

TANO SOUTH MUNICIPAL ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN 2018-2021

UNDER THE

**“AN AGENDA FOR JOBS: CREATING PROSPERITY AND
EQUAL OPPORTUNITY FOR ALL”**

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ACRONYMS

AC	Area Council
AfDB.....	African Development Bank
AIDS.....	Acquired Immune Deficiency Syndrome
B.N.I	Bureau for National Investigation
BAC.....	Business Advisory Centre
BECE.....	Basic Education Certificate Examination
BRU.....	Budget and Rating Unit
CAAP.....	Composite Annual Action Plan
CDM.....	Clean Development Mechanism
CHPS.....	Community-Based Health Planning Service
CHRAJ.....	Commission for Human Right and Administrative Justice
CSOS.....	Civil Society Organizations
DACF.....	District Assembly Common Fund
MADU.....	Municipal Agricultural Development Unit
DDF.....	District Development Fund
DFR.....	Department Of Feeder Roads
DMTDP.....	District Medium Term Development Plan
ECG	Electricity Company of Ghana
EPA.....	Environmental Protection Agency
FBO.....	Farm-Based Organization
FSD.....	Forestry Services Division
GCAP.....	Ghana Commercial Agriculture Project
GES.....	Ghana Education Service
GETFUND.....	Ghana Education Trust Fund
GHS.....	Ghana Health Service

GOG..... Government of Ghana

GPRTU..... Ghana Private Road Transport Union

GSGDA.....Ghana Shared Growth and Development Agenda

HIPC..... Highly Indebted Poor Countries

HIV..... Human Immune Virus

HRU.....Human Resource Unit

ICT.....Information Communication Technology

IDA.....Irrigation Development Authority

IGF.....Internal Generated Fund

IPP.....Independent Power Producers

KVIP..... Kumasi Ventilated Improved Pit

LED.....Local Economic Development

LED.....Light Electric Diode

LTNDP.....Long-Term National Development Plan

MA.....Municipal Assembly

MCD..... Municipal Coordinating Director

MCEMunicipal Chief Executive

MED..... Municipal Education Directorate

MEHO..... Municipal Environmental Health Officer

MHD.....Municipal Health Directorate

MICZ.....Ministry for Inner Cities and Zongos

MLGRD..... Ministry of Local Government and Rural Development

MMDA.....Metropolitan, Municipal, District Assembly

MLNR.....Ministry of Lands and Natural Resources

MOE..... Ministry of Education

MOFA..... Ministry of Food and Agriculture

MOH.....Ministry Of Health

MORH..... Ministry of Roads and Highways

MOT..... Ministry of Transport

MOTI..... Ministry of Trade and Industry

MOYS..... Ministry of Youth and Sports

MPCF.....Member of Parliament Common Fund

MPCUMunicipal Planning Coordinating Unit

MWD..... Municipal Works Department

MSMES..... Medium Small and Micro Enterprises

MTDP..... Medium-Term Development Plan

MWST.....Municipal Water and Sanitation Team

NADMO.....National Disaster Management Organization

NBSSI.....National Board for Small-Scale Industries

NCCE.....National Commission on Civic Education

NGO..... Non-Governmental Organization

NHIS.....National Health Insurance Scheme

NMTDPF.....National Medium-Term Development Policy Framework

NSA.....National Sports Authority

NSDF.....National Spatial Development Framework

NYC.....National Youth Council

OPD.....Out-Patient Department

PHC..... Population and Housing Census

PLHIV..... Persons Living with Human Immune Virus

PM&E.....Participatory Monitoring and Evaluation

PMTCT..... Prevention of Mother to Child Transmission

POA.....	Programmes of Action
POCC	Potentials, Opportunities, Constraints and Challenges
PTA.....	Parent-Teacher Association
PU.....	Procurement Unit
PWDS.....	Persons with Disability
REP.....	Rural Enterprises Project
REU.....	Revenue and Expenditure Unit
RTF.....	Rural Technology Facility
SDG.....	Sustainable Development Goal
SDI.....	Special Development Initiative
SMC.....	School Management Committee
SME.....	Small and Medium Enterprises
SODIA.....	Social Development Improvement Agency
STI	Sexually Transmitted Infections
SWCD.....	Social Welfare and Community Development
TA.....	Traditional Authorities
TCPD.....	Town and Country Planning Department
TSMA.....	Tano South Municipal Assembly
UHC.....	Universal Health Coverage
UNFCCC.....	United Nations Framework Convention on Climate Change
VIP.....	Ventilated Improved Pest
WASH.....	Water, Sanitation and Hygiene
WATSAN COMMITTEE.....	Water and Sanitation Committee

EXECUTIVE SUMMARY

I. General Background

The Tano South Municipal Assembly lies in the Southern part of the Brong-Ahafo Region with Bechem as its capital; located on the Kumasi-Sunyani Highway. It has a current population of 93,070 with 49 percent being males and the remaining being females. The District is an agrarian district as agriculture employs about 67 percent of the population. It is also a rural district as about 94 percent of the communities have a population less than 5,000.

II. Preparation of the District Medium Term Development Plan

To address the development challenges facing the country in a sustainable manner and ensure that economic growth improves the lives of Ghanaians, the Tano South Municipal Assembly developed a Four-Year District Medium Term Development Plan under the National Medium-Term Development Policy Framework 2018-2021 known as “*An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All*”.

A Plan Preparation Team comprising members of the Municipal Planning Coordinating Unit (MPCU), selected Heads of Non-Decentralized Departments and Agencies facilitated the preparation of the plan using the National Medium Term Policy Framework (NMTPF) for 2018-2021 and the Guidelines for the Preparation of the District Medium-Term Development Plan for 2018-2021 issued by the National Development Planning Commission (NDPC). The Plan Preparation Team was chaired by the Municipal Coordinating Director with the Municipal Planning Officer serving as the secretary. The office of the Municipal Planning Officer served as the Secretariat for the plan preparation process.

There was technical support from the Brong-Ahafo Regional Planning Coordinating Unit (RPCU) and the NDPC in the form of capacity building for the MPCU members

Major stakeholders involved during the preparation process were: Assembly Members, Town/Area Council Members, Unit Committee Members, heads or representatives of decentralized departments, community members, opinion leaders, Non-Governmental

Organizations (NGOs), Traditional Authorities and Civil Society Organizations in the Municipality.

