are still trying to get funds from European Union to increase the Assemblies finances. This project will be an opportunity for employment and enrich diet of residents in the municipality and for La-Nkwantanang, they are moving into artisan skills; training people to develop skills and knowledge to work which would reduce unemployment and increase income the assembly would gain from tax.

The Rational Choice theory assumed that people want pleasure over pain and would act to maximize their well-being (Hirschi, 2012). The findings confirmed this because the stakeholders' views and opinions were towards maximizing pleasure over pain.

#### **4.24 Similarities between the municipals based on findings of the study**

From the findings, both assemblies have mainstreamed almost all targets under SDG 1(End Poverty), SDG 2(End Hunger), SDG 9(Build infrastructure and foster innovation), and SDG11(Make human settlement safe and sustainable) and have partly mainstreamed SDG 3(Ensure healthy lives), and SDG 14(Sustainable use of oceans, seas and marine resources). However, both municipals have shown low interest in goal 7 (sustainable and modern energy) and 15 (sustainable use of ecosystem, forest, combat desertification, reverse land degradation and halt biodiversity loss).

More so, they involved stakeholders in preparing the local development plan from the NDPC guidelines and had strong monitoring assessment systems in place to track the progression of the goals and also added the SDG indicators to their normal monitoring indicators.

The planned goals by the two Municipal Assemblies which were captured in the budget, implementation were done at the departmental levels, while goals were reported both internally and externally. Both Assemblies had 3 main sources of funding which are the Common Fund given by the Central Government, the Internally Generated Fund and Donor Funds.

In terms of the challenges the assemblies faced in mainstreaming the goals, both assemblies reported funding as the main issue, adding that bureaucracy and limited awareness of the relevance of the SDGs to Assembly Members were also very challenging.

#### **4.25 Differences between the municipals based on the study's findings**

While findings from Adentan Municipal Assembly confirmed that all the SDG goals have been mainstreamed into their local development plan, findings from La-Nkwantanang showed otherwise, thus, while some respondents said that all the goals were mainstreamed, others were unsure and mentioned some specifics of the SDGs they think have been mainstreamed which they explained were selected purposively, based on the pressing demands of the people in the municipality.

On the challenges the Assemblies faced in mainstreaming the goals, the findings boldly revealed a greater margin of differences between the Assemblies. Adentan Municipal Assembly mentioned unreliable data and information from stakeholders, lack of competent human resources and difficulty in allocating and mapping the local development plan with particular SDG targets.

La-Nkwantanang Municipal Assembly however mentioned technical training in skills, strategic partnership, and resources, frequent transfer of staffs and issues in tax payment as their main challenges in mainstreaming the goals into the local development plan.

#### **4.26 Conclusion**

The findings from the study has been delivered and talked about extensively. The findings revealed how the SDGs have been mainstreamed into Local Development plan of Adentan and La-Nkwantanang Municipal Assemblies. All 17 SDGs but not all targets have been mainstreamed in Adentan municipal, 15 SDGs and most targets have been mainstreamed into the local development plan of La-Nkwantanang municipal.

SDG 7 and 15 have poorly been integrated among the two Municipal Assemblies. The findings have widely been discussed with the scholarly literature reviewed and the theory used in the study.

Lastly, it is worthy to state that challenges in mainstreaming the goals among the Municipal Assemblies were identified including similarities and differences. The next chapter lays out the summary, conclusion, recommendations, and contribution of the study to literature as well as future research direction.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter lays out the summary, conclusion, recommendation for the municipals, contribution of the study and potential areas for future research.

#### 5.1 Summary of the study

The study did a comparative study between Adentan and La-Nkwantanang Madina municipal assemblies on mainstreaming Sustainable Development Goals (SDGs) into local development planning. It revealed that the National Development Planning Commission Framework was given to the Municipal Assemblies as a guide in mainstreaming the SDGs. The Municipal Assemblies mainstreamed the goals into their local development plan and the mainstreamed goals were SDG 1,2,3,4,5,6,8,9,10,11,13,14,16,and 17. However, goals 7and 15 have not been mainstreamed in La-Nkwantanang Municipal Assembly.

