

## CURRICULUM VITAE

March 2023

### PERSONAL DETAILS

Name	William Hagan AMOAH
Date of Birth	2 <sup>nd</sup> January 1964
Nationality	Ghanaian
Profession	Local Government, Public Finance, Planning and Organisational Development Expert
Education	Bachelor Degree in Planning – University of Science and Technology, Kumasi-Ghana 1993

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### Language Skills:

Language	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
French	Basic	Nil	Nil

Professional Membership	Ghana Institute of Planners and Commonwealth Association of Planners
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### KEY QUALIFICATION

- Local government finances with special emphasis on revenue assignment and design of revenue improvement programmes linked to taxation.
  - Revenue management and improvement operations of national revenue institutions including organizational development
  - Design and management of performance based grant systems with climate change dimensions (with emphasis on Local Climate Adaptive Living [LoCAL] Facility).
  - Decentralisation and local government reforms including legal assessment and reviews.
  - Decentralised planning (including spatial and participatory planning) and budgeting for urban, rural and community settings for project development, management and reviews.
  - Project/programme formulation, reviews, appraisals and evaluation including Strategic Planning.
  - Participatory Organisational assessment and Development including Change Management.
  - Facilitation and Training management of multi-disciplinary actors including civil society capacity building;
  - Socio-Economic Research and Impact Assessment of Development Programmes and Projects
  - Gender and environmental management for development.
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### Employment History:

Nov 2021 – Dec 2022 **Programme Specialist - United Nations Capital Development Fund:** Was responsible for ensuring that climate change (CC) data and

analysis informed the project; CC projects are fully aligned with national climate change and local development policies, strategies, institutions, and processes; provided technical assistance to local governments in adaptation planning/programming; supported CC mainstreaming into planning, budgeting, investment plans; implementation; and monitoring of adaptation measures; Promoted standard practice of channelling climate finance for local level CC response; Coordinated and provided advice and support to the National Technical Specialist on the collection and documentation of all achievements, experiences, lessons learned and good practices; and Facilitated active participation of relevant Ministries, Departments and Agencies, local governments and other stakeholders on LoCAL and supports with implementation.

Dec 2017 – Mar 2021 **Team Leader (Short Term Expert Pool Manager):** Modernization the local Government Revenue Collection System in Ghana, GIZ initiative to support decentralisation reform covering the areas of local revenue operations of local government; capacity and systems development; planning and public financial management and Agenda 2030/Sustainable Development Goals including gender for 100 Metropolitan, Municipal and District Assemblies (MMDAs). Managed 121 person months for national and regional experts and 30 person months for international experts. The position involved assessing partner needs, developing terms of reference, sourcing experts, organising logistics for field trips and supervising their work by reviewing outputs and providing advice to the entire programme.

Oct 2012 – Mar. 2015 **Team Leader:** Local Revenue Enhancement Project sponsored by GIZ under its Support for Decentralisation Reform (SfDR). Assisted 40 target districts in Ghana to improve local revenues through transformed operational systems and structures. Supported development of spatial and fiscal databases using GIS and street addressing and provided organisational guidance for the development of a software for the management of the local revenue operations of the districts including staff training for use, billing and collection.

Sept 2004 – Sept 12 **Team Leader of the Facilitation Firm (JSA Consultants Ltd)** for a CIDA sponsored CAD\$40 budget support - District Wide Assistance Project (DWAP) which provided technical support for institution development, financial management, project management, gender and the environment for 38 districts in three northern regions of Ghana in a for eight-year period for social infrastructure projects. Provided technical advice to MLGRD, local governments and Regional Unit including project monitoring, reviewing reports and other documentation of the partners and producing project bi-annual and annual reports as well as annual work plans and budgets.

July 1999 - Dec 2004 **Project Manager to the Danish Support to District Assemblies (DSDA) II Programme/JSA Consultants Ltd:** Managed and coordinated the 5-year \$7.2m Danida capacity building programme for 17 districts in two regions of Ghana, central level institutions connected to local government units, and regional units in the two Programme regions. It covered Institutional and Organisation Development, Financial and Information Management, Gender and Economic

Development (approx. \$2 million for promotion of regional development potential and community projects in 160 Sub-districts for youth and women in the 17 project districts in Ghana). Managed the monitoring operations of the programme, 250 person months technical assistance component. The position also involves the production of progress and annual reports.