The activities that went into the preparation of the 2018-2021 District Medium Term Development Plan (DMTDP) included:

- Data collection of development needs on Town/Area Council basis.
- Prioritization and POCC analysis of development issues, development projections for 2018-2021
- Adoption of district goals, objectives and development strategies and application of SEA Tools.
- Prioritization of Development Programmes, formulation of Programme of Action, Financial Indicative Strategy, Composite Annual Action Plans and Implementation Arrangements.
- Development of Monitoring and Evaluation arrangements, reporting and communication strategy
- A public hearing was held to share major contents of the plan.

III. Scope

The scope of the 4-year DMTDP focuses on the vision of Ghana as contained in the National Medium-Term Coordinated Programme of Economic and Social Development Policies, 2017-2024 which is to “*Create an optimistic self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all*”. The four (4) main goals to be pursued within the implementation period are:

- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient, built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

In furtherance of these goals, the 2018-2021 DMTDP is tailored within five (5) development dimensions/thematic areas as captured in the *Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, 2018-2021* namely:

- Economic development
- Social development
- Environment, infrastructure and human settlements
- Governance, corruption and public accountability
- Strengthening Ghana's role in international affairs

In the spatial context, the scope of the 4-Year DMTDP of the Tano South Municipality is its seven (7) Town/Area Councils of Bechem, Derma, Dwomo-Mansin, Ankaase, Brosankro, Techimantia and Subriso.

The development focus of the Municipality for 2018-2021 is based on the national development focus which includes the following:

- Transforming agriculture and industry
- Strengthening social protection and inclusion
- Revamping economic and social infrastructure

IV. Objectives

For the TSMA to achieve its development goals, the following objectives are expedient:

1. To ensure efficiency and effectiveness in the use of resources among departments in the Municipality.
2. To ensure sound economic management through effective capacity building of the Municipality's human resource base and improving market facilities.
3. To monitor, co-ordinate and harmonize the implementation of district development plans and activities within the Municipality.
4. To facilitate the provision of basic social and economic infrastructure and services in the Municipality.

5. To invest in agriculture to better the income levels of the people by transforming the subsistence type of farming to commercial farming and creating market centres to promote marketing activities in the Municipality.
6. To ensure good governance through strengthening of the Assembly's structures and sub-structures, Civil Society Organization and to promote transparency and accountability in the affairs of government.
7. To provide direct support for human resource development and the provision of basic services in terms of education, health, water and sanitation.
8. To promote peace, harmony and unity amongst the various social and ethnic groups in the Municipality.

V. Development Priorities of the Municipality

The priorities of the Municipality are:

- To reduce the level of economic, social and political deprivation
- To mobilize human, physical and financial resources to provide basic social infrastructural services (especially in education, healthcare, water, sanitation and road sector).
- To effectively utilize scarce resources by harnessing existing potentials and opportunities
- To improve the economic base of the people through the improvement in Agriculture, small-scale industries and development of market centers to improve upon the living conditions of people.

VI. Indicative Financial Plan

This section takes a look at the resource mobilization strategies to finance the projects and programmes.

The total estimated budget or cost for the 2018-2021 DMTDP is Thirty-Three Million, One Hundred and Fifty-Six Thousand Cedis (GH¢**33,156,000.00**) which will be mobilized from the three main revenue sources of the Assembly (GOG, IGF and Donors).

The successful implementation of the plan greatly depends on the timely in-flow of resources in order not to distort the implementation schedules.

VII. Conclusion

Lessons learnt from the implementation of the previous DMTDP (2014-2017) will guide the implementation of the DMTDP (2018-2021). It is anticipated that all relevant stakeholders will perform their respective roles for the successful implementation of the programmes and projects to improve upon the living conditions of the people in the Tano South Municipality.

CHAPTER ONE

PERFORMANCE REVIEW AND DISTRICT PROFILE

1.1 Introduction

At the start of the plan preparation period for 2018-2021 Medium-Term Development Plan, there was the need to review the performance of the Municipality (hitherto District) over the 4-year period with respect to the 2014-2017 DMTDP to identify; successes and failures, problems encountered and development gaps which need to be addressed in the district's development effort.

1.2 Statement of Vision, Mission, Functions and Core Values of TSMA

This section spells out the Vision and Mission statements, functions and core values of the Tano South Municipal Assembly.

1.2.1 Vision Statement

To create an optimistic, self-confident and prosperous Municipality.

1.2.2 Mission Statement

To creatively exploit the human, natural and financial resources of the Municipality in a sustainable manner for the provision and equitable distribution of basic socio-economic infrastructure and services through the active participation of all stakeholders in the development process for the betterment of the people in the Municipality.

1.2.3 Functions of the Municipal Assembly

The Tano South Municipal Assembly is established LI 2268 (2018) and enjoined by the Local Governance Act 2016 (Act 936) to perform the following core functions:

- Provide political and administrative direction and guidance and to supervise all administrative authorities in the Municipality;
- Perform deliberative, legislative and executive functions;
- Preparation and submission of the Development Plans and Budgets of the Municipality through the Regional Coordinating Council to the National Development Planning Commission and Minister of Finance for approval;
- Formulate and execute plans, programmes and strategies for the effective mobilization of resources necessary for the overall development of the Municipality

- Implement, monitor and evaluate all development and spatial plans.

1.2.4 Core Values

- Client Oriented
- Professionalism
- Efficiency
- Effectiveness
- Participation
- Transparency
- Accountability

1.3 Performance Review of the DMTDP (2014-2017)

Management of development activities within the Tano South Municipality (hitherto Tano South District) over the 4-year plan period was informed by the national policy, the Ghana Shared Growth and Development Agenda (GSGDA II) which had seven (7) thematic areas namely;

- Ensuring and Maintaining Macroeconomic Stability Human Resource Development
- Enhancing Competitiveness in Ghana's Private Sector
- Accelerated agricultural modernization and sustainable natural Resource Management
- Oil and Gas Development
- Infrastructure, Energy and Human Settlements Development
- Human Development, Productivity and Employment
- Transparent and Accountable Governance

The following factors were considered in assessing the performance of the district over the (2014-2017) plan period.

- i. The extent of implementation of all broad projects/activities under the programmes and sub-programmes as well as achievement of the policy objectives in relation to the indicators from 2014 to 2017 with respect to the appropriate thematic areas of GSGDA II.
- ii. Statement on income and expenditure of the MMDA.
- iii. Statement on the problems/issues/challenges identified during implementation and actions taken to address them.
- iv. Relevant lessons for the next planning phase.

