

# Understanding Statutory ‘Regional management’ Functions and Assessing the Effectiveness of Regional Planning Management Practices in the Central Region of Ghana

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## Abstract

Provisions of section 146 of the *Local Government Act, 1993 (Act 462)* on statutory ‘Regional management’ functions are not easily understandable in terms of what this actually entails. However, in effect, elements of the provisions are wider than stated. It does take some harrowing through to grasp the details. Moreover, other regional management functions are ‘indirectly’ provided in the *Local Government Service Act, 2003 (Act 656)*. Identifying and putting all these together creates a full picture of regional management functions. Another issue is related to the effectiveness of regional planning management, at all. This study aims at identifying and understanding the details of statutory regional management and assessing the effectiveness of regional planning management practices, using the Central Region as a case. The effort and exercise corroborate formal field interactions and interviews with a representative Development Planner of the Regional Planning Co-ordinating Unit (RPCU) of the Central Regional Co-ordinating Council (CRCC). The overall details are, then, seen in terms of formal and professional management knowledge and both the tacit and enacted knowledge refocused into four main dimensions of management: ‘planning’, ‘organising’, ‘leading’ and ‘controlling’ functions. Effectiveness of regional planning management practices in the Central Region is assessed in terms of these dimensions and the contextual meaning of ‘management’. A number of proposals are made for resolving or ameliorating identified constraints and challenges.

**Keywords:** Statutory Regional Management; Regional Planning Management Assessment; Regional Planning Management Effectiveness; Formal Management Knowledge; ‘Planning’, ‘Organising’, ‘Leading’ and ‘Controlling’ Management Functions.

## 1. Introduction

Under section 146 of the *Local Government Act, 1993 (Act 462)*, there is a specific provision for the Regional Co-ordinating Councils (RCCs) as the regional governing bodies and Regional Planning Authorities (RPAs) in the 10 regions of Ghana, to perform ‘Regional management’ functions. However, the provisions are not particularly clear as to what ‘Regional management’ fully entails. On one hand, it appears to be everything that the RCC is required to do and as led by the Regional Co-ordinating Director who is the administrative head of the RCC. On the other hand, it appears that the said ‘Regional management’ is the specific duty or particular responsibility of the RCD. While it is important to understand the exact meaning of the statutory regional management provisions, it is equally necessary to assess the effectiveness of regional planning management practices. Apart from the particular interest, temporal and funding limitations make it not possible to include a wider assessment of the full context in this study.

Other provisions relating to Government or public management responsibilities for the RCCs and the Metropolitan, Municipal and District Assemblies (MMDAs) are also stated in the *Local Government Service Act, 2003 (Act 656)*. These relate to the contributions of the Local Government Service (LGS) and Local Government Service Council (LGSC) to administrative and management support and advice for the RCCs and MMDAs. While these are the direct functions of the LGS and LGSC, their own delivery ‘indirectly’ involves the input of the RCCs and MMDAs. Therefore, these add to the regional management functions of the RCCs. So a review of both the ‘direct or internal’ and ‘indirect or external’ management functions of the RCCs would also clarify and promote understanding of the regional management functions of the RCCs. Both provide a basis for assessing the focused regional planning management practices of the CRCC. Figure 1 shows a map of Ghana and the 10 political-administrative regions. Figure 2 is a map of the Central Region indicating the 20 MMDA areas.

A principal aim of this study is to explore the meaning of and understand exactly what constitutes ‘Regional management’ and as provided in section 146 of Act 462. Secondly, to identify the extent to which the administrative and management responsibilities of the LGS and LGSC impact on as well as involve the management functions of the RCCs. Thirdly, to briefly explore the relevance of formal management knowledge to understanding the statutory provisions for and exercising of ‘Regional management’ in the national planning system. Fourthly, to attempt an assessment of the practices and effectiveness of regional management functions of the CRCC with specific focus on regional planning delivery. Emphasis is on the main dimensions of management practice in terms of ‘planning’, ‘organising’, ‘leading’ and ‘controlling’ functions.

The Regional Planning Co-ordinating Unit (RPCU) of the CRCC provides both primary and part of the secondary data and information used for this study. Other secondary data and information derive from relevant

planning and local governance legislation as well as text-based sources. Primary data were collected through field interactions and interviews with a representative and Development Planning Officer of the RPCU at the CRCC and using a semi-structured questionnaire in combination with an interview schedule.

## 2. General Context of the National Planning System

As a statutory function of the RCC, regional management is founded in the context of the national planning system and local government. The national planning system operates at three levels: national, regional and district levels. National-level planning is composed of the National Development Planning Commission (NDPC), Government Ministries, sector agencies and organisations. The NDPC advises the President (Head of State) 'on development planning policy and strategy' (section 2, sub-section (1), *National Development Planning (System) Act, 1994* (Act 480)). It is also responsible for generally managing the national planning system (section 1, sub-sections (1) to (4), *National Development Planning Commission Act, 1994* (Act 479)). Section 1, sub-section (3) of Act 479 provides for the NDPC to regulate the 'decentralised national development planning system' through issuing appropriate 'legislative instruments and guidelines'.

Secondly, the RCCs are the RPAs and unelected regional governance bodies. RCCs have only overseership and co-ordinating responsibilities over the MMDAs. Overseership and general management responsibilities cover both governance and planning functions of the MMDAs as well as Non-Governmental Organisations (NGOs) and other Civil Society Organisations (CSO) within the region. Statutory provisions denote the specific functions of the RCCs as co-ordination, monitoring and evaluation of the activities and performance of the various organisations, bodies and constituencies under their ambit.

Thirdly, the MMDAs are partly elected, partly appointed legislative local government and planning organisations. Under the leadership of their District Chief Executives (DCEs), they also govern activities of the NGOs and CSOs within their localities.

### 2.1 Regional Management Functions of the RCC

The focus of this paper is on regional management functions provided for in section 146 of Act 462, sub-section (1) to (4). However, sub-section (1) in the 1988 version of the Act was repealed by dint of section 36 of the *Local Government Service Act, 2003* (Act 656) (Republic of Ghana, 2003). These would be reviewed later. However, the repealed section of Act 462 had stated that 'The office of the Regional Co-ordinating Council established under section 26 of the *Civil Service Act, 1993* is responsible for regional management and shall perform the functions assigned to it under that Act'. In the context of Act 656, these were the functions of regional planning and governance.

Nevertheless, section 146 of Act 462 remains the main source of regional management functions of the RCCs. Sub-section (2) provides that 'The officers of the regional co-ordinating council form part of the Local Government Service'. This is a prevailing reason why it is relevant to review the functions of the Local Government Service (LGS) under Act 656. However, it also means that the functions of the 'officers and staff' of the RCC amount to regional management delivery. These are stated in Act 656.

Sub-section (3), section 146 of Act 462, is wholly on the responsibilities of the Regional Co-ordinating Director (RCD). The RCD is secretary and chief administrative officer or head of the RCC and is required to 'prepare an annual report of the work of the' RCC and submit it, following its approval by the RCC, to the Head of State and Minister for Local government and Rural Development. This Regional Annual Report reports mainly on the planning and governance performance of the RCC.

Sub-section (4), section 146, Act 462 provides for the nature of the relationship between the Regional Minister and the RCD. It is like one between a chief director and their Minister. Therefore, regional management functions are included in the work of the RCD. The respondent DPO emphasised that the RCD is the chief director in the performance context and does not work in isolation but works with other officials. Therefore, in performing their management functions, the RCD provides leadership for all the other officials.

It is important to underline the relevant planning functions of the RCCs as stated in Act 462. Under section 143, sub-section (1), the RCC is required to perform planning functions, under 'an enactment', i.e. Act 480. A main function of the RCC, in this regard, is information dissemination for the development planning work of the MMDAs (section 8, sub-section (1) (a), Act 480). A second function is the co-ordination of plans and programmes of District Planning Authorities and harmonisation of these with 'national development policies and priorities' (section 8, sub-section (1) (b), Act 480). Thirdly, they are responsible for monitoring and evaluating 'the implementation of the programmes and projects' of the MMDAs (section 8, sub-section (1) (c), Act 480). Others are representing the NDPC at all 'national programmes and projects' in the region and performing other planning functions which the NDPC may assign to it (section 8, sub-section (1) (c) and (d), Act 480), including convergences and contingencies.

RCCs exercise similar functions relating to the financial management of the MMDAs. Under section 92, section (2), Act 462, they are responsible for collating and co-ordinating 'the budgets of the districts in the region'.