1996 -1998

**Consultant – JSA Consultants Ltd:** Managed an 18-month half a million-dollar Danish support to two each in two regions in Ghana. Provided and managed monitoring operations, technical support to beneficiaries for implementation and monitoring of the planning and financial management capacity building project.

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### **KEY ASSIGNMENTS**

#### ***Local and National Government Finances (Including PBGS) – GHANA***

Nov – Dec. 2022

**Team Lead – United Nations Capital Development Fund (UNCDF), Ghana:** Report on Readiness of District Assemblies to Adopt Ghana Public Private Partnerships as Alternative Financing Instrument for Delivery of infrastructure.

Dec 2021 – Mar 2022

**Public Finance Consultant – United Cities and Local Governments:** Updated Ghana's country profile for the World Observatory on Subnational Government Finance and Investment Report 2020.

April 2021

**Consultant – GIZ-Support for Decentralisation Reform (SfDR)/GOPA:** Development Concept note for Downward Accountability of Metropolitan, Municipal and District Assemblies in Ghana for Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD).

Sept – Dec 2020

**Public Finance Expert GIZ-GOPA:** undertook an assessment of the Office of the Administrator of Stool Lands (OASL) to automate ground rent collection using geo-spatial tools which involved conceptualising and assisting a team of software developers to develop the OASL Application now being implemented across the country.

Feb – March 2020

**Local Government Finance Expert – GIZ-SfDR/GOPA:** Developed a guide for the collaboration between Ghana Revenue Authority and the local government authorities in Ghana for the common objective of revenue mobilisation.

May & June 2019

**Local Government Finance Expert – GIZ-SfDR/GOPA:** Led the 25 member Local Revenue Technical Working Group members to undertake training of 260 Metropolitan, Municipal and District Assemblies (MMDAs) key actors in Ghana on Local Revenue Strategy and Reference Guide.

April 2019

**Local Government Finance Expert – GIZ-SfDR/GOPA:** Develop of Facilitator's' Guide for the Local Revenue Strategy and Reference Guide and carried a three Training of Trainers for a 25-member National Local Revenue Technical Working Groups to carry nationwide training of the 260 MMDAs.

- April – June 2019 **Public Finance Expert:** undertook an assessment of the Ghana Revenue Authority’s non-functional Rent Tax and conceptualised and assisted a team of software developers to develop a Rent Tax Application based on geo-spatial tools to make it a key revenue item for Ghana.
- March 2019 **Local Government Finance Expert – GIZ-SfDR/GOPA:** Review of the National Local Revenue Strategy and Revenue Mobilisation Guide for MMDAs in Ghana which included an aspect on the management of fixing fees which as integral part of the composite budget.
- March – August 2017 **Principal Consultant - MLGRD:** Facilitation of processes and preparation of Fee Fixing Guidelines for Local Governments in Ghana for the 2018 budget cycle.
- May 2015 – Aug. 17 **Team Member – FD Associates:** Assisted Tamale Metropolitan Assembly to implement digital property addressing to develop database for property tax and business operating license using the Land Use Planning and Management Information System (LUPMIS).
- April - July 2015 **Local Revenue Consultant – Support for Decentralisation Reform/GIZ:** Reviewed of local revenue items of local governments in Ghana and consolidation/harmonisation of the items for computerisation into the central government accounting system.
- Nov 2011 - Sept 2013 **Team Leader – Local Revenue Consultant: Supporting 17 districts in the Western Region of Ghana to implement the revenue component of the Local Governance Decentralisation Programme (LOGODEP):** Involved review and strengthening of the system for revenue mobilisation and capacity building of districts to establish systems and structures for Street Addressing System in urban communities of the region. This includes application of GIS, interpretation of maps and its link with spatial planning as well as using the data for improving revenue mobilisation.
- Sept - Dec 2012 **Fiscal Decentralisation to GOPA Consulting Group:** Assessment of the Fiscal Decentralisation reform efforts at the national level and Local Revenue Landscape of target district of the Local Revenue Enhancement Project in ten secondary cities of Ghana. The Project is collaboration between the Governments of Ghana and Germany.
- Sept – Oct 2012 **Local Government and Planning Expert (IDL Group of Croffey International):** Contributed to the Design of DFID Ghana Programme Support for Oil and Gas in the Western Region of Ghana by focusing on the role of decentralized structures in the planning, budgeting and financing arrangements.
- June – July 12 **Short Term Consultant to GOPA Consulting Group:** Assisted with finalising inception report, working papers of the Revenue Landscape and Capacity, and work plans for Local Revenue Enhancement Project aimed at improving internally generated revenues in 10 secondary cities in Ghana.

