INSTITUTE OF LOCAL GOVERNMENT STUDIES

ANNUAL REPORT
2020
RESETTING THE BUTTON FOR TRANSFORMATION

FEBRUARY, 2021
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<th>Description</th>
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<tbody>
<tr>
<td>ILGS</td>
<td>Institute of Local Government Studies</td>
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<tr>
<td>OD</td>
<td>Organisational Development</td>
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<tr>
<td>SoST</td>
<td>Scheme of Service Training</td>
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<tr>
<td>OHLGS</td>
<td>Office of the Head of Local Government Service</td>
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<td>IMMCoD</td>
<td>Inter-Ministerial Coordinating Committee on Decentralization</td>
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<tr>
<td>DACF</td>
<td>District Assemblies Common Fund</td>
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<tr>
<td>LGPF</td>
<td>Local Governance Practitioners' Forum</td>
</tr>
<tr>
<td>MLGRD</td>
<td>Ministry of Local Government and Rural Development</td>
</tr>
<tr>
<td>IGF</td>
<td>Internally Generated Fund</td>
</tr>
<tr>
<td>LG</td>
<td>Local Government</td>
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<tr>
<td>GoG</td>
<td>Government of Ghana</td>
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</table>
The success of Ghana’s decentralization programme hinges on the capacity levels of local government (LG) employees and functionaries. Therefore, the promulgation of the Institute of Local Government Studies Act, 2003 (Act 647) was in part, intended to ensure that LGs have the requisite capacities to plan, coordinate, manage and execute their stated functions. The ILGS was specifically given mandates to organise the training of both staff and members of LGs to enhance their managerial, administrative, financial and operational efficiency.

After two decades of its establishment, the ILGS has operated as a specialised public management development institution without funding from government. On my assumption of duty as sector Minister in 2017, I met an Institute that was faced with a dwindling image, visibility and dilapidated physical infrastructural. An Organisational Development (OD) assessment was commissioned immediately. The 2018 OD report made far-reaching recommendations that served as the basis for various interventions under my tenure as Minister for Local Government and Rural Development. I am therefore delighted and very confident to write the foreword to the 2020 ILGS Annual Report, not only because it presents an account of my stewardship, but also because the Institute is now on track to deliver on its core mandates more effectively and efficiently.

The 2020 Annual Report presents the first year of the implementation of the Institute’s Third Multi-Year Strategic Plan (2020-2024). During the period, the governing Council of the ILGS submitted to the Ministry a request for a seed grant for which I approved to ensure the survival of the organisation. The ILGS then successfully organised the nationwide orientation and training of the newly elected and appointed members of the 2020 Metropolitan, Municipal and District Assemblies (MMDAs) in August.
By December 2020, funding had been secured for the expansion of physical infrastructure at both the Accra and Tamale Campuses of the Institute, under the District Assemblies Common Fund (DACF). The first phase of infrastructure projects of the ILGS campuses started in December, 2020 and included the construction of a 160-bed hostel and a 300-seater auditorium complex at the Accra Campus and also a 60-bed hostel and conference facility at the Tamale Campus. This intervention was in fulfilment of the manifesto promise of the governing New Patriotic Party and a significant achievement of His Excellency, Nana Addo Dankwa Akufo-Addo, the President of the Republic of Ghana.

This report keeps key stakeholders well informed about progress being made by the Institute. It fulfils requirements pursuant to Section 19 of the ILGS Act, 2003 (Act 647) that makes it mandatory for the Institute’s Council to submit to the Minister, at the end of each year, an annual report covering the activities and operations of the Institute. The report showcases the many ways in which we have provided the needed ministerial oversight, support and guidance to ensure the Institute was on track to fulfil its transformational agenda. Section 19(2) of Act 647 also provides that the annual report submitted to the sector Minister shall include the audited accounts of the Institute and the Auditor-General’s report on the accounts of the Institute. I am excited to report that, management during the period under review completed backlogs of internal and external audit reports and pursued other institutional improvement exercises in resetting the button for the transformation of the Institute.
1 INTRODUCTION

Who We Are

The Institute of Local Government Studies (ILGS) is a public management development and training institution established in 2003 by an Act of Parliament (Act 647) to build the capacity for effective local governance through education and training, research, consultancy and advisory services. Prior to 2003, the ILGS operated as a project commissioned in 1999 by the Ministry of Local Government and Rural Development (MLGRD) to enhance capacities of Local Governments (LGs) in Ghana.

