

# West Africa Governance and Economic Sustainability in Extractive areas (WAGES)



*Wilburt Bentum, Local Consultant, Nsadweso, Wassa East District, March 2018 (Photo Credit: WAGES)*

## Local Governance Toolkit *Governance*

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## Abbreviations

DA – District Assembly

DCE – District Chief Executive

DMTDP - District Medium-Term Development Plan

CBO – Community Based Organization

MMDA - Metropolitan, Municipal and District Assemblies

MP – Member of Parliament

MTDP - Medium-Term Development Plan

NGO – Non-Governmental Organization

NMTDPF - National Medium-Term Development Policy Framework

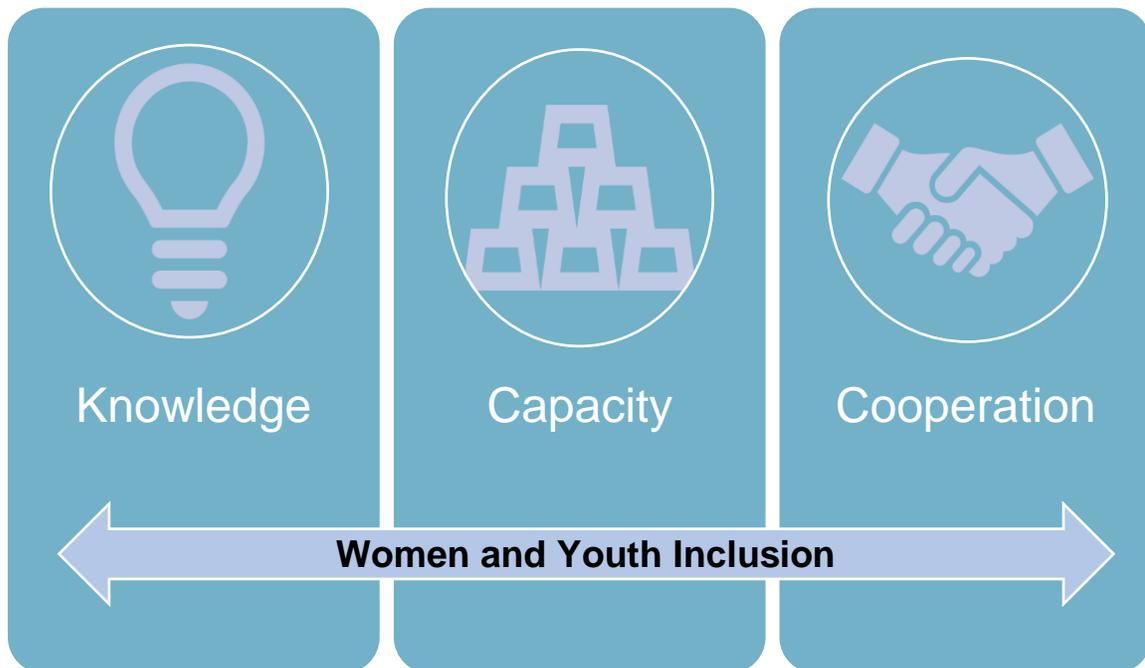
PM – Presiding Member

## Introduction

This toolkit discusses roles and management strategies for local governance stakeholders to improve social accountability within their localities. It also incorporates gender equality and youth inclusion as a cross-cutting component of governance. This toolkit will provide the reader with education, training, and activities for:

1. Decentralization and Local Governance
2. The District Assembly
3. Local Government Strategic Management
4. Stakeholder Analysis and Management
5. Gender and Youth Mainstreaming in Local Plans and Activities

By the end, participants will be able to answer the review questions to test their ability to identify and apply the appropriate tools and techniques in their localities.



## Ghana + Governance

Ghana gained independence from Britain in 1957. Ghana is a parliamentary democracy and is internationally recognized as a stable, liberal, country. The West African nation transitioned to multiparty rule in 1992 and has since conducted six successful elections. Ghana continues to build the capacity of its governance systems.

**Article 240 of the 1992 Constitution** that Ghana shall have a system of local government and administration which shall, as far as practicable, be decentralized.

Governance is comprised of all of the processes necessary of governing over a social system, through the laws, norms, power, or language of an organized society. Fair and effective governance is critical to ensuring that development benefits reach all stakeholders.