Then they submit the aggregated budgets to the Minister for Local Government and Rural Development as well as the NDPC. Composite budget for the MMDAs includes total revenue and expenditure of all departments and organisations under the District Planning Authority and its district co-ordinating directorate, plus the annual funding for all local development plans and programmes (section 92, sub-section (3), Act 462). Under section 142, sub-section (1) (b), Act 462, the RCC also has a function to ‘monitor the use of the monies allocated to the District Assemblies by an agency of the Government’.

Further, the RCCs perform an important function relating to the co-ordination and resolution of conflict and mediation in matters of both governance and development planning. These include dealing with local planning appeals, ethnic community and inter-organisational conflicts. Under section 57, 58 and 59 of the *Local Government Act, 1993 (Act 462)*, the Regional Minister is the arbiter and manager of local planning appeals. When a matter of local planning appeal is brought to their notice, the Regional Minister may ‘affirm, reverse or modify the decision or action of the district planning authority’ (section 57, sub-section 2, Act 462). Otherwise, the Regional Minister may appoint an appeals advisory board composed of three persons to resolve the matter of appeal. Previously, in the 1988 version of Act 462, the decision of the Regional Minister on any matter of local planning appeal was final. This has been omitted in the 1993 and current version of the Act.

Secondly, section 10, sub-section (7) of Act 462 provides that: ‘In the event of a conflict between a District Assembly and an agency of the Government, a public corporation, statutory body, non-governmental organisation or an individual over the application’ of development planning regulations as stated in sub-section (5) or (6), ‘the matter shall be referred by either of the parties or both to the Regional Co-ordinating Council for resolution’.

Sub-section (5) relates to the authority of the District Assembly in co-ordinating, integrating and harmonising ‘the execution of programmes and projects under approved’ district development plans and of those sector agencies and organisations, including NGOs in the district. Sub-section (6) is about ‘the general guidance and directions’ provided by the President to the MMDAs ‘on matters of national policy’ (sub-section (6) (a)) as well as co-operation between the MMDAs and ‘the appropriate public corporation, statutory body or non-governmental organisations’ (sub-section (6) (b)). Therefore, the RCCs have an overarching responsibility in co-ordinating, mediating and resolving conflict in the development planning and governance processes in the region.

Thirdly, each of the 10 RCCs has a ‘Regional Security Council’ and which is ‘a committee within the Regional Co-ordinating Council’ (CRCC, 2012, p. 21). It has 13 members and chaired by the Regional Minister. Known as the REGSEC, its other members are ‘the Heads of the Security Agencies in the Region and the Attorney General’s Representative’. One function of REGSEC is ensuring ‘safety and security of the citizenry in the Region’ (CRCC, 2012, p. 21). Another is co-ordinating ‘activities of District Security Councils’ (CRCC, 2012, p. 21). REGSEC also plays a liaison role between the National Security Council and District Security Councils. Therefore, REGSEC plays a mediatory role in local, regional and national security matters (CRCC, 2012, p. 21).

The author requested the respondent DPO to clarify exactly what ‘Regional management’ means to the RPCU. He indicated that it refers to the full and comprehensive functions of the RCC. Yet the various functions are stated indifferent legislation. He added that the managers of the regional management system, includes the Regional Co-ordinating Director and their Deputy, the Regional Minister and their Deputies and all Heads of Departments of the RCC. Therefore, it is necessary to identify the various and range of functions of the RCC.

## 2.2 Local Government Service Functions Related to Regional Management

Generally, section 3 of the *Local Government Service Act, 2003 (Act 656)* states ‘The object of the Service is to secure the effective administration and management of local government in the country’. Pursuant to this, the culture of management and administration pervades through the local government service and system. One of the explicit functions of the LGS related to regional management is conducting ‘management audits’ for the RCCs and MMDAs and aimed at improving the ‘overall management of the service’ (section 4, sub-section (1) (c), Act 656). Thirdly, designing and co-ordinating ‘management systems and processes’ for the RCCs and MMDAs (section 4, sub-section (1) (d), Act 656). Fourthly, the LGS is responsible for assisting the RCCs and MMDAs in the performance of their planning governance functions as provided in Acts 462 and 480 as well as ‘under any other enactment’ (section 4, sub-section (1), Act 656). Therefore, the LGS does make an input into the development planning processes and practices of the RCCs and MMDAs. Under section 16, sub-section (4) of Act 656, the RCC is also responsible for ‘the work, career progression of its officers’.

The LGSC also performs functions related to regional management. One of these is setting performance standards within which the RCCs and MMDAs are required to ‘perform their functions’ (section 6 (e), Act 656). Secondly, the LGSC is responsible for monitoring and evaluating ‘the performance standards’ of the RCCs and MMDAs (section 6 (g), Act 656). Another is developing and co-ordinating ‘the personnel plans’ and assessing ‘the personnel needs’ of the RCCs and MMDAs in consultation with both local government organisations. In addition, the LGSC has responsibility for developing and co-ordinating ‘the implementation plans’ of the RCCs and MMDAs, again in consultation with both institutions (section 6 (h), Act 656). Further, the LGSC is responsible

for developing ‘professional standards and guidelines for the various categories who are members of the service’ (section 6 (i), Act 656). In terms of recruitment practices, the LGSC has to select an Appointments and Promotions Committee for the RCC (section 18, Act 656).

Functions of the RCD are also provided in section 16 of Act 656. One reinforces two of the functions stated in Act 462, that the RCD is the ‘administrative head of the RCC and is responsible to the Regional Minister (section 16, sub-section (2), Act 656). As such, the RCD is required to ‘ensure the effective and efficient performance of the office of the’ RCC (section 16, sub-section (4), Act 656). Under section 17, sub-section (1), Act 656, ‘Government departments of the Civil Service in a Region’ are the departments of the RCC. Therefore, Heads of these departments ‘are answerable in the performance of their functions to the RCC’ (section 17, sub-section (2), Act 656). Thus regional management involves all the departments of the RCC (paragraph (a)). RCC departments are also responsible for providing ‘quarterly reports on’ their policy and programme implementation to the RCC (paragraph (b)).

### **3. Putting Together the Statutory Provisions on Regional Management Functions**

The author requested the respondent to ‘indicate what is specifically entailed in the “Regional management” functions of the CRCC’ by handing out to him a list of these as derived from the various legislative sources (relevant instruction in the field interview instrument). The author read out all the listed functions and asked the respondent to confirm which of these amounted to or were inclusive in the regional management functions of the CRCC. Respondent-DPO confirmed all the entries as comprehensive and inclusive in the regional management functions as holds for all RCCs. However, the respondent explained that the CRCC shares regional management with other organisations such as the LGS and LGSC. For instance, these two bodies generally deal with human resource management and aspects of strategic or corporate management issues and processes. Human resource management practices include the training of Development Planning Officers.

Therefore, it is useful to list out all the various identified regional management functions and put them together in both detailed and topical forms. During the interaction with the respondent-DPO about this particular issue of what entails in the regional management functions, he indicated 36 of these. However, by the end of the whole field interview and further interaction about these, the indicators were revised to 39 functions and as indicated in Table 1. The topical issues are in the left column and the detailed functions in the right one. The topical and specific details of the main regional management functions relate to: (1) regional management of local planning with 5 detailed activities; (2) regional management of district financial budgets with 3 detailed activities; (3) management of regional development processes with 10 detailed activities; (4) regional governance with 5 detailed activities; (5) human resource management, including capacity development for development planners with 8 detailed activities; and (6) management of RCC performance standards and review with 8 detailed activities.

Table 1 indicates that the management of regional planning and development processes entails more activities than the other topical functions. It involved considerable effort to identify all these like bits in a jigsaw puzzle and build up the whole picture. Then, these topical and detailed functions were tested by interview and interaction sessions with the representative and DPO of the RPCU. Views and understanding gained by reviewing the various statutory sources were improved and confirmed through the field interaction.

