

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**INSTITUTE OF DISTANCE LEARNING DEPARTMENT OF HISTORY AND  
POLITICAL STUDIES**

**KNUST**

**THE IMPACT OF DECENTRALIZATION ON SOCIO-ECONOMIC DEVELOPMENT;  
A CASE STUDY OF GA-EAST MUNICIPAL ASSEMBLY**

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MASTER IN PUBLIC ADMINISTRATION**

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## DECLARATION

I hereby declare that the thesis: ‘The impact of decentralization on socio-economic development; a Case Study of Ga- East Municipal Assembly’ has not been submitted to any other universities than Kwame Nkrumah University of Science and Technology for any type of academic degree.

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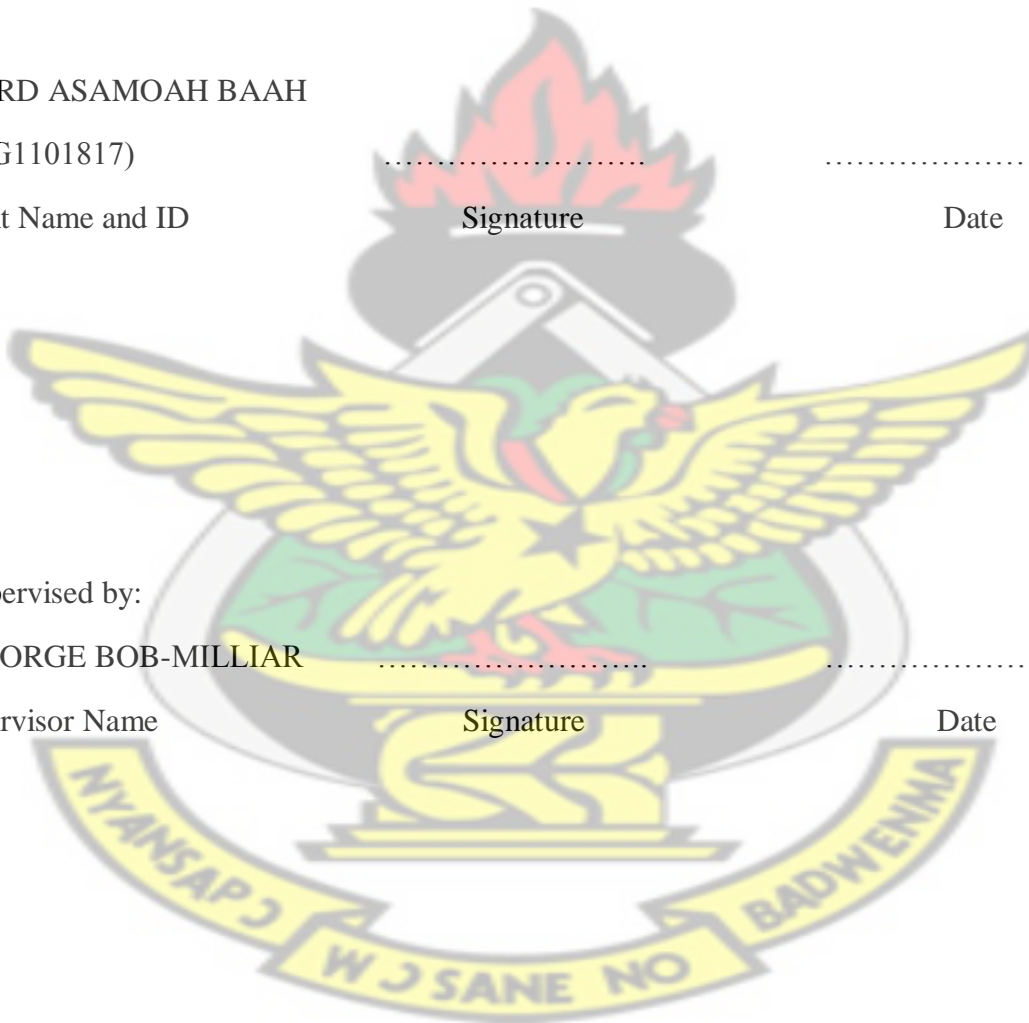
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Date



## DEDICATION

This work is dedicated to my homeland, our homeland Ghana and all the individuals working to make it great and strong.

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To my Savior Jesus Christ, who is everything to me and holds my life in his hands. To my parents Mr. and Mrs. Baah and my siblings for their constant support, encouragement and prayers. To Kwadwo Baah, whose insights and passion for the development of Ghana motivated my choice of research topic and whose wisdom guides my life choices. To KNUST, for the opportunity to gain more knowledge to improve myself and my country. To all my course facilitators and to my supervisor Dr. George Bob-Milliar for his dedication to this study. To the MCE and all staff and allied individuals of Ga-East Municipal Assembly for allowing me to collect information for this thesis. To the friends and acquaintances I have made in the Public Administration 2018 year group, who have been supportive in all other parts of my PA study. And finally to my friends, the family I have chosen on earth.



## ABSTRACT

Several attempts have been made by most governments to improve upon the livelihood of its citizens at the grassroots. In this regard, a policy reform called decentralization was introduced in Ghana in 1988 as an alternative to centralization to address the problems associated with it. It is for this reason that I sought to examine the impact of decentralization on the socio-economic development in Ga-East Municipal as a case study. A comprehensive review of various literature in connection with the study was done based on the objectives of the study one of which is understanding decentralization and how it has been used as a tool for socio-economic development in district. Both questionnaires and personal interviews were used to solicit responses from respondents and also employed purposive and simple random methods of sampling in the execution of the work.

The study has a research population of 100 who responded to issues raised in the study. Some of the major findings of this work were the fact that for decentralization to benefit the local people in terms of grassroots' development, government should not only have an ideological commitment to develop the local level but be prepared to engage actively, with local to challenge local elite resistance and Government must ensure implementation of policies which support grassroots development.

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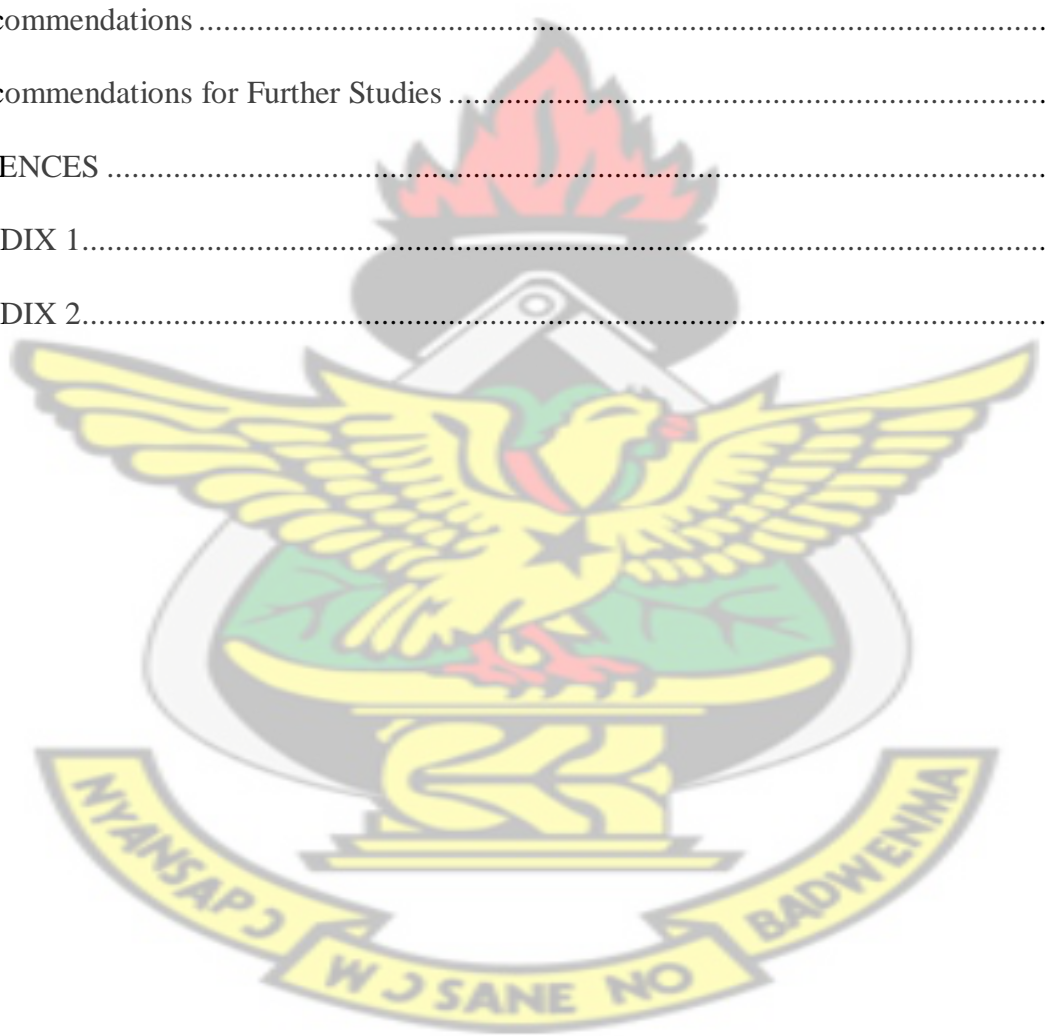
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## LIST OF ABBREVIATIONS AND ACRONYMS



AMA	Accra Metropolitan Assembly
DA's	District Assemblies
DACF	District Assembly Common Fund
DDF	District Development Fund
ECDC	Early Childhood Development Centers
GWMA	Ga-West Municipal Assembly
GPRS	Ghana and Poverty Reduction Strategy
ISD	Information Services Department
IGF	Internally Generated Funds
JICA	Japan International Cooperation Agency
LaNMA	La - Nkwantanang Municipal Assembly
LED	Local Economic Development
MSMEs	Medium Small and Micro Enterprises
MMDA's	Metropolitan, Municipal and District Assemblies
MCE	Municipal Chief Executive
NBSSI	National Board for Small Scale Industries
NCCE	National Commission on Civic Education
NGO's	Non- Governmental Organizations
OPD	Out Patients Department
RCC	Regional Coordinating Council
SWN	Safe Water Network
SIF	The Social Investment Fund
WSDB	Water and Sanitation Development Boards

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

All governments seek to achieve the best in terms of administration of the nation i.e. improving the standard of living of the citizenry through socio-economic development.

Africa in the mid-1980s had no clear cut difference between the state and its political structure. The weakening of social services especially in the areas of health, water, education, and transport exposed the restrictions of the centralized form of government. The redeployment of public monies was done in the urban centers to the neglect of the rural areas which were deprived of the national resources and foreign support (Adamolekun et al., 1988).

According to Dinye (2002) centralization was meant to counteract regional pressures, ethnic hostilities, religious rifts, and other divisive tendencies in order to foster the building of the unitary state. This concept was reinforced by the belief that centralized decisions, designs, and resource allocation would be adequate in the attainment of both growth and equity. Centralization became the dominant feature citing through the management or governance of public affairs of all political regimes in Ghana until 1988.

Ayee (2000) re-emphasized that centralization failed because it had some implementation weaknesses which stems from its central hierarchical-bureaucratic model and other factors ranging from uncoordinated administration and management among different organization and shifting of vast resources to the center thereby increasing managerial cost which prevented most of the resources to be accessible towards improving economic and social conditions of the people at the grassroots. In addition, policies designed to meet the desires wants and conditions actually

did not fit local needs and were poorly designed, inflexible, inadaptable, lacked creativity, speed, and absence of learning and innovation. Moreover, there was a continuing and worsening of systems of patron-clientele and severe asymmetries in power, wealth and status between center and periphery and rich and the poor which discouraged local dwellers from raising capital to finance public services which perpetuated the weakness of local government units. For example, decentralization may encourage the following; competition, redundancy, accountability to clients rather than to superiors, learning, local adaptation and simplicity (Rondinelli, 1981; Wunsch, 1991; Smith, 1995).

After self-government in 1957, Ghana established a one-party state from 1964-1966 based upon the principles of democratic centralism. Its political and administrative systems became irregular with its essential regions lacking independence, resources, and manpower to administer their respective jurisdictions and ultimate decision-making, power and actions rested heavily with the party and its centralized organs (Ahwoi, 1996).

Ghana's decentralization programme manifested in 1978 through the adoption of an indirect rule by the British colonial. It was a programme intended to provide a legal basis for the exercise of local administration function by chiefs and affecting measures of reform to modify the local system to suit contemporary conditions. Since 1988, Ghana has chosen to embark upon a comprehensive programme of decentralization where some powers, functions, and authority of central government would be transferred to local units to ensure the direct partaking of the citizens at the grassroots in the administrative process.