- Dec 2011 - Feb 2012 **Decentralisation and Institutional Development Consultant:** Developed of a framework for Property Tax and Business Licences' Reforms for Sekondi-Takoradi and Accra Metropolitan Assemblies under the CHF International IncluCity Programme. Assignment involved institutional assessment of the overall Local Revenue Generation operations with a focus on the two items and designed a project for the improvement of the said revenue items.
- Jan 2010 - Dec 2011 **Process consultant** – Decentralisation and Institutional Development Expert to the District Development Facility (DDF) Secretariat of the MLGRD, Ghana. Assisted with reports preparation and reviewed indicators and manual of the performance-based grant system.
- April – August 2008 **Team Leader – MLGRDE, Ghana,** Consolidation of 2006 Functional Organisational Assessment Team (FOAT) results and preparation of District Development Facility (DDF) Consolidated Report which included management of Capacity Building Grant.
- May 2008 **Team Leader Decentralisation Consultant - Decentralisation Secretariat (MLGRDE):** Review of Operational Manual for the Implementation of the District Development Fund (DDF) and Functional and Organisational Assessment Tool (FOAT) for Local Governments to address observation made from the first year of implementation.
- Nov 2004 – Dec 2007 **Team Leader, JSA Consultants Ltd:** Support to Seven districts in the Brong Ahafo Region of Ghana for Improve Internal Revenue under the GTZ sponsored Local Governance Poverty Reduction Support Programme. This involved the establishment for a Decentralised Database System for planning/decision making and revenue mobilisation for Asunafo South, Asunafo North, Dormaa, Wenchi, Tain, Jaman North and Jaman South Districts.
- May – July 2007 **Team Member: Local Government Finance Consultant:** Based on an earlier assessment of investment funding modalities, prepared of Operational Manual for the Implementation of DDF and FOAT by detailing institutional arrangements, M&E modalities, the assessment processes, facility set-up modalities and the sharing arrangements.
- Nov 2004-June 2005 **Team Member, Institutional Development Consultant - Decentralisation Secretariat (MLGRDE):** Reviewed decentralisation and investment funding modalities towards the development of District Development Funding (DDF) Modalities in Ghana.
- Climate Change Adaptation – GHANA & THE GAMBIA**
- 4<sup>th</sup> – 21<sup>st</sup> July 2022 **Principal Assessor – UNCDF Ghana:** Undertook Annual Performance Assessment of 3 LoCAL and 6 GrEEen districts and produced Annual Performance Assessment Reports for determination of Performance Based Climate Resilient Grants for the 2023 cycle.
- July – Oct 2020 **Consultant/UNCDF:** Developed Cash for Work Guidelines for the Boosting Green Employment and Enterprise Opportunities in Ghana (GrEEen) programme in Ghana funded by EUTF.