It was realized that goal 1 which focuses on ending poverty in all of its forms, were crucial as far as achieving all the SDGs were concerned and also, most targets under goal 1 were mainstreamed into the local development plan of both Municipal Assemblies. The study revealed that emphasis on implementing SDG target on ensuring equal right to economic resources by all men and women could minimize the high dependency ratio of women who constitute the insignificant number of economically active population in La-Nkwantanang Municipal Assembly.

Also, the sale of land in Adentan for real estate development led to unemployment of many traditional farmers within the municipality. In La-Nkwantanang, it was revealed that over 80% of employable persons operate within the informal sector and there were many who were either

unemployed or under-employed; a major component for the increased poverty level in the municipality. However, mainstreamed goals by the Assemblies under poverty eradication would reduce drastically the current poverty situations within the municipality.

Goal 2 which centers on ending hunger has strongly been mainstreamed by the two Municipal Assemblies. Under goal 3 which focuses on ensuring healthy lives, it was revealed that the number of doctors and pharmacists in public health hospitals were extremely poor in Adentan municipal as compared to La-Nkwantanang municipal. However, on the target on reducing maternal mortality ratio to less than 70 per 100,000 live births, it was interesting to know that the findings revealed zero (0) per 100,000 live births over the past years in Adentan. The achievement was due to early referral using the standard referral books which were given to private facilities at no extra cost. In the case of La-Nkwantanang, the findings revealed 50 per 100,000 live birth. These ratios are less than the SDG estimate of 70 per 100,000 live births.

Under Goal 4 (access to quality education), it was revealed that the Assemblies have mainstreamed most of the SDG targets with the exception of those relating to expanding the amount of scholarships for enrollment in higher education. A peculiar issue on education in La-Nkwantanang was that, some children of school going age were not in school in spite of the high enrollment rates.

The reasons gathered included inability of parents to fund children's education, which ranged from the provision of daily monies to children for school as well as transportation and cost of school items like bags, footwear, school uniforms, etc.

Some of the children under this category who had been withdrawn from private schools because parents could no longer afford, did not also consider public schools as an option because of the perceived poor image of public schools and also the perceived lack of quality education

associated with most public schools. The mainstreamed goals under quality education addressed most of these issues.

Under Goal 5, most targets have been mainstreamed in both municipality whereas with Goal 6 (sustainable management of water and sanitation), it was revealed that open defecation could be possible because there were a lot of homes without toilet facilities in La-Nkwantanang.

More so, even though majority of waste disposals in the community were collected from houses by waste management, some threw them in surroundings. The study also revealed that majority of residents disposed liquid waste in gutters, open spaces and soak pits. With access to water also a problem in both municipalities, it was therefore prudent when the municipals mainstreamed most targets under sustainable water and sanitation.

Under goal 7 (access to sustainable and modern energy for all), the municipals showed no interest in mainstreaming the goal into their local development plan. for instance La-Nkwantanang did not mainstream any target under goal 7 while Adentan mainstreamed only one target under goal 7. However, as a solution to solve the predicament, legal and regulatory issues, unclear policy directions, lack of infrastructure, overlaps of regulatory duties, misplaced lines of policy actions have been proposed as contributing factors to decreased amount of renewable energy in Ghana.

Under Goals 8 (productive employment and decent work for all), goal 9 (sustainable industrialized and foster innovation), 10 (reducing inequality), 13 (urgent action to combat climate change), 16 (promote peaceful societies for sustainable development and effective institutions) and 17 (strengthening the means of implementation and partnership for sustainable development), most targets have been integrated into the local development plan of the two municipals.

Under goal 12, (sustainable consumption and productive patterns), La-Nkwantanang municipal integrated only one target while Adentan Municipal Assembly partly integrated targets under goal 12. For goal 15 (sustainable use of ecosystem, forest, combat desertification, halt and reverse land degradation and biodiversity loss), La-Nkwantanang have not mainstreamed any target at all with Adentan having mainstreamed only one target.

To increase financing, Adentan Municipal Assembly have decided to go into aquaculture; rearing tilapia and mushrooms, La-Nkwantanang Municipal has on the other hand moved into artisan skills to increase funds of the municipal.