The decentralization programme has been seen as a concept of dominance above centralization due to the fact that citizenry are now given the opportunity to partake in decision making and this

has enabled both central and local government to identify and adhere to the needs of its people at the grassroots level. Here, the local government is seen as an agent to help bring the citizenry closer to the government where societal and economic needs of the local people can be solved thereby reducing the poverty at the grassroots.

Owusu et al(2005), supported the above assertion and noted that there is a keen relationship between the concept of decentralization and eradicating poverty as the people at the grassroots level are empowered and given the necessary capacity, technical know-how, and resources to execute the task within in their jurisdiction.

With regards to the above,(Owusu et al, 2005) embraced the above assertion that quite a number of poverty reduction programmes have been initiated through the decentralized form of governance over the years and some of the programmes include; the Program of Actions to Mitigate the Social Cost of Adjustment (PAMSCAD), Strengthening Community Management of Programs (SCMP), Enhancing Opportunities for Women in Development (ENOWID) and The Social Investment Fund (SIF).

According to (Owusu et al, 2005), sound and realistic success has been achieved per of the achievements and shortfalls of decentralization in improving local governance in Ghana in terms of its various policies discussed, one can say a reasonable success has been achieved. But, also there is the need to strengthen various sections and departments at assemblies by providing them with the necessary resources to enable them to function effectively. Getting the right expertise to work with at the district level is very important; assemblies should also be able to work effectively to generate funds to run the administration in order to reduce their dependence on central government. Advocates' of decentralization maintain that it has ensured citizen participation where decision making has been all inclusive which is not so the area of

centralization (World Bank 2001, World Development; Attacking Poverty). the practice of decentralization, full participation by citizens in the policymaking process from issue search through to implementation and even monitoring have made it possible and has brought that is representative with input from the local people at the grassroots.

The study of decentralization as a tool for grass root development looks at the policies of decentralization and how they to bring socio-economic development at the local level and what can be done to improve on the development of the local indigenes.

## **1.2 Statement of the Problem**

Various attempts have been made for development to reach the ordinary citizenry in all spheres of the country. Decentralization was seen as a perfect tool or vehicle to promote or carry out this agenda.

According to World Bank 2001, the decentralization programme has ensured local citizenry participation in decision making which has brought the local people closer for development to be achieved. This in itself represents a form of achievements in developmental projects and a means for poverty eradication as peoples voice were heard (Goetz et al, 2001.)

Is decentralization actually achieving these set objectives? This is because the process and structures involved contain a lot of obstacles that tend to impede, block or frustrate the smooth passage of government policies and programme geared toward the socio-economic development to develop the excellence of life of the ordinary citizen.

In addition, factors like corruption, lack of skilled personnel's, long bureaucracy, conflicts, weak institution and structures, inadequate facilities and resources tend to prohibit the smooth administration and governance of the district for the efficient and effective delivery of services to

improve the socio-economic livelihood of the people at the grassroots. It is upon this assertion that the African Development Bank (2001) stated that good governance has become one of the corner stone's of economic development and it underpins the sustainable human development and poverty reduction because it spells out the processes and structures that guide the political and socio-economic relations.

It is upon these bases that the study seeks to look at the impact of decentralization on the socio-economic growth of the Ga-East Municipal Assembly.

### **1.3 Objectives of the Study**

The study is to examine the impact of decentralization on socio-economic development of the Ga-East Assembly.

The specific objectives of the study include the following;

1. To evaluate the extent to which the decentralization programme is providing the basic human needs and expanding development of infrastructures in the Ga East Municipality?
2. To assess how the assembly has ensured gender equality in the Ga-East Municipality?
3. To determine how the assembly has ensured the concept of privatization in the Ga-East Municipality?
4. To examine the extent to which the assembly has ensured economic development in the Ga-East Municipality?

#### **1.4 Research Questions**

1. What is the extent to which the decentralization programme provides the basic human needs and expands the development of infrastructures in the Ga- East Municipality?
2. To what extent has the assembly ensured gender equality in the Ga-East Municipality?
3. How has the assembly ensured the concept of privatization in the Assembly?
4. To what extent has the assembly has ensured economic development in the Ga-East Municipality?

#### **1.5 Significance of the Study**

The study would go a long a way to ensure that rights are given to Metropolitan, Municipal and District Assemblies in the form of decentralization would lead to effective grassroots development.

In addition, this study would also constitute a basis for the formulation of adequate policies to help address the challenges affecting the implementation of efficient and effective decentralization program targeted at achieving socio-economic development.

Finally, the study could also add up to the stock of literature for those in the academic and local government practitioners.

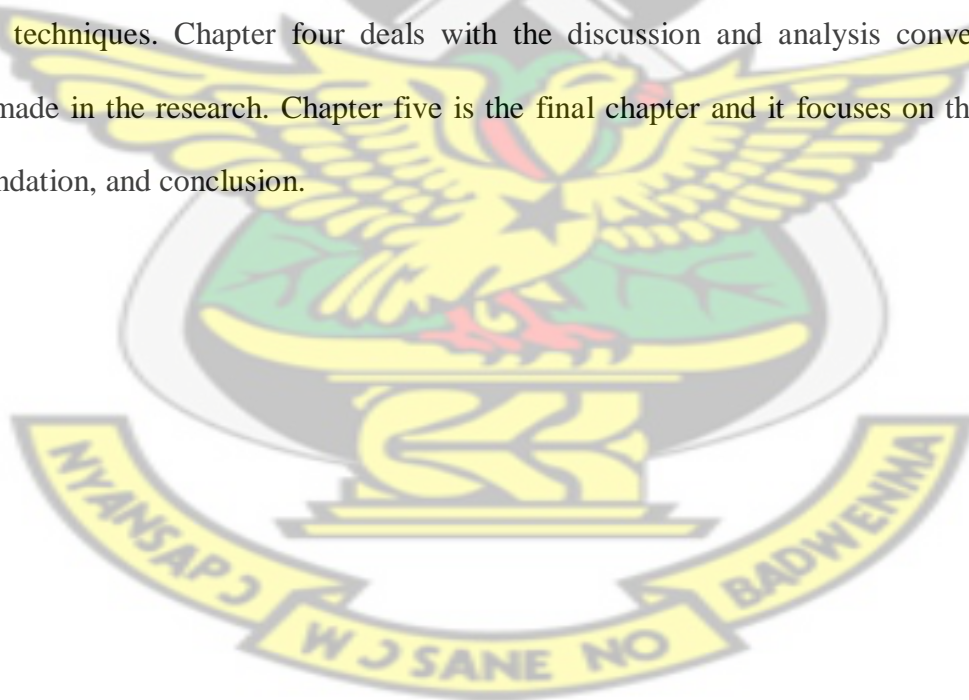
#### **1.6 Limitation of the Study**

In every human endeavor, limitations are bound to exist including the availability of time. The most important constraint in undertaking this study is the inadequacy of time. The time available

for the research study is short. Hence, it restricted the depth in which the research can be done and also it limits the area of research that could be covered.

### **1.7 Organization of the Study**

The study is divided into five interrelated chapters that meet the standards of the writing of academic research. Chapter one is the introduction, it comprises of the background of the study, statement of the problem, research question, objectives of the study, significance of the study and scope and organization of the study. Chapter two consists of the literature review to establish the theoretical foundation of the research topic. Chapter three is on the methodology and this is made up the research design, sampling method/data collection method, study design, and analytical tools and techniques. Chapter four deals with the discussion and analysis conveyed by the findings made in the research. Chapter five is the final chapter and it focuses on the summary, recommendation, and conclusion.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews existing literature on decentralization and attempts to look at various authors the issue of decentralization and its significance to socio-economic development in Ghana i.e the impact on the socio-economic development of Ga- East Municipal Assembly.

It is against this backdrop that this chapter is devoted to the definition of key concepts and the analysis of relevant literature to the identification of the potential relationship between decentralization and socio-economic development within the municipality.

#### **2.2 DECENTRALIZATION IN GHANA**

According to Ayee (2000), the history of Ghana's decentralization started from the beginning of indirect rule by the British colonial authorities from 1946 to 1988. Throughout the period, political institutions like chiefs and elders were given authority to set up treasuries, make appointments and perform local governance tasks (Nkrumah, 2000: 55) and this was the kind of institutions the British used to colonize the management of the nation. The concept of indirect rule eliminated the downward accountability to the citizenry and replaced it with upward accountability to the British colony. The democratic principle concealed in Ghana chieftaincy which made the Chiefs answerable to their people started going through distress as central government recognition became more significant than the help from the citizenry. However, there are some similarities as well as differences, with relations in the current period connecting the local & central government in Ghana, dismissing any persistent ideas of a necessary union between democracy and decentralization and verifying how decentralization can be used as a

political means by ruling political aristocracy to support their authority. From 1957 onwards during the post-independence, local government was usually feeble and opens to the centralization of power that was normal of the postcolonial state in Africa. Amendment of decentralization was attempted at different times, under the military regime of Lt. Col. Acheampong and this occurred in the year 1974 onwards (Nkrumah, 2000).

### **2.2.1 Definitions of Decentralization:**

Many populaces are of the view that the concept of decentralization has a stagnant or vibrant understanding portraying that the systems are either central or decentralized among others. This concept can, therefore, be seen as a system, that is to say, in a governmental system the legislative, executive and judicial bodies together accomplish the task of governing (Tresiman, 2002). Thus, power is distributed equally among them for the governance of a country.

Cheema (1983) defines decentralization as “the transfer of responsibility for planning, management, and resource-raising and allocation from the central Government to its field organizations, local governments, or non-governmental organization.” Miller (2002) sees decentralization as the restructure of procedures, programmes, and practices of governance to be made closer to the public. Smith (1985) decentralization means “revising the concentration of management at a single center and transferring authority on local administration”.

Admittedly all these authors assert that decentralization has to do with the transfer of power and authority from a higher level of administration to a lower level for the development of their community. The above definitions by the various writers cited in the literature have a general conception about decentralization and its distribution of authority from a higher level to lower

level run through it all. Cistulli (2002), looks at the transfer as a process which is done gradually and must have a laid down structures has to follow a certain format before full transfer of authority is ceded to the lower authority while Ribot (2001), looks at the transfer as any act which means any action deemed necessary to relinquish power/authority to the lower level for the development of their community.

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### **2.2.2 Types of Decentralization**

#### **I. Deconcentration**

This type of decentralization redistributes decision making authority and financial and management responsibilities among different levels of the national government. It can merely shift responsibility from central government officials in the capital city to those working in regions, provinces or districts, or it can create strong field administration or local administrative capacity under the supervision of central government ministries.

#### **II. Delegation**

This has to do with instructing subordinates to make certain decisions. Here, governments shift responsibility for decision-making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments give tasks when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semi-autonomous school districts, regional development corporations, or special project implementation units. (Litvack 1998).

#### **III. Devolution**

According to Litvack (1998), devolution involves, giving responsibility for certain functions to be performed. It gives a right to the municipality to elect their own officials i.e. councils, heads

etc, raises their own funds and the authority make development decisions. It ensures re-allocation of authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status. With this system, local governments have clear and legally recognized jurisdictions' over which they exercise authority and within which they perform public functions.

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#### IV. Privatization

Privatization occurs when there is a separation between the public sector and private entrepreneurs from total control of resources. It could take the form of sale assets, the sale of lands, joint venture, lease, and liquidation.

According to Savas (2010) privatization involves “depending more on private sector institutions and less on the government to satisfy societal needs.” It can also be defined as the transfer of ownership of a business from the public sector (government) to the private sector (business).

Privatization helps attract investors capable of injecting new technology and management skills for development, it prevents undue influence from politicians and others are saved from public enterprises, it helps mobilize resource for development that may not otherwise be tapped.

#### 2.2.3 Forms of Decentralization

##### I. Fiscal Decentralization

It is the finance dimension of intergovernmental relations and refers to the transfer of fiscal resources, revenue generating, budgeting and expanding authority to local government authorities, de-concentrated officials or elected individuals or constitutionally mandated bodies or individuals. It is a key element in the decentralization programme and without it, the

autonomy of sub-national government cannot be substantiated and this way the full potential of decentralization cannot be realized. It involves expenditure responsibilities, revenue assignment, intergovernmental transfer and sub-national borrowing.

## II. Political Decentralization

This kind of decentralization involves the transfer of political authority from the central government to sub-national levels of government. It is connected with democratic elections and the push for democratic governance and is mostly manifested through political bodies through territorial bodies. It ensures people elect their own leaders, influences their decisions and holds them accountable. It ensures political education, political stability, accountability, and political leadership.