- May – June 2020 **Consultant/UNCDF:** Developed Framework for the Cash for Work for the Boosting Green Employment and Enterprise Opportunities in Ghana (GrEEen) programme in Ghana funded by EUTF.
- August – Nov 2019 **International Consultant – Local Government Finance Expert:** Supported implementation of Job, Skills and Finance Programme by training and sensitisation of local partners and stakeholders in target region on a Performance Based Climate Resilient Grant System in **THE GAMBIA**.
- May – Dec 2019 **National Consultants - UNCDF:** Developed the GrEEen Project under EU Emergency Trust Fund for Africa initiative focusing on Migration, green investments and finance in Ghana to promote job creation and reintegration of voluntary returnees through green and resilient local economies and communities using investments delivered inter alia by cash for work, integrated finance (public, private and remittances) and skills development.
- Oct 2017 – Mar 2018 **National Consultant – UNCDF:** Principal Consultant for the execution of Climate Risk Vulnerability Assessment for Ada East District, Fanteakwa District and Effutu Municipality under the Local Climate Adaptive Living in Ghana. This involved carrying an assessment with the districts and using secondary data establish the climate risks as a basis for defining the priority sectors for action and identifying initiatives. These were supported with maps to depict the intensity of the climate risk issues. Action plans were developed for the identified initiatives with designs and estimated costs as well as the expected impacts on the climate risk and the beneficiaries.
- June - Oct 2017 **National Consultant – UNCDF:** Team member - Annual Assessment of the Local Climate Adaptive Living in Ghana in three local governments – Ada East District, Fanteakwa District and Effutu Municipality. Undertook assessment for LoCAL Phase II with the international consultant and produced specific district assessment reports and a consolidated report.
- Decentralisation and Local Government Reform - GHANA**
- August 2020 **Consultant – GIZ-SfDR/GOPA:** Reviewed Local Government Practitioners Guide for Ghana – Work commissions by the IMCCoD
- Sept – Oct 2019 **Principal Consultant – GIZ-SfDR/GOPA:** Reviewed and finalized the National Decentralisation Policy and Strategy 2020-2024 of Ghana.
- 29 June - 29 Aug '09 **Decentralisation and Local Government Consultant - Ministry of Local Government and Chieftainship, KINGDOM OF LESOTHO:** Reviewed status of decentralisation implementation and prepared of a Decentralisation Action Plan for the Kingdom of Lesotho. It involved a review of the status of implementation through consultations with relevant Ministries to assess their preparedness to devolve to the Councils, carried out validation meetings and prepared a National Decentralisation Action Plan based on the inputs.

- June 2009 **Decentralisation and Institutional Development Consultant– Local Government Service Secretariat (LGSS)**, Based on the mandate of LGSS, detailed a process for the implementation of the Generic Capacity Building Component of the District Development Facility (a Performance Based Grant System introduced in Ghana).
- Feb/March 2009 **Decentralisation and Institutional Development Consultant - Ministry of Local Government and Chieftainship, KINGDOM OF LESOTHO:** Carried out an initial assessment of the reform and developed a framework towards the preparation of a National Decentralisation Action plan for the Kingdom of Lesotho
- September 2004 **Team member, Decentralisation and Institutional Development Consultant - Decentralisation Secretariat (MLGRDE):** Reviewed the progress of decentralisation and capacity building initiatives as a basis for the review of a Comparative Assessment of Existing Human Resource Capacity Building and Institutional Service Providers for the Period 1999-2004
- June 2003 **Principal Decentralisation and Institutional Development Consultant - MLGRDE/NDPC:** Reviewed existing documentation on decentralisation and local government reform and developed the first ever guidelines for the operationalisation of District and Regional Planning Coordinating Units in Ghana in accordance with the Local Government Act, 1993 (Act 462) and National Development Planning (Systems) Act, 1993 (Act 480).
- 2002/2003 **Team Member, JSA Consultants Ltd:** Part of a team of consultants who supported the establishment for a Decentralised Database System for planning/decision making and revenue mobilisation for Asunafo, Dormaa, Wenchi and Jaman Districts in the Brong Ahafo Regions of Ghana funded by DFID.
- 2001 **Team member Decentralisation and Institutional Development Consultant - JSA Consultants Ltd:** Review the status of decentralisation implemented and developed a Decentralisation Policy Dialogue framework and a Medium-Term Decentralisation Framework for the Ministry of Local Government and Rural Development (MLGRDE) in Ghana.
- Organisational and Institutional Development – GHANA**  
 April '21 to June '22 **Organisational and Institutional Development Consultant GIZ/Governance for Inclusive Development Programme (GovID)/Particip-GOPA:** Supported Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD), Office of the Administrator of Stool Lands (OASL), Ghana Revenue Authority and MMDAs to implement institutional and organisational aspects data management and revenue collection reforms related to the implementation of district Local Revenue (dLRev) software and allied products developed under the auspices of MLGDRD for local government revenue operations. Provided technical support to Land Use and Spatial Planning Authority (LUSPA) to leverage street address

maps for the development of local plans for the management of the urban space in Ghana.