### 1. Decentralization and Local Governance

To afford citizens all possible opportunities to participate in decision-making at every level in government, the 1992 Constitution obliges Ghana to make democracy a reality via decentralization. It means that decisions about how the needs of the people are met are not to be in the hands of the Central Government alone, but that the people at the local level play a key role in making decisions about their prioritised needs in order to improve their living conditions. For this approach to be successful, it means that all stakeholders must have a minimum level of knowledge of the local governance framework and the underlying justifications in order to play their roles effectively.

#### Reflection:

Do women or youth occupy any positions in the decentralized government? What can be done for equal representation?

**Decentralisation** means transferring power, functions, resources, and competence from the central government to sub-national levels, especially to local authorities.

**Table 1: Advantages to Decentralization**

| Advantages to Decentralization  |
|---|
| Increases opportunities for participation in economic, social, and political decisions  |
| Assists in developing citizen capacities  |
| Enhances government responsiveness, transparency, and accountability  |
| Enables government interventions to meet a variety of social needs  |
| Stimulates the search for programmes and policy innovation  |
| Creates more open, responsive, and effective local government enhancing representational systems of community-level decision making |

The **National Decentralization Policy (2015-2019)** is a continuation of the previous one which ended in 2015. The purpose is to provide a clear sense of the core decentralization priorities to all stakeholders in the sector. The policy objectives of each of the 5 key areas are as follows:

**Table 2: Policy Objectives of Decentralization Priorities**

| Key Area  | Policy Objective   |
|---|--|
| <b>Political Decentralization and Legal Reforms</b> | Ensure effective local governance by strengthening the participation and contribution of various levels of government, different actors in local governance and institutions that monitor the functioning of local level governance  |
| <b>Administrative Decentralization</b>              | Improve the administrative and human resource capacity of the MMDAs and other local government stakeholders to ensure quality services delivery.   |
| <b>Decentralized Planning</b>                       | Strengthen local level capacity for decentralized and participatory planning and budgeting and their integration with the national agenda; strengthen the local capacity for spatial planning and facilitate local economic growth, employment and income generation                       |
| <b>Fiscal Decentralization</b>                      | Improve funding and financial management of MMDAs  |
| <b>Popular Participation</b>                        | Promote local democracy, participation and accountability through strong and viable stakeholder involvement and to clarify and strengthen the roles and relationships between key non-state actors such as chiefs and traditional authorities and civil society groups in local governance |

The local governance system of Ghana includes formal local government structure and arrangements as well as informal governance actors.

The formal structure is arranged in the following order:

- 4-levels for Metropolitan Assemblies
- 3-levels for Municipal Assemblies and District Assemblies

Aside of the formal local government structure, the legal provision has mandated other stakeholders to participate in the local governance process. They include: traditional authorities, economic associations, social groups, NGOs and CBOs, labour unions, religious leaders, businesses, and the media.

**Table 3: Stakeholder Roles**

| Stakeholder                    | Roles  |
|--------------------------------|--|
| <b>Traditional Authorities</b> | <ul style="list-style-type: none"> <li>• Promote progressive traditional values in their communities</li> <li>• Mobilize community members for the development of the district</li> <li>• Manage and resolve conflicts within the communities</li> <li>• Counselling and advisory</li> <li>• Power brokers based on knowledge and influence in the community</li> <li>• Facilitate the release land for development</li> </ul>   |
| <b>Civil Society</b>           | <ul style="list-style-type: none"> <li>• Initiate social audit processes in the communities to demand accountability for the use of resources</li> <li>• Undertake advocacy on behalf of communities and interest groups</li> <li>• Educate the public</li> <li>• Create platform for information sharing</li> </ul> <div data-bbox="906 520 1409 892" style="border: 1px solid black; border-radius: 50%; padding: 10px; width: fit-content; margin-left: auto; margin-right: auto;"> <p style="text-align: center;"><b>Reflection:</b></p> <p style="text-align: center;">Are women and youth well represented within each of these stakeholder groups?</p> </div> |
| <b>Private Sector</b>          | <ul style="list-style-type: none"> <li>• Provide the resources to be used in the development of the district</li> <li>• Pay levies and discharge their social obligation</li> <li>• Demand accountability from the District Assembly</li> <li>• Provide basic services to the citizenry and the Assembly</li> <li>• Promote local economic development and employment creation</li> <li>• Provides inputs into district planning and budgeting including fee-fixing resolutions and revenue mobilisation.</li> </ul>   |
| <b>Media</b>                   | <ul style="list-style-type: none"> <li>• Undertakes agenda setting by leading on policy and developmental issues in local governance</li> <li>• Mobilises the community to demand responsive local governance</li> <li>• Informs and educate the people by organising awareness creation sessions for the community and Assembly on government policies</li> <li>• Promotes dialogue among stakeholders</li> <li>• Collaborates with the other NGOs to ensure that the Assembly performs its functions responsibly</li> <li>• Plays a watchdog role on the use of resources allocated to the Assembly</li> </ul>   |