As a non-subvented public training institution, the ILGS has passed through many years of significant growth but recent years have seen the institute struggling to survive. In 2018, an organisational development (OD) assessment commissioned by the ILGS council acknowledged that whilst the ILGS remained relevant in providing capacity building, research and training for effective and efficient local governance; the Institute was saddled with many operational bottlenecks:

- Dwindling image and visibility due to its inability to deliver core mandates effectively and efficiently;
- Inadequate qualified staff with the right mix of academic and professional competence;
- Large number of redundant middle level and junior staff that put enormous financial strain on the organisation;
- Low levels and delays in the payment of staff salaries;
- Dwindling patronage of the Institute's training and academic programmes;
- Inadequate professional staff in critical areas of revenue mobilisation;
- High overhead costs and inadequate infrastructure and logistics.

Core Business

- Studies and Research
- Management Development and Training
- Consultancy and Advisory Services
- Information Documentation and Dissemination

VISION

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

MISSION

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

By May 2019, the ILGS had accumulated a legacy debt of GHC1.2million including statutory obligations; three months' unpaid salaries; two years of unaudited accounts; fallen image of the Institute in the eyes of some development partners; staff moonlighting and over-reliance on part-time lecturers to deliver academic programmes, among others.

In June 2019, the Council of the ILGS appointed a new Director, for a five-year term to lead the transformation of the ILGS. In March 2020, the Governing Council approved the Institute's Third Strategic Plan with a focus on 'reorganisation, repositioning and transformation' of the ILGS into a financially sound and credible organisation, capable of competing with the best.

The Institute was on track with its transformational agenda only to be hit by the global outbreak of the Corona Virus Disease (COVID-19), which led to the suspension of various plans envisaged in its programmes and projects. Adapting to the new circumstances required innovation, resourcefulness and resilience, all of which the ILGS management team, staff and students, demonstrated to the best of their abilities.

The '2020 Annual Report' is the premiere report that gives an account of the Institute's drive towards transformation, based on the performance of management on the nine key objectives of the strategic plan. This report is meant primarily for the Institute's Governing Council, the sector Ministry and other key stakeholders.

I am extremely proud of everything that ILGS has achieved in these most challenging times. We could not have done this without the support of our partners, students, staff, alumni and friends, to whom I would like to extend my heart-felt gratitude.

Nicholas Awortwi (PhD.)
Director, ILGS
ILGS at a Glance

Only Specialised Professional Institution Established for Local Governance and Development Studies in the Sub region

145 Masters Students Graduated

Launch of the Local Governance Practitioners' Forum (LGPF)

New Academic and Training Infrastructure started

9000 Assembly Members Trained

STRUCTURE OF THE SCHEME OF SERVICE TRAINING PROGRAMME

CERTIFICATE PROGRAMMES
- for Career Beginners
  - 6 Weeks

ADVANCED PROFESSIONAL CERTIFICATE
- for Middle Level Professionals
  - 6 Weeks

SENIOR MANAGEMENT
- for Senior Management Professionals
  - 2 Weeks

EXECUTIVE CERTIFICATES
- for Executives
  - 2 Weeks

REFRESHER PROGRAMMES
- for all Categories of Staff
  - 1 Week
It is with much joy that we outdoor the 2020 Annual Report of the Institute. The chosen theme “Resetting the Button for Transformation” is very apt in consideration of how far the Institute has come and continues to stride on in spite of all the odds.

In spite of the incidence of the COVID-19 pandemic, the Institute has performed exceedingly well and has achieved significant improvement in rebranding itself. This is evidenced by the significant improvement in the relationships with key collaborators including many development partners. The willingness of the Ministry of Local Government and Rural Development and the Office of the District Assemblies Common Fund Administrator to provide financial support to the Institute in the difficult times of COVID-19 pandemic was indicative of the trust key national institutions repose in the Institute. The improved image of the Institute is further accentuated by the increased representation of the Institute on several governance platforms.

On behalf of the Council of the Institute and on my own behalf, we congratulate the Management and Staff who have stayed with us after an exercise to rightsize the organisation. Management has performed outstandingly notwithstanding the considerable reduction in the number of staff. Unfortunately, the Institute could not attract some new staff it had expected to recruit to augment the staff strength in 2020. It is the pledge of the Council to leave no stone unturned to achieve this in the upcoming year. Processes will also be set to broaden the scope of academic and management development training programmes of the Institute.