## III. Economic Decentralization

Economic decentralization opens up the economy to competitive forces rather than dominance by the state institutions (state capitalism). According to Litvack (1998), this type of decentralization involves deregulation and privatization for the reason that they shift tasks for functions from the public to the private sector. Privatization and deregulation are usually, but not always, accompanied by economic liberalization and market development policies.

## IV. Administrative Decentralization

According to Ahwoi (2000) this kind of decentralization involves transferring the mechanism of government by restructuring the ministerial institutions, transfer of defined functions and their related powers and resources to local governments and ensuring an effective and meaningful integration of sectoral programmes, resources and assets into the District Assembly system so as to promote coordinate development and efficient resource utilization.

In every institution, the activities of administration cannot be overlooked because it is that aspect of management that has the oversight responsibility over every activity or operations carried out in the organization. It is in light of this that Wood (2000) stated that, the effectual management of development problems and provision of services at the local level is at the heart of the policy of decentralization in Ghana. Moreover, to get the job of government done by taking government policies down to the grassroots, effective and efficient administrative structures should be instituted to remove any bottlenecks in the process disseminating government policies to the grassroots. When this happens, the individuals understand and participate fully in any initiatives being organized and implemented as a result of the policies. In addition, it is the aim of decentralization to involve the ordinary citizen in the governance process. In line with this, strong structures and procedures should be put in place to ensure that the citizens have full and easiest access to the various decentralization institutions in the district. Consequently, the effective and efficient management and administration of these institutions in decentralization is expected to bring integration and co-ordination which it is believed will create transparency among the decentralized structures to get the government's policies and programmes to the people and also to take feedback to the authorities. As a result, their citizens will be more informed to take advantage of the various programmes organized to enhance and improve their quality of life.

## **2.3 BENEFITS OF DECENTRALIZATION**

Wolman and McCormack (1994) established that if decentralization is well practiced, it would yield the following benefits;

- I. Decentralization will ensure openness and accountability by placing government's closer to the people thereby fostering greater responsiveness of policy-makers to the will of the citizenry'.
- II. Decentralized structures may be favored because they promise diversity in public policies'.
- III. Education and leadership development are encouraged at the locality.

## **2.4 THE ROLE OF DECENTRALIZATION IN DEVELOPMENT OF ASSEMBLIES**

According to Chambers (1983) development can be seen as implying 'good change'. This word implies growth, changeover, and fiscal expansion, and move from the easy to the complex, from the poorer to the better and from inferior to superior.

Though development is aimed for the well-being of all in society (raising the standards of living, poverty alleviation), Chambers (1983) asserts that some people end up being the losers of such processes. This happens when a peoples' way of life is changed for the worse. In this same line of thought, Törnquist (1999) purports that referring to development as a process where resources are put to 'better use'.

In local context, majority of the people associate development with innovation, attainment of service, amenities and structures including clean and safe water, school, health amenities and the extent of citizen involvement in decision making at the local level.

The development policy framework Ghana vision 2020 document sets two main development objectives. These are:

1. Lay the foundation for accelerated growth, and
2. Development lasting programmes for accelerated growth in order to push the development path into a high course to ensure reaching the \$1000 target in the shortest possible time. Ghana's agenda for development as it is meant out in some documents like Vision 2015, 2020 and Ghana and Poverty Reduction Strategy (GPRS) also have some of the issues stated in the Millennium Development Goals. In addition to the benefit estimated to be gained from higher economic growth, the document also defined several specific targets and goals related to overall poverty reduction in the country.

Some of the goals are:

- I. Eradicating extreme poverty and hunger
- II. Achieving universal primary education
- III. Promoting gender quality and empower women
- IV. Reducing child mortality
- V. Improving maternal health

## 2.5 CHALLENGES FACING DECENTRALIZATION

Decentralization has not achieved the designed effects because the citizens have waited on government to direct its course, adding that there have been much Civil Society Organizations in the decentralization process. In addition, these CSO's have to champion the reforms else they remain a mirage Ahwoi (2009). In line with this, some of the challenges impeding the smooth administration of decentralization include;

- I. The policy and programmes have been pursued for political reasons and benefits instead of its technical and democratic merits (Gyimah-Boadi, 1990; Mohan, 1996; Jeffers, 1998).
- II. The structures in the decentralization process are weak to carry on any development project on their own. In order to avoid imposition of projects by the central governments. For this reason, these structures have to be strengthened to re-enforce the government's commitment towards comprehensive and total decentralization.
- III. There is also inadequate level of resources for DA's to execute all their projects for efficient decentralization. Ayee (1997) argued that without an adequate level of resource, no African government should embark upon decentralization because African states have perennially short resources (not just the money but skilled personnel, material etc.).
- IV. Weak supervision and poor accountability measures constitutes a real risk of devolution. This happens when full autonomous or powers are given to local government against when supervision or accountability task was undertaken by central government.
- V. Nzouankeu (1994); Prud'homme, (1995) noted that, as the assets of nations is unduly dispersed; decentralization is likely to highlight the already precarious inequity within the

state because poor district would tend to become poorer. As a result, self-sufficiency would be void of meaning because they would continue to be reliant on the state.

## **2.6 LOCAL GOVERNMENT IN GHANA**

Local government system in Ghana has gone through various reforms since the beginning of native authorities by the colonial government in 1878 (Amable and Fiankor, 2006). In 1988, the assembly system of local government was introduced making the highest decisions at the local level and giving the regions, coordinating, supervising, and monitoring responsibilities. The native authority were local government units made up of non – elected paramount chiefs, sub chief and elders. The traditional rulers served as central figures in local government. The native authorities were given powers to pass bye-laws. Though this local administration system produced close relationship between chiefs and the british authority, it failed to meet the needs and aspirations of the people. The local government councils were made up of two- thirds elected members and one-third chief with paramount chiefs as presidents of the council, this was the first time council was allowed to contest on party basis (Amable and Fiankor, 2006).

However, Ghana since 1988 has implemented a decentralization programme involving complete local governance and administrative reforms. The laws that governed these reforms led to the creation of a new local government structure. The decentralization programme of the government has resulted in the convey of authority, functions, competencies and means from central government, ministries, and departments to sub- national structures. These arrangements have brought structural improvements in the public administration and financial management systems of the country.

### 2.6.1 Structure and composition of local government system

Local government system under Act 462 is made up of regional coordinating council and four-tier metropolitan and three tier municipal or district assemblies/urban/town /area/zonal council's unit committees. These units are shown in table 2.1 below

**FIGURE 2.1: Local Government Structure in Ghana**



Source: Ministry of Local Government and Rural development (2018)

#### 1. The Regional Co-ordinating Council

This is the head of the local government system. There are ten Regional Coordinating Council (RCC) in the nation. The RCC is made up of regional minister i.e. the chairman and his or her deputies, the presiding member of each district assembly and the district chief executive of each

district in the region, regional chiefs from the regional house of chiefs and the regional heads of decentralized ministries. The functions of the RCC's include: (Local Governance Act 936, 2016)

- i) Ensures that performance of the district assemblies into the region through co ordination and supervision.
- ii) Supervise of all finances allocated to the district assemblies.
- iii) To appraise and coordinate activities of the public service.
- iv) Ensure the provision of security and management of conflicts.
- v) To coordinate the plans and activities of D.A's and harmonies them.
- vi) To coordinate and supervise projects in the region as the commission may direct.
- vii) Ensure planning of annual report of the work of the R.C.C within 3 month.

## **2. The Assembly**

A metropolitan assembly has a populace over 250,000. A municipal assembly has a population above 95,000 and a district assembly has a population of between 75,000 and 95,000. Currently, there are 155 district assemblies made up 6 metropolitan assemblies, ten (10) municipal and 55 district assemblies, and their demarcation is based on population size.

## **3. Sub-district Structures**

Metropolitan, municipal and district assemblies (MMDA's) are the sub-district structures established under L11589. They are usually bodies with nobudgets of their own and taxing powers the sub district structures perform functions delegated to them by the assembly and

others assigned to the assemblies by the legislative instruments establishing them. This sub – structures are discussed below.

#### **4. Sub- metropolitan District Council**

These are formed for settlements above 100,000 people. There are 13 sub-metropolitan assemblies. Membership is between 25 and not more than 30. This is made up of an elected assembly in the sub metropolitan district and inhabitant within the sub-metropolitan.

#### **5. Urban Council**

They are created for settlement with populace over 15,000. Membership is between 25 and 30. Memberships comprises of less than 8 persons and are nominated from and among members of the relevant district assemblies, not more than 12 representatives from the unit committees in the areas of authority of the urban council and not more than 10 persons ordinarily resident in the urban area.

#### **6. Zonal Council**

A zonal council is established with a settlement with population of 3000. They are zones or parts of one town assemblies. There are 108 zonal councils. Membership is between 15 and 20. Membership comprises of not more than 5 persons elected from among the members of the relevant municipal assembly, not more than 10 representatives from unit committees and not more than 5 persons ordinarily resident in the zones.

#### **7. Town/ Area council**

This has a populace of more than 5000 but less than 15000. Town councils , on the other hand, are formed for groups of villages and smaller towns which are geographically closest at with

population less or more than 5000. They are the rallying points in the development agenda of the assembly.

### **8. Unit Committees**

A unit committee is created for settlement with a population between 500 and 1500. There are 16000 unit committees. They are parts of towns, zones or whole villages. They are closest to the people and form an essential unit of the local government structure. Membership is made up of not more than 15 personnel. (Amable and Fiankor, 2006).

## **2.7 ROLE OF ASSEMBLIES IN GHANA**

The Constitution and the Local Government Act of 1993 delineate broad functions of the DA and it includes;

- I. Ensure political and administrative guidance, give direction and to supervise all other administrative authorities in the District;
- II. To exercise deliberative, legislative and executive functions;
- III. Responsible for overall development of the District and ensure the preparation of (a) development plans of the District, and (b) the budget of the District related to the approved.
- IV. Efficient mobilization of the resources necessary for the overall development of the District.
- V. The promotion of productive activity and social development.

## 2.8 REVENUE GENERATION AND ITS MANAGEMENT

Asibuo, (2000) has identified how the district assemblies generate their revenue and how they manage it. No organization can perform its functions without money, most of the problems facing local government units are caused by lack of financial resource. To understand the nature of this particular problem and to find a solution to it will take an long way towards solving many other problems faced by the local government. He further revealed how the DA's can manage their financial resources. According to him, revenue mobilization and its management make up are major problems in the local government administration in Ghana. The limited resources available to the DA's in the face of several growth functions require judicious use of resources and the control of mechanisms to avoid unrestrained waste of funds. He highlighted that for DA's to achieve prudent management of their financial resources. DA's must ensure that;

- I. Qualified and adequate staff in finance, setting up and funds officers, accountant, auditors, and local government inspectors who exhibit high professional standards.
- II. Fiscal transactions are more properly and accurately kept at all times.
- III. Monies should be prudently used for the purpose for which they were apportioned and expenditures made as authorized.
- IV. There should be supervision and inspection to ensure proper processing of paying vouchers and as well as checking embezzlement of assembly revenue.
- V. Proper settings of priorities should ensure judicious and productive investment ventures that will help raise the living standards of the rural communities.
- VI. There are accountability from assembly official and members.

### 2.8.1 Sources of Revenue of District Assemblies

Having established the fact that the District Assemblies' (DA's) are responsible for Ghana's infrastructural and political development programmes, it now becomes necessary to examine the fundamental issue of where DA's (thus is Local Authorities) acquire funds to carry out these several activities.

A major characteristic observed about the local government system in Ghana is that the law has set up local authorities and apportioned a number of revenue instruments to be used by the assemblies in the country.

The Local Governance Act 936 (2016) sets up District Assemblies (Metropolitan, Municipal and District Assemblies) and designates them as the planning and rating authorities within their respective jurisdiction. The same law gives District Assemblies the right to mobilize revenue for the purpose of development within their areas. The law presents to Assemblies three core revenue instruments been *Fees, License and Rates*. The guidelines issued by Local Government and Development for collecting of revenue by District Assemblies which was developed based on the LGA, however goes beyond the three instruments to add an additional four to the existing been *Lands, Investment, Fines and Rent*. This study thus adopts the seven revenue items identified above as the core sources of revenue for District Assemblies for the purposes of this research. The revenue items are defined as below:

- I. Fees- These are amounts charged for services provides by for District Assemblies. They may include conservancy and garbage collection, parking, slaughter, provision of public toilets and baths among others.