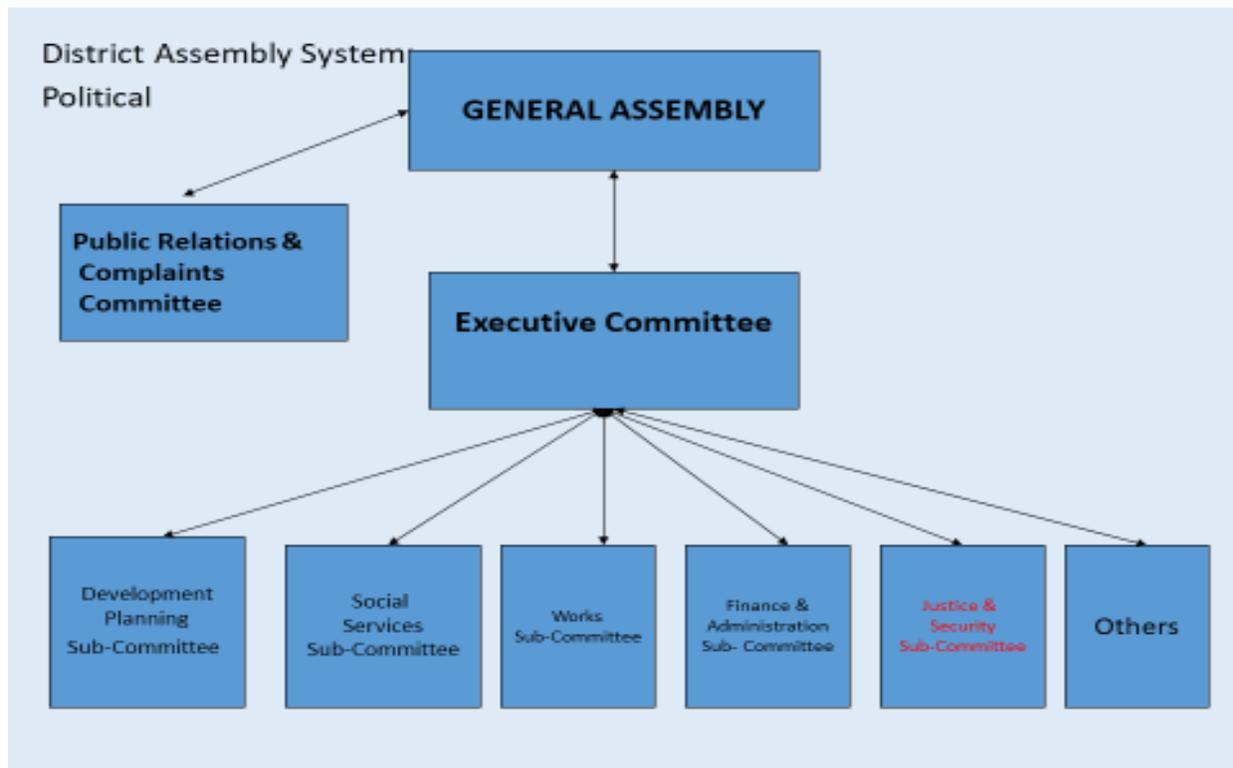
## 2. The District Assembly

The District Assembly is made up of staff of the Assemblies and other stakeholders who collectively agree on how to solve the development challenges facing the district. The characteristics of an Assembly include:

- Established by law
- Occupies a defined geographical area
- Can sue and be sued
- Has defined structure, operations, and conditions of service
- Processes based on rules and regulations
- Highest decision-making body in a district
- Performs deliberative, legislative, and executive functions
- In charge of overall development of a district
- Can acquire properties including land and buildings