In La Nkwantanang – Madina municipal, it was evident that the actuals received in all the stated sources of financial revenue have been lesser than planned estimate. Undeniably, in Adentan, actuals from Government of Ghana (GoG) were higher than planned. However, even the planned amount of GoG for La Nkwantanang – Madina municipal were small per the population and aside that the Municipal received less actuals of the small planned amount.

Moreover, the Internally Generated Fund (IGF) from Adentan were extremely higher than in La Nkwantanang – Madina municipal. Though it was prudent to discover new mediums of increasing IGF of both Assemblies, La Nkwantanang – Madina municipal needs to work extra hard to be able to achieve the Agenda 2030.

With District Assembly Common Fund (DACF), Adentan municipal sometimes received half of planned amount and other times received almost the amount planned for the year. The research could not capture the reason for the disparities. Notwithstanding, the study revealed that La Nkwantanang – Madina municipal received higher actuals than Adentan on District Assembly Common Fund, the reason behind this remains unknown to the research because there is a percentage of funds given to Municipal Assemblies from central government so it is not clear

why some Assemblies receive higher or lesser than planned maybe, the population of the municipal factored in the allocation of the fund, the reason why La Nkwantanang – Madina municipal DACF was always higher than Adentan municipal.

Based on the historical analysis of the budget of the two municipals per their population density and structure it was evident that Adentan municipal have effectively mainstreamed the SDGs than La-Nkwantanang Madina municipality.

The two Assemblies used similar mainstreaming processes in mainstreaming the goals which included stakeholder engagement, planning, budgeting, implementation, monitoring and evaluation. This was because guidelines on how to mainstream the SDGs into local development plan was given by the NDPC. However, context and environment played a role in activity allocation and means of implementation.

Aside funding, limited awareness of the relevance of the SDGs and bureaucracy were similar challenges among the Municipal Assemblies. The other challenges mentioned by Adentan municipal included unreliable data and information from stakeholders, lack of commitment and competent human resource, difficulty in allocating an activity to an SDG etc. La-Nkwantanang Madina municipal as part of their challenges also mentioned frequent transfer of staff, issues in tax payment, strategic partnership and resources.

Moreover, the study revealed that there isn't a single model to analyze SDG and its mainstreaming but rather context and the environment remained a factor to consider.

The findings also revealed that it was best to merge the SDGs with the already existing plan of the municipal which were more workable and plausible. Moreover, awareness of the detailed relevance of the SDGs at the local level was poor from stakeholder perspective, and constant sensitization to build the awareness of the SDGs was necessary.

The study also showed that preference of policy makers influenced the engagement and interpretation of the goals at the local level in that the municipals only followed orders given by the NDPC. The NDPC guideline given to the municipal was a reflection of policy makers engagement of the goals which gave direction on how the SDGs including AU Agenda 2063 should be integrated into their local development plan.

The study revealed that for the SDGs to be achieved by 2030 there would be the need for government support and intervention, high commitment, constant exploration of avenue for resources and efficient and effective resource management.

Moreover, it was revealed that involving partnerships between private and public sectors, and financial institutions would help in financing the goals. The study also revealed that international development agencies made vital contributions in funding and implementing local activities.

More so, it was revealed from the study especially in La Nkwantanang – Madina municipal, that selection of the SDGs were based on its relevance to the municipal which might not be a full reflection of all the 17 SDGs.

The study was in consonance with the theory of Change framework of the SDGs which included building awareness with 2030 Agenda, applying stakeholder approach for SDG integration, monitoring, reporting and accountability among others. On the Rational Choice theory, the study demonstrated that all the 17 SDGs were of benefit to society than cost.

With regards to monitoring, the municipals added the SDG indicators to their normal monitoring indicators in tracking progress of the goals.

The municipals' local development plan were captured in the budget, implementation were done at the departmental level, and reporting were done internally and externally.