- II. License- Revenue derived from giving approval for the beginning or continuance of an activity within a jurisdiction. The Fee fixing Resolution further goes on to indicate this revenue is regulated by a bye-law of the local authority.
- III. Rates- Rates comes in forms been it basic rates by virtue of residing in a jurisdiction, property rate by owning property in a place, a rate on owning specified possession. The District Assemblies are also free to levy a special rate for a particular development purpose.
- IV. Lands- These include the revenue generated from the direct use of physical space of land for development and other purposes. Examples of such are building permits and renovation charges.
- V. Investment- Revenue accrued from the Assembly engaging in trading, interest in deposits and engagement in any other business.
- VI. Fines and penalties levies for engaging in or failing to do an act. Usually, these acts are those that cause nuisance to the society.
- VII. Rent is revenue accrued from the use of assets of District Assembly. Examples are market stores, public space for events among others.

In addition to these revenue sources, MMDAs receive transfer of funds from the central government, donors and in some cases from the civil society organizations. It is worth nothing the enormous power vested in the MMDAs in addition to the above mentioned sources of funding to mobilize find on their own to within their respective jurisdictions. As mentioned earlier, the Local Governance Act (2016) designates MMDAs rating authorities (Ghana IGF Strategy Document, 2016).

As for rating authorities, assemblies are to collect revenue from a range of sources referred to as Internally Generated Funds (IGF). It is expected that over the years IGF should constitute a critical component of Metropolitan, Municipal and District Assemblies (MMDAs) finances. IGF constitutes 20 percent of local government revenue including transfers and grants (Ghana IGF Strategy Document, 2016).

In economic terms, the exact funds raised at the local level remains unknown due to poor monitoring structure coupled with corruption at the local level, Brosio (2000) in a paper prepared for the International Monetary Fund indicated that the local authorities in Africa go ahead to raise the maximum revenue they can use the instruments given to them without worrying about economic distortions and effects they may bring. This may hold true, but it is worth noting that at the moment there is no structured tried and tested system in place in Ghana to track revenue collected by local authorities and therefore does not feed into government finance and economic reporting. Local authorities cannot also wait until structures are put in place to gauge economic implications of their revenue before collecting for the much-needed services to be delivered to the public.

## **2.9 LOCAL GOVERNMENT SERVICE BILL**

According to Walker cited in Appiah (2000), it is now globally recognized that for efficient delivery of services to the mass of the people at the sub-national level of government not only is decentralized administration necessary but even more important this should be the role and function of local government authority with adequate developed powers. The government of Ghana has been out of this global trend and has for the past decade took steps to delegate

powers and functions to local authority institutions. The DA's have in this regard been accorded administrative, deliberative, legislative and executive functions. These functions will however be meaningless if the DA's lack the staff with the capacity, managerial know-how, expertise and not the least unalloyed loyalty and commitment to deliver quality, affordable and timely services to their constituent populace. For any institution to perform it has to be regulated. It is this reason that the local government that the local government system in Ghana has been provided with a legislative framework to guide their operations to promote quality of life to people.

Appiah (2000) established that the LGS Bill was designed to establish a managerial and technical infrastructure in support of decentralization by creating a royal, motivated and dedicated corporation of bureaucrats and technocrats to assist the DA's and R.C.C's in the creation and execution of policies for development and the delivery of services

As an institution, the DA's have to be managed by experts and skilled workforce who can better understand and can evaluate and design a policy to meet or address the challenges confronting the people in line with the laid down rules in the bill. It is a fact that law is an instrument of social control and for that matter whatever the people at the district level do must be in accordance with the provisions stated in the bill which guides or regulate their operations so that they would not be tempted to disrespect and go contrary to the provisions stated in the bill which leads them diverting resources to satisfy their individual needs or resources given to the district would not be used by one person because of absence of law but to the benefit of the entire district.

## 2.10 THEORIES OF LOCAL GOVERNMENT

Theories of local government rotate around the question of the reason for their formation and establishment. In other words, these theories provide rationalization for the establishment of local government.

There are numerous reasons why it is very important to have knowledge of these theories and this may include; the knowledge of theories will make us aware of why local governments are established and what should be their primary concern. On the basis of their knowledge of local government people form attitudes towards the institution.

Finally, such knowledge would enable people to “appreciate the problems of local government” (Ola, 1988) and theories may include;

### I. **Democratic-Participatory Theory**

This school of thought are in the position that the promotion of democracy participation at the grassroots level is the objective for the establishment of local government, here the citizenry forms part of the governance by giving them the opportunity for their voice to be heard. It will give them the opportunity to appoint their own leaders, influence their decision and hold them accountable (Gboyega, 1987).

### II. **Efficiency Services Theory**

This school of thought has the view that certain services such as defense and external affairs should be provided by the government for the purpose of maintaining a common standard or they are urgent or they of importance need to the direct interest of the citizenry(Gboyega, 1987).

### III. Holistic Integrationist Theory

It has the view that, if local government is well understood by the local people, they will be in a better position to manage their own affairs i.e. self-government. It would help reduce congestion at the center of government because now people can effectively and efficiently manage their own affairs. It will enable the government to now to concentrate on issues that are of national interest (Ola, 1988)

#### 2.11 AGENCY THEORY

This theory explains the relationship between principals and agents in the business. Agency, in real terms, is the relationship between two parties, where one is a principal and the other is an agent who represents the principal in transactions with a third party. Agency relationships occur when principals hire agents to perform a service on the principals' behalf. Principals commonly delegate decision-making authority to the agents. With regards to the above topic, the concept of decentralization can be best be theorized by agency theory.

#### 2.12 DEFINITION OF CONCEPTS

##### i. Basic Human Needs

Basic Human Needs are the elements required for survival and normal mental and physical health, such as food, water, shelter, protection from environmental threats, and love. It is the state of having an accurate and sufficient amount of a hot or cold drink, food, an income and a form of housing that meets the current need and priority of a being.

## **ii. Gender Equality**

Gender equality, also known as sexual equality, is the state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviors, aspirations and needs equally, regardless of gender.

## **iii. Infrastructure**

Infrastructure refers to the fundamental facilities and systems serving a country, city, or other areas,[a] including the services and facilities necessary for its economy to function.[b] Infrastructure is composed of public and private physical improvements such as roads, bridges, tunnels, water supply, sewers, electrical grids, and telecommunications (including Internet connectivity and broadband speeds).

## **iv. Privatization**

Privatization is the transfer of ownership, property or business from the government to the private sector is termed privatization. The government ceases to be the owner of the entity or business.

## **v. Economic Development**

Economic development is typically measured in terms of jobs and income, but it also includes improvements in human development, education, health, choice, and environmental sustainability. According to Peters (2006), development of a jurisdiction is evidenced by increase in total income, employment opportunities, decreased out-migration of population, value of production, increased diversification of industry, higher labor force participation rates, increased duration of employment, higher wage levels etc.

## vi. Socio-Economic Development

It is aimed to bring change i.e. well being of the citizenry. It occurs when societal and economic growth is undertaken to bring progress in society, lot of indicators can be used to measure development and includes Gross Domestic Product, life expectancy, literacy and levels of employment. Also, factors such as personal dignity, freedom of association, personal safety and freedom from fear of physical harm, and the extent of participation in civil society. Causes of socio-economic impacts entail new technologies, changes in laws, changes in the physical and biological environment.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses how the study was carried out. It outlines the study area i.e. Ga-East Municipal Assembly, the methods employed to achieve the objectives, the design of the study, the population, the sample frame, the sampling techniques used, as well as the instruments and data collection procedures.

#### **3.2 CHARACTERISTICS OF THE STUDY AREA**

##### **3.2.1 PROFILE OF GA- EAST MUNICIPALITY**

This Municipality is cited in the Greater Accra Region and it's positioned in the northern part of the country. It is among one of the Sixteen (16) Districts in the Region and has a wide landscape region of about 102 square km.

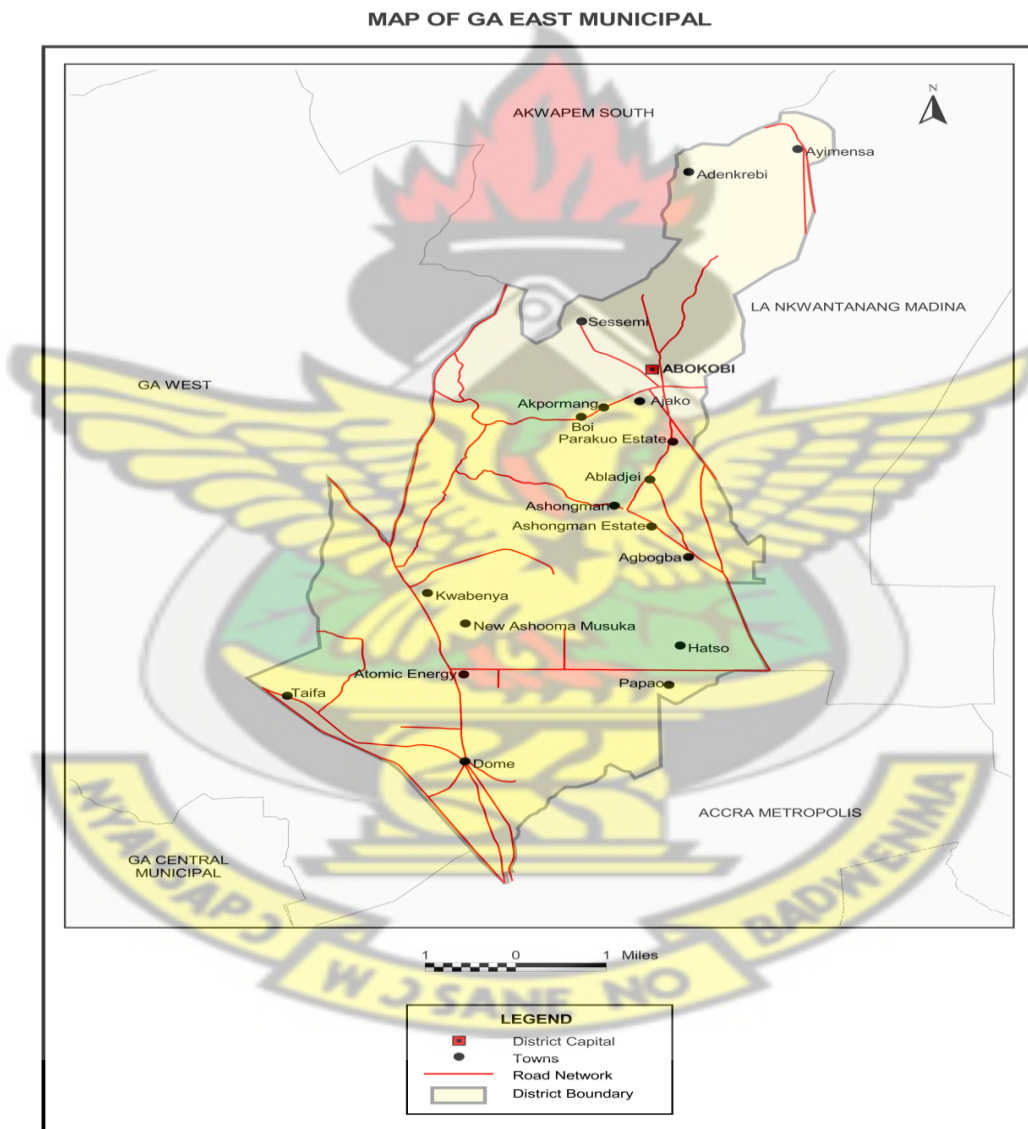
This municipality was formed in 2004 by an Act of Parliament (Legislative Instrument 1589) as a district but was coiled out of the then Ga District and later upgraded to a municipality in 2008 by LI 1864. In the year 2014 the Municipality was divided into two, thus Ga-East and La-Nkwantanang Madina Municipalities respectively (Ga East Municipal Assembly Archives).

The 2010 Nationwide Residents and Housing Census places the Municipal Assembly's populace at 198,220 with an expansion rate of about 4.2%. The projected population for the year 2018 is therefore 224,837.

Abokobi is the capital of the assembly. This legislative body is widely boarded on the west by the Ga-West Municipal Assembly (GWMA), on the east by the La - Nkwantanang Municipal

Assembly (LaNMA), the south by Accra Metropolitan Assembly (AMA) and the north by the Akwapim South District Assembly. The assembly is sub separated into two sections as Zonal Councils, namely the Abokobi Zonal Council and the Dome Zonal Council.