## **4. Regional Management in the Context of Formal Management Knowledge**

### **4.1 Traditional and Structured View of Management**

An attempt is made to explore formal management knowledge for the purpose of contextualising and validating the statutory regional management practices. There are two main views or schools of thought on the meaning of management (Ofori, 2000a). Perhaps, the traditional view is like the one provided by Schermerhorn (1999, p. 8) that ‘Management is the process of planning, organising, leading and controlling the use of resources to accomplish performance goals’. Undoubtedly, this is a directly structured view of management. As Williams (2009, p. 8) points out, Henri Fayol had argued that successful managers ‘need to perform five managerial functions: planning, organising, co-ordinating, commanding and controlling’. However, in the modern era, most practical management has excluded the “commanding” function and substituted it with ‘leading’; ‘co-ordination’ is also denoted in ‘planning’ and ‘organising’

According to Williams (2009, p. 7), management is ‘getting work done through others’. He emphasises that ‘Good management is working through others to accomplish tasks that help fulfil organisational objectives efficiently as possible’. In this case, managers also have to be concerned about efficiency and effectiveness. Williams (2009, p. 7) defines efficiency ‘as getting work done with a minimum of effort, expense or waste’ and effectiveness as ‘accomplishing tasks that help fulfil organisational objectives, such as customer service and satisfaction.’ However, in practice, a manager is not passive but part of the active and dynamic flow of work and activity in the organisation.

This is also enacted in the view of Schermerhorn (1999) that managers must maintain good technical, human and conceptual skills. To this effect, he provides three related definitions of the noted operative expressions:

(1) a 'technical skill is the ability to use special proficiency or expertise in one's work'; (2) a 'human skill is the ability to work well in co-operation with other people' and (3) a 'conceptual skill is the ability to think analytically and solve complex problems' (Schermerhorn, 1999, p. 15). A 'skill', itself, 'is the ability to translate knowledge into action that results in desired performance' (Schermerhorn, 1999, p. 15).

Again, referring to the ideas of the classical management theorist, Henri Fayol who wrote in the early part of the 20th century, Williams points out that the administrative ability of managers is more important than their technical ability and that it is the former that actually determines a successful enterprise and management. In the view of Schermerhorn (1999), the latter is equally important. Nevertheless, the argument here underlines the pivotal value of administrative and managerial abilities within any organisation and as the LGS aims at promoting (Act 656).

#### 4.2 Non-structured and Enacted View of Management

Writers like Maidment (1988) have challenged the traditional view of management and emphasised a flexible, experiential and enacted approach. For example, Maidment (1998, p. 7) believes that management is 'the way people arrange their lives and businesses'. Indeed, Maidment (1988, p. 7) argues that 'Managers are learning that different situations require different skills and different approaches'. He debunks the view that most managers would say that their work is to 'plan, organise, co-ordinate and control' and points out the fact that these operative words have dominated the management vocabulary since 1916.

In this vein, Maidment (1998) busts such traditional beliefs in modern management. One view is that the manager is a reflective and systematic planner. However, in realistic practice, 'the job of managing does not breed reflective planners; managers respond to stimuli, they are conditioned by their jobs to prefer live to delayed action' (Maidment, 1998, p. 9). Another view is that the regular manager has no regular duties to perform, apparently because they get things done by or through others. On the other hand, the manager's job could be one of trouble shooting in the organisation. Thirdly, the manager needs aggregated information and which a formal information system makes available to them. However, in modern management, knowledge and required information are created in the process of managing, emphasis on the value of experiential and phenomenological learning (Schon, 1992; Kolb, 1984). Fourthly, away from the traditional belief that management is fast becoming a science and a profession, it is virtually or equally an art and a culture.

All these counter-views also emphasise the need to value informal learning and not to be essentially or necessarily driven by formal and structured thinking (Ohmae, 1991). In this connection, the approach or culture of management is based on regular and continuous reviewing, training, assessing, conferencing, other interactive meetings, including seminars and workshops in order to manage the constant flow of learning and knowing with emphasis on tacit, experiential and enacted forms.

The two approaches to management are valued in most modern organisations and as is the view in this paper. Like Maidment (1998), Schermerhorn (1999) is realistic in pointing out that in real management, things are not that straightforward but complicated. So, there is need to engage with meaningful combinations of formal and informal processes of information flows and in the midst of growing uncertainties as well as the need to respond to change and customer contacts at a faster rate.

#### 4.3 Operationalising 'Management'

Against the background of the foregoing arguments, an attempt is made to set out the specific operational actions and processes of professional and practical management. The details and how these are reflected in the statutory regional management functions are illustrated in Figure 3. In the formal management process, 'planning' prepares the ground for 'organising' and which prepares for 'leading', ending in 'controlling'. Each of these four functions has a correlate in terms of statutory regional management in Ghana. However, the formal management process is not always unidirectional but inter-active, especially in terms of experiential and enacted learning and acting. So is the statutory regional management process, which is more characterised by an interactive relationship shown by the double-headed lines in-between these.

Therefore, the criteria of the main management functions, in practical and professional terms, are as follows (see Figure 3):

- (1) Planning: It involves the identification of problems in the organisation, definition of performance objectives or 'defining organisational goals' (Williams, 2009, p. 8); 'identifying desired work results' (Schermerhorn, 1999, p. 12); identifying problems in advance; determining strategic courses of action or strategies for solving the identified problems; making plans for solving problems.
- (2) Organising: Making decisions about the specific positions or loci of decision-making and the deciding persons; deciding on who performs what jobs and tasks and who works for whom in the organisation (William, 2009); assigning tasks and allocating resources for undertaking the tasks; arrangement of 'the co-ordinated activities of individuals and groups to implement plans' (Schermerhorn, 1999, p. 12); putting management plans into action; defining jobs; assigning personnel and with the supporting technology and other resources. Therefore,

- organising includes organisational design, team management, human resource management of both individuals and workforce at large.
- (3) **Leading:** Consists of arousing the enthusiasm of workers; inspiring and motivating them to work harder and achieve the highest performance, organisational goals and objectives and so fulfilling management plans; engaging people and making them feel valued in terms of their contributions; building commitments; encouraging various interactive activities; promoting communication and other interactions, all in support of the organisational goals.
  - (4) **Controlling:** Assessing performance and ensuring that desired results are achieved; measurement of work performance; comparison of results achieved with objectives and taking needed corrective measures; 'maintaining active contact with people in the course of their work' (Schermerhorn, 1999, p. 13); dealing with information services, operations, time and other resource inputs; monitoring the use and flow of information, time and other resources in an efficient and effective manner.
  - (5) **Experiential learning and enacted knowing:** Learning and reflection in the process of practical action; collecting and analysing and processing information all immediately and feeding the new knowledge acquired into the work or production process; learning by active observation as well as practical involvement; on-the-spot reviewing of the status and quality of prevailing knowledge; determining the usefulness of new learning and accommodating or integrating it with the existing stock of knowledge, revising or replacing it (Ofori, 2000b; Kolb, 1984; Schon, 1991). Experiential learning and knowledge management captures the non-traditional approach to management as observed by a number of writers (Maidment, 1998; Schermerhorn, 1999). Therefore, these experiential and phenomenological learning aspects can be shared and practised among the other four main management functions and as illustrated in Figure 3.

In relation to these functions, Schermerhorn (1999, pp. 13-14) argues that the manager performs three main roles. First of these are 'interpersonal roles' in which the manager 'interacts with persons within and outside 'the work unit' and acts as the 'figurehead', 'leader' and 'liaison' of the organisation. Secondly, 'informational roles', in which a manager gives, receives and analyses information. In this regard, the manager 'exchanges and processes information' as a 'monitor', 'disseminator' and 'spokesperson' of the organisation. Thirdly, decision roles of the manager, involving their use of information for decision-making, aimed at securing solutions to problems or addressing opportunities. In this dimension, the manager is an 'entrepreneur', a 'disturbance handler', 'resource allocator' and 'negotiator'. These roles also demonstrate that professional and practical management involves a large amount of leadership within and by an organisation as well as information management processes. Such roles also reflect the presence of experiential and action-based learning.

In the context of these ideas and functional processes of management, an attempt is now made to provide an integrated and operational definition of management. Overall, management is a complex and multi-dimensional undertaking. In this study and more generally, the present author's view is that:

'Management is a process of achieving the goals and objectives of an organisation, under its vision and mission, through identifying its problems and determining operational and corporate strategies and plans for solving the problems. The organisation combines and co-ordinates these strategies, under its performance standards, with its task and job designs, organisational systems and culture, informational input, including continuous, consistent, practical and experiential knowledge, material resources, financial investment, human effort and action, skills and competencies, communicative and informational flows, controlling its activities and inputs as appropriate and under dynamic, sensible, perceptive and interactive leadership, to deliver its goods, services and planned developments for its stakeholder and customer communities, constituencies and wider society'.