We are most grateful to the Minister for Local Government and Rural Development, the Administrator of the District Assemblies Common Fund (DACF), the Executive Secretary of the Inter-Ministerial Coordinating Committee on Decentralization (IMCCoD), the Head of the Office of Local Government Service (OHLGS), and all collaborators of the Institute for their support in the year 2020.
Council of the Institute

Naba Moses Abaare Appiah IV
Chairman, Government Appointee

Dr. Nicholas Awortwi
Member / Director, Institute of Local Government Studies

Rev. Mrs. Eva Asare Bediako
Member, Government Appointee

Hon. Kwame Anyimadu Antwi
Member, Government Appointee

Madam Agnes Talata Chiravira
Member, Government Appointee

Mr. Jonathan Azasoo
Member, Representing National Development Planning Commission

Mr. Kokro Amankwah
Member, Representing National Association of Local Authorities of Ghana

Dr. Lawrence A. Kannae
Member, Representing Public Services Commission

Hon. Dr. Stephen Nana Ato Arthur
Member, Representing Local Government Service

Ms. Fati Lily Soale
Member, Representing Ministry of Local Government and Rural Development

Prof. Imoro Braimah
Member, Representing National council for Tertiary Education

Mr. David Osei-Wusu
Secretary / Registrar, Institute of Local Government Studies
Management

DIRECTOR
NICHOLAS AWORTWI (PhD)

DEP. DIRECTOR, TAMALE CAMPUS
MR. RICHARD KAMBOOTAH

REGISTRAR
MR. DAVID OSEI-WUSU

ILGS ANNUAL REPORT 2020
ILGS 2020 - 2024 Strategic Objectives

From 2020 to 2024, the activities of the ILGS were to be directed by nine (9) strategic objectives (SO):

**S01**
Enhance the identity, image and organisational culture

**S02**
Develop the human resources and ensure optimal staff deployment

**S03**
Broaden academic programmes

**S04**
Expand short-term certificate training Programmes

**S05**
Provide a platform for evidence-based policy engagements on democratic local governance

**S06**
Strengthen network and collaboration to optimise responsiveness to the Institute’s mandate

**S07**
Strengthen advisory and consultancy services

**S08**
Improve academic and training infrastructure in Accra and Tamale campuses

**S09**
Improve financial viability and sustainability
In 2020, management worked with the Council to rebrand the sunken image of the Institute through activities that built confidence among key stakeholders in the local governance sector. Among the stakeholders were the staff of the ILGS, Ministry of Local Government and Rural Development (MLGRD), Office of the Head of Local Government Service (OHLGS), the Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD), District Assemblies Common Fund (DACF), key development partners, and District Assemblies. Management presented the strategic plan to the key stakeholders, sought their buy-in and convinced them about the transition to the 'new ILGS' with new Management. The presentations provided opportunities for some of the stakeholders to give accounts of their past experiences with the Institute and areas where image rebuilding was needed. Also, during the period, the Director of the Institute appeared on many radio and national television programmes as well as sensitisation workshops on government policies and used the opportunity to talk about the new ILGS. Rebranding the Institute's image also required that during the year, the ILGS worked to complete all client assignments and ensured that financial and technical reports were delivered as scheduled.

The Governing Council also held two out of four regular meetings (3rd March, 2020 and 30th September, 2020) as a result of the COVID-19 pandemic to provide the necessary oversight, decision-making and policy direction for Management. The Council's Administrative and Disciplinary Committee also started disciplinary hearings against three senior staff members for various misconduct in breach of Article 47 of the Institute's conditions of service.

The evidence that the image of ILGS improved during the period can be gleaned from the following:

- Development partners' invitations to ILGS to collaborate;
- The MLGRD and DACF accepting a request from the Council to provide financial bailout;
- Representation of ILGS on many local governance platforms;
- Staff commitment to work under austerity as a result of reorganisation and rightsizing;
- Improved internal control systems and completed backlog of internal and external audit reports.
The ILGS began 2020 with a staff strength of 53 after management had completed the first phase of reorganisation and rightsizing of 111 employees (80 in Accra and 31 in Tamale).

In all, 39 and 14 employees in Accra and Tamale campuses respectively were retained on the payroll, while three senior staff members remained on interdiction for various breaches of the Institute's Conditions of Service.