**Figure 3.1: Map of Ga-East Municipal**



SOURCE: GHANA STATISTICAL SERVICE, 2014

### **3.3 SOCIAL SERVICES**

#### **3.3.1 Education**

Schools within this metropolis are quite even, almost all communities within this metropolis have one or more schools. The metropolis has 3 privately owned senior high schools. It has about twenty-seven (27) community basic high Schools and a number of privately owned schools. Also, there are twenty-six (26) community primary schools with approximately about fourteen (14) Early Childhood Development Centers (ECDC). Also, most of the schools in the metropolis lack ICT learning centers, libraries, adequate teachers and recreational grounds.

#### **3.3.2 Health Service Delivery**

The assembly can boast of a rapid health directorate supervisory team with the objective of providing quality health care delivery service in the district. The health team operates among all the sub-municipals within the district where the quality of health services is provided to the community. They engage in health talk by educating the populist on all health-related issues and through that person within the various communities are really careful with how to live in a clean environment.

#### **3.3.3 Culture**

The country has a wide variety of ethnic groups with various ranges of languages. The assembly is a mixed ethnic with various types of such kind of groups existing in this assembly. Akans seems to dominate over tribes like Ga, Ewe, Dangbes, and Guan. In this, the Christian religion remains the most dominant form of religion even though it has an Islamic presence especially in and around Agbogba.

### **3.3.4 Revenue Mobilization**

The need to generate revenue internally to support developmental projects has been the objective of the assembly. It has therefore divided the assembly into nine divisions to ensure effective and efficient collection and monitoring of revenue and as such, it has employed revenue contractors to supervise, monitor and supervise revenue on behalf of the assembly.

Also to ensure an increase in revenue, the assembly organizes regular meetings with revenue managers, collectors, and supervisors as to draw up measures and strategies regarding revenue collection with the jurisdiction. Aside from these, educational programmes are done publicly and regularly within the communities as well as the market center's to educate ratepayers. These educational programmes are been effected in partnership with the Information Services Department (ISD) and the National Commission on Civic Education (NCCE). In addition, the assembly has identified easy collectible areas to be collected by the assembly's collectors to reduce the huge sums of monies that go to contractors as commission.

### **3.4 Research Design**

The research design was a descriptive study. Yin (1994) describe the descriptive study as one in which an experimental enquiring that investigates a contemporary phenomenon within a real-life context is done. As a descriptive study, it is designed to obtain pertinent and precise information concerning the topic under study, which is the impact of decentralization on socio-economic development; a case study of Ga-East Municipality.

### **3.5 Population and Sampling Size**

Population, as defined by Jaeger (1988), are the group of persons, objects or institutions that define the object of the investigation. The population constitutes different segments of people comprising the Municipal Chief Executive (MCE) and staffs, zonal council's officials and the people at the grass root level in the municipality.

According to Bennett (1991), sampling involves the selection of respondents from the population under study or the totality of objects under investigation. As a good research work, the selection process was subjected to the purposive and simple random method.

The study interviewed hundred (100) respondents which consisted of four (4) respondents comprising the heads of central administration which includes MCE, Municipal coordinating director, Planning officer, and presiding member from the Ga-East Municipal Assembly, three (3) officials from the Ga-East zonal councils which include the accountant and director and finally, five (5) people from each of the towns at the grass root level were interviewed which include; Abokobi, the capital of Ga- East Municipal and includes other towns and villages like Boi, Ayi Mensa, Ashongman, Bansa, Pantang, Domi, Haatso, Kwabenya, Madina, Oyarifa and Taifa.

### **3.6 Sampling Procedure**

Purposive and Convenience sampling methods were selected for the study. Twumasi(1986) describes purposive sampling as a method researcher selects can answer his research questions. It is a type of non-probability sampling where the researcher picks the respondents he wants to include in his sample or those respondents he believes are under study. Purposive sampling was

used to sample respondents for the various interviews to be conducted and they were officers in the frontline of the administration which includes MCE, Municipal coordinating director, Planning officer, and a presiding member from the Ga-East Municipal Assembly and officials from the Ga-East zonal councils.

Powell (1997), described convenience sampling as a non-probability sampling which involves the sample being drawn from that part of the population which the researcher has access to or can reach. This type of sampling was used to select people from the various towns in the municipal.

### **3.7 Data Collection Method**

The researcher designed two sets of questionnaire. One set of questionnaire was for the heads of decentralized department and assemblymen and the other set was for Chiefs, Opinion Leaders, and the ordinary citizen. According to Marzillier and Hall (1992), a questionnaire is composed of questions which require respondents to fill in the answers themselves. Opened-ended, as well as closed-ended formats of the questionnaire, were used to collect data for analyses. Opened –ended questionnaire give respondents the freedom to respond with their own words and therefore ensure that responses are objective since clues are not provided. Closed-ended questions try to find out the extent of agreements in the thought patterns and response relationships of respondents.

This instrument was chosen for the study because in considering the sampling size and time available for the research the method was considered the most appropriate method for obtaining information from respondents. The questions were designed to solicit information on

decentralization a tool for grassroots development, A pre-test was done to make sure that questions were easily understood and are meaningful to the study.

### **3.8 Data Collection Sources**

Primary and Secondary data were used for the study. Kotler and Keller (2006), define primary data as researchers own fieldwork, that is, information gotten from questionnaires and interviews which are fresh and have not been used by any researcher whilst Secondary data, on the other hand, is information received or obtained from other sources such as journals, works of literature, offices, and libraries which have been used by other researchers.

The researcher designed two set of question for two groups of respondents, one was for the decentralized department's members whilst the other for opinion community members. The secondary data used in this study was from the works of literature that were relevant to the researcher.

### **3.9 Statistical Analysis**

The data gathered was analyzed using qualitative methods in line with the objective of the study. The frequencies and graph tool in Statistical Package for Social Science (SPSS 2018) was used in identifying the impact of decentralization and its relationship with socio-economic development. The study employed the descriptive analysis method in analyzing the result.

### **3.10 Validity and Reliability**

The research instrument used is accurate and reliable since it is assumed to yield dependable outcome. The questionnaires were administered to three sectors defined as Ga East Municipal

Assembly, Ga East Zonal Councils and the people within the municipality categorized by the study. The people at the local level received the majority of the questionnaires (60) in the municipality. The Municipal Assembly also received (4) questionnaires and the Zonal Councils sector also received (36) questionnaires. The study aided the above target audience to respond to the questionnaires since the decentralized departments are the people in the best position to pinpoint out the practical and real issues pertaining to socio-economic development as well as the people within the municipality who are facing those issues.

### **3.11 Ethical Considerations**

To ascertain the confidentiality and anonymity of responses, participants were requested not to append their names on the questionnaires or mark the questionnaire in ways that would discover their personality. In addition, each participant was given an envelope into which he or she was to put and seal the completed questionnaire when returning it. Lastly, information was provided on researcher's contact information (email address and phone numbers) on the questionnaire so that participants could contact the researcher should they have any question(s) regarding the study or any participating concerns.

## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSIONS**

#### **4.1 Introduction**

This section carefully depicts the analysis and presentation of the research findings gathered during the study, these findings were based on the various items in the questionnaires. The survey data gathered was analyzed using the Statistical Package for the Social Science Software. For the purpose of this study, 100 questionnaires were administered 99 were retrieved. The response rate of the research was 0.99 and with a margin of error of 0.01, the analysis was done with reference to the objectives.

#### **4.2 Background Information of Respondents**

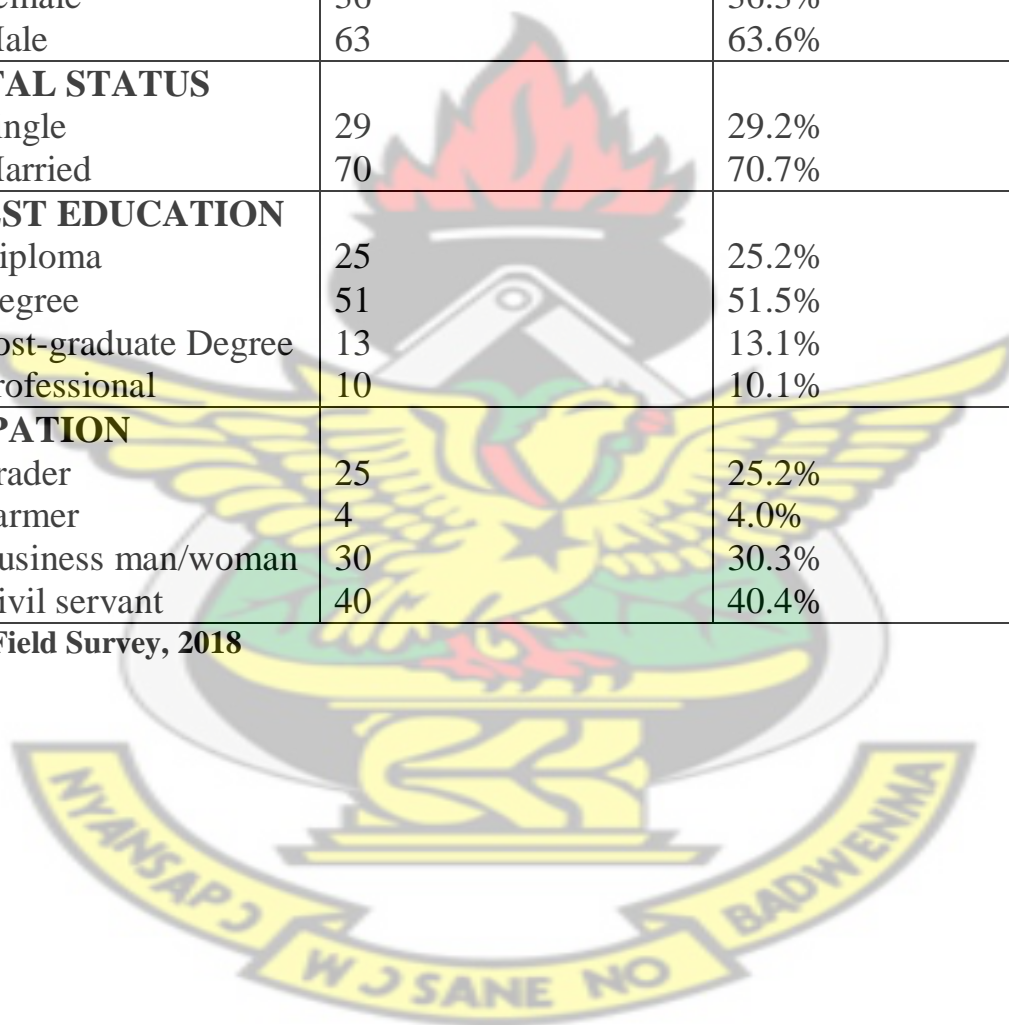
Table 4.1 provides a summary of the background information of respondents who participated in the survey. Based on percentage analysis, it was observed that majority of the respondents were in the 30-39% age categories which constituted 36.3 % of the respondents, while 7.1% of the respondents were 60-69 years. In terms of age categorization for the table, it is observed that majority of were in the working class and therefore were expected to make contributions in terms of payment of tax to the Assembly. Considering gender, 36.3% of the respondents were female, 63.6% were male. About 29.7% were single and 70.7% were married.

With regards to occupation, about 25.2% of the respondents were traders, 4.0% were farmers, 40.4% were civil servants and 30.3% were artisans. With 70.0% of the respondents being civil servants and businessmen/women, it implies that civil servants and businessmen/women contribute a greater percentage of IGFs.

**Table 4.1 Background Information**

<b>ITEM</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>AGE</b>		
➤ 20-29	24	24.2%
➤ 30-39	36	36.3%
➤ 40-49	23	23.2%
➤ 50-59	9	9.1%
➤ 60-69	7	7.1%
<b>GENDER</b>		
➤ Female	36	36.3%
➤ Male	63	63.6%
<b>MARITAL STATUS</b>		
➤ Single	29	29.2%
➤ Married	70	70.7%
<b>HIGHEST EDUCATION</b>		
➤ Diploma	25	25.2%
➤ Degree	51	51.5%
➤ Post-graduate Degree	13	13.1%
➤ Professional	10	10.1%
<b>OCCUPATION</b>		
➤ Trader	25	25.2%
➤ Farmer	4	4.0%
➤ Business man/woman	30	30.3%
➤ Civil servant	40	40.4%

**Source: Field Survey, 2018**



## **4.3 DESCRIPTIVE ANALYSIS**

### **4.3.1 BASIC NEEDS AND INFRASTRUCTURE DEVELOPMENT**

Ayee (1995; 1996; 1997) and Crook (1994) established that as a result of the decentralization programme, localities that are been neglected by central government are now been catered for by local government. District assemblies have now been given the mandate to undertake projects in social services on behalf of the government to ensure that the standards of living of the people are improved. Social amenities could include KVIP's, school buildings, clinics, community centers, market centers, provision of electricity and water. This indeed has ensured that citizenry is now more concern about the management of their own affairs. From the findings, the study revealed that infrastructural development has been quite tremendous with the introduction of decentralization because the people at the local level manage their own affairs.