This definition is meant to be all-embracing and capturing all the ingredients of the approaches, praxis and processes of management. It integrates the traditionally structural-functional and experiential-phenomenological views and values.

#### 4.4 Statutory Regional Management and Formal Management Knowledge

It is not the aim in this paper to test the presence of statutory management practices in formal management or vice versa. At this juncture, the interest is in underlining the context that statutory regional management functions identified in the various legislative sources reflect a relationship with formal management knowledge. Such observation is shown in the link between the topical and detailed aspects of regional management functions in Table 1 and those of the functional dimensions of professional management assembled in the four 'boxes' in the left part of Figure 3. Indeed, the entries within the Table 1 topical areas and those of Figure 3 functional dimensions of management are the same. This demonstrates that all the statutory regional management functions variously fit into the four main dimensions of practical management.

Each of the four functions of management includes a set of the statutory regional management functions. Therefore, the detailed entries in each of the various topical areas in Table 1 have been re-categorised into 4 management functions. An assessment of regional planning management effectiveness is focused on each of these

4 managerial functions. It is demonstrated that statutory regional management in general, and regional planning management, in particular, both entail or reflect the professional and practical management functions of planning, organising, leading and controlling.

## 5. Effectiveness of Regional Planning Management Practices

The objective in this part of the paper is to apply the details of Figure 3 to an assessment of the effectiveness of the regional planning management functions of the Central Regional Co-ordinating Council (CRCC). The statutory regional planning functions as reviewed earlier in section 2.1 of the paper, amounts to management of the planning process in the region. At the local or district level, the CRCC has only overseership and management of the local planning and development processes.

The CRCC is not explicitly permitted to prepare formal regional plans. Despite the somewhat passive responsibility of the RCCs, in this regard, their functions sum up as being supervisory and management responsibilities, both in the context of statutory regional management and formal management knowledge. While there is a particular interest in assessing the regional planning management effectiveness of the CRCC, it would be a complex and much more involving study to evaluate its overall regional management functions. In terms of data availability, time and research cost, it would not be practicable to cover that part of the investigation. That much, it must be enough to gain insight into and understand the section 146 provisions in Act 462, relating to 'Regional management' as has been demonstrated in this paper.

### 5.1 'Planning' in Regional Planning Management

The first issue here is identifying whether the CRCC makes and so manages a process of plan production, apart from the preparation of the Harmonisation Report (HR). In an earlier stage of the fieldwork in April 2016, the Development Planning Officer and representative of the RPCU at the CRCC stated that they did not produce any regional development plan. However, on a subsequent occasion in August, he intimated that in June 2016, the LGS directed that the RCCs should compile the annual sector plans of all departments under their administration in each region and submit these to the NDPC. He referred to this as 'Regional Integrated Plan' (RIP); it is called Annual Regional Integrated Plan (ARIP) in this paper<sup>1</sup>. Therefore, the CRCC, like other RCCs, would now prepare both the HR and ARIP, neither of which is a formal regional plan. Nonetheless, the processes of preparing the two documents amount to or involve a large measure of regional planning management. However, the RPCU of the CRCC has not provided any information to date on the structure, content and compilation processes relating to the new ARIP.

For the purpose of preparing the HR, the NDPC provides the RCCs with special guidelines. In these are indicated 'Thematic Issues', 'Focus Areas' and specific strategic issues or indicators to which the MMDAS are required to relate their project, programme and designs in their district plans so as to be harmonised with national policies and priorities. Therefore, on receiving the district plans of all the 20 MMDAs in the Central Region, the CRCC, ticks out against the national criteria, in terms of which ones each district considered relevant and impinging on their own development contexts. Then the CRCC calculates the percentage of the districts against each indicator. For example, by this method, the CRCC established that over 60 per cent of the MMDAs in the Central Region considered delivery of services, in general, a challenge. RCCs are also required to provide a rationale of justification for the HR, indicate the given technical procedure as well as their findings and recommendations on the District Medium-Term Development Plans (DMTDPs) of the MMDAs.

However, the respondent-DPO pointed out some of the other challenges of harmonisation planning process. One of these is that the NDPC guidelines are, sometimes, inadequate. Some of the NDPC indicators may not relate, at all, to the local realities and may need to be scaled down. In other case, certain local situations may not have been captured at the national level, so the NDPC fails to include or reflect these in their own guidelines. Thirdly, some of the MMDAS do not have the requisite compliment of Development Planning Officers and so often invite those of the RPCU, itself, to assist them. Limited or non-availability of planners in the District Planning Co-ordinating Units (DPCUs) and Town and Country Planning Departments (TCPDs) of the MMDAs is a highly serious challenge. Coupled with this, the NDPC often changes its guideline indicators on strategic issues, mid-stream of the HR preparation process, requiring the RCCs to revise their performance. This is also due to the limited cooperation of the MMDAs in the harmonisation process. These include the occasional pursuing of different political agenda by some of their District Chief Executives (DCEs) and so distracting from the formally initiated trend of consideration. All these factors, together, contribute to seriously delaying the process of harmonisation planning. Certainly, these also limit the effectiveness of managerial planning functions in the statutory regional planning management process.

Another issue is that the RPCU is required to advise the CRCC on regional development planning matters, 'including spatial and sectoral policies' (section 9, sub-section (1) (a) (ii), Act 480). According to the respondent-DPO, 'The CRCC has not been effective in executing its mandate because of the RPCU scarcely meets to discuss and engage with issues relating to the Districts'. However, he explained that in recent times, the European Union

(EU) has offered the CRCC a grant aimed at supporting the latter's meeting and training schedules (see Figure 4). For example, in 2014, there were 3, out of 4 quarterly meetings. In 2015, 3 quarterly meetings were held. However, it appears that under the EU-funded Project, the organisation of these quarterly meetings and attendance is improving and hopefully, there would be 4 quarterly meetings in 2016. The RPCU's DPO added that the EU-funded Project is aimed at improving the effectiveness of the RCCs all over the country.

Additionally, the CRCC identified problems of regional planning and development, in particular and governance, generally. The DPO confirmed a number of ways by which the CRCC does so. One is by direct feedback from the MMDAs about the development situation in their localities. Other reports are occasionally made by Non-Governmental Organisations (NGOs) and Civil Society Organisations (CSOs) within the region. Sometimes, the RPCU undertakes surveys or research studies to identify specific development problems in the region. Fourthly, departments of the CRCC also report on development problems relating to their sectors in the region. Respondent-DPO explained that altogether, these various ways of problem identification are fairly effective in informing the CRCC about the state of development in the region.

A further issue relates to the frequency of planning and development problem identification. Respondent-DPO intimated that generally, this is done on annual and quarterly basis. The CRCC holds annual durbars which all its departments and various organisations under its administration are required to attend. Otherwise, problems and issues are also identified and discussed at the quarterly meetings held by the RPCU. The CRCC also encourages all the people within and outside the region and general public to bring up any issues or problems at any time, through its special office called the Client Services Unit (CSU). They could lodge any complaint or request any information through the CSU of the CRCC.

## 5.2 'Organising' in Regional Planning Management

Organisation and structure of the CRCC, as may be relevant, are crucial to supporting its organising function as part of the statutory regional planning management process. According to the respondent-DPO, apart from a Regional Security Committee, Appointment and Promotions Committee, the CRCC has a Budget Committee and which is the most relevant to matters of regional development planning. Its function is to prepare the financial budgets of the CRCC as well as deal with those of the MMDAs.

As to how the CRCC co-ordinates and reviews public services in the region, the DPO indicated that the CRCC Regular meetings are aimed at bringing all its stakeholders together. And providing a common platform for discussion, consultation and interactions about problems of the services and agreeing solutions to these. They include the MMDAs, NGOs, CSOs, Faith-Based Organisation (FBOs), individual Assemblymen and Assemblywomen of the MMDAs. He stated that attendance at these meetings had not been very encouraging but the RPCU and CRCC have been making every effort to improve it.

Under the EU-funded project, the RCCs are making efforts to improve their regional planning management performance. Part of the Gantt Chart on the activities involved in this project are shown in Figure 4. The details relate to year 3 of the 3-year programme with the budgeted activities spread over the 12-month period. The various coded activities include (1) review meetings, (2) training workshops, (3) development of monitoring data base systems, (4) data collection visits, (5) consultations on data analyses and report preparation, (6) consultation on institutional challenges and (7) organisational improvement of the Regular Meetings of the RPCU and RCCs.