1.3.1 Review of Performance of Development Programmes and Projects

The Municipal Planning Coordinating Unit (MPCU) set itself to assess the performance of the Municipality (hitherto District) in achieving key objectives outlined in the 2014-2017 DMTDP. The review was necessary to highlight major achievements and failures which would serve as an input towards the preparation of the District's Medium-Term Development Plan (2018-2021). The criteria used in determining the rate of implementation were: fully implemented; On-going (indicating the level of implementation); Started but abandoned (indicating level of implementation); Suspended (indicating whether started at all and level of implementation); Not implemented; and Implemented but not in the MTDP.

The seven (7) major thematic Areas of the GSGDA II formed the basis for the preparation of the District Medium Term Plan (2014-2017). It is worth noting that, in the performance review, 44 percent of all programmes, projects and activities planned for the period were implemented. Table 1.1 depicts detailed information on the performance of the district with respect to development programmes and projects from 2014 to 2017.

Table 1.1: Performance of TSMA for 2014-2017

Period	Thematic Area3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 1: Accelerate the improvement of sanitation and provision of affordable and safe water						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
2014	Infrastructure Delivery and Management	1. Infrastructure Development (water and Sanitation)	Construction of 100cubic meter High Level reinforced concrete tanks	-	1	1	On-going (80%)
			Drilling and construction of 4No. boreholes	-	4	3	On-going (65%)
Period	Thematic Area 3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 3: To develop the infrastructure base of the district for socio-economic development						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
Infrastructure Delivery and Management	Infrastructure Development	Reshaping of 21km feeder road and construction of 2No. culvert- Bechem	78km	21km	21km	Fully Implemented	
		Gravelling of 1.65km Town road and	5km	1.65km	1.65km	Fully Implemented	

			construction of culvert - Bechem				
			Tarring of Techimantia- Akomadan Road 10km	-	10km	5km	On-going (50%)
			Extension of Electricity	-	4	4	Fully Implemented
			Street Naming and Property Addressing System	-	3	3	Fully Implemented
Period	Thematic Area4 : Human Development Productivity and Employment						
	Policy Objective 1: Increase equitable access to and participate in education at all levels						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2014	Social Services Delivery	Education and Youth Development	Construction of 4 storey, Community Senior High School (E- Block)	-	-	1	On-going (35%) but not in MTDP
			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	On-going (75%) but not in MTDP
			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	On-going (85%) but not in MTDP
			Construction of 1No. 3-unit classroom block with ancillary facilities	-	-	1	On-going (60%) but not in MTDP

			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	Fully Implemented but not in MTDP	
			Construction of 1No. 3-unit classroom block with ancillary facilities	-	-	1	Fully Implemented but not in MTDP	
			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	Fully Implemented but not in MTDP	
Period	Thematic Area 5 : Transparency and Accountable Governance							
	Policy Objective 1: To promote transparency & accountability in all activities carried out by the district assembly							
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks	
			Baseline (2013)	MTDP Target	Achievement			
2014	Management and Administration	General Administration	Rehabilitation of official bungalows	-	-	1	Fully Implemented	
			Construction of fencing at DCE residence and Guest house		1	1	On-going (85%)	
			Refurbishment of District Assembly Offices	0	1	1	On-going (90%)	
			Rehabilitation of old Treasury Block	0	1	1	Fully implemented	
			Construction of 1 No-3 Bedroom Staff Quarters	-	-	1	On-going (75%)	
			Construction of 1 No-3 Bedroom Staff Quarters	-	-	1	Fully implemented	

			Procure logistics and equipment for the Street Naming and Property Addressing System	-	1	1	Fully implemented
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Period	Thematic Area3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 1: Accelerate the improvement of sanitation and provision of affordable and safe water						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2015	Infrastructure Delivery and Management	2. Infrastructure Development (water and Sanitation)	Construction of 100cubic meter High Level reinforced concrete tanks	-	1	1	On-going (80%)
			Drilling and construction of 4No. boreholes	-	4	4	On-going (65%)
			Rehabilitation of 3 No. Aqua Privy Toilets District wide	-	1	1	Fully implemented
Period	Thematic Area 3 : Infrastructure, Energy and Human Settlements Development						

Policy Objective 3: To develop the infrastructure base of the district for socio-economic development						
Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement	
Infrastructure Delivery and Management	Infrastructure Development	Reshaping of 21km feeder road and construction of 2No. culvert- Bechem	78km	21km	21km	Fully Implemented
		Gravelling of 1.65km Town road and construction of culvert - Bechem	5km	1.65km	1.65km	Fully Implemented
		Tarring of Techimantia-Akomadan Road 10km	-	10km	5km	On-going (50%)
		Extension of Electricity	-	-	-	Fully Implemented
		Street Naming and Property Addressing System	-	2	2	Fully Implemented
Period	Thematic Area4 : Human Development Productivity and Employment					
	Policy Objective 1: Increase equitable access to and participate in education at all levels					
	Programme	Sub-Programme		Indicators		Remarks

			Broad Project/Activity	Baseline (2013)	MTDP Target	Achievement	
2015	Social Services Delivery	Education and Youth Development	Construction of 4 storey, Community Senior High School (E-Block)	-	-	1	On-going (35%) but not in MTDP
			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	On-going (75%) but not in MTDP
			Construction of 1No. 6-unit classroom block with ancillary facilities	-	-	1	On-going (85%) but not in MTDP
			Construction of 1No. 3-unit classroom block with ancillary facilities	-		1	On-going (60%) but not in MTDP
Period	Thematic Area 5 : Transparency and Accountable Governance						
	Policy Objective 1: To promote transparency & accountability in all activities carried out by the district assembly						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		

2015	Management and Administration	General Administration	Construction of fencing at DCE residence and Guest house	-	1	1	On-going (85%)
			Refurbishment of District Assembly Offices	0	1	1	On-going (90%)
			Construction of 1 No-3 Bedroom Staff Quarters	-	1	1	On-going (75%)

Period	Thematic Area 1: Enhancing Competitiveness in Ghana's Private Sector						
	Policy Objective 1: To Develop a Competitive Business and Investment Environment for Private Sector Development in the District						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
2016	Economic Development	1.Trade, Tourism and Industrial development	Construction of 3No. 12- Unit Open, 1No. 20 Unit Lockable Market Stalls and Paving of Techimantia Market	-	1	-	Abandoned (78%)
			Rehabilitation of Bechem Market	-	1	1	Fully implemented
Period	Thematic Area3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 1: Accelerate the improvement of sanitation and provision of affordable and safe water						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
2016	Infrastructure Delivery and Management	3. Infrastructure Development (water and Sanitation)	Construction of 100 cubic meter and 200 cubic meter high level reinforced concrete tanks	-	-	-	Fully implemented but not in MTDP
			Rehabilitation of 20-Seater Aqua Privy Toilet at Techimantia	-	1	1	Fully implemented