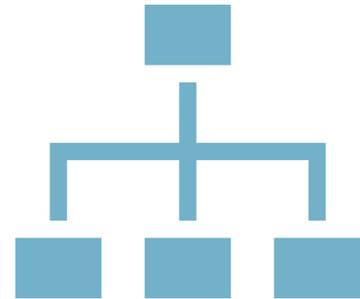
Figure 1: District Assembly System



## 2.1 Functions of the District Assembly

### ***The District Assembly:***

- Exercises political and administrative authority in the district
- Constitutes the planning authority for the district
  - Formulate and execute plans, programs and strategies for the overall development of the district
- Has deliberative, legislative and executive functions
- Is responsible for the overall development in the district
- Is in charge of maintenance of security and public safety in the district
- Provides infrastructure (schools, clinics, etc.)
- Provides services (sanitation, water, play grounds, etc.)
- Formulates and approves budget of the district
- Makes by-laws
- Sets and collects levies, rates, fees, and fines to generate revenue
- Promotes justice by ensuring ready access to the courts in the district



### ***The Executive Committee:***

- Co-ordinate the plans and programmes of the sub-committees and submit these as comprehensive plans of action to the District Assembly
- Implement resolutions of the District Assembly
- Report to members of the District Assembly the decisions of the Executive Committee
- Oversee the administration of the district in collaboration with the office of the District Chief Executive
- Make recommendations on stated grounds to the appropriate Ministry, Department or Agency, for the appointment and replacement of officers for departments outside the control of the District Assembly where it is considered expedient to do so
- Develop and execute approved plans of the units, areas and towns and sub-metropolitan districts, within the area of authority of the District Assembly
- Recommend to the District Assembly
  - Economic, social, spatial and human settlement policies related to the development of the district

- Harmonisation of the development policies of the district with national development policies
- Integration and co-ordination of the processes of planning, programming, budgeting and implementation
- Initiation and implementation of development programmes and projects at the district level; and
- The monitoring and evaluation of policies, programmes and projects

### ***Public Relations and Complaints Committee:***

The Public Relations and Complaints Committee is headed by the Presiding Member and as the name suggests, it is the interface between the Assembly and the citizens. It is mandated among others to:

- Educate the members of the public on the activities of the District Assembly;
- Promote transparency, probity and accountability in the dealings of the District Assembly with the public;
- Investigate complaints or allegations made against the conduct of the District Chief Executive, members of the District Assembly, staff of the District Assembly and staff of the departments of the District Assembly.

### ***District Assembly Sub-Committees:***

The Assembly adopts the committee system in its decision-making process. The five mandatory sub-committees which report to the Executive Committee are:

- Finance and Administration Sub-Committee
- Development Planning Sub –Committee
- Social Services Sub – Committee
- Works Sub-Committee
- Justice and Security Sub – Committee



These committees are required to work as a system and report to the Executive Committee. Their functions are listed as follows;

- *Development Planning Sub –Committee Functions*
  - Identify the economic resources / potentials of the district;
  - Develop an information base on the resources
  - Identify opportunities and constraints of these resources;
  - Prepare exploitation and phasing plans and strategies;
  - Consult with other sub – committees and the private sector for the implications the proposed district plan may have on other sub – committee’s plans, and
  - Submit the plan to the executive committee for harmonization with others.

- *Social Services Sub – Committee Functions*

- Take a comprehensive and long term look at areas of social development in the district, particularly education, health, social welfare, sports, culture etc.
- Develop the information base on these areas of social development;
- Identify the strengths and weaknesses in the social services areas;
- Prepare a social development plan;
- Examine the implications of the social development plan on other sub – sectors of the district economy
- Submit the plans to the Executive Committee for harmonization.

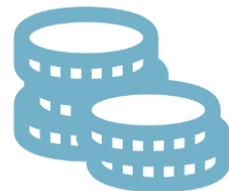


- *Works Sub-Committee Functions*

- Take a comprehensive look at the infrastructure needs and problems of the district
- Develop an information base on each of these programs and functional areas
- Map out, indicate and phase out programs for their development and provision
- Examine the implications of such actions for other sub – committee proposals
- Submit the programme to the executive committee for harmonization and action

- *Finance and Administration Sub-Committee Functions*

- Examine the general financial position of the Assembly
- Examine the revenue mobilization and expenditure trends of the Assembly
- Map out strategies to improve revenue mobilization of available resources
- Submit financial plans to the executive committee for harmonization with other Sub – Committee plans



- *Justice and Security Sub – Committee Functions*

- Resolve intra-district and inter-district conflicts
- Consider issues pertaining to the enforcement of bye laws.
- Ensure that premises are available for use by community tribunals,
- Ensure that police logistics are adequate
- Make recommendations to the Executive Committee ways and means to resolve disputes.