The ILGS paid all the affected staff the required severance package. The retained staff were issued with new two-year contracts and job descriptions with clear performance indicators in accordance with the new strategic plan. The new contracts also came with new salary levels, an average increment of 50% depending on the employee's new responsibilities, initial salary scale, new qualification and experiences.

During the year, the ILGS also started the process of recruiting new academic staff to fill in the needed positions and reduce the over-reliance on part-time lecturers. The Institute received 50 applications and shortlisted 12 for interviews after which four received recommendations from the Appointment and Promotion Committee for appointments as lecturers/senior lecturers. However, none of the four appointed staff accepted the offers because of relatively unfavourable conditions of employment at ILGS.

The Institute also provided financial support to staff that were pursuing various academic programmes while three non-academic staff completed their Master's degree programmes.

The evidence that reorganisation is paying off comes from the fact that the ILGS is performing better, delivering its activities, meeting its reporting obligations and improving its finances even at 50% reduction of staff size.
Broadening Academic Programmes

At the beginning of 2020, the ILGS had four MA programmes:
(i) Local Government Administration and Organisation
(ii) Environmental Science and Policy Management
(iii) Local Economic Development and
(iv) Local Government Financial Management.

The total enrollment was sixty-five (65) students. During the year, management reviewed the academic programmes and started intensive publicity to attract potential students. This included an introductory letter from OHLGS to all RCCs and MMDAs about ILGS academic programmes; follow up conversations with human resource directorates of the RCCs and MMDAs; newspaper advertisements; flyers; flexi banner advertisements, etc. Enrolment increased marginally to 65 only for the academic programme to be disrupted by Covid-19 pandemic. (See Table 1)

No new academic programme was introduced but discussions started with key partners in this regard. The OHLGS, the ILGS and the Institute for Housing and Urban Development Studies (IHS) of Erasmus University, Rotterdam held discussions on the introduction of a joint MSc. Urban Governance and Management programme. The ILGS also started discussions with ISS/Erasmus University to jointly mount a PhD Programme in Development Studies.

Table 1: Enrolment for 2020/21

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>ACCRA</th>
<th>TAMALE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>LGAO</td>
<td>15</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>LED</td>
<td>6</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>ESPM</td>
<td>6</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>27</td>
<td>16</td>
<td>19</td>
</tr>
</tbody>
</table>

The Institute also held its 5th Congregation on 21st November 2020. 145 students graduated and received Masters degrees in the four disciplines. (See Table 2)
All other academic events including, matriculation and orientation for fresh students were organised with great success and the Institute responded to audit queries of the National Accreditation Board, including the introduction of a policy on student engagement.

The Institute during the period under review also deployed virtual learning platforms after the suspension of physical lectures as part of additional measures to prevent the surge of COVID-19. An online student application and admissions platform to facilitate admissions processes in the wake of COVID-19 was also introduced.

### Table 2: 2020 Graduate Output

<table>
<thead>
<tr>
<th>Programme</th>
<th>No. of Graduands</th>
<th>Gender composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Master of Arts in Local Government Administration and Organisation (LGAO)</td>
<td>48</td>
<td>32 Male 16 Female</td>
</tr>
<tr>
<td>2 Master of Science in Environmental Science, Policy and Management (ESPM)</td>
<td>53</td>
<td>42 Male 11 Female</td>
</tr>
<tr>
<td>3 Master of Science in Local Economic Development (LED)</td>
<td>24</td>
<td>14 Male 10 Female</td>
</tr>
<tr>
<td>4 Master of Science in Local Government Financial Management (LGFM)</td>
<td>20</td>
<td>19 Male 1 Female</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>145</strong></td>
<td><strong>107 Male 38 Female</strong></td>
</tr>
</tbody>
</table>

145 Total Number of Graduates  
107 Male Graduates  
107 Female Graduates

A graduand receiving her certificate
Expansion of Short-term Certificate Training Programmes

Four key activities were implemented during the year to contribute towards expansion of the short-term certificate training programmes. First, in collaboration with the OHLGS, the ILGS reviewed the LG Scheme-based professional development programmes and started the development of the following training courses to match staff performance requirements and competency needs:

- Six weeks Certificate Programmes for career beginners
- Six weeks Graduate Professional Diploma Programmes for Middle Management Professionals
- Two weeks Senior Management Programme
- Two weeks Executive Courses.
- Refresher Courses

The five certificate training programmes were designed to provide staff of the LGS with a more coherent and career-oriented capacity that is responsive to the LGS Scheme of Service. They are intended to equip and sharpen the professional knowledge, skills and attitudes of the Local Government Service (LGS) staff for improved job performance.