		Rehabilitation of 20-Seater Aqua Privy Toilet (Derma)	-	1	1	Fully Implemented
		Conversion and Rehabilitation of 10-Seater KVIP to Aqua Privy Toilet	-	1	1	Fully implemented
		Construction of 1No. 16-Seater Aqua Privy Toilet	-	-	-	On-going (60%)
		Completion of 4No. Boreholes	-	4	2	On-going (52%)
		Rehabilitation of 6No. Boreholes	-	6	6	Fully implemented
		Small Town Water Project	1	-	-	On-going (Design Stage) but not in MTDP
Period	Thematic Area 3 : Infrastructure, Energy and Human Settlements Development					
	Policy Objective 3: To develop the infrastructure base of the district for socio-economic development					
	Programme	Sub-Programme	Broad Project/Activity	Indicators		
			Baseline (2013)	MTDP Target	Achievement	

2016	Infrastructure Delivery and Management	Infrastructure Development	Gravelling and Construction of U-shape culvert and cutting of road (2.5KM)	-	2.5km		Fully implemented
			Construction of 3No. Sheds	-	3	3	Fully implemented
			Construction of Additional Drains and Gravelling of 500m Feeder Roads	-	-	-	Fully implemented
			Rehabilitation of 18.5km Feeder Roads	-	18.5km	18.5km	Fully implemented
			Construction of Cocoa Roads (6km) & Resealing of Feeder Road (15.4km)	-	-	-	On-going (35%) but not in MTDP
			Construction of culverts and drainage and Bitumen surfacing (5km)	-	-	-	On-going (40%) but not in MTDP
			Bitumen Surfacing of Road Techimantia to Akomadan Road (10km)	-	-	-	On-going (80%) but not in MTDP

			Bitumen Surfacing of Road Bechem to Techimantia Road(6km)	-	-	-	On-going (45%) but not in MTDP
			Construction of Fence Wall & Inner Perimeter at Stadium	-	-	-	Abandoned (65%)
			Construction of Dressing Room and VIP Stand at Bechem Mini Sports Stadium	-	-	-	Abandoned (60%)
			Construction of CIC/Post Office	-	1	1	Fully implemented but not in MTDP
			Construction of 10 Seater Water Closet Toilet, Sewage Facilities, Water & Power Supply at Mini Sports Stadium	-	-	-	Abandoned (35%)
Period	Thematic Area4 : Human Development Productivity and Employment						
	Policy Objective 1: Increase equitable access to and participate in education at all levels						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		

2016	Social Services Delivery	Education and Youth Development	Construction of 1No. 3 Unit Classroom Block with Ancillary Facilities	-	1	1	Fully implemented
			Construction of Dining Hall	-	1	1	Fully implemented
			Construction of 1No. 2 Storey, Administration Block and ICT Center for Presby S H S	-	1	1	On-going (70%) but not in the MTDP
			Construct 1No.3-Unit Classroom Block with Ancillary Facilities	-	-	-	Fully implemented but not in MTDP
			Completion of 1No. 6-Unit Bedroom Teachers Quarters	0	1	-	On-going (35%)
			Construction of 1No. 2-storey 8 flat staff quarters for St. Joseph College of Educ. Bechem	-	-	-	On-going (58%) Not in the MTDP
			Construction of 1No. 2-storey building Girls Dormitory for St. Joseph's College of Education Bechem	-	-	-	On-going (52%) Not in the MTDP

			Construction of 1No. storey building Administration for St. Joseph's College of Education Bechem	-	-	-	On-going (50%) Not in the MTDP
Period	Thematic Area 4 : Human Development Productivity and Employment						
	Policy Objective 2: Bridge the equity gabs in access to good health						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2016	Social Services Delivery	Health Delivery	Construction of 1No. CHPS Compound with Nurses Quarters	-	1	1	Fully Implemented (100%)
			Construction of Male and Female Ward at Derma Health Centre	-	1	1	Fully Implemented (100%)
			Construction of 1No. CHPS Compound with Nurses Quarters	-	1	1	On-going (90%)
			Construction of 1No. CHPS Compound with Nurses Quarters	-	1	1	On-going (90%)
			Construction of 1No. CHPS Compound with Nurses Quarters	-	1	1	Fully implemented
			Construction of OPD Admin. Block for	-	-	-	On-going (50%) Not in the MTDP

			Bechem Government Hospital				
			Construction of Male and Female Ward at Derma Health Centre Phs 2	-	-	1	Fully implemented but not in MTDP
Period	Thematic Area 5 : Transparency and Accountable Governance						
	Policy Objective 2: To promote transparency & accountability in all activities carried out by the district assembly						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2016	Management and Administration	General Administration	Construction of fencing at DCE residence and Guest house	1	1	-	On-going (75%)
			Construction of 1 No-3 Bedroom Staff Quarters	-	1	-	On-going (65%)
			Rehabilitation of official bungalows	-	3	55%	On-going (75%)

Period	Thematic Area 1: Enhancing Competitiveness in Ghana's Private Sector						
	Policy Objective 1: To Develop a Competitive Business and Investment Environment for Private Sector Development in the District						
	Programme	Sub-Programme		Indicators			Remarks

			Broad Project/Activity	Baseline (2013)	MTDP Target	Achievement	
2017	Economic Development	1.Trade, Tourism and Industrial development	To give credit to 30 women artisans by 2017	-	-	-	Not implemented
			Train 10 people in palm oil processing	-	50	30	On-going (60%)
			Construction and completion of 3 no 12-unit open stores, 1 no 20 unit lockable market stalls and paving of Techimantia market	-	-	-	On-going (80%)
			Rehabilitation of Bechem Market	-	-	-	Fully Implemented (100%)
			Transfer of Technology on Fabrication of Downsized palm fruit Digester	-	-	-	Not implemented
			Provision of start- up capital for 60 trained artisans	-	60	27	On-going (45%)

			Support 100 SME in Business Management and Banking Culture	-	100	60	Suspended due to inadequate funds (60%)
			Train 30 people in soap making	-	15	15	Implemented 100%
			Leadership and Group dynamics/Development skills	-	100 people	34 people	On-going (34%)
			Marketing Training for 120 entrepreneurs.	-	120	79	On-going (63%)
Period	Thematic Area 2 : Accelerated agricultural modernization and sustainable natural Resource Management						
	Policy Objective 1: Improve Agricultural Productivity						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2017	Economic Development	1. Agricultural Development	Basic marketing training for cassava processors	-	150	75	On-going (50%)
Period	Thematic Area3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 1: Accelerate the improvement of sanitation and provision of affordable and safe water						