In addendum, the municipals revealed a lot of challenges they encountered in mainstreaming the SDGs into their local development plan which included difficulty in allocating and mapping the local development plan with particular SDG target, limited awareness of the relevance of the SDGs, bureaucracy, funding, unreliable data and information from stakeholders, lack of competent human resource, issues in tax payment etc. However, the study could not predict the possibility or impossibility of achieving the goal by 2030 as explained by some scholars. A respondent from Adentan municipal indirectly appeared to draw a conclusion on the impossibility on achieving the goal by 2030 in Ghana.

## **5.2 Conclusion**

Generally the SDGs have been mainstreamed into the local development plan of Adentan and La Nkwantanang – Madina Municipal Assemblies. The number of targets mainstreamed are appreciable and even beyond the expectations of the Ghana Baseline Report, 2018. SDG 1, 2, 3,4,5,6,8,9,10,11, 13,14,16 and 17 have positively been mainstreamed into the local development plan of the two municipals. However, the municipals shown no interest in SDG 7 and 15 and La Nkwantanang – Madina Municipal Assembly further shown no interest in SDG 12.

The major challenges on the mainstreaming of the goals were resources especially finances, low awareness of the relevance of the SDGs and bureaucracy which, if attention is not given would affect massively the implementation of the goals leading to the impossibility of achieving the goals by 2030.

The study provided practical recommendation to Assemblies on new dimensions to an effective SDG mainstreaming which could be added to the existing guideline given by the NDPC on SDG mainstreaming at the local level. This would practically be helpful in Adentan and La Nkwantanang – Madina Municipal Assemblies and in other Municipal Assemblies in Ghana.

The study provided feedback on policies on SDG mainstreaming precisely at the local level, which was critical in ensuring the accomplishment of goals by 2030. These contributions to policy and practice would become relevant to the development of more effective SDG mainstreaming at the local level.

### **5.3 Recommendation**

The findings from the study have shown that the SDGs have undeniably been mainstreamed into the local development plan of both Assemblies with the exception of goal 7, 12 and 15 which have poorly been mainstreamed especially in La Nkwantanang – Madina municipal. The recommendation provided are pointed towards addressing the main issues the study found.

- **Political intervention and supervision;** The head of the Central government should not only appoint actors to ensure effectiveness of the mainstreamed goals at the local level but should once in a while pay unannounced visits to see what actually goes on at the local levels and offer assistance where possible.
- **Explore avenues to increase the Internally Generated Funds;** Financing of the goals were also a huge problem as far as mainstreaming of the goals were concerned. Both Assemblies need to put in more effort into searching for available opportunities in the assembly and come up with avenues to increase the Internally Generated Fund. For instance both Assemblies have water supply issues, the Municipal Assemblies can establish a water supply system to supply quality water at affordable prices hence achieving goal 8 on decent work and economic growth and goal 6 on access to quality water. Both assemblies can also establish quality transportation system. Profit from it can boost implementation of the goals. Moreover, it will reduce the number of private usage of cars which saves energy (SDG 7).

- **Install solar home system;** SDG 7 which is a national problem and was poorly mainstreamed by the Municipal Assemblies can be solved to some extent at the local level. The municipal can install solar home systems at various homes of which residents would have to pay for it. This reduces energy cost and boost economic growth (SDG 7) and increases opportunities for employment; SDG 8, while profits from the installation would increase the assemblies IGF.
- **Explore avenues to increase The District Assembly Common fund (DACF);** Government spending has always exceeded its budget. For government to accomplish ‘Ghana beyond aid’ policy and to increase DACF, there is the need to reduce extreme benefits and to live within the country’s means. If one compares the magnitude of luxury enjoyed by some people in government positions aside the usual salaries in Ghana (a lower income country) with other African countries which are doing better currently than Ghana such as Botswana, it is seen that the magnitude of luxury enjoyed is unimaginably too much considering Ghana’s level of development. Some of these benefits should not be scrubbed off but reduced; the difference from the reduction should be channeled to the local level to aid implementation of the goals. This is because for development to be felt by majority of the people, it begins at the local level. Representatives from central government should supervise and still pay visit at the local level to ensure that the differences from these excesses are used for the said intension.
- **Rigorous sensitization of the relevance of the SDGs;** Education on the relevance of the goals to citizens is vital to mainstreaming the 17 SDGs. From the findings even though the stakeholders participated in the formulation of the local development plan, their low level of awareness of the relevance of all the goals, channeled attention to some aspects of the goals at the expense of other equally relevant goals.