If the cost involved is a measure of the intensity and breadth of each event, it may also indicate the scale of significance without derogation to any of these. For example, the cost of item A2.2.2 was on 'Hiring of a part-time expert for regional database management system trouble shooting' and required GH¢141,480.00 (about US\$35,370.00), taking up 60.28 % of the total budget. The training workshop for the responsible RPCU and DPCU members on database management (A2.2.1) also attracted GH¢19,380.00 (US\$4,845.00), 8.25 % of total budget. Similarly, regular DPCU-RPCU consultative forums for the monitoring of findings and follow-up actions (A2.4.3) cost GH¢16,290.00 (US\$4,072), 6.93 % of total budget.

In this order, activity item A1.4.3, review meeting on the NDPC-provided Medium-Term Development Plan (MTDP) harmonisation format also attracted GH¢11,990.00 (about US\$2,997.5), 5.10 % of total budget. Items A2.1.2 and A2.1.3 on the development of monitoring database systems for the RPCUs and DPCUs in the Central Region and the linking of these to the national data framework, altogether, cost GH¢22,292.00 (about US\$5,573.00), 9.48 % of total budget, altogether. In addition, data collection visits by the RPCU to the 20 MMDAs in the region (item A.2.4.1) also cost GH¢13,600.00 (about US\$3,400.00), 5.78 % of the total budget.

Certainly, the various costs may indicate the value and priority attracted to the various activities. However, the expenditure on the following critically important aspects was rather minimal. First, activity A2.4.2 relating to data analyses and preparation of monitoring reports and dissemination of these to stakeholders received GH¢1,800 (US\$450), 0.76% of the total budget. Secondly, activity A4.1 on regular meetings of the RPCU, Ministry of Local Government and Rural Development (MLGRD), NDPC and other stakeholders in relation to institutional issues and challenges was given GH¢4,570 (US\$1,142.5), 1.94 % of total budget. Thirdly, activity A5.1 on the

organisation of RCC Regular Meetings received GH¢2,142 (US\$535.5), 0.91 % of total budget. Similarly, the organisation of Regular RPCU Quarterly Meetings also received GH¢1,360 (US\$340), 0.58 % of the overall budget. Total funding for year 3 amounted to GH¢234,904.00 (about US\$58,726.00).

These activities are critical to illustrating as well as confirming the efforts which the RPCU are making and initiatives they are undertaking to improving their regional planning management performance. Availability of donor funding for these performance improvement initiatives is particularly encouraging and impressive. According to the respondent-DPO, the CRCC is determined to achieve the highest improvement in their regional development planning management delivery.

An attempt was made to find out whether the respondent-DPO and representative of the RPCU could indicate the performance of the CRCC in relation to the other items under the 'organising' function of regional management. These relate to (1) organisational and job analyses; (2) designing and co-ordinating of management systems and processes; (3) setting performance standards; (4) developing professional standards and guidelines; (5) co-ordinating personnel plans and (6) developing and co-ordinating training and implementation plans. However, the DPO indicated that only the Human Resource Management (HRM) Department of the CRCC performs all these functions. However, due to financial and temporal limitations, it was impossible to hold any interviews with the HRM Department. Nevertheless, Figure 2 indicates that some, if not all the coded activities reflect part of these functions.

Yet, still with respect to these human resource issues, as part of the 'organising' management function, the author requested the respondent to indicate how the CRCC ensures work and career progress for its staff in general and planning officers, in particular. Respondent-DPO explained that the CRCC provides staff training programmes under which 'some staff are selected to undergo training', e.g. at the Ghana Institute of Management and Public Administration (GIMPA) and the Local Government Institute (LGI). These institutions provide in-service training for the planning staff and contribute to improving their performance and effectiveness of regional planning management. In relation to work and career progress, it is relevant to know how the CRCC ensures discipline among the staff. According to the respondent-DPO, the CRCC maintains a Log Book in which the daily entries and exists of all staff are recorded; it also indicates lateness to work and absenteeism of staff. Therefore, 'any officer who does not report at work without permit is queried', the DPO added.

Respondent-DPO indicated that 'funding for various activities' is a challenge for the CRCC which has only to depend on Government's Annual Subvention and some donor aid such as provided by the EU. He intimated that the 'MMDAs sometimes provide funds to the CRCC, because the former depend on IGFs' – 'IGFs' means Internally-Generated Funds. He emphasised that 'the CRCC has no IGFs'. This underlines the urgent need to provide the RCCs with adequate funding for all their regional planning and development management functions. Definitely, this explains why CRCC could not undertake any direct investment initiatives, despite its leadership in investment promotion as noted in section 5.3.

Inadequate funding and poor financial situation of the CRCC is immediately connected with the status and functions CEDECOM, the endogenous regional development agency of the CRCC. According to the respondent-DPO, as far as investment activities are concerned, it is up to CEDECOM to deliver. And, that CEDECOM does visit districts to advise them on the creation and development of Small and Medium Enterprises (SMEs). However, the CRCC has no 'real control' of CEDECOM. He pointed out that 'The Investment Centre of CEDECOM creates a problem for the CRCC'. Sometimes, some of these functions and roles are in conflict. 'CEDECOM is on its own and executes its' own 'mandate'.

The author is undertaking a separate study on CEDECOM as an endogenous regional development agency and the results, so far, bear out this somewhat problematic institutional context of CEDECOM. While this constraint has to do with the unstable and weak legislative basis of CEDECOM's existence, the same applies to the generally passive functions of the RCC as a Regional Planning Authority (RPA) and one with a weak financial position to engage practically in undertaking concrete regional development projects.

### 5.3 'Leading' in Regional Planning Management

A principal leadership undertaking of the CRCC is representation of the NDPC in relation to all national development initiatives in the region, under the direction of the NDPC. According to the respondent-DPO, the CRCC has undertaken many programmes on behalf of the NDPC in the region. He listed out the following which are also reflected in Figure 3: (1) monitoring and evaluation workshop for the RPCU and DPCUs in the region; (2) review workshops on draft DMTDPs for 2014-2017; (3) district supervision on the preparation of DMTDPs; (4) training workshop on participatory planning; (5) vetting and fine-tuning of MMDA capacity building and (6) capacity-building workshop on local revenue mobilisation and Local Economic Development (LED). Other relevant items in Figure 3 are (7) the regular DPCU and RPCU forums on the monitoring of findings and follow-up actions among professional development planners at the district and regional levels; and (8) meeting of a wider stakeholdership, including the RPCU, Ministry of Local Government and Rural Development (MLGRD) and the NDPC.

These indicate the supervisory and regional planning management responsibilities of the RPCU and CRCC. In each of the items, the RPCU and CRCC meet the DPCUs and other district-level bodies and train them in various aspects of the planning process and management practices or consults them and holds discussions to find solutions to problems.

Leadership of the CRCC in promoting interactions, communicative relations, individual and group reflective sessions, experiential learning, motivates, inspires and encourages its members and wider stakeholders and are clearly demonstrated in all the noted activities.

The CRCC also displays leadership in investment promotion in the region (CRCC, 2012). For example, the respondent-DPO provided a long and detailed list of investment opportunities in tourism, a major comparative advantage area in the Central. Other opportunities relate to agriculture and agro-manufacturing industry (CRCC, 2012). The identified opportunities are in all the 20 districts of the Central Region for potential investors. These opportunities include (1) sites for the development of hotels and other tourist facilities; (2) marine, riverain and other water-based features, including beaches; (3) vegetative features, including forest reserves and wildlife; (4) rock and other geological formations, including stone and rocky caves; (5) sacred groves and shrines; (6) festivals; (7) historic built environments, including castles and forts and other historic buildings; (8) arts and crafts; (9) historic burial grounds; (10) industrial manufacturing grounds; (11) archaeological sites; (12) museums, notably a cocoa museum; (13) heritage plants; (14) bird and monkey sanctuaries and a private zoo; (15) historic slave-trading sites.

However, the respondent-DPO intimated that the CRCC does have serious challenges in working with 'many of the MMDAs' as indicated in section 5.1 of the paper. These tourist and other investment opportunities are spread across the district localities. Another problem is the lack of co-operation of some of the heads of departments of the CRCC who 'do not attend meetings or do they delegate' (respondent-DPO). Despite the considerable efforts the CRCC makes to motivate, inspire and encourage its members to be effective in the participatory, consultative and interactional activities, there is a generally low responsiveness of the MMDAs. And other institutions, bodies and statutory organisations of the CRCC are not effectively co-operative with their Regional Planning Authority (RPA).