	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2017	Infrastructure Delivery and Management	4. Infrastructure Development (water and Sanitation)	Construction of 10-seater water closet toilet sewage facilities	-	-	-	Suspended (65%)
			Rehabilitation of 18-Seater water closets	40	58	58	Fully Implemented
			Rehabilitation of aqua privy toilets	15	18	18	Fully Implemented (100%)
			Rehabilitation of 4-Seater Aqua Privy	50	9	9	Fully Implemented (100%)
			Construction of 16-seater aqua privy toilet	2	1	1	On-going (55%)
			Conversion and rehabilitation of 10-seater KVIP to aqua-privy toilet	1	1	1	Fully Implemented (100%)
			Construction of 100 cubic meter and 200 cubic meter high level	0	1	1	Fully Implemented (100%)

			reinforced concrete tanks				
Period	Thematic Area3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 2: Improve LPG usage and fire prevention						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2017	Environmental and Sanitation Management	5. Disaster prevention and Management	Distribute gas cylinders to communities	-	-	-	Not implemented
Period	Thematic Area 3 : Infrastructure, Energy and Human Settlements Development						
	Policy Objective 3: To develop the infrastructure base of the district for socio-economic development						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2017	Infrastructure Delivery and Management	Infrastructure Development	Construction of dressing room and VIP stands at Bechem Mini- sports stadium	-	-	65%	On-going (65%)
			Construction of Shed	-	2	2	Fully Implemented

				(100%)		
		Construction of CIC/Post Office	6	1	1	Fully Implemented (100%)
		Construction of 2- storey administration block and ICT center	0	1	1	Fully Implemented (100%)
		Small Town Water Project	3	4	-	Not completed (50%)
		Rehabilitation of boreholes	-	6	6	Fully Implemented (100%)
		Gravelling of 2.65 km town roads and construction of culvert	1km	3km	2.05km	On-going (88%)
		Extension of electricity	35 towns	45 towns	40 towns	On-going (89%)
		Construction of slaughter house	4	5	-	On-going (83%)
		Reshaping of 21km feeder road and construction of 2 no culvert	65km	21km	21km	Fully implemented (100%)

			Construction of cocoa roads (6km) and resealing of feeder roads	36km	6km	3km	On-going (50%)
			Construction of culverts and drainage and bitumen surface (5km)	5km	-	-	On-going (50%)
			Bitumen surfacing of road, Techimantia-Akomadan (10km), Bechem-Techimantia (6km)	-	-	-	On-going (65%)
Period	Thematic Area4 : Human Development Productivity and Employment						
	Policy Objective 1: Increase equitable access to and participate in education at all levels						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
			Baseline (2013)	MTDP Target	Achievement		
2017	Social Services Delivery	Education and Youth Development	Construction of 2-unit classroom block with ancillary facilities	-	1	1	On-going (80%)

		Construction of 3-unit classroom block with ancillary facilities	-	1	1	On-going (40%)
		Construction of 6-unit classroom block with ancillary facilities	-	1	1	Not completed (80%)
		Construction of 4 storey building community senior high school (E-Block)	-	1	1	Fully Implemented (100%)
		Construction of Dining Hall	-	1	1	Fully Implemented (100%)
		Provision of dual desks	-	-	-	Implemented but not in DMTDP
		Rehabilitation of school blocks	20	25	4	On-going (80%)
		Construction of 1No 2 storey 8-unit staff quarters for St. Joseph College of Education, Bechem	2	1	1	Fully implemented (100%)

			Construction of girls' dormitory for St. Joseph College of Education (storey building)	1	1		Fully implemented (100%)
			Completion of 1 No. 6-unit bedroom quarters for teachers	-	-	-	Suspended (88%)
Period	Thematic Area 4 : Human Development Productivity and Employment						
	Policy Objective 2: Bridge the equity gaps in access to good health						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2017	Social Services Delivery	Health Delivery	Construction of CHPS Compound with Nurses Quarters	6	7	-	On-going (43%)
			Construction of male and female wards at Derma Health Center Phase 2	4	6	6	Fully Implemented (100%)

		Construction of CHPS Compound	3	3	3	Fully Implemented (100%)
		Rehabilitation of nurses' quarters at derma health center	6	3	1	Suspended (33%)
		Expansion of maternity ward at Derma	5	10	6	Ongoing (60%)
		Construction of male and female ward at Derma health center Phase 1	4	6	5	On-going (83%)
		Construction of administration block with ancillary for St. Joseph's College of Education	1	1	-	Fully Implemented (100%)
Period	Thematic Area5 : Transparency and Accountable Governance					
	Policy Objective 1: Improve internal revenue mobilization					
	Programme	Sub-Programme	Broad Project/Activity	Indicators		
			Baseline (2013)	MTDP Target	Achievement	

2017	Management and Administration	Finance and Revenue Mobilization	Build capacity for revenue collectors and, Area council members and HODs by 2014	Low capacity of revenue collectors	Improved capacity for revenue collectors	-	Fully Implemented (100%)
			Form District Task Force to monitor revenue collection	-	-	-	Fully implemented
			Procurement of logistics e.g. motorbikes for revenue collectors	-	-	-	Not implemented
			Street naming and property valuation	-	-	-	Fully implemented
Period	Thematic Area 5 : Transparency and Accountable Governance						
	Policy Objective 2: To promote transparency & accountability in all activities carried out by the district assembly						
	Programme	Sub-Programme	Broad Project/Activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
2017	Management and Administration	General Administration	Construction of Police Station and Barracks	1	2	1	Fully Implemented

		Construction of fencing at DCE residence and Guest house	-			On-going (75%)
		Construction of 1 No-3 Bedroom Staff Quarters	-	1	-	Suspended (65%)
		Refurbishment of District Assembly Offices	0	1	-	Fully Implemented (100%)
		Rehabilitation of old Treasury Block	0	1	-	Fully Implemented (100%)
		Rehabilitation of official bungalows	-	3	55%	On-going (86%)

Source: MPCU-TSMA, 2018.

Table 1.2a: Summary of Performance of TSMA for 2014-2017

Total Number of Projects = 135								Total	
Fully Implemented		On-going		Abandoned		Not Implemented			
No.	%	No.	%	No.	%	No.	%	No.	%
60	44	63	47	8	6	4	3	135	100

Source: MPCU-TSMA, 2018.