#### **4.3.1.1 Roads**

The main form of transportation within the municipality is by road but the quality and maintenance of the roads are poor. The assembly should improve the road networks by ensuring that roads that link communities are well maintained and rehabilitated throughout the community and these will help reduce transportation cost and will help bring a linkage between the assemblies' rural and urban economies to ensure that economic activities are undertaken to reduce poverty. The total length of the road in the assembly is 630 kilometers. It has about 130 kilometers of paved roads which are both asphalt and surface treatment, there are still peculiar areas within the communities that need immediate attention, communities include; Dome, Haatso, Taifa, New Ashongman, West Lands, Kwabenya, Musuko, and Adenkrabi. Culverts,

drain and speed humps will also have to be provided in various communities to ensure linkages and easy access.

The study has shown that there has been expansion and rehabilitation of road networks in the municipality. This is believed would help improve the socio-economic development of the people especially those in the transport and agriculture sector. This is because it will create access and mobility to the farming areas for their products to be transported to the market and commercial centers in the district.

#### **4.3.1.2 Schools**

There has also been massive expansion and renovation of new and old schools, new community schools have also been built in some of the towns but pupils in privately owned schools have ultra-modern and well-structured infrastructure than their public school counterparts in the Assembly.

The issue of Overcrowding among these public schools is overwhelming with approximately about 150 pupils in each school in some communities within the assembly including Dome, Madina, Ayi-mensa and Kwabenya. the numbers of pupils exceed the classrooms and therefore the children are overcrowded.

The study showed that this circumstance has had a great impact on the value of education provided and this increasing concern undermines the image of our public schools. Unlike the and peri-urban areas low in the rural areas especially Adenkrebi. The same trend applies to staff. The introduction of the Capitation Grant and the School Feeding Programme has increased enrolment

in the 20 participating schools. Adenkrebi, one of the rural communities, however, need serious attention to improve enrolment.

#### **4.3.1.3 Health**

The study revealed that in the area of health, there has been quite an adequate provision of health posts in some communities within the municipality. The provision of these facilities would cater to the health needs of their people when they are ill. This is very important because lack of health post for the people to access health care could have adverse consequences on the people when they are ill and as a result, the skilled labor force in the municipality will be lost thereby reducing productivity.

The field study revealed that there is a deficiency in the doctor to patient and nurse to patient ratios in the assembly. Cholera and Malaria account for about 45.5% morbidity these are the main causes of the Out Patients Department (OPD). These diseases are of great concern to the assembly and study has shown that Poor environmental cleanliness has been a contributory factor.

#### *4.3.1.4 Electrification*

There has been an extension of electricity to most towns and villages in the municipality and this it believes will be utilized by the artisans and other occupations to enhance their productive capacity by applying automated machines to work instead of manpower.

#### **4.3.1.5 Water Supply and Sanitation**

The current state of the assembly with regards to the supply of potable water is fairly good and this has been a major challenge particularly when authorities at the assembly have little or no major

power over the supply of potable water. Communities such as Kwabenya, Madina, Pantang, Oyarifa, and Ayi-mensa have little access to potable drinking water. Other towns rely on wells and water supply by tanker services and this usually occurs in urban towns. The increase of the populace in these towns has deepened the shortage of water supply since more people depend on the little supply of water provided by the assembly.

The study also revealed that the assembly has provided boreholes and plants for the treatment of water for households and firms. This is also believed will eliminate the illness associated with impure and unhygienic water.

To curb this situation, the Municipal Assembly has decided to formulate pragmatic measures to accelerate the supply of safe water. It has decided to support the government fully to ensure the provision of safe water in all towns.

Through the Water and Sanitation Development Boards (WSDB), the assembly has been able to solve quite a number of water of problem in some communities. Also, the WSDB has helped the assembly manage human and industrial waste that is been generated.

The assembly on its part of solving water problem within its locality has engaged in collaborative efforts with an NGO called Safe Water Network (SWN) and some partners including world vision to inaugurate an automated small town safe water station. This is a solar-powered machine that will be fitted to standpipes in the community and it will serve residents of the town through the use of electric cards pre-loaded with customer's usage requirement. This is expected to drive efficiency in water distribution and management and would help other service providers to adopt the technology to enhance service delivery to consumers.

Currently, the assembly has launched a 5 years project to supply safe and hygienic water to cover 15 towns within the district, it has gotten the support from some few NGO's who are in to support financially and technically to make this project a reality.

Also, other areas under social development that decentralization has fostered is the spirit of communalism. At the various electoral areas, the assembly members organize programmes (clean up campaigns) and communal labor offered with enthusiasm. People work together to achieve a common goal.

The study revealed that, the decentralization programme to some extent has significantly improved the provision of some basic human needs like water supply, health posts, electricity etc and infrastructures but some factors such as delays in reaction towards complains, reports and the ways and manners of which sometimes people are forced to respond to the assembly's policies are some of the constraints that hold back the smooth running of decentralization programme.

#### **4.3.2 GENDER EQUALITY**

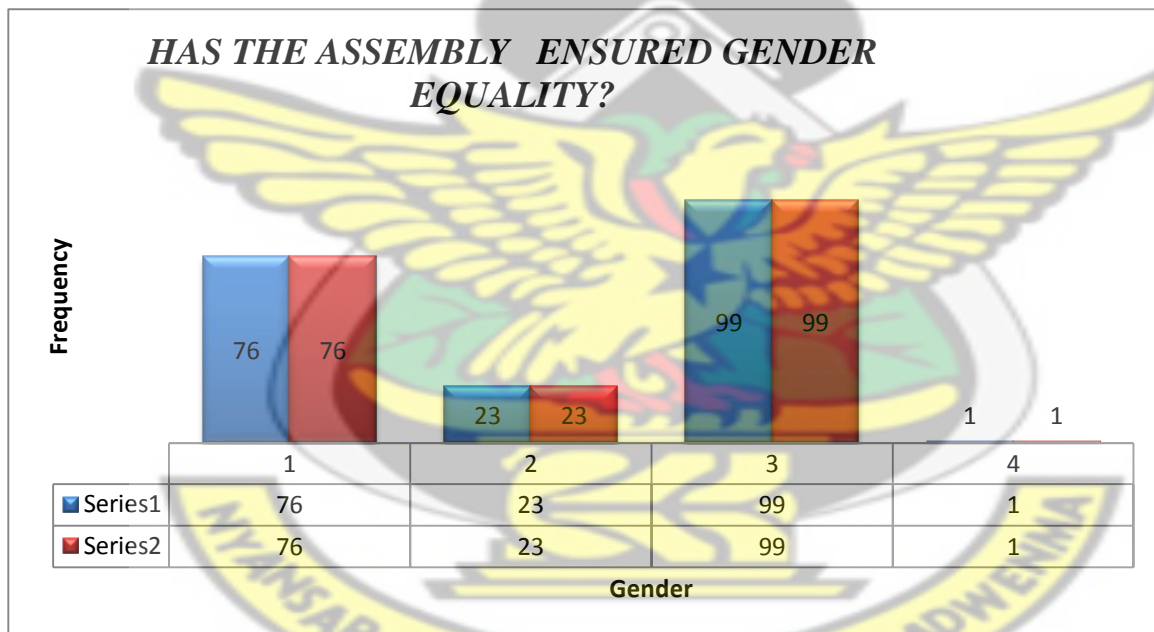
Has decentralization prepared the grounds for women participation in decision-making in all spheres of the society? Has the decentralization concept ensured that women-friendly agenda's or programmes are been embraced by society at large? In the wake of decentralization, the introduction of measures in some contexts for women's greater representation, civil society groups have been extremely active in trying to make these provisions work to forward to gender-specific interests. These initiatives have concentrated on building the capacity of women elected to local government bodies, organizing women's constituencies, introducing gender audits etc and using existing institutional spaces.

Office of special adviser on gender issues to the United Nations, OSAGI (1997) "gender mainstreaming is an internationally accepted strategy, an approach and a means for promoting gender equality. It involves ensuring that gender perspectives and attention to the goal of gender

equality are central to all the activities. It represents a shift in thinking about women; from women as a target group of development assistance to gender equality as a development objective.”

According to Hannan (2000),“ It is however increasingly recognized that more attention is been given to men than women because women are almost always excluded or disadvantaged in relation to men in their access to social and economic resources and decision-making, inputs to identify and redress the imbalances have tended to focus on women rather than men.”

**Figure 4.1: Has the assembly ensured Gender Equality?**



**Source: Field Survey, 2018**

Figure 4.5, above shows the range of age groups of the respondents. From the table, 76 respondents say the assembly has ensured gender equality within the municipality whiles 23 of the respondents disagree. 99.0% of the respondents responded to gender question in the

questionnaire, which formed the valid response and 1.0% formed the no response. From the valid response majority were males with 76.0% and then females formed about 23.0%.

Even though women represent almost half of the populace nationwide, their participation in all political discourse in the last few years has been very low and led to a lower presence in the elected political bodies. International bodies on gender-related issues have designed several measures for women's voice to be heard on all social, political and economic issues. An approach adopted by these international bodies is the empowerment approach and this approach was adopted as a result of the unsuccessful nature of equity approach which had its basis in the emergent feminist writings and grassroots organization experiences of many Third World Women. It can help women meet strategic as well as practical gender needs. It also recognizes the triple role of women in development (Moser 1989).

Ohene-Konadu (2001) made an assertion that it is obvious that men until the end of time dominate in strategic positions as compared to women and this is disappointing especially in the political environment, this shows that women do not have a role to play in politics despite women forming approximately half of the world's population (Konadu, 2001).

Ohene stressed that women enjoy low participation in democratic and local governance despite the 30% quota given to district assemblies. Women constitute only 7% of the assembly member's countrywide and pointed out that lack of funds, low literacy, little or no training for women candidates etc are the bone of contention for the low participation in sectors of the economy.

The study wanted to find out the contribution of women in the socio-economic development process with respect to them being allowed to participate in the decentralization process. The result revealed that the municipal has identified females within the municipality to be the weak links or actors in the process.

For this reason, the municipal has ensured that women are heavily represented on the statutory sub-committees of the assembly and also designed programmes to encourage females to contest for district-level elections. In addition, the district has ensured that most top positions in the health, teaching, and agriculture institutions are managed by females. The assembly has also engaged the services of women empowerment organizations and non- governmental organizations (NGO's) like ABANTU for development, WON FOUNDATION, GOALS OF WOMEN FOUNDATION, CAMFED Ghana etc, to help empower women within the community and has organized programmes designed to improve the economic status of the females, these include organizing training programmes for them to be equipped with the necessary skills and resources to take up their own business especially in the batik, tye and dye and soap making.

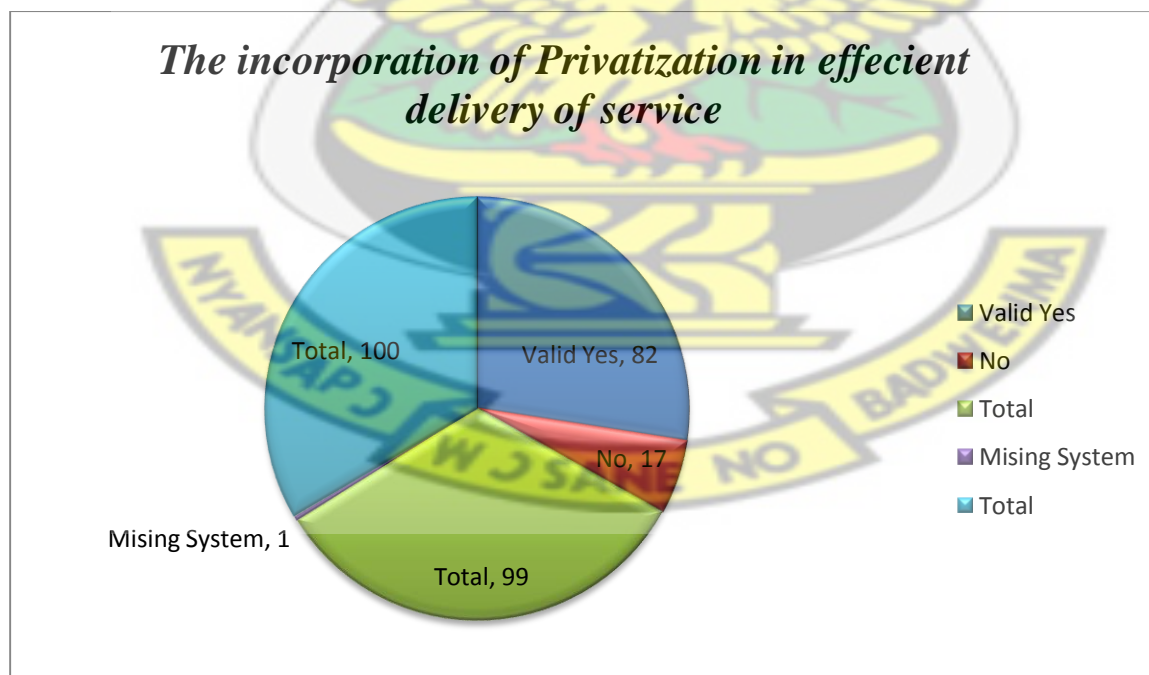
#### **4.3.3 PRIVATIZATION**

This concept has been significantly embraced to be a good measure for the government to generate revenue and to increase efficiency and efficiency for institutions owned by the state. Starting at the beginning of the '80s, privatization has become a worldwide policy and it has gain recognition during the '90s to reach its peak at the beginning of the current century before it slows down drastically after 2001. Despite facing fierce opposition, in the beginning, privatization's experience was generally considered successful, particularly in developed nations.