The author shared an idea with the respondent-DPO as to whether the CRCC could or would not enter into undertaking some of the investment projects, especially as it is a leader in regional investment promotions. He explained that the CRCC does hold workshops on investments in the region. For example, when the CRCC receives foreign visitor groups, it briefs them on the need and opportunities for investment. Other times, it holds investment promotion programmes for the MMDAs and CEDECOM. He added that a problem related to this situation is that the Ghana Investment Promotion Centre (GIPC) is not decentralised in all the regions of Ghana, including the Central Region. Otherwise, the CRCC and GIPC in the region could have worked closely together on investment promotion. However, as pointed out in section 2.1, it appears that the problem is also linked to the legislative and regulatory context of the RCCs, especially as they are not comprehensive planning authorities and not mandated to produce formal regional plans. Nor, are they empowered, in corporate terms, to engage in direct investment activities. Financial and limited institutional aspects of this issue were briefly indicated in section 5.2 of the paper.

### 5.3 'Controlling' in Regional Planning Management

Under the controlling function of regional planning management, one task of the CRCC is providing the MMDAs with data and information needs for their development planning activities. Respondent-DPO explained that the CRCC makes every effort to meet the needs and requests of the MMDAs in this regard. He illustrated that relating to the preparation of the district plans after the 2010 Population Census some districts did not have appropriate and adequate statistics within the district (respondent-DPO). In such cases, the 'CRCC liaises with the Census Officer for the necessary support'. In other cases, some of the MMDAs have problems demarcating the district boundaries, especially as part of their plan-making processes. Therefore, the CRCC assists the DTCPs in these MMDAs to resolve their problems.

As a matter of plan and programme monitoring and evaluation, the CRCC and RPCU provide the MMDAs with the indicators for a range of activities. These include planning, budgeting, financial management, administration, co-ordination as well as transparent and accountable governance. The DPO responded that, 'Then' the CRCC assesses 'how they meet these criteria and they are scored and graded on these'; 'total mark or score is awarded for determining the MMDAs above or below the mark'.

Issuing from the previous point but also a specific focus is the interest in how the CRCC collates and co-ordinates financial budgets of the MMDAs. Respondent-DPO indicated that it was really up to the Budget Officer. However, the MMDAs submit Monthly Trial Balance to the CRCC and to the Controller and Accountants-General's Department. And the CRCC also 'visits the districts to compare their financial reports with the actual records they have' and any 'differences need to be explained' (respondent-DPO).

Respondent-DPO further indicated that the RPCU also receives views and observations of the MMDAs,

NDPC and the LGS about their own performance. NDPC and the LGS make their annual reports on the region. He pointed out that reports of the MMDAs are 'generally OK, except the Quarterly Reports do not come regularly' 'but' they 'do submit by end of year.' He gave an example that in the first quarter of 2016, only 2 out of 20 MMDAs in the region had submitted their reports. He pointed out that 'MMDAs generally approve in recent times but previously, not so'. Some of the MMDAs think the CRCC's performance was 'alright'. He admitted that on their part, the CRCC has 'problems visiting the districts'. However, they realise that 'with these visits, the RCC is taken more seriously'. It appears that the MMDAs require motivation and encouragement, if not regular direction to perform generally, but also to report on the CRCC's performance. Perhaps, apart from the data collection visits, the CRCC needs to make other occasional visits, keeping in direct touch with them and finding out how they perform as well as mentoring them on.

With respect to the NDPC's assessment of the CRCC's regional planning management performance, respondent-DPO indicated that it is 'a mix'. He added that 'if the MMDAs delay, CRCC's work is also affected and the CRCC is not able to report to the NDPC'. Indeed, it would appear that the supervisory and management roles of the CRCC in the planning and development process buttress its work upon the responsiveness and effectiveness of the MMDAs. This is also a good reason why the RCCs should have more than passive or greater active responsibilities and involvement in the regional development planning and management processes.

## 6. Conclusion

It has been demonstrated that the section 146 provisions of Act 462 mean and entail far more than stated. The more one finds out what these involve, the wider the statutory regional management functions and as shown throughout section 2 of the paper as well as displayed in Table 1 and Figure 3. The details are drawn from various sources, mainly within Acts 462 and 656. These cover both the direct and indirect regional management functions of the RCC, i.e. those they are mandated to solely perform internally and those they share with external agencies like the LGS, LGSC, respectively. Interaction with the respondent-DPO at the RPCU and views he expressed provide evidence of these analyses and observations.

However, it may be necessary to introduce some revision or reform in section 146 of Act 462 to clarify the real nature of the provisions. Without such exercises as undertaken in this study, understanding of what amount to the statutory 'Regional management' functions is limited and not facilitated. The study also illustrates the complexity of management in general and as evident in both statutory management and regional planning management in practice. It also bears out the complexity and multidimensional nature of the operationalised definitions of management.

Exploring the meanings of formal and professional management provided a necessary focus to the numerous functions involved in statutory regional management practices: 'planning', 'organising', 'leading' and 'controlling'. For practical reasons, it was possible only to apply these to the assessment of regional planning management functions. Currently, the statutory planning functions of the RCC give them a generally passive profile. However, they are only mandated to perform functions of a supervisory and managerial nature. By this, the focused approach relating to the regional planning management is strengthened.

In terms of the 'planning' functions of regional planning management, a challenge of the RCCs stems from the fact that they do not have comprehensive planning powers, including the production of formal regional plans. As a policy and strategy, such an instrument would provide the statutory opportunity for RCCs to be really up-front in practical investment activities. It would also improve their financial position to initiate concrete and strategic regional development projects on their own or in collaboration with CEDECOM. Statutory regional plans would also provide RCCs with the opportunity to recruit additional funding as well as promote partnership with the private sector and other stakeholder realms. Secondly, improvement in the management of local planning would also require regular, closer and more frequent contacts between the RPCUs and MMDAs. Thirdly, it is absolutely necessary for the NDPC to improve the quality of its guidelines to the RCCs on the HR processes. It is important to achieve a clear understanding between the RCCs and NDPC about every contact, requirement and relevance of the latter's guidelines. Fourthly, there is need for the District Chief Executives (DCEs) to be critically aware of the need to be cautious and realistic about the formulated and approved planning and development policies on one hand and political decision-making on the other.

With respect to the 'organising' function of regional planning management practices, it is encouraging that such supports as the EU-funded programme would contribute to promoting performance of the RPCUs and RCCs. In terms of relevant policy and strategy for improving the situation further, there is need to devote as much funding to activities like A.5.1 and A.5.2 in view of the problems with attendance of members of the RPCU and CRCC at the various meetings and interactional sessions. Similarly, it appears that activity A.2.4.2 entails more work than funding allocated to it. Specifically, these are: data analyses, preparation of monitoring reports and dissemination of the reports. Yet Activity A.2.4.2 received one of the least funding allocations.

In relation to the 'leading' function, in the regional planning management process, the CRCC shows appreciable effectiveness in the promotion of tourism and investment in the sector. On the other hand, it is

practically unable to lead in actually undertaking some of these activities, on its own and due to the legislative and institutional constraints, including its weak financial situation. Therefore, it is necessary to introduce reforms to address these. As a policy strategy, the RCCs should be provided with the opportunity to generate some Internally-Generated Funds (IGFs) of their own. Secondly, a point shared between section 5.1 and 5.3 of the paper is the political direction and decision-making which some DCEs often exercise. It is equally important for the RPCUs and their RCCs to mentor or effectively brief the DCEs and other political leaders about realistic development planning, policy formulation and the more strictly politically-orientated deliberation. For example, activity A4.1 on the RPCU/MLGRD/NDPC stakeholder interaction and A.5.1 on RCC regular meetings could be used to address this issue.

Under the 'controlling' function of the 'regional planning management process, there is need for more effective relationship between the RCCs and MMDAs as a further policy strategy. This would promote understanding, communicative interaction and greater trust between them. Indeed, it would improve the perception of the MMDAs and their assessment of the CRCC's performance. Generally, much of the regional planning management functions of the RCC involve a high amount of meeting-making and conferencing, including workshops and consultation sessions. Therefore, if attendance at and participation in these are improved, these would contribute to enhancing the 'controlling' management function of the CRCC.