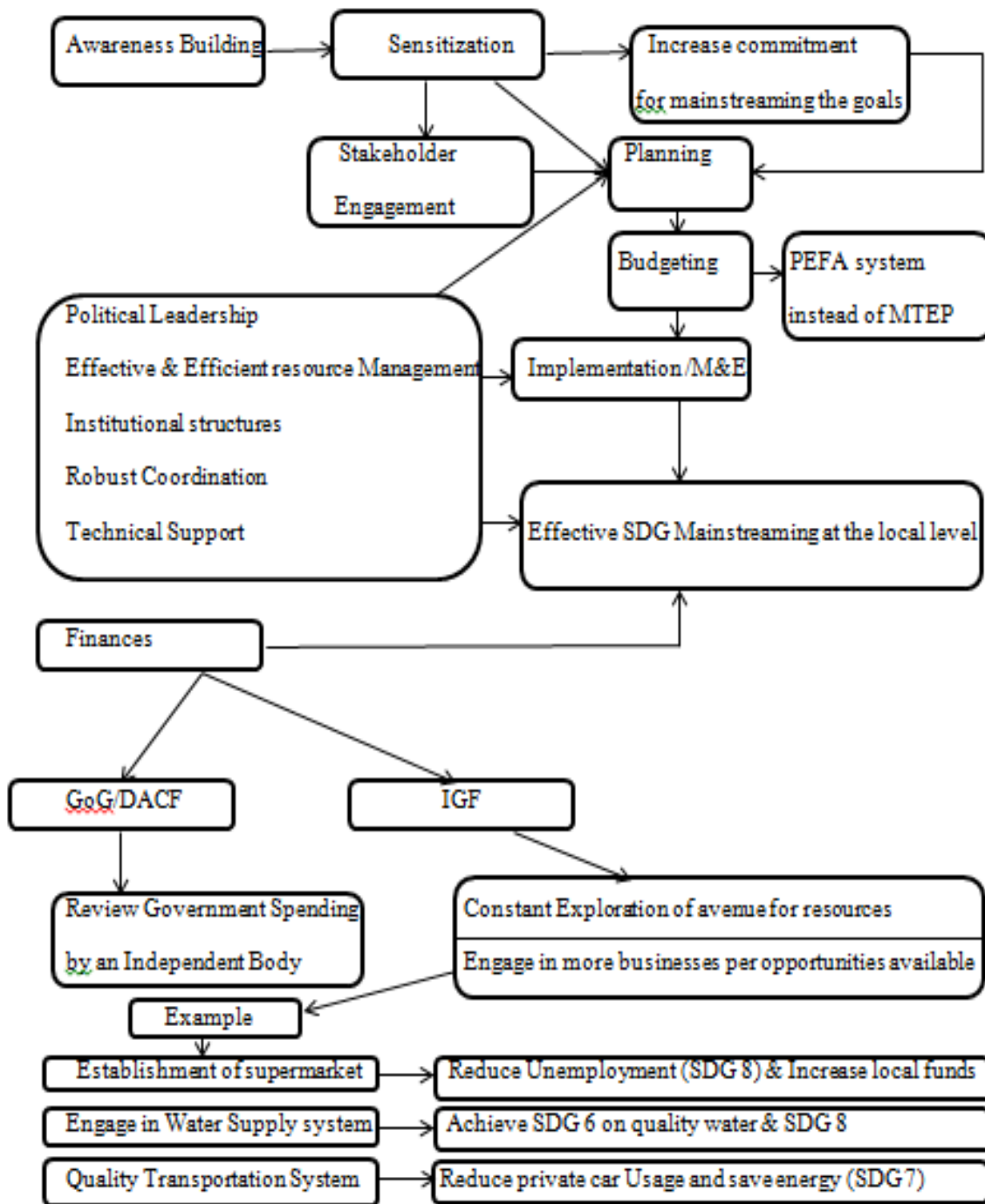
Another significance of the education on the goals would be that it would increase commitment towards the achievement of the goals by both employers and employees which would be evident in departments working much faster to prevent delays in bureaucracy.