Based on the five training programmes, the ILGS started the development of 99 modules under 10 broad themes, tailored to the training needs of 16 professional staff classes. The professional classes have been further categorised into seven (7) professional staff clusters namely; administrators; human resource managers; environmental health and sanitation officers; finance, budget and rating officers; planners; engineers and; information and communication technology officers.

The calendar of events for 2020 was published and expected to have commenced in July, 2020 with 38 training events both at the Accra and Tamale Campuses of the ILGS. It was estimated that about one thousand, three hundred and forty (1,340) professional staff would have benefited from the SoST but unfortunately the programme could not start because of lack of clarity on funding and ownership.

The second short course designed was the Next Generation Leadership Training for Assembly Members and the third was Certificate in Social Policy and Social Protection.

In August 2020, the ILGS delivered the 2020 nationwide orientation and training programme for about 9000 Assembly members across 260 MMDAs. The training was delivered at the instance of the Ministry of Local Government and Rural Development MLGRD and funded by the DACF. Through this training, the ILGS developed the “Practitioners’ Handbook for Assembly Members”.

The other events include:
- Training of Trainers programme for HR Managers of MMDAs
- Training of Assistant Directors IIBs on Administrative Writing Skills
A group photograph of some Assembly Members and Dignitaries after the launch

The Practitioners' Handbook for Assembly Members

Some Assembly Members at the training in Accra
Setting up a Platform for Evidence-Based Policy Uptake on Local Governance and Development

The ILGS launched its flagship research to policy engagement platform the 'Local Governance Practitioners' Forum' (LGPF) on Thursday, 30th July 2020. The LGPF is a “Think and Do Tank” with a broad-based membership platform that comprises of key institutions of Ghana's local governance system. The platform provides an inclusive space for diverse policy actors (researchers, central and local policy makers, local governments, private enterprises, bureaucrats, civil society organisations, development partners, politicians and the media) to share research and practice evidence on local governance issues. During the year, the LGPF commissioned two synthesis studies on 'democratic decentralisation' and 'local industrial policy' and used the studies' findings to develop three Policy and Practice Briefs for the platform’s policy discussions. The LGPF also presented the state of local governance in Ghana through a video documentary ‘fixing a broken local governance system’. Through varied media outlets (newspapers, TV programmes and social media), members of the platform and staff of the Institute advocated for a shift in gear of Ghana’s...
decentralization from the traditional service-oriented approach towards democratic development local governance.

The LGPF outlined areas that Ghana’s decentralization and local governance system need reforms:

- Constitutional amendments especially with regards to appointment of District Chief Executives and participation of political parties;
- Passage of Municipal Finance Bill to facilitate new financing options for LGs
- A shift in approach towards promoting local economic development and job creation by the District Assemblies
- Developing a blue print on democratic developmental LG for consultation with key stakeholders
- Reinvent LGs with a focus on managerialism

The steering committee of LGPF is chaired by the Executive Secretary of the IMCC and comprises of OHLGS, MoLGRD, Local Government Network (LoGNet), National Association of Local Authorities in Ghana (NALAG), Star Ghana, and ILGS.
Networking and Collaboration with Sector Agencies and Organisations to Optimise ILGS Mandate

In 2020, the ILGS built good relationships with the OHLGS, the MLGRD, IMCC, and development partners (GIZ, SECO, INCLUDE, STAR Ghana) and other likeminded organisations. It also formed consortia with private sector organisations to bid for international projects and initiated discussions on signing MoUs with Department of Planning of Kwame Nkrumah University of Science and Technology (KNUST) and OHLGS to formalise collaborations in their joint programmes.

In addition, during the year the ILGS worked with IMCC to undertake nationwide sensitisation of key actors on Ghana's new decentralization policy and strategy (2020-2024). Staff of the Institute also attended and made presentations in national and international fora, seminars, and conferences on local governance issues that raised the image and improved the profile of the ILGS. The ILGS offered good representations on committees of Ghana's decentralization and local governance sector.
Consultancy and Advisory Services

As a result of the reorganization and the new strategic direction, the ILGS agreed to working non-contractual relations with individuals with specific competences to serve as ILGS fellows. It also developed an incentive policy that was approved by Council to enable individuals and organisations including staff to bring in consultancy projects to the Institute. Through the ‘fellowship’ arrangements, the ILGS was able to secure the services of highly competent people that it was unable to employ to deliver services on ‘no cure no pay’ basis.