- March '16 – Feb '17 **Organisational Development Consultant (Associates for Change):** Operational Assessment of the Ghana School Feeding Programme and review of the operations manual.
- August – Sept 2015 **Decentralisation and Institutional/Organisational Development Expert (Associates for Change):** Undertook organisational and institutional assessment for the Complementary Basic Education (CBE) Programme and prepared an Implementation Plan for the Ghana CBE Policy.
- Sept – Nov 2011 **Institutional Development Specialist (Team Member Ernst & Young):** Worked on the institutional and Organisational arrangements component of the evaluation of the Ghana School Feeding Programme (2006 to 2011) from the national through the regional to the local level of implementation.
- May – August 2011 **Principal Consultant:** Undertook an institutional assessment of the operations of Regional Planning Coordinating Units (RPCU) in the Ten Regions of Ghana with funding from the Support to Decentralisation Reform of GIZ by reviewing operations of the Planning, Budgeting and Monitoring Division of MLGRD and the RPCUs for increased funding of the operations of the RPCUs.
- May 2007 **Principal Decentralisation and Institutional Development Consultant - Danida:** Undertook a review decentralised service delivery of the relevant national level institutions for water, sanitation and feeder roads for the design a new Danida Programme for Decentralised Service Delivery in Water, Sanitation and Feeder Roads.
- November 2006 **Institution Development Specialist, Colan Consult:** Undertook a review of institutional arrangements of urban water delivery at national, regional and district level under a Three Town (Damongo, Wa Municipality and Yendi in Ghana) Water and Sanitation Study funded by the African Development Bank.
- Spatial and Strategic Planning – GHANA, MOZAMBIQUE & BOTSWANA***
- July 2015 to Dec '16 **Spatial Planning Consultant – Accra Metropolitan Assembly (AMA):** Technical support to AMA for the setting up digital property addressing system for both formal and informal communities to build spatial and fiscal database covering about 200,000 properties with businesses for their revenue operations including detailing processes of maintaining the new system.
- 12<sup>th</sup> Oct '15 June '16 **Urban Development Consultant (SfDR-GIZ):** Development of an Investment Plan for the National Urban Policy and Action Plan.
- 4<sup>th</sup> – 20<sup>th</sup> Nov 2015 **Facilitator:** Facilitated an open space (closeout) workshop for stakeholders of the Local Governance and Decentralisation Programme – a five-year (2011-2015) USAID funded programme and produce a report for sustaining the gains of the programme.



- Aug 2014 - Sept 2015 **Team member – FD Associates:** Supported implementation of street signage in Sekondi-Takoradi Metropolitan Assembly. It involved reviewing addressing data and preparing final draft address maps and specifications for procurement and supervision of signage installation.
- May '12 - Dec 2013 **Principal Consultant:** Assisted Sekondi-Takoradi Metropolitan Assembly to implement digital property addressing to develop database for property tax and business operating license alongside valuation of properties and billing of local revenue.
- June – Dec 2011 **Team Member:** Preparation of Spatial Development Framework (SDF) and Structure Plans (SP) for three coastal districts – Ellembelle, Nzema East and Jomoro with sponsored from Jubilee Partners under the leadership of Tullow Oil. This included the collection of relevant spatial data and the application of GIS to the management of the data to produce thematic maps for the SDF and SP.
- April 2010 **Principal Consultant – MLGRD, Ghana:** Development of the first Street Naming and Property Addressing Policy and implementation guide for use in implementing the system in urban communities in Ghana. Assignment involved reviewing similar exercise the Metropolitan and Municipal offices as an input for the assignment.
- September 2006 **Team Leader - Decentralisation Secretariat (MLGRDE):** Development of a Strategic Environmental Assessment Report for the sub-projects under the District Wide Assessment Project.
- 2002 **Principal Consultant,** Developed the first strategic framework 2003-2005 for the Calvary Baptist Church, Accra – Ghana to Strengthen Systems in the Lord’s vineyard to meet the challenges of the New Millennium.
- October 2003 **Team member Decentralisation and Institutional Development Consultant – JSA Consultants Ltd:** National AIDS Council, Mozambique: Inception Mission for review NSP I and development of national strategic framework for **MOZAMBIQUE** 2003 - 2008.
- June/July 2004 **Team member,** Decentralisation and Institutional Development Consultant – **JSA Consultants Ltd:** Supported National AIDS Coordinating Agency, **BOTSWANA** to the operationalisation of the National HIV/AIDS Framework.
- Monitoring, Evaluation and Data Management – GHANA**
- October – Dec 2017 **Team Leader – MLGRD/French Embassy:** Training of districts in Greater Accra and other selected districts on web-based Monitoring and Evaluation System for local government in Ghana.
- June – Nov. 2016 **Public Sector Consultant:** assessment of prioritised needs for local government actors (Local Authorities, Regional Planning Coordinating Units, National Development Planning Commission, Ministry of Local Government and Rural Development) to establish a web-based monitoring system in Ghana.