#### **5.4 Contribution of the study**

The study adds to literature on SDG mainstreaming at the local level. A conceptual framework was constructed with enabling and inhibiting factors which affect SDG mainstreaming. The study therefore used those factors to examine the case of Adentan and La Nkwantanang – Madina municipal. The findings from the study revealed a lot of factors that influence SDG mainstreaming at the local level such as government support, intervention and supervision, high commitment, constant exploration of avenues for resources, efficient and effective resource management, awareness building, political leadership, institutional structures, robust coordination, technical support, financing, budgeting, stakeholder engagement, planning, implementation, monitoring and evaluation among others.

The framework provided below represents the major contribution of the study to literature. It combines the conceptual framework which was deduced from literature reviewed and recommendation provided in the study. This framework is believed to be a comprehensive framework for an effective SDG mainstreaming at the local level which could also be added to other existing framework on SDG mainstreaming at the local level.

**Figure 5.0 Framework for an effective SDG mainstreaming at the local level**



Awareness building is essential in achieving the SDGs. Therefore, there is the need for sensitization to popularize the relevance of the SDGs to all citizens especially the stakeholders who would be involved in the SDG planning. The sensitization would invariably increase

commitment for mainstreaming the goals by not only stakeholders but employers and employees at the various department of the Municipal Assembly. The awareness of the relevance of the goals would automatically affect planning positively at the initial stage of the preparation of the local development plan which would impact budgeting and influence implementation of the goals.

High commitment from political leaders is also very necessary in achieving the goals. This is because in Ghana for instance, the local authority is fully autonomous and takes inspirations from decisions of the central government on how operations at the local level ought to be.

Effective and efficient resource management, institutional structures, robust coordination and technical support affect all aspects of the SDG mainstreaming process. For instance, coordination is needed to bring all the institutional structures involved including the various departments with their technical support, effective and efficient resource management is required to ensure that the limited resources available have been used to achieve the highest level of significance than it would otherwise have been used.

On budgeting, the Municipal Assemblies use the Medium Term Expenditure Plan (MTEP) but it appears that the Public Expenditure and Financial Accountability (PEFA) is broader and essential in managing public finances than the MTEP used in the Municipal Assemblies. The PEFA Framework uses seven (7) key pillars and 31 sub-indicators to account for Public Financial Management outturns in countries. The seven pillars includes: policy-based fiscal strategy and budgeting which ensures that the budget is prepared with regard to government policy.

Predictability and control in budget also ensures that the implementation of the budget is done in an orderly and inevitable manner with stewardship existing in the usage of public funds.

Budget credibility looks at whether the budget is realistic and can be carried out. Accounting and reporting ensures that enough records and information are developed including reporting systems as well. External scrutiny and audits ensures that external arrangement operates for the examination of public finances and follow ups are done by the executive.

Transparency of public finances looks at how budget information becomes accessible to the public and whether the budget and it risks involved are comprehensive. Donor support ensures that resources granted are guided by rules of the donor. These are essential for effective budgeting.

Financing is an important mechanism towards achieving the SDGs. This requires the need to increase resources towards achieving the goals. In Ghana, the major sources of funding at the local level are the District Assembly Common Fund, Internally Generated Fund and Donor support. The ability to get the donor support is not certain and is based on a lot of factors from the preferences of the donors.

To increase DACF and funds from Government of Ghana (GoG), there should be a critical review of Government spending by an independent entity whose appointment is based strictly on meritocracy than by a political leader. The independent body would ensure transparency and accountability of all spending in government. Moreover, the review would reveal persons whose salaries and allowances are overly paid and other unnecessary spending. This can possibly increase funds given to the Municipal Assemblies at the local level in achieving local development plan.

On Internally Generated Fund (IGF), Municipal Assemblies must constantly explore avenues for resources and explore avenues for funds from international bodies. There should be partnership

between the Municipal Assemblies and other business entities to increase funds internally. More so, the Municipal Assembly can engage in more businesses per opportunities available.