Table 1.2b: Summary of Performance of TSMA for 2014-2017 by Thematic Area

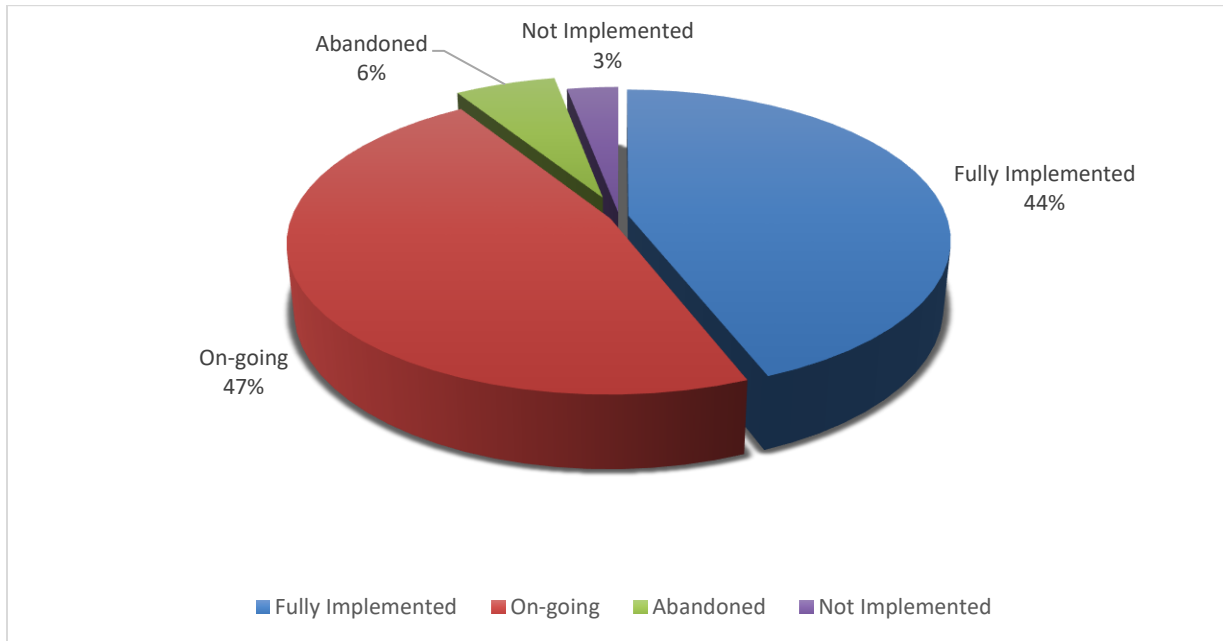
THEMATIC AREAS	2014	2015	2016	2017	TOTAL	PERCENT (%)
Infrastructure, Energy and Human Settlements Development	7	8	20	21	56	41.0
Human Development Productivity and Employment	7	4	15	17	43	32.0
Transparent and Accountable Governance	7	3	3	10	23	17.0
Accelerated Agricultural modernization	-	-	2	10	12	1.0
Enhancing Competiveness in Ghana's Private Sector	-	-	-	1	1	9.0
TOTAL	21	15	40	59	135	100

Source: MPCU-TSMA, 2018.

A summary of the performance review of development programmes and projects is shown in tables 1.2.a and 1.2.b. It is realized from the table that, the total number of projects that were slated for implementation in the 2014-2017 medium term plan was one hundred and thirty five (135). One Hundred and Thirty One (131) activities representing 97% were implemented (fully implemented, on-going and abandoned) during the 4-year period. Out of the 135 projects; 60 representing (44 %) were fully implemented, 63 representing (47 %) were on-going projects, 8 representing (6 percent) were abandoned and 4 representing (3 percent) were not implemented. The thematic areas which attracted most of the projects in the Municipality were the “Infrastructure, Energy and Human Settlements Development” with (41 percent) of the projects and “Human Development, Productivity and Employment” with (32%) of the total projects. The thematic area with the least number of projects were the “Accelerated Agricultural modernization and sustainable natural Resource Management” and the “Enhancing Competitiveness in Ghana’s Private Sector”. The thematic area “Infrastructure, Energy and Human Settlements Development” had most (19 percent) of its projects still under implementation or on-going and (21 percent) being fully implemented during the plan period. Nineteen (19 percent) and eighteen (18 percent) of the projects under “Human Development, Productive and Employment” were still under implementation and fully implemented respectively.

This seriously affected the district as it was evident in the low internal revenue mobilization. However, the good performance of the district by implementing most of its projects (97 percent) can be attributed to the Central Government transfers (DACF, GoG, GETFund) and other external sources of funding (District Development Fund (DDF), Development Partners and Donors). The proportion of projects under implementation for the 4-year plan period (Fully implemented, on-going and Abandoned) constituted 97 percent whereas 3 percent was not implemented. This is attributed to inadequate and erratic flow of funds, land litigation and the lack of political will to implement other projects. Figure 1.1 depicts the status of development projects’ implementation in the 2014-2017 DMTDP.

Figure 1.1: Status of Programme, Project and Activity Implementation for 2014-2017



Source: MPCU-TSMA, 2018.

1.3.2 Review of Performance on Revenue/Income and Expenditure

From table 1.3 and figure 1.2, the Assembly's revenue mobilization has shown a general upward trend in absolute collections over the last plan period (2014-2017). All the revenue sources available to the district for 2014-2017 experienced fluctuations except for the MP's Common Fund which saw an increase from 26 percent in 2014 to 90 percent in 2017. The DACF saw the highest actuals received to be 79 percent out of the budgeted revenue in 2015 and the lowest to 34 percent in 2016. Overall, the contributions from Donors for all the years was appreciable as at least 50 percent accumulated.

However, juxtaposing the district's total revenue that was mobilized and the district's total expenditure shown in table 1.4, it attests to the reason why the Tano South Municipality could not fully implement most (64 percent) of its projects over the years. Figure 1.3 depicts this comparison.