In 2020, the ILGS formed two consortia to bid for local and international projects. The ILGS led consortium comprising of the Department of Planning-KNUST, Urban Associates and PSS Urbania Consult won the competitive bid to review the National Urban Policy while another ILGS led consortium with Urban Associates won the bid to undertake “Beneficiary Assessment of Greater Accra Metropolitan Area Water and Sanitation Project”. Winning these projects not only improved the finances of the Institute but also demonstrated the Institute’s competitiveness, credibility and confidence among funding agencies and clients.
Improving Academic and Training Infrastructure on Campus

In 2020, management of the ILGS undertook piecemeal renovation of the 20-bed hostel facility in Accra Campus at the cost of GHC 247,000 using the Institute's internally generated revenue. This was the first major renovation of the hostel since it was constructed in 1999. In Tamale, GIZ supported the renovation of two classrooms in the graduate block and improved the internet connectivity in the offices.

Management engaged the Architectural and Engineering Services Ltd (AESL) to design an expansion of infrastructure facilities in Accra and Tamale campuses. The project included 80 bed hostel facility, 680 seats conference auditorium, 400 seats restaurant, recreational area, laundry and convenient shops. The total budget for the project was estimated at GHC15.3m including supervision. Management proposed to implement the project through a combination of IGFs, GoG through DACF, private financing and loan.

Management held series of discussions with a private company 'Build Form Ltd' to develop the infrastructure in Accra campus in the form of Build-Operate and Transfer (BOT). However, the MLGRD through the District Assembly Common Fund (DACF) made an allocation of GHC15m to expand training infrastructure at Accra and Tamale campuses of the ILGS so the BOT discussions were put on hold. Work on the project commenced in December, 2020 and is expected to be completed in 2022. The facility on the Accra Campus include a 160 bed hostel and 200 seater conference facility. At the Tamale Campus, the existing facilities are being renovated and works on 60 bed hostel with 600 seater conference facility has commenced.

In 2020, during the period of the lock-down of Accra as a result of COVID-19, ILGS campus was inundated with burglary in the library and offices. As a result, management installed 24 CCTVs to improve security on campus. Since the installation, there had not been further theft.

The Institute during the period procured an official cross country (Toyota Prado) vehicle for the Director to facilitate official duties.

Renovated hostel facility
Improving Financial Viability and Sustainability

Improving financial viability and sustainability of the ILGS meant implementation of three key activities:

- raising about GHC10m annually for the next 5 years
- strengthening the financial management policy environment of the institute to reduce leakages
- ensuring efficient business development.

Despite COVID-19, the ILGS was able to exceed its strategic plan target of raising GHC10m a year. In 2020, it budgeted a total revenue of GHC12.2m but achieved GHC11.1m, a shortfall amounting to GHC 1.1M (9%). The shortfall in revenue for the period was due to a decrease in economic activities arising from COVID 19. This notwithstanding, the total revenue raised in 2020 was 60.1% higher than 2019 (GHC6.9m). The Institute was grateful to the MLGRD for giving it the opportunity to organise the nationwide orientation and training programme for the newly elected and appointed assembly members. This single activity was a major revenue boost for the Institute. During the period, expenditure also decreased by 18%. Table 3 shows the budget performance of the ILGS in 2020.