**Table 4: Key Functionaries of the Assembly and their Roles**

| Position                                  | Role  |
|---|---|
| <b>The District Chief Executive (DCE)</b> | <ul style="list-style-type: none"> <li>• Represents the Central Government (until elected by the people)</li> <li>• Chairs the Executive Committee of the District Assembly</li> <li>• Responsible for the day-to-day activities of the Assembly</li> <li>• Supervision over the departments of the Assembly</li> <li>• Can only hold position for two four-year terms</li> <li>• Can be removed from office by the votes of not less than two-thirds of all the members of the District Assembly or by decision of the President</li> </ul>  |
| <b>The Presiding Member (PM)</b>          | <ul style="list-style-type: none"> <li>• Cannot be the DCE nor a Member of Parliament (MP)</li> <li>• Elected by at least two thirds majority of all Assembly members</li> <li>• Presides over General Assembly meetings</li> <li>• Not a member of the Executive Committee</li> <li>• Chairs the Public Relations and Complaints Committee meetings</li> <li>• Recipient of audit reports on behalf of the Assembly</li> <li>• Guarantor of good behaviour during assembly meetings</li> <li>• Can be removed from office if at least two thirds of all members of the assembly vote to remove him</li> </ul>  |
| <b>The Assembly Member</b>                | <ul style="list-style-type: none"> <li>• Maintains close contact with his/her electoral area, consult electorates on issues to be discussed in the District Assembly and collate their views, opinions and proposals</li> <li>• Presents the views, opinions and proposals to the Assembly</li> <li>• Attends meetings of the Assembly and meetings of sub-committees of which he/she is a member</li> <li>• Meets electorates before each meeting of the Assembly</li> <li>• Reports to electorates the decisions of the Assembly and its Committees and the actions taken to solve problems raised by residents</li> <li>• Actively participates in the work of the sub-committees of the Executive Committee</li> <li>• Maintains frequent liaison with organised economic groupings</li> <li>• Takes part in communal labour and other development activities in the district</li> <li>• Discharges his/her duties in the national interest and the interest of the people in the district</li> </ul> |
| <b>Member of Parliament (MP)</b>          | <ul style="list-style-type: none"> <li>• Representative in Parliament at the national level</li> <li>• Elected during general parliamentary elections</li> <li>• Holds office for four years (renewable)</li> <li>• Briefs the Assembly about the proceedings in Parliament at general meetings</li> <li>• Provides feedback on projects and government programmes that are of interest to the district</li> <li>• Identifies local problems and advocates at the national level</li> </ul>   |

| Position                                   | Role  |
|--|---|
| <b>The District Coordinating Director</b>  | <ul style="list-style-type: none"> <li>• Ensures bi-laws are not in conflict with national legislation</li> <li>• He/She reports to the Chief Executive</li> <li>• All heads of departments are required to report to him or her</li> <li>• Provides leadership in the implementation of policies of the District Assembly</li> <li>• Responsible for effective planning and budgeting</li> <li>• Required to follow financial, stores and budgetary guidelines</li> <li>• Takes responsibility for the initiation, execution, monitoring and evaluation of development plans, projects and programmes</li> </ul>   |
| <b>Urban, Zonal Town and Area Councils</b> | <ul style="list-style-type: none"> <li>• Enumerate and keep records of all persons and properties in the Urban area, Zone or Town</li> <li>• Assist to collect revenues due to the Assembly</li> <li>• Recommend to the District Assembly the naming of all streets in its area of authority and cause all buildings in the streets to be numbered</li> <li>• Plant trees and protect them</li> <li>• Prevent and control fire outbreaks including bush fires</li> <li>• Organise with any other relevant organization of the people of the urban area, zone or town for the purpose of discussing the development of the urban area, zone or town including the training of voluntary or other contributions to fund the development.</li> </ul> |

### 3. Local Government Strategic Management

Strategic Management is recognized as an effective management tool for addressing many of the organizational dysfunctions in the public sector. It is a continuous cross-functional process by which an organization is to match its goals, resources and processes to the environment. Strategic Management has many definitions depending on the environment in which it is applied and the results. It is however seen as a systematic process for creating and sustaining improved performance in an organisation that reflects changes in:

This toolkit encourages citizens, especially the most vulnerable, to be integrated into the implementation, monitoring and evaluation of projects, and not just in planning. Remember to be inclusive of all intersections, including women and youth, in each community.