Table 1.3: Revenue Performance of Tano South Municipal Assembly

Revenue Item	2014			2015			2016			2017		
	Plan.	Act. Rec.	Var.	Plan.	Act. Rec.	Var.	Plan.	Act. Rec.	Var.	Plan.	Act. Rec.	Var.
IGF	240,309	99,654.46	140,654.54	367,110	268,246.84	98,863.16	355,500	156,633.06	198,866.94	331,191.18	300,493.01	30,698.17
DDF	525,138	359,915.12	165,222.88	610,542	310,543	299,999	1,224,201	371,343	852,858	309,658	296,098.3	13,559.7
DACF	2,906,258	1,541,888.33	1,364,369.67	3,813,336	3,009,120.90	804,215.1	4,096,975	1,379,752.1	2,717,222.9	2,987,311.8	2,327,906.4	659,405.4
GSFP	373,328	348,268	25,060	373,328	175,694.12	197,633.88	245,673	90,097	155,576	234,897.56	211,456.11	23,441.45
MP's Comm on Fund	21,876.99	5,696.77	16,180.22	21,876.99	5,688.02	16,188.97	20,098.23	17,087.12	3,011.11	19,086.35	18,887.09	199.23
Other Transfer (Donor)	630,494.74	315,992.42	314,502.32	586,821.37	541,612.06	45,209.31	764,793	609,387.07	155,405.93	809,987.34	797,980.65	12,006.69
TOTAL	4,697,405	2,671,415.10	2,025,989.9	5,773,014	4,389,223.15	1,383,790.85	6,707,240	2,624,299.35	4,082,940.88	4,229,132.23	3,952,821.56	739,310.64

Source: MPCU - TSMA, 2018.

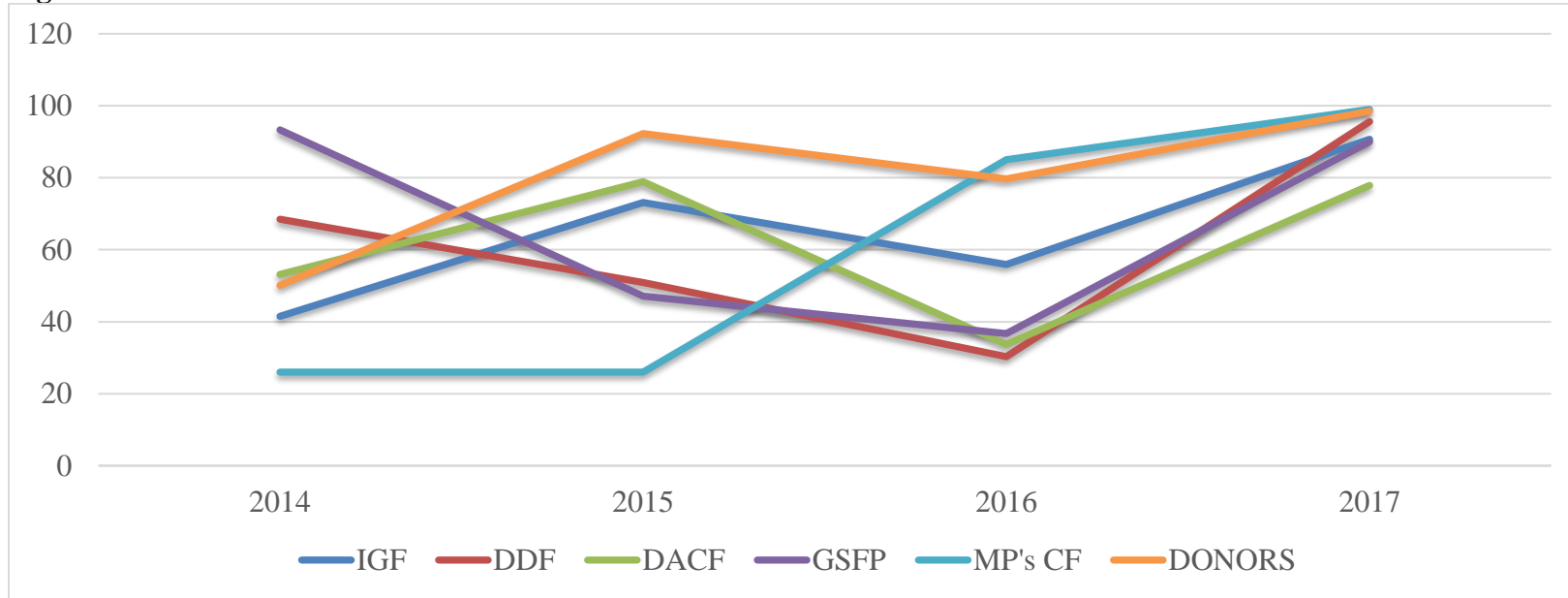
Table 1.4: Expenditure Performance of Tano South Municipal Assembly

Expenditure Head	2014			2015			2016			2017		
	Budg.	Act.	Var.	Budg.	Actual	Var.	Budg.	Act.	Var.	Budg.	Act.	Var.
Personnel Emolument	2,149,112.25	1,563,669.25	585,443	2,515,282	2,366,135.79	149,146.21	2,531,746	1,567,390.46	964,355.54	2,879,865.71	2,658,096.90	221,768.81
Goods & Services	413,034.37	289,829.73	123,204.64	401,939.41	327,132.68	74,806.73	300,216.77	219,038.12	81,178.65	252,897.98	239,134.45	13,763.53
Allowances	57,287.00	19,974.27	37,312.73	78,873	60,008	18,865	55,083.12	49,083.21	5,999.91	80,973.88	75,098.22	5,875.66
Mat. And Office Consumables	4,000.00	9,222.22	(5,222.32)	7,590.1	6,897.12	692.98	10,000.22	8,980.44	1,019.78	11,013.34	10,987.5	25.84
Utilities	6,600.00	8,296.30	1,696.3	11,018.05	10,961.2	56.85	8,098.99	7,016.34	1,082.64	15,000.22	12,901.56	2,098.66
Training Seminar and	63,968.00	47,155.40	16,813.6	60,001.31	59,098.01	119,099.32	67,987.1	61,091.1	6,896	62,330.9	57,077.8	5,253.1

Confere nce Cost												
Other Charges	960.00	907.20	52.8	1,500.98	1,200.11	300.87	3,456.76	2,356.09	1,100.6 7	3,506.67	3,405.33	101.34
Repair and Mainten ance	12,000.0 0	10,430.5 0	2,430.5	13,986.7	5,978.81	8,007.8 9	18,099.0 1	16,016.2 2	2,082.7 9	20,097.0 0	19,001.8 9	1,095.1 1
General Expendi ture	64,000.0 0	46,051.1 0	17,948.	70,000	74,500	(4,500)	72,390.8 9	69,016.5 4	3,374.3 5	90,000.7 7	89,067.3 3	933.44
TOTAL	2,770,96 1.62	1,995,53 5.97	779,67 9.25	3,160,19 1.55	3,067,07 8.86	366,47 5.85	3,067,07 8.86	1,999,98 8.52	1,067,0 90	3,415,68 6.47	3,164,77 0.98	250,91 5

Source: MPCU-TSMA, 2018

Figure 1.2: Revenue Performance for 2014-2017



Source: MPCU-TSMA, 2018.