Table 3: BUDGETARY PERFORMANCE FOR THE YEAR ENDED 31ST DECEMBER 2020

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Percentage achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Development and Training</td>
<td>200,000</td>
<td>163,935</td>
<td>82.0</td>
</tr>
<tr>
<td>Research, Consultancy and Policy Engagement</td>
<td>2,000,000</td>
<td>756,268</td>
<td>37.8</td>
</tr>
<tr>
<td>Tuition Fees from Academic Programmes</td>
<td>1,140,000</td>
<td>912,435</td>
<td>80.0</td>
</tr>
<tr>
<td>Rent of Facilities</td>
<td>500,000</td>
<td>406,234</td>
<td>81.2</td>
</tr>
<tr>
<td>Government Budgetary Support/ DACF</td>
<td>500,000</td>
<td>472,600</td>
<td>94.5</td>
</tr>
<tr>
<td>Collaboration with Government/Development Partners</td>
<td>7,900,000</td>
<td>8,422,000</td>
<td>106.6</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>12,240,000</strong></td>
<td><strong>11,133,472</strong></td>
<td><strong>91</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Percentage achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>1,930,000</td>
<td>1,161,628</td>
<td>60.2</td>
</tr>
<tr>
<td>Good and Services (Training, Research and Academic)</td>
<td>8,910,000</td>
<td>7,764,578</td>
<td>87.1</td>
</tr>
<tr>
<td>Assets</td>
<td>900,000</td>
<td>651,256</td>
<td>72.4</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td><strong>11,740,000</strong></td>
<td><strong>9,577,462</strong></td>
<td><strong>81.6</strong></td>
</tr>
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</table>
During the year in review, management completed the backlog of external and internal audit of 2017, 2018, and 2019 financial years. The Audit Committee held its first meeting in September, 2020, two years after it’s inauguration in November, 2018. Some infractions in the audit report led Management and the Governing Council to improve internal control systems and financial accountability at the Institute. Three staff members that had been interdicted in 2019 were subsequently reported to the Police CID for further investigations. The decision taken by the Governing Council to report the financial malfeasance to the Police CID demonstrated the Institute’s intolerance to financial mismanagement.
3 CHALLENGES

Devastating Effect of COVID-19 Pandemic

The Institute was on track with its transformational agenda until the outbreak of COVID-19 led to suspension of academic, training and management programmes. Commencement of 2020 academic programme was postponed until January 2021 while rental of the Institute's facilities for conferences, training and social events were restricted. Moreover, the Institute invested resources in preventive measures against the spread of the virus on its two campuses. This included procurement of Veronica bucket, liquid soaps, sanitisers and tissue papers, personal protective equipment, thermometer guns, and occasional testing of staff, etc. With no end in sight of COVID-19, the ILGS is confronted with the challenge of developing innovative approaches to organising academic, training and outreach programmes while observing strict COVID-19 protocols.

Conditions of Service for Staff

Although management increased staff salaries by 50% in 2020, the general conditions of employment including base salary were so low that none of the four applicants that were offered academic positions at the Institute accepted their offers. A senior staff also resigned from the Institute citing unacceptable conditions of service. Even with 50% increment, the salaries of lecturers at ILGS were about 35% of the salaries of public universities and 50% of private universities. This suggests that ILGS needed to review its compensation packages upward not only to remain attractive to new staff but also retain existing staff.

Commencement of the Scheme of Service Training

The ILGS planned to roll out the Scheme of Service Training (SoST) to various categories of LGS staff in 2020 but that did not materialise. The key challenge has been the mode of funding. It was expected that the central government through the DACF would fund the tuition fees for participants while the District Assemblies and the participants would share the cost of accommodation, feeding and transport. By the end of 2020, the ILGS was in discussions with the Office of the Head of Local Government Service (OHLGS) to determine the right modalities for financing the rollout of the Scheme.

Renovation and Expansion of Infrastructure Facilities in Tamale Campus

By the end of 2020, academic facilities in Tamale campus had deteriorated so badly from inadequate maintenance. The following facilities require urgent attention:
Conversion of the dormitory rooms to self-contained hostel facilities
• Poor lighting system
• Collapsed campus fenced wall
• Inadequate water supply
• Inadequate teaching equipment

Legacy Debt
By the end of 2020, about 50% of the legacy debt had been paid remaining with GHC620,000 to be settled.

Lack of Government Subvention
While Section 15 of the Institute of Local Government Studies Act, 2003 (Act 647) requires the government to provide funding for operational activities of the ILGS, including annual budgetary allocation by Parliament, till date ILGS does not get government allocation. Lack of core funding to discharge its mandate continues to hinder the ILGS progress.
4 PROSPECTS FOR 2021

- Consensus reached between ILGS, OHLGS, DACF, MLGDRD and Development Partners on funding and rolling-out of the Scheme of Service Training

- Financial support from the Government of Ghana to expand training and learning infrastructure at ILGS Tamale and Accra campuses.

- Development Partners provide technical and financial support to ILGS

- Introduction of performance management system

- Salary rationalisation to attract new staff

- Continue to secure financial support to implement priority activities as envisaged under the third multi-year strategic plan (2020-2024)

- Completion of on-going physical infrastructure projects at both the Accra and Tamale campuses of the Institute.

- Capacity strengthening in the acquisition of office logistical and vehicular needs that are prerequisites for effective performance of management of the Institute.

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- Considerably improve public financial management practices of the Institute.