June – August 2015 **Team Member - Local Governance Specialist (Dege Consult, Denmark):** Mid-term Evaluation of the Local Government Capacity Programme (LGCP 2012-2016) in implemented in Kumasi Metropolitan, Komenda-Edna-Eguafo-Abirim Municipal, Kadjebi District, Twifo-Atti Morkwa Municipal and Twifo Hemang District Assemblies. It involved a review of decentralization implementation from the national level in respect of water and sanitation and how that has promoted the implementation of the programme in the target districts.

1998 **Team member, JSA Consultants Ltd/ECDPM:** Study on “Linkages between Decentralisation and Decentralised Cooperation in Ghana” aimed at providing the way forward for the implementation of the decentralised cooperation in Ghana.

### **RESEARCH BASED ASSIGNMENTS - GHANA**

Feb '15– Aug. 2016 **Team Member – FD Associates:** Baseline and Environmental, Social and Economic Impact Studies for the Reconstruction of Tarkwa, Abooso, Huni Valley and Damang Road in Ghana.

April – June 2011 **Team Member (Ernst and Young) - Local and Government and Institutional/Organisational Development Consultant** for a UNICEF funded Livelihood Empowerment Against Poverty (LEAP) needs assessment.

Jan. – March 2011 **Team member – Institutional Development Consultant:** KAP Study on Education Decentralisation in Ghana funded by the World University Service of Canada. The study involved a review of decentralisation implementation by MLGRD and Ministry of Education as well as assessment of the KAP status for education decentralisation at the various level of government in respect of the Education Act 2010 (Act 778).

November 2008 **Team Member - Decentralisation and Institutional Development Consultant (Ghartey Associates, Ghana):** Baseline for IBIS Funded Public Participation in Local Governance Programme Phase 2 covering the Greater Accra, Northern and Upper East Region of Ghana

### **PROJECT FORMULATION AND MANAGEMENT – GHANA**

Nov - Dec 2017 **National Consultant – UNCDF:** Team member - Design of Phase II of the Local Climate Adaptive Living in Ghana. Worked with an international expert to design II based on engagement with the key national institutions and a select number of districts. Also involved a criterion for the selection of districts and fund allocation with modalities for integration into the government district performance assessment tool (DPAT).

July – Nov. 2016 **Governance Advisor - Reboot USA:** Team Member – Operational Research Support to Sekondi-Takoradi Metro Assembly (Ghana) to develop an Open Government Action Plan for implementation.