In Adentan and La Nkwantanang – Madina municipalities, they have serious water problems. Here the Municipal Assemblies can establish a water supply system amidst the limited resources available, residents would pay less and get access to quality water than buying from private vendors which are very expensive and of low quality. Profit from this would increase funds of the Assembly, create employment (SDG 8), and aid in achieving SDG 6 on access to quality water and many more.

The study further adds to literature by providing specific SDG mainstreaming challenges faced at the local level of a developing country especially when there exist limited studies on SDG mainstreaming at the local level. Farfetched some of the challenges were addressed in the framework above such as financing, bureaucracy, awareness of the relevance of SDGs, among others.

### **5.5 Future research Directions**

Future research can extent the unit of analysis to community members to measure the impact of the SDG on the local people. Future research can also look at measurements of the goals to track progress of the goals mainstreamed, as at now not all the targets have indicators for tracking progress of the goals. Again, future research can look at SDG financing and how it can be increased since financing constitutes a major problem as far as effectuation of the local development plan is concerned and there is the need to explore many dimensions possible to raise funding for Agenda 2030 to be plausible.

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**APPENDIX  
INTERVEIW GUIDE**

I am a student of University of Ghana Business School, Legon. I am undertaking a research leading to the award of Master of Philosophy (Mphil in Public Administration) Degree. As part of the requirement program, I have chosen to research on the topic: Mainstreaming Sustainable Development Goals into local Development Planning: a comparative study of Adentan and La-Nkwantanang Municipal Assemblies and I would be grateful if you will allow me conduct an interview with you on the research topic. Confidentiality of information provided, and anonymity is highly assured, it will take approximately 15 -20 minutes of your time.

**SECTION A**

**DEMOGRAPHIC CHARACTERISTICS**

1. Age .....
2. Sex .....
3. Marital status .....
4. Work status .....
5. Work Duration .....

**SECTION B**

This section asks questions about how the SDGs are being mainstreamed into local development planning

1. Are you aware of the SDGs?

2. Does the Assembly have the medium-term development plan?
3. If yes how was it prepared?
4. If no give reasons why the Assembly does not have the medium-term development plan?
5. Has the Assembly mainstreamed all the 17 goals into the local development plan?
6. If yes which of the SDGs have they mainstreamed into the local development plan?
7. If no which ones have you mainstreamed and why?

### **SECTION C**

This section asks questions on mainstreaming processes.

8. How does the Assembly mainstream or what are the process of mainstreaming?
9. Were stakeholders involved in the mainstreaming of the goal, if yes who were involved?
10. How were they involved?
11. What were the planning stages in mainstreaming the goals?
12. How will the mainstreamed goals be implemented in the Assembly?

### **SECTION D**

Section D asks questions to know the effectiveness of the mainstreamed goals in the assembly.

13. How does the assembly ensure that the mainstreamed goals are effectively implemented and not only on paper?
14. Have the mainstream goals been captured in the budget?
15. How will the assembly mobilize funds to implement the goals?
16. How will the goals be monitored by the Assembly?
17. How will the reporting of the goals be done by the Assembly?

### **SECTION E**

This section captures a question on the challenges the assembly faced in mainstreaming the goals.

18. What were the institutional challenges faced by the assembly in mainstreaming the goals?

**EXAMINERS' RECOMMENDATIONS FOR CORRECTION**

Topic: Mainstreaming Sustainable Development Goals (SDGs) into Local Development Planning: A Comparative Study of Adentan and Lankwantanang- Madina Municipal Assemblies.