- the environment
- design
- public management

It involves the continuous series of decisions and actions that are taken to achieve a community's long-term vision and goals of organisation to create a sustainable community. The guiding principles in any strategic management process, whether in the public or private sector, are about understanding:

- what changes are needed
- how to implement and manage these changes
- how to create a roadmap for sustaining improvements that lead to better performance



The Strategic Management process involves:

- Pre-planning
- Strategic planning
- Deployment
- Implementation,
- Measurement and Evaluation

There cannot be any Strategic Management without a Strategic Plan. Therefore, the National Development Planning Commission issues guidelines to MMDAs about timelines and how to prepare the Medium-Term Development Plan. The Planning process involves:

- Formation of District Medium term Development Plan (DMTDP) Preparation Team: should be chaired by the District Coordinating Director; the District Planning Officer or his representative should be the Secretary
- Performance Review: Review Past Performance of the District and identify the status of implementation of planned activities, challenges and lessons learnt at a stakeholders' workshop.
- Compilation of District Profile: Identification of the key development issues and challenges of the District
- Linking Identified Key Development Issues/Problems to the Thematic Areas of the National Medium-Term Development Policy Framework (NMTDPF)
- Application of POCC (SWOT): A POCC Analysis is undertaken on the summary of key issues identified to determine the district's capacity to cope with and mitigate their impact on the district development process
- Setting District Development Goal compatible with National Goal of the NMTDPF: A broad goal is developed to address the issues in the district which should be compatible with the goal of the National Policy Framework
- Development Projections (for example 2018-2021) is made.

- Formulation/Adoption of District Objectives in Relation to the NMTDPF
- Formulation/Adoption of Strategies to achieve Objectives
- Formulation of Development Programs
- Formulation of Joint Development Programs
- Application of Sustainability Tools
- Formulation of Composite Program of Action
- Preparation of Indicative Financial Plan
- Preparation of Composite Annual Action Plans
- Linking the Plan with Annual Budget
- Implementation of Annual Action Plans
- Monitoring and Evaluation
- Development of District Communication Strategy

It is important during implementation of the Plan to do the following:

- Announce and publicize plan
- Disseminate executive summary to stakeholders
- Implement the plan
- Report periodically to elected officials and stakeholders
- Adjust plan if needed.

Periodic assessment of the Plan with consideration to:

- Developing assessment tools to collect data for each approach
- Collecting data and measure performance
- Using assessment data as basis of periodic reports on the plan.
- Establishing schedule for next planning cycle.

Generally, a Strategic Plan will fail if not well managed. Some specific management problems are:

- Failure to understand the client
  - Is there a real need for the service?
  - Inadequate or incorrect needs assessment
- Over-estimation of resource / competence
  - Can the staff, equipment, and processes handle the new plan/strategy?
  - Failure to develop new employee and management skills
- Failure to coordinate
  - Reporting and control relationships not adequate
  - Organizational structure not flexible enough
- Failure to obtain senior management commitment
  - Failure to get management involved right from the start
  - Failure to obtain sufficient local resources to accomplish task

- Failure to obtain staff commitment
  - New plan/strategy not well explained to staff
  - No incentives given to staff to embrace the new plan/strategy
- Under-estimation of time requirements
  - No critical path analysis done
- Failure to follow the plan
  - No follow through after initial planning
  - No tracking of progress against plan
- No consequences for above
- Failure to manage change
  - Inadequate understanding of the internal resistance to change
  - Lack of vision on the relationships between processes, technology and organization
- Poor communications
  - Insufficient information sharing among stakeholders
- Exclusion of stakeholders and assembly members

## 4. Stakeholder Analysis and Management

A stakeholder analysis is the activity of identifying groups or individuals who may be affected by initiatives, or who share a common interest, and determining their impacts in order to develop the right techniques to address them. Stakeholder analysis is a crucial initial step in situation analysis. It identifies all primary and secondary stakeholders who have a vested interest in the issues with which the policy or project is concerned.



A **stakeholder** can be defined as: any person, group, or institution that – positively or negatively – affects or is affected by a particular issue, goal, undertaking or outcome.