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## Notes

- Note 1. The title of this new instrument has been provided by the author in this paper because the CRCC has not explicitly indicated yet the statutory name nor of any detail of regulatory or legislative provisions on it.

**Table**

Table 1. Topical and Detailed Regional Management Functions of the RCCs

<i>Topical Area</i>	<i>Detailed Functions</i>
A. <i>Regional management of local planning processes</i>	(1) Co-ordinating district plans and programmes planning processes; (2) Harmonising district plans and programmes with national policies and priorities; (3) Providing data and information to the MMDAs; (4) Monitoring district programme and project implementation; (5) Evaluating district programme and project implementation.
B. <i>Regional Management</i>	(1) Collating MMDA financial budgets; (2) Co-ordinating MMDA financial budgets and administration; (3) Monitoring the use of monies allocated to the MMDAs.
C. <i>Regional planning and development management</i>	(1) Identifying problems of regional planning and development; (2) Securing effective solutions to regional planning and development problems; (3) Dealing with other matters, incidental or contingent to development and planning in the region; (4) Representing the NDPC in all national initiatives in the region; (5) Leading the Central Region in investment promotion; (6) Co-ordinating activities of the departments under the CRCC; (7) Preparing the Annual Regional Integrated Plan (ARIP) and integrating the development programmes and projects of the sector departments under the CRCC; (8) Monitoring activities of the departments under the CRCC; (9) Co-ordinating activities of the NGOs and CSOs within the region; (10) Monitoring activities of the NGOs and CSOs within the region; information to the MMDAs.
D. <i>Regional governance</i>	(1) Co-ordinating public services, generally in the region; (2) Managing conflict resolution and security matters in the region; (3) Identifying problems of governance in the region; (4) Securing effective solutions to the challenges of governance in the region; (5) Promoting communication among and between residents of the region.
E. <i>Management of human resources</i>	(1) Co-ordinating organisational analysis in consultation with the LGS; (2) Conducting job analysis with the LGS; (3) Developing personnel plans of the CRCC in consultation with the LGSC; (4) Co-ordinating personnel plans of the CRCC in consultation with the LGSC; (5) Developing training and implementation plans of CRCC in consultation with LGSC; (6) Co-ordinating the training and implementation plans of the CRCC in consultation with LGSC; (7) Assessing personnel plans of the CRCC in consultation with the LGSC; (8) Ensuring work and career progress and staff discipline of the CRCC.
F. <i>Management of RCC performance standards and review</i>	(1) Setting performance standards for the CRCC in consultation with LGSC; (2) Developing professional standards and guidelines for all staff of the CRCC in consultation with the LGSC; (3) Monitoring performance standards of the CRCC in consultation with the LGSC; (4) Ensuring the efficient and effective performance of the CRCC; (5) Evaluating performance standards of the CRCC in consultation with the LGSC; (6) Designing management systems and processes of the CRCC in consultation with the LGS; (7) Co-ordinating management systems and processes of the CRCC in consultation with the LGS; (8) Conducting and managing audits with the LGS.

Source: Compiled by the author.

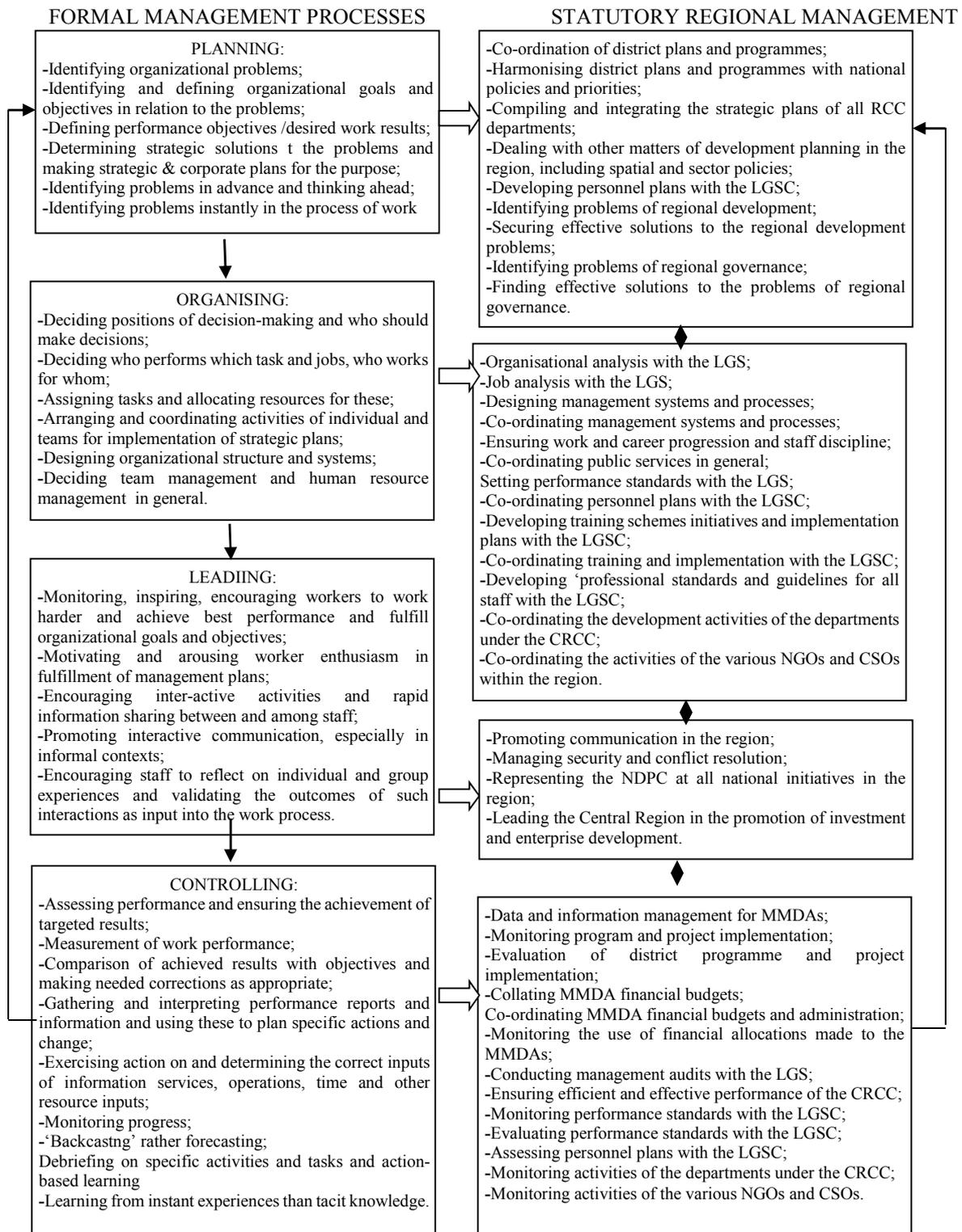


Figure 3. Statutory Regional Management Functions and Formal Management Knowledge  
 Source: Personal construct

Year 3	12 Months at 6 Monthly Programmes												GH¢	%(a)	US\$(b)
CODE and ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12			
A1.4.3: Meetings to review DMTDPs against harmonisation format in terms of specified interventions by NDPC									█				11,990.00	5.10	2,997.5
A2.1.2: Development and setting up of monitoring database system at the RPCU and respective DPCUs (Software Development & Technical Services)				█									9,432.00	4.01	2,358.00
									█				7,860.00	3.35	1,965
A2.1.3: Linking the RPCU monitoring database to a national database framework									█				5,000.00	2.12	1,250.00
A2.2.1: Training workshop for responsible RPCU and DPCU members on database management						█							19,380.00	8.25	4,845.00
A2.2.2: Hiring of a part-time expert for regional database management system trouble shooting				█									141,480.00	60.28	35,370.00
A2.4.1: Data gathering visits to MMDAs			█	█					█	█			13,600.00	5.78	3,400.00
A2.4.2: Data analysis and monitoring report preparation and circulation to stakeholders					█						█		1,800.00	0.76	450.00
A2.4.3: Regular DPCU-RPCU Forums for monitoring findings and follow-up actions/mid-year												█	16,290.00	6.93	4,072.5
A4.1: RPCU/MLGRD/NDPC stakeholder meetings to address institutional issues/challenges												█	4,570.00	1.94	1,142.5
A5.1: Organisation of Regular RCC Meetings				█					█			█	2,142.00	0.91	535.5
A5.2: Organisation of Regular RPCU Meetings per quarter		█				█			█			█	1,360.00	0.58	340.00
GRAND TOTAL (GH¢) and (US\$)													234,904	100	58,726.00

Figure 4. Gantt Chart of EU-funded Activities of the RPCU-CRCC for Year 3

Source: Adapted from original Gantt chart provided by the RPCU, CRCC, April 2016.