- Oct – December '09 **Team Member (Decentralisation and Organisational Development Consultant) – MLGRD, Ghana:** Developed of Project Operational Plan (Project Document) for the implementation of the Food Security and Environment Facility in the three northern regions of Ghana.
- 1996 – 97 **Consultant – JSA Consultants Ltd:** Supervised and monitored an Integrated Rural Human Resource Development Project that supported the construction of a women resource centre including on-the-job training for women in income generating activities implemented by ASAWA (an NGO) at Eyisam in the Central Region of Ghana.
- July 2005 **Decentralisation Specialist - Danida:** Pre-mission to an annual review of the Transport Sector Programme Support II feeder roads component which sought to set up district works departments.
- 1997 July – '98 Aug. **Team member, JSA Consultants Ltd:** Formulation of the second phase of the Danish Support to District Assemblies for 17 districts in the Upper West and Volta Regions, NALAG, the two Regional Planning Coordinating Units and the MLGRDE in Ghana.

#### **CAPACITY DEVELOPMENT – GHANA**

- September 2019 **Team Member:** Part of a team of trainers selected from Fiscal Decentralisation Unit of the Ministry of Finance and the Ministry of Local Government and Rural Development (MLGRD) to train MMDA actors in composite budgeting and address budget implementation issues for 238 districts in 2017 and 260 in 2019.
- March 2008 **Team Leader – MLGRDE:** Facilitated a Workshop for Parliamentary Select Committees on Decentralisation and Local Government and Finance.
- Dec 2007/Jan 2008 **Team Leader - Decentralisation Secretariat (MLGRDE):** Reviewed Training Modules for Organisation and Management, Human Resource Management, Financial Management and Planning to address training needs identified under the FOAT.
- October 2004 **Institutional Development Consultant - Decentralisation Secretariat (MLGRDE):** facilitation of sessions in the Central and Western Regions for the following: Regional and District Planning Coordinating Units Guidelines, National Decentralisation Action Plan and the Local Government Service Act 2003, Act 656.
- 2002 **Training Facilitator - Institute of Local Government Studies:** Developed materials and trained Local Government Inspectors from three regions in Ghana on 'improving revenue collection strategies control'.
- 1999 **Consultant, International Federation of Electoral Systems (IFES – Ghana):** Assisted two district assemblies (Ga and South Tongu Districts – technocrats and assembly members) to adopt improved revenue mobilization approaches, develop proposal writing skills and improve institutionalised civic –government collaboration.

1998 **Team Leader, JSA Consultants Ltd:** Developed training materials and facilitated regional workshops for district assemblies key technical personnel (Planning, Finance and Budget officers and Local Government Inspectors in the Upper West and Volta Regions of Ghana) on annualising the five-year medium-term district plans and effective budgeting/forecasting of revenue.

**Publications**

April 2012 Government of Ghana, Street Naming and Property Addressing Policy and Guidelines [https://new-ndpc-static1.s3.amazonaws.com/pubication/Street+Naming&Property+Addressing+Policy\\_Nov2011.pdf](https://new-ndpc-static1.s3.amazonaws.com/pubication/Street+Naming&Property+Addressing+Policy_Nov2011.pdf)

2003 Government of Ghana, Guidelines for Operationlisation of District and Regional Planning Coordinating Units

**Study Tours and Workshops (International)**

May 2004 Visit to **UGANDA** with a team form the Ministry of Local Government and Rural Development to understudy their decentralisation and local government system sponsored by Danida.

June and Sept 2003 Participated in a UNDP Workshop in **JOHANNESBURG (SOUTH AFRICA)** and **DAKAR (SENEGAL)** respectively to develop a concept paper and operational guidelines for integrating leadership and transformation methodologies into Sub-national HIV/AIDS planning and implementation.

March 2002 Team Member, DSDA II Coordinating Secretariat: Coordinated and participated in a 10-day study visit to **DENMARK** to understudy the Danish Local Government System and documented lessons learnt and suggested how Ghana could benefit from the lessons.

References/Contacts

Name	Organisation	Contact
Alf Bremer	GIZ – Governance for Inclusive Development Programme	<a href="mailto:alf.bremer@giz.de">alf.bremer@giz.de</a>
Sophie De Coninck	UNCDF - LoCAL Program Manager	<a href="mailto:sophie.de.coninck@uncdf.org">sophie.de.coninck@uncdf.org</a>
Kwesi Ackaah	Ghana Revenue Authority – Head Property Taxes Unit	<a href="mailto:kwesi.ackaah@gra.gov.gh">kwesi.ackaah@gra.gov.gh</a>

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