The goal of a stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationship between the different stakeholders and the objectives under consideration. Stakeholder analysis is best seen as a continuing process, which should engage different groups, issues, activities, and agendas. This has the advantage of helping the community to think through

the variety of groups that may be affected by the initiative in question, and then to probe the interests of each group more fully, with an end result of better knowing and understanding the full range of stakeholders who may have an interest in a given initiative, policy, or project.

Begin by brainstorming all possible stakeholders. Then research the human environment. Talk to various stakeholders and ask them who they would see as potential stakeholders for the initiative in question. The analysis involves determining:

- Identify and list all potential stakeholders.
- Identify their interests (overt and hidden) in relation to the problems being addressed as against stated objectives.
- Assess the likely impact on each of these stakeholder interests (positive, negative, or unknown)
- Indicate the relative priority which the project should give to each stakeholder in meeting their interests

In the stakeholder identification process, you should also consider the level of influence of the stakeholder or stakeholder group and their capacity for committing to the project. However, it is important to not only engage with your high influence stakeholders but to encourage and seek participation from stakeholders who may not be frequently heard or who may be harder to reach.

#### 4.1 Stakeholder Participation/Accountability Matrix

**Inform:** To provide stakeholders with balanced information to assist them in appreciating their problems and issues.

**Consult:** To obtain the views, opinions and feelings of the direct stakeholders to be affected by decisions.

**Involve:** Working directly with stakeholders throughout the process to ensure consensus.

**Partner:** To collaborate with various stakeholders to achieve common goals.

**Empower:** To create ownership of the process and outcomes.



**Exercise: Identify the key stakeholders and rate the level of importance**

**Table 5: Level of Stakeholder Importance**

| Stakeholders | Level of Importance |                |      |          |      |                 |
|--------------|---------------------|----------------|------|----------|------|-----------------|
|              | Unknown             | Little or none | Some | Moderate | High | Critical Player |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |
|              |                     |                |      |          |      |                 |

**Exercise 2: Rate the level of influence**

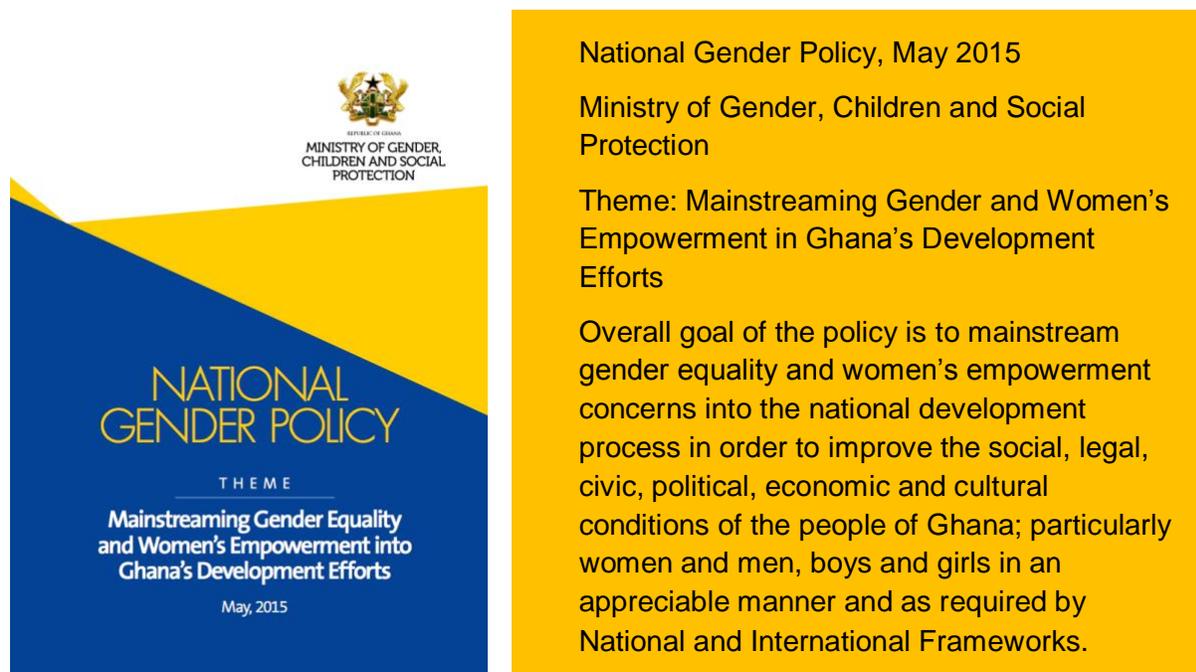
**Table 6: Stakeholder Influence Mapping**