In contemporary times, many proponents of privatization have argued that it has led to effective and efficient in the service delivery system. According to Savas (2010), privatization includes;

- I. Permitting private businesses to overtake certain services that had previously been controlled by the government or the state.
- II. Contracting out the provision or management of public services or facilities to commercial enterprises indeed, there is a wide range of possible ways in which function can be organized and many examples of within public sector and public-private institutional forms, particularly in infrastructure.
- III. Creating a conducive capital market through adequate measures and regulations where the private sector plays a major role in which the government bears all risk that may arise as a result of borrowing.
- IV. The divestiture of a state-owned enterprise.

**Figure 4.2: The incorporation of privatization inefficient delivery of services.**



**Source: Field Survey, 2018**

From figure 4.6, 82.0% believes that privatization has ensured effective and efficient delivery of service and 17.0% represent those who have not felt the privatization policy.

The study revealed that the municipal assembly has outsourced and contracted out the revenue mobilization in the form of tolls and taxes from the various lorry parks and organizations to private firms within the municipality. In addition, waste collection and management has also been outsourced.

The assembly has engaged the services of HANJER BIOTECH ENERGIES, ALLIANCE WASTE and CONTINENTAL WASTE COMPANY LIMITED to convert waste into productive materials and also solve other sanitation issues. The notion is that private firms have the requisite expertise to deliver efficient service in their work. The assembly has also adopted a policy of engaging NGO's, churches, estate developers and hotels/restaurants in a way to help improve upon socio-economic development in the municipality. Even though the privatization policy is helping to improve the municipality, the assembly faces some constraints due to the fact that the private firms are in for profit, therefore, they tend to abuse the power transferred to their operations such as shoddy work and uncompleted projects.

#### **4.3.4 ECONOMIC DEVELOPMENT**

Blakely (1994: 49) sees economic growth at the local government as very significant to eradicate poverty. Here, local governments and local firms can enter into collaborative or partnership agreements with the objective of restoring old businesses or promoting entrepreneurship to stimulate the economic activities within its jurisdiction and this could be done by joining resources which can be both capital and human.

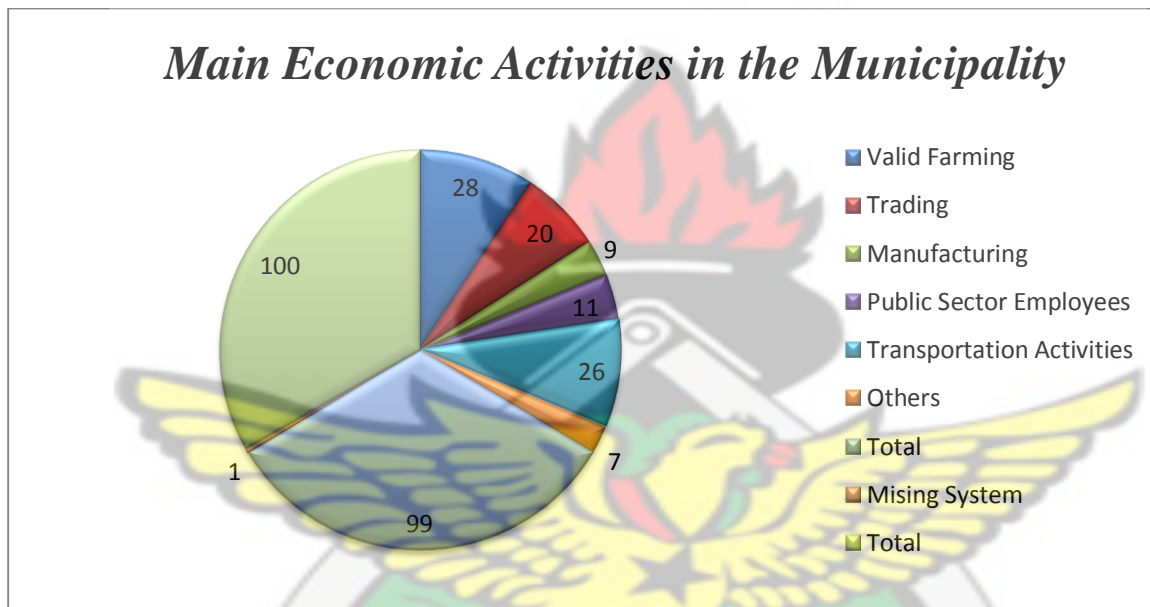
Local Economic Development (LED) can be seen as a system in which stakeholders jointly coordinate and encourage activities that has a ripple effect on economic outcomes through the use of local support and resources available. The actual objective of LED is to enhance local employment opportunities by using the natural, institution and human resources existing to set-up a self-sufficient economic system (Varol, 2018: 98)It highlights indigenous development policies that involve the utilization of local support and capacities to build new employment opportunities and regulate new economic activities that are locally based (Blakely, 1994)

In order to promote local economic and development of employment, it is important for flexibility to be implored. This is needed to enable the coordination and combination of policies, programmes and local initiatives for the adjustment of targets on programs and draw on synergies.

Problems are usually identified and solutions proffered at the local level, this same local level is where stakeholders meet and implement their programmes. A lot of possibilities are offered at this local level which is not attainable at the top administrative levels. Also, at the higher administrative levels, evaluation is based on consolidation and actions hindered by delays and lack of information. The productivity of labor market policy is greatly impacted when there is an improvement in the local governance. Actions need to be taken to combine and reconcile policies with social initiatives and economic development strategies to make them familiar with local conditions and to involve delegates of neighboring policy areas, business and civil society in the introduction of expedients to bring significant advantage.

There is the possibility that there would be an increase in labor market outcomes in the long run as the utmost quality and quantity of the information brought to bear in the execution of programmes and improved synergy make their outcomes felt.

**Figure 4.3: Economic Activities in the Municipality**



**Source: Field Survey, 2018**

Figure 4, above denotes the various economic activities within the municipality. 28.0% exhibits that the people in the municipality are highly into active farming with the least of 7.0% representing other economic activities.

The study revealed that in the farming sector the assembly offers low-cost tractors services to farmers.

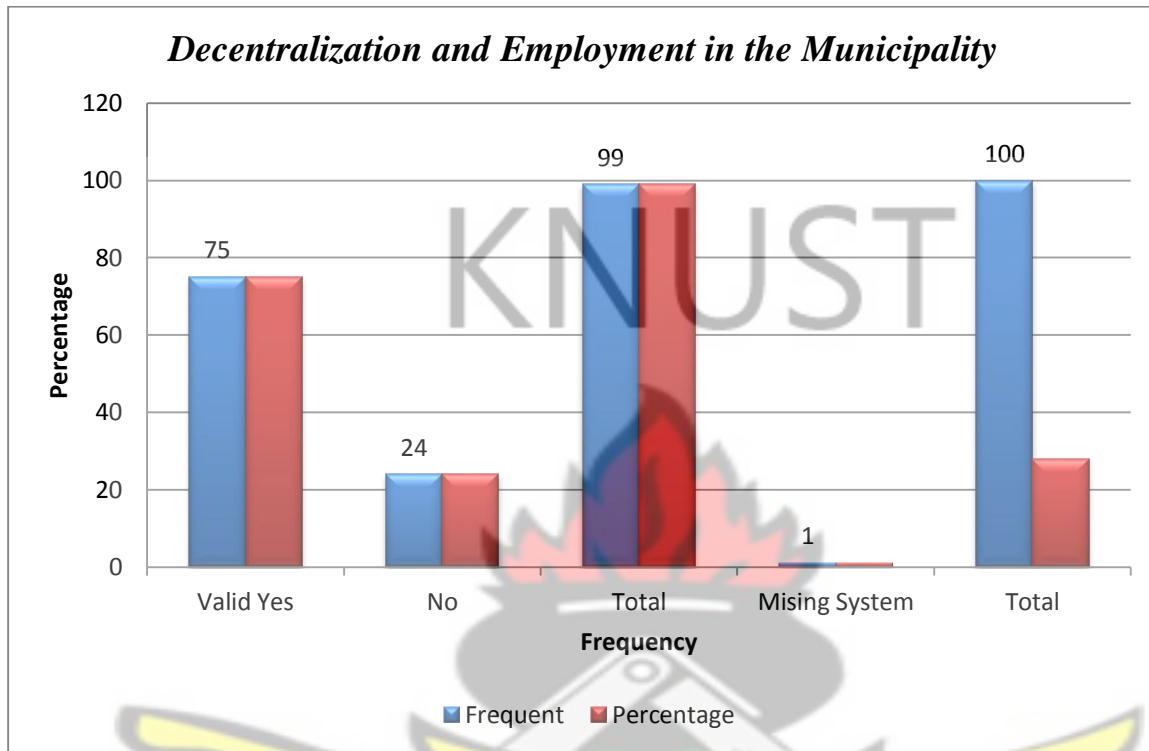
The assembly can boast of many traditional markets within its jurisdiction but Kwabenya market is the fast-growing and busiest market in the district but the Taifa market plays a complementary

role and provides a wide range of services. Kwabenya market operates regularly with Wednesdays and Saturdays been the occasional market days. All kinds of commodities like perishable and non-perishables are traded in this market as well as manufactured and commodities like vegetables, cereals, livestock, cloth, bags, appliances etc

The study revealed that agricultural directorate of the municipal also trains farmers on fertilizer application, soil, and crop science, harvesting methods etc in their public workshops. The building of capacities in leadership and training the youth in various locations are also supported means of improving the economic activities of the people.

Also, the study revealed that the assembly has provided markets centers in most towns for trading. Since farming is one of the major economic activities, the assembly has linked farmers within the municipality to these agro-processing companies and other manufacturing companies so that raw materials can be available to enable them to carry out their business effectively thereby helping farmers to produce on a large scale. Ga-East Municipality is quite a deprived area, transportation business has become part of the economic activities of the people and this has helped farmers, manufacturers and people with the movement of goods and services and easy hauling. The assembly has over the past years upgraded most busy roads in the municipality. The study identified that the assembly is doing its best to improve the economic activities of the people but are faced with some constraints that are expected by the people to be addressed. Such constraints may be in the form of unavailability of credit facilities (loans), tools and equipment and more markets to reduce congestions and the rate at which traders surge forward towards the roadside on market days which invariably put their lives at risk especially Madina.

**Figure 4.4: Decentralization and Employment in the Municipality**



**Source: Field Survey, 2018**

After the introduction of decentralization, the employment level has been improved within the municipality. From table 4.4, 75.0% respondent represents yes and 24.0% denotes no representing people of the view that decentralization has not improved their employment level in any way.

The study revealed that the assembly in collaboration with National Board for Small Scale Industries (NBSSI) and Japan International Cooperation Agency (JICA) has organized a forum for entrepreneurs of Medium Small and Micro Enterprises (MSMEs) in the district to make their products and services more competitive. The participants at the forum were drawn from carpentry, hairdressing, agro-processing, commerce and poultry and the objective of the forum to

help participants with measures on how to increase productivity, improve quality of products, better safety at the workplace, lower cost of production and improve customer satisfaction.