Name: Ellen Forkuo Duah

Student ID: 10337675

NO.	COMMENTS	STUDENT'S RESPONSE TO COMMENTS
	EXAMINER 1 COMMENTS FOR CORRECTIONS	
1.	She should explicitly explain why the theories are necessary for the thesis under review.	<p>The Theory of Change and the Rational Choice Theory were used for the study due to their relevance to the thesis.</p> <p>The Theory of Change used as a framework for mainstreaming SDGs. The theory provided the foundation for measuring how effective the SDGs have been mainstreamed into the local development plan of both municipals.</p> <p>For Rational Choice Theory, the main idea of the Rational Choice theory is that the behaviours of individual actors come together to form the aggregate social behaviour. Therefore for SDGs to be integrated into the local development plan of the municipalities, diversity of behaviours and ideas from stakeholders is paramount. The justification for the application of the theories have been explained in detailed.</p>
2.	According to the thesis, "data collection is in 3 forms-observing directly, in-depth interviews, and written documentation" (p. 52; 2 <sup>nd</sup> paragraph), however focus group discussions were conducted in the communities (p.67; 1 <sup>st</sup> paragraph). If indeed, FGDs did take place, then the methodology should be edited to reflect the reality; otherwise, the assertion concerning FGDs should be expunged from the thesis.	The methodology section has been revised accordingly
3.	The thesis refers to a non-existent Table 4.8 (p.102) to explain that the "cost of plan from 2019 to 2021 in Lankwantanang- Madina would be more than the expected revenue the Municipal Assembly will receive in coming years".	Table 4.8 is non-existent. The Table explaining the "cost of plan from 2019 to 2021 in Lankwantanang- Madina and the expected revenue in coming years is rather Table 4.5 and this has subsequently been corrected.

	This anomaly should be addressed.	
4.	The study is however silent on the study objective that sought to identify which of the two Assemblies has more effectively mainstreamed the SDGs into its development plan.	. The section has been strengthened to make more explicit. The study in page 102 mentioned that Adentan municipal has effectively mainstreamed the SDGs than Lankwantanang municipal
5.	There are some in-text citations which are missing from the references. All such omissions should be addressed.	All omitted references have been addressed.
6.	How has the mainstreaming been done?	The medium term development plan of the two assemblies were reviewed and compared with the global goals and also with the National Development Planning Commission (NDPC) framework. The NDPC framework was given to all Metropolitan, Municipal and District Assemblies in Ghana as a guide in mainstreaming the SDGs. To be precise, the researcher mapped projects and activities in the medium-term development plan of the municipals to specific SDG targets to see which targets have been mainstreamed.
7.	The introduction does not provide details of the study for the reader.	Additional information which provide details of the study have been added which includes assessing the level to which SDGs have been mainstreamed into medium-term development plans of the MMDAs, using Adentan and Lankwantanang municipal, comparing mainstreaming processes among the municipal, the challenges they face at the local level among others.
8.	The problem statement is not clearly stated as the candidate failed to connect what is in the literature to the local level.	The problem statement has been revamped by first, restructuring the literature to relate to local level. Secondly, literature with no significance at the local level omitted to make the problem statement more focused and clearer.
9.	The introduction of figures (2.0 and 2.1 pp.21-22) was laudable but the candidate failed to incorporate them to his narrations to show their relevance to the topic	Figure 2.0 and 2.1 have been incorporated into the work and further explained to show its relevance to the study. Refer to page 18 and 26.



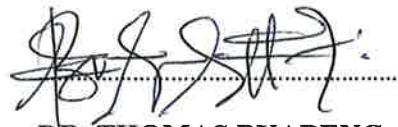
**ELLEN FORKUO DUAH**

**(STUDENT)**



**DR. ALBERT AHENKAN**

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**DR. THOMAS BUABENG**

**(SUPERVISOR)**

12/08/2020

**DATE**

12/8/2020

**DATE**

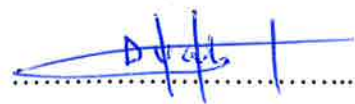
12/08/2020

**DATE**

## DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

A handwritten signature in blue ink, appearing to read 'D Forkuo', is written over a solid horizontal line. Below this line is a dotted horizontal line.

ELLEN FORKUO DUAH  
(10337675)

A handwritten date '12/08/2020' in blue ink is written over a solid horizontal line. Below this line is a dotted horizontal line.

DATE

## CERTIFICATION


I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.



.....  
**DR ALBERT AHENKAN**  
**(SUPERVISOR)**

12/8/2020

.....  
**DATE**



.....  
**DR. THOMAS BUABENG**  
**(SUPERVISOR)**

12/08/2020

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**DATE**