| Stakeholders            | Influence |              |      |          |      |                  |
|-------------------------|-----------|--------------|------|----------|------|------------------|
|                         | Unknown   | Little or no | Some | Moderate | High | Very Influential |
| District Assembly       |           |              |      |          |      |                  |
| Private Sector          |           |              |      |          |      |                  |
| CSOs                    |           |              |      |          |      |                  |
| Traditional Authorities |           |              |      |          |      |                  |
| Citizens/ Beneficiaries |           |              |      |          |      |                  |
| External Stakeholders   |           |              |      |          |      |                  |

## 5. Gender and Youth Mainstreaming in Local Plans and Activities

The dynamics in socio-economic and political indicators show that the issue of gender can no longer be ignored. It is therefore important for local authorities to understand and address the issue of gender parity and youth inclusion in the democratic governance and participatory development process.

**Figure 2: National Gender Policy**



### Do You Know the Difference Between Sex and Gender?



**Table 7: The difference between sex and gender**

| Sex   | Gender  |
|---|---|
| Biological make-up  | Socially constructed                                  |
| Universal for all human beings                              | Differs between cultures, location, climate           |
| Unchanging  | Dynamic and changes over time                         |
| Identifies the biological differences between men and women | Identifies the social relations between men and women |

**‘Gender’** refers to the socially determined ideas and practices of what it is to be female or male, how a person’s biology is culturally valued and interpreted into locally accepted ideas of what it is to be a woman or man.

**‘Sex’** refers to the biological characteristics that categorize someone as having either a female or male body.

Gender issues do not only concern women. It is essential to involve women and men in all stages of development at the household, project, the community and the government levels, so that women’s and men’s, as well as girls’ and boys’ specific needs are taken into account. This way it can be ensured that they are equally benefitting.

**Youth Engagement and Inclusion** refers to the active, empowered and intentional partnership with youth as stakeholders, problem solvers and change agents in their community.

### Did you know?

Each District has a Gender and Youth Inclusion Strategy. Contact your District Gender Officer to learn more!

There is growing consensus to eliminate all forms of discriminations in development actions via gender mainstreaming. In that regard, efforts are made to recognize that both women and men play equal significant role in community development and delivery of services.

Gender Mainstreaming enables us to:

- Recognize that every policy, program and project affects women and men differently
- Transform women’s participation in reconstruction process from passive beneficiaries to active agents at all levels and in all fields
- Achieve an enabling environment where women and men work as partners and carry values of mutual respect

Gender Mainstreaming is the process of ensuring that both women and men have equal access to and control over resources, decision-making, and benefits at all stages of the development process and in development projects. In achieving this, governments over the years have created institutions, policy, project and programmes to ensure that both men and women have equal opportunity to be integrated in development issues. In the District Assemblies, Gender Desk Officers are appointed to help mainstream issues of gender in decision making. In the preparation of the Medium-Term Development Plan (MTDP) of Metropolitan, Municipal and District Assemblies (MMDAs), issues of women empowerment and gender mainstreaming are strongly included. For instance, when schools are built, there are available washrooms for the pupils to use. Also, it has been observed that, there are more washroom spaces for the girls than the boys.

## Module Review

1. Why is Ghana practising decentralization?
2. Explain the difference between local governance and local government.
3. What will you like to see to describe governance at your local area as effective?
4. What are the major challenges of local governance in your district? How can they be addressed?
5. Which of the functions will you say your District Assembly is performing well?
6. Which of the functions will you want your District Assembly to improve?
7. Identify the functionaries of District Assemblies
8. What are the roles and responsibilities of the identified functionaries and the relationship that exist amongst them in the performance of their roles?
9. What is the relevance of Strategic Management to your District Assembly?
10. What are the key phases in Strategic Management?
11. Explain the link between strategic planning and strategic management.
12. Why do you need to engage?
13. What are your stakeholders' capacities, needs and limitations?
14. How can you ensure your engagement is inclusive?
15. What engagement skills do you have within your team?
16. What resources do you have available?

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