(a) % and (b) US\$ equivalents provided by the author.

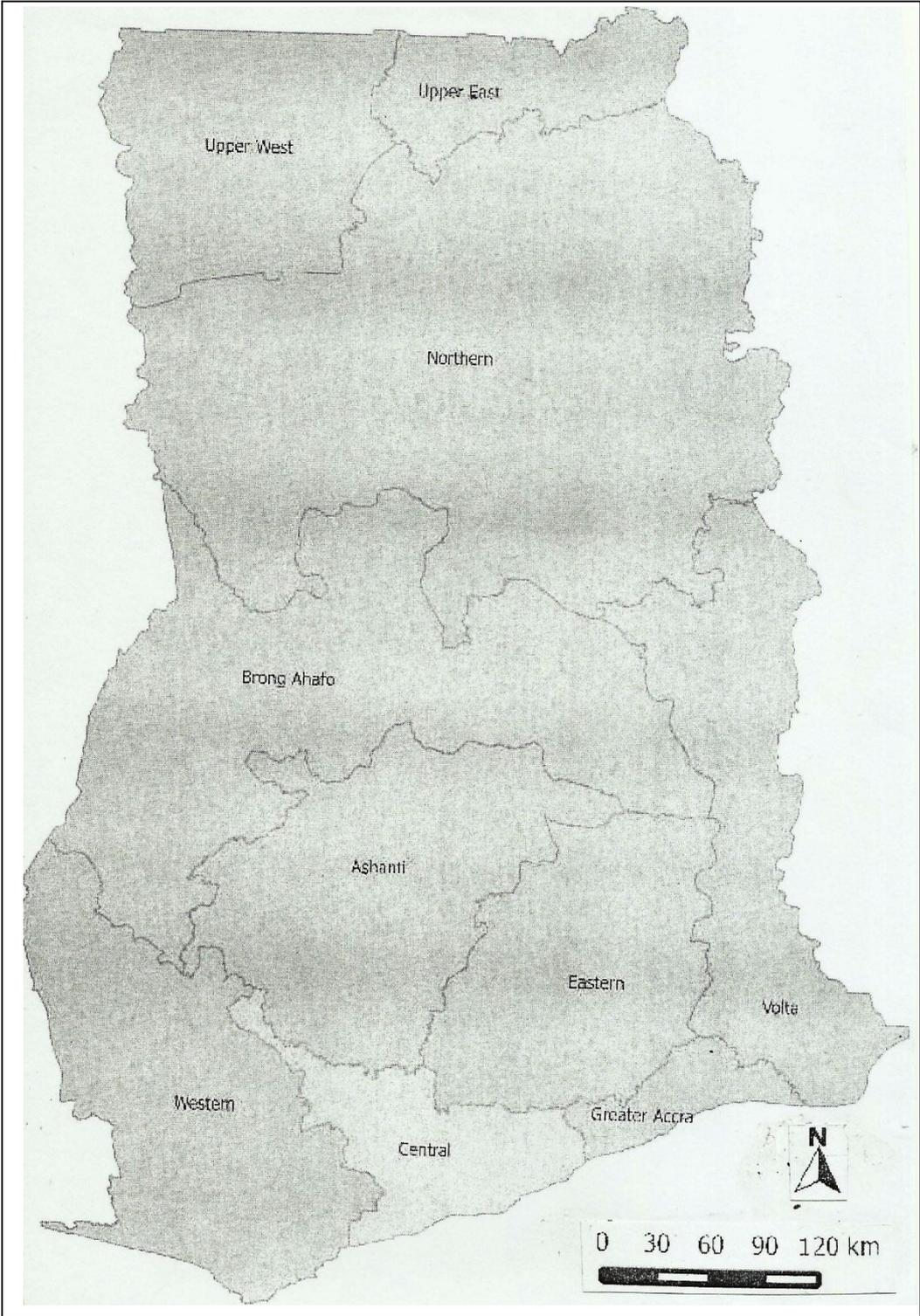


Figure 1. Map of Ghana showing the 10 political-administrative and planning regions  
Source: RPCU, CRCC, Cape Coast,

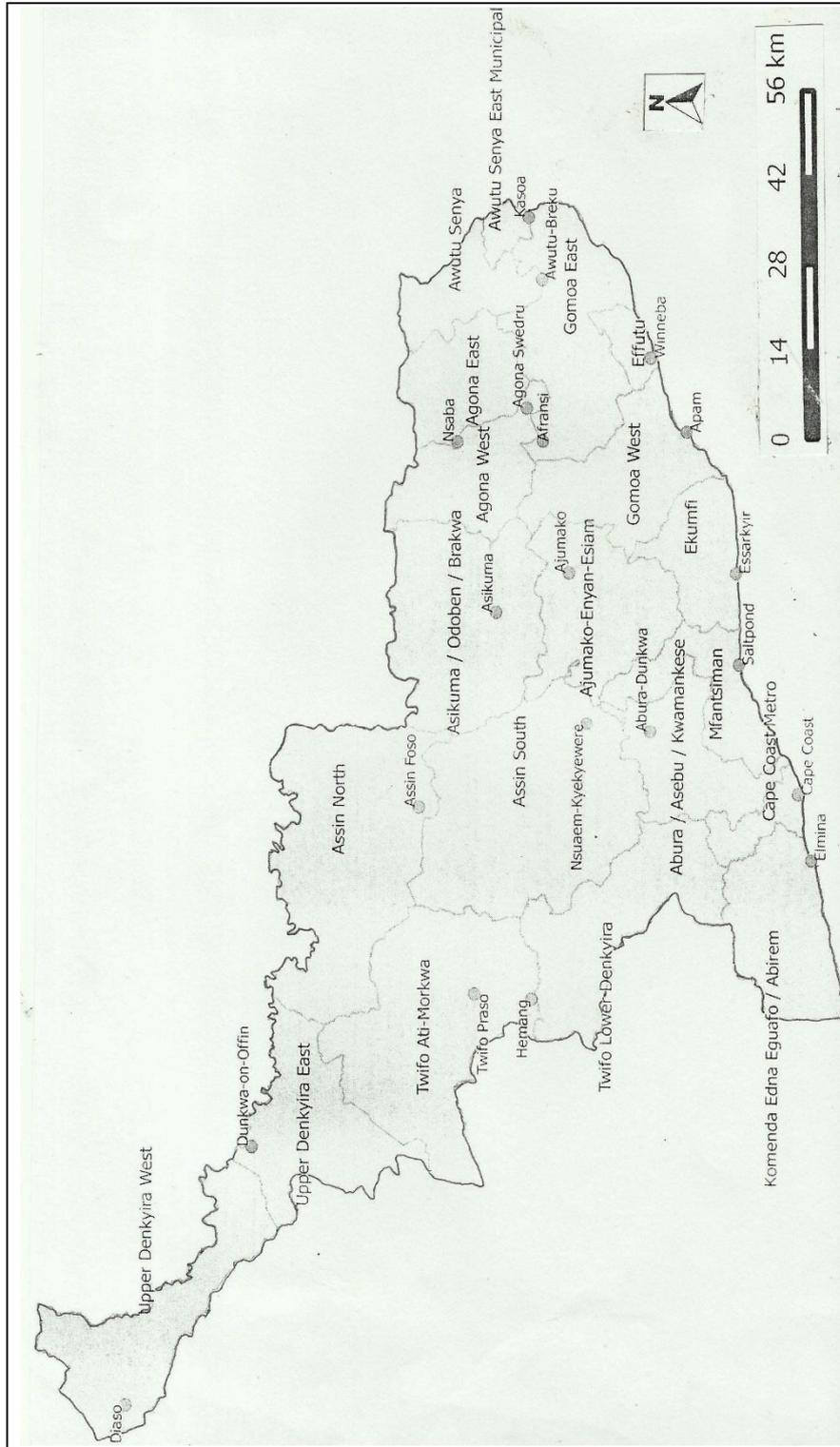


Figure 2. Map of the Central Region indicating the 20 MMDA Areas  
 Source: RPCU, CRCC, Cape Coast, 2016

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