1.3.3 Problems/Challenges Encountered During Plan Implementation

The following are some key challenges encountered during the plan implementation stage which account for the reasons why about 56 percent of the projects were not fully implemented. That is why some projects are on-going, suspended, abandoned and not implemented.

- Excessive delays in the release of funds from government, development partners and donors for project implementation (e.g. DACF, DDF, donor funds)
- Limited control of the District Assembly over the DACF as excessive deductions are made from it and unplanned purchases on behalf of the Assemblies.
- Inadequate funds to meet the numerous development needs of the district
- Non-functioning of the sub-structures to provide inputs for the plan preparation.
- Due to political interference the District Assembly was forced to implement some unplanned projects.
- Inadequate monitoring and evaluation was undertaken due to inadequate logistics such as vehicles and poor road accessibility within the district.
- Low IGF mobilization to support development projects.
- The unstable economic conditions made the budget for most development projects to be underestimated as compared to the actuals.

1.3.4 Lessons Learnt and Implications for DMTDP 2018-2021

It was evident over the four years that inadequate funding was the major constraint and challenge to the implementation of programmes and projects outlined in the plan. There is therefore the need to identify alternative sources of funding for project implementation in the new DMTDP.

- It was also realized that there was over-reliance of the district on the DACF for funding of projects. However, due to the delay in its release and inadequacy most of the projects are still not implemented fully. In order to address this, there is the need to improve upon the IGF mobilization and also a liaising of the district with development partners to secure funding to support development projects.
- The District's economy remains mainly agrarian and as an attempt to diversify, focus of the 2018-2021 Development Plan should focus on job creation in the small and medium scale manufacturing sector and agro-processing activities for Local Economic

Development. In view of this, frantic efforts should be made to equip local artisans with skills and upgrade the skills of the existing artisans in support of business creation.

- It became clear during the review that the decentralized departments were partly or completely left out in the implementation. Effective co-ordination between decentralized departments in monitoring and evaluation should be given careful consideration to assess performance and progress of the new DMTDP.
- There is also the need for organizing public hearing during the plan preparation to ensure that the plan is owned by the citizenry.
- It was realized that the Assembly set for itself more objectives and targets with little or no cognizance to the resources at her disposal. It is therefore obvious that the need to incorporate in the new plan; programmes and projects with due cognizance to the available human and financial resources cannot be overemphasized.
- Also, it was realized that the issue of inadequate reliable data made the actual projections of the needs of the population difficult. That is reliable and accurate data to assess the needs of the people was inadequate.

1.4 Profile of the Tano South Municipality

This section of the DMTDP seeks to examine the physical, environmental, economic and social conditions and its implications or impacts on the lives of citizens in the District. Specific features under consideration includes location and size, climate, vegetation, relief, geology, soils, vegetation, conditions of both the natural and built environment, climate and human activities on the environment and in the Tano South Municipality

1.4.1 Institutional Capacity Need

This section outlines a description of the organizational structure, human resource capacity, infrastructure and facilities need of the TSMA.

Organizational Structure of TSMA

By statutory declaration as contained in section one of the Local Government Act 1993 (Act 462) under which it operates, stipulate that the Assembly exercises deliberative, legislative and executive functions in the District. It is the highest political, administrative and planning authority representing the Central Government in the District. The District Assembly is subdivided into

Two (2) Town Councils and five (5) Area Councils. The Town Councils are Bechem and Techimantia with Brosanko, Derma, Ankaase/Adaa, Subriso No.3 and Dwomo/Mansin being Area Councils. The Town/Area Councils have the responsibility to strengthen the coordination of the development of the communities to ensure equitable distribution of socio-economic programmes and projects in a manner that will promote sustainable growth in the District. This facilitates effective participation in decision making at the lowest level. There are also Unit Committees in each of the 39 electoral areas. Each Unit Committee has 5 members who assist the Town / Area council to perform its functions.

Human Resource Capacity

Table 1.5: Staff Strength of the Tano South Municipal Assembly

DEPARTMENT / UNIT / GRADE	MINIMUM	MAXIMUM	ACTUAL	EXCESS	DEFICIT
Coordinating Director	1	1	1		
Central Administration Department					
Administrative Unit					
Assistant Director IIA	3	3	3		
Assistant Director IIB					
Sub-Total	4	4	4		
SUB-PROFESSIONALS				-	
Assistant chief executive officer				-	
Principal Chief /Senior Executive officer	1	1	1		
Higher Executive Officer	2	2	3	1	
Executive Officer	2	2	2		
Sub-Total	5	5	6	1	
Secretarial	2	3	5	2	
Sub-Total	2	3	3	-	
Procurement/Supply					
Senior Procurement Assistant	2	2	1		1
Assistant Procurement	2	2	1		
Sub-Total	4	4	2		
Human Resource (HR)					
Assistant Human Resource	1	2	2		
Sub-Total	2	4	2		

Development Planning					
Chief/Principal Development Planning Officer	1	1	0		1
Snr Development Planning Officer	2	4	1		2
Assistant Development Planning Officer	2	4	1		2
Sub-Total	3	5	2		1
Budget					
Chief/Principal Budget Analyst	1	1	0		1
Budget Analyst	1	2	1		1
Sub-Total	1	2	1		
Radio Operation					
Senior Radio Operation	1	1	1		
Radio Operation	1	1	1		
Sub-Total	2	2	2		
Financial Sector					
Principal Accountant	2	3	1		1
Senior Accountant / Accountant /Assistant Accountants	3	5	1		
Principal Accountant Technician/ Accountant Technician	6	10	2		
Stenographer					
Sub-Total	12	18	4		
Revenue					
Revenue Inspector /Higher Revenue Inspector	2	4	2		
Revenue inspector/ Collector	6	8	11		
Higher Revenue Collector			1		Not in staffing Norms
Sub-Total	8	10	10		
Internal Audit Unit					
Senior Internal Auditor	1	1	1		
Internal Auditor/Assistant Internal Auditor	1	2	1		
Sub-Total	2	3	2		
Works Department					

Snr, Asst. Engineer/ Engineer	6	9	1		
Chief Technician Engineer	1	1	1		
Prin./Snr. Technician Officer	2	4	4		
Prin// Snr Technical Officer	