In the area of privatization, private firms employ youth in the municipality to help them carry out their activities. Some get the opportunity to be employed permanently thereby reducing the level of unemployment. Assemblies' creation of markets centers in most of the towns has helped fight unemployment in Ga-East municipality.

#### **4.3.3.1 Funding for Development Activities**

Improving livelihood and promoting development is one of the major areas of decentralization and the heart of every government. From the study, it was revealed that the government has taken steps to empower district assemblies with some financial assistance to ensure total development within the assemblies. Funds include the District Development Fund (DDF) and District Assembly Common Fund (DACF). Also, district assemblies have the authorization to mobilize funds internally from their various jurisdictions which are normally called internally generated fund (IGF). The District Assembly Common Fund is paid statutory from the national budget which is been paid by the central government. It usually has a percentage of 7.5 and this kind of funds are approved by parliament yearly and disbursed to the district assemblies on a quarterly basis

The decentralization programme has accelerated socio-economic growth by enhancing the living standards of people. The introduction of the internally generated fund (rates, license, lands, trading services etc) and the district assembly common fund has played a significant role in improving the livelihood of the people.

The study showed that the DACF has helped enhance the livelihood of the citizenry in various ways. Some of which include the allocation of funds for the provision of basic infrastructure and amenities in terms of roads, health posts, hospitals, schools, and water supply to eliminate the hardships posed by the unavailability of these facilities on the people. There is also an allocation made to the needy but brilliant students and teachers to encourage them to further their training and finance their bills at school.

Furthermore, some allocation has been made for vaccination against the childhood killer diseases and a percentage devoted to HIV/AIDS awareness programmes. Consequently, the internally generated fund (IGF) is also expected to provide and meet the administrative needs and recurrent expenditures and still a larger amount of this money is devoted to addressing the challenges in the schools within the district by providing libraries, ICT centers, new schools and the renovation of old ones.

The study found out that, effective and efficient management of both the Internally Generated Fund and District Assembly Common Fund will be a good approach to ensure that economic activities within the assembly would be achieved.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Summary

The study revealed, that an efficient and effective decentralization practice would lead to grassroots development at the local level thereby improving the livelihood of people.

The above concerns build up the need to determine the impact of decentralization on socio-economic development of Ga-East Municipality. Specifically, the study sought to determine whether;

- I. Decentralization programme is providing the basic human needs and expanding development of infrastructures within the locality.
- II. The municipal assembly has ensured gender equality (women participation) in the decentralization process.
- III. How the municipality has held and incorporated the issues of privatization on socio-economic development.
- IV. To examine the extent to which the assembly holds and incorporates economic development in Ga-East Municipality?

To achieve these objectives, the frequencies tool in SPSS was used to analyze whether the introduction of decentralization is helping improve the social and economic issues of the Municipality.

With this study, both primary and secondary data were used. Primary sources of data were the information gathered from the field i.e staff of the Municipal from the assembly, the zonal

councils and the citizenry while the Secondary source of data included information gathered from documented sources such as books, articles, and newsletters, municipal profile etc

The study was guided by four research areas and the analysis offered answers to these areas;

- I. Basic Needs and Infrastructure Development focused on the changes in development after the introduction of decentralization. The area again helped in knowing whether decentralization has provided the basic human amenities like roads, water, schools etc, whether people lived in a safe and secure environment, how decentralization has fostered the spirit of communalism and the use of festivals as a tool for development.
- II. Gender Equality focused on two approaches, i) Ways the assembly has adopted to ensure that women are actively involved in the decision-making process. ii) The contribution of women at the grassroots level towards socio-economic development.
- III. With Privatization, the study wanted to know ways the assembly has adopted to institute a strong public-private agreement in the efficient delivery of services to deepen socio-economic development policy within the Municipality.
- IV. Economic Development highlighted the major economic activities in the municipality and how the assembly is helping to improve the economic activities of the people in the municipality. Whether after decentralization, the employment level has increased and how internally generated fund and district assembly common fund has helped towards the acceleration and sustainability of economic development (employment) within the Municipality.

## 5.2 Conclusion

The objective of the study was to know the impact of decentralization on the socio-economic development of Ga-East Municipality. With regards to the analysis made in chapter four (4) which was linked with the objectives of the study and the finding, thereof the followings conclusions were made.

Decentralization to some extent has enabled people in the community to easily have access to the assembly thereby giving them the opportunity for them to lodge complains confronting them which has led the assembly to solve some social and developmental issues within the municipality.

- I. Decentralization to some extent has ensured that the economic activities of the people are highly improved.
- II. Decentralization has ensured that women participation in decision-making process.
- III. Decentralization has encouraged public-private partnership in the delivery of service.

In conclusion, it is clear that decentralization provides opportunities for greater participation, the research reviewed some of the benefits of decentralization and how it has served as a tool for grassroots' development. It was reviewed that, citizenry involvement in the decision makes an effective and efficient control over the government. Decentralization procedures have ensured improvement in grassroots participation which has helped in decision-making and development initiatives at the grassroots level.

Various sources and forms of resources available for development at the grassroots' level were also viewed to have gone up. Decentralization has opened up new sources of revenue to the local authority to facilitate development at the grassroots' level.

### 5.3 Recommendations

Bringing governance closer to the people will make it more responsive and more likely to develop policies and outputs, which meet the needs of ordinary citizens at the local level of whom the majority are the poor. For decentralization to benefit the local people in terms of grassroots' development, the government should not only have an ideological commitment to develop the local level but be prepared to engage actively, with local to challenge local elite resistance, if necessary and to ensure implementation of policies.

With respect to the challenges faced by the Ga-East Municipality, I have devised measures or recommendations to help minimize these problems or convey them to a halt;

Firstly, the assembly should speed up and rectify processes in which they address issues and complains that are brought before them by its people. Delays on the part of the assembly may slow down decision making within the assembly.

Also, there is the need for the assembly to enter into contractual agreements with financial institutions to educate businessmen and women with regards to how to manage their businesses i.e. how they can prepare their financial records. They can again create financial groups such as Susu collection unions, credit unions and associations within their locality and formulate strategies to support existing ones. When this is done, entrepreneurs and small businesses would be able to save more or could have access to funds to inject into their business for growth and expansion. Also, officers within the district who are charged to administer some of these projects should be empowered to create avenues or means to seek supplementary funding for local economic development activities at the assembly. When all these are done, the problem of scarce

resources facing the assembly and capacity to provide assistance to the community in the area of economic development and such issues will, in the long run, be attended to.

Furthermore, local governments should also be compelled to allocate a percentage of their common fund or budget to promote economic development. Here, the central government should speed up its fiscal decentralization process to give local governments full control over grants received and give them financial autonomy in the use of their financial resources. This should provide opportunities for well-established and more practically focused training in local economic development, its planning, implementation, financing, and management as it will improve upon their capacity and ensure the effectiveness of the local governments in this direction.

To add to, the assembly must ensure that there is the availability of employment (job) within the district. Encouraging and supporting private businesses is one of the direct ways of creating employment, promoting capital formation, ensuring economic development etc within the districts, here, they can ensure that the skills of the youth are nurtured by giving them adequate training to enable their skills to meet the jobs available. The assembly can also enter into a partnership agreement with private firms or Non-governmental organizations (NGO's) to offer vocational training programmes for the youth, in the long run, their output will help contribute to the economic growth within the district and the society at large.

Furthermore, the assembly needs to judiciously use internally generated fund and other sources of the fund provided by the government effectively for the provision of social amenities within the district. The provision of more of these would help improve the livelihood of the people at the grassroots thereby promoting socio-economic development. Just as the basic amenities are

been provided, the assembly should also educate the community on the effects of bad environmental practices and the cost involved to curb these bad environmental practices.

Conclusively, in the area of privatization, the assembly needs to attract new investors capable of injecting new technology and management skills for enterprise growth, they should avoid undue interference of assembly staff and politicians in the services of the private organizations and should ensure that privatization within the assembly will help reduce the fiscal burden of loss-making enterprises that serve as drain on the national budget.

#### **5.4 Recommendations for Further Studies**

Any individual or organization can undertake further research on;

- The impact of district assembly common fund (DACF) towards the socio-economic development in Ga-East Municipal Assembly.
- Assessing the contribution of the internally generated fund to community development in Ga-East Municipal Assembly.
- Impact of other factors apart from decentralization on the socio-economic development in Ga-East Municipal Assembly.

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**APPENDIX 1**

**QUESTIONNAIRE FOR DECENTRALIZED DEPARTMENTS AND ASSEMBLY**

**MEMBERS**

**RESPONDENT BIO-DATA**

Q1. Age: 20-29  30-39  40-49  50-59

Q2. Sex: Male  Female

Q3. Marital status: Single  Married  Divorced

Q4. Highest Education Level:

Diploma  Degree  Post-graduate Degree  Professional

Other (Please specify) .....

**SECTION A**

**BASIC NEEDS AND INFRASTRUCTURE DEVELOPMENT**

Q1. In your opinion, do you think there have been some changes in the development of infrastructure after the introduction of decentralization?

Q2. What have been the changes after the introduction of decentralization in the municipality?

Q3. Has the Assembly ensured that the people live in a safe and secured environment?

a) Yes  b) No

If yes, what account for it?

Q4. Has the introduction of decentralization fostered the spirit of communalism in the municipality?

a) Yes  b) No

If yes, what accounts for it?

### **GENDER EQUALITY**

Q1. In what ways has the municipality ensured that there is gender equality in the decentralization process?

Q2. What has been the contribution of women at the grassroots level towards socio-economic development?

### **PRIVATIZATION**

Q1. Has the municipality incorporated privatization policy in efficient delivery of services.

a) Yes  b) No

If yes, what are some of the ways?

Q2. Has the private firms helped the assembly to achieve its objectives of decentralization process towards socio-economic development?

a) Yes  b) No

Q3. What measures have the municipality adopted to institute a strong public-private partnership to deepen socio-economic development.

## ECONOMIC DEVELOPMENT

Q1.What do you think are some of the economic activities in the municipality?

Please tick as many as possible to question 1.

- a) Trading                       b) Manufacturing
- c) Farming                       d) Public sector employment
- e) Other (please specify).....

Q2.How is the municipal assembly helping to improve upon the economic activities of the people?

Q3.How is the internally generated fund (IGF) helping towards the achievement of socio-economic development in the municipality.

Q4. How is the municipality contributing to the overall Gross Domestic Product in the country?

- a)Very High     b) High     c) average     d) low     e) Very low

Q5.What has been the impact of the District Assembly Common Fund (DACF) and Internally Generated Fund (IGF) in the municipality?

- a) Very high     b) High     c) Average     d) low     e) Very low

Q6. How is the distribution of the District Assembly Common Fund (DACF) been made in the municipality?



**APPENDIX 2**

**QUESTIONNAIRE FOR PEOPLE LIVING WITH-IN GA-EAST MUNICIPAL AREA**

**RESPONDENT BIO-DATA**

Q1. Age: 20-29  30-39  40-49  50-59

Q2. Sex: Male  Female

Q3. Marital status: Single  Married  Divorced

Q4. Highest Education Level:

Diploma  Degree  Post-graduate Degree  Professional

Other (Please specify) .....

Q5. Occupation:

a) Teacher  b) Farmer  c) Businessman/woman

d) Public Sector Employment  e) other (Please specify).....

**SECTION B**

**BASIC NEEDS AND INFRASTRUCTURE DEVELOPMENT**

Q1. In your opinion, do you think there have been some changes in the development of infrastructure after the introduction of decentralization?

If yes, what account for it?

Q2. Has the introduction of decentralization fostered the spirit of communalism in the municipality?

- a) Yes                       b) No

If yes, what has accounts for it?

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**GENDER EQUALITY**

Q1. In what ways has the municipality ensured that there is gender equality in the decentralization process?

Q2. What has been the contribution of women at the grassroots level towards socio-economic development?

**ECONOMIC DEVELOPMENT**

Q1. What do you think are some of the economic activities in the municipality?

**Please tick as many as possible to question 1.**

- a) Trading                       b) Manufacturing   
c) Farming                       d) Public Sector Employment   
e) Other (please specify).....

Q2. How is the municipal assembly helping to improve upon the economic activities of the people?

Q3. Do you think the decentralization programme has improved the employment level in the municipality?

a) Yes  b) No

If yes, what accounts for it?

Q4. Does the Municipal Assembly promote training programmes for the people at the grass root level?

a) Yes  b) No

If yes, what are some of the programmes?

Q5. Are there any credit facilities (loans) available for the people at the grass root in the municipality?

a) Yes  b) No

Q6. Has the Municipal Assembly designed any motivational scheme given to people of best performance?

a) Yes  b) No

If yes, what are some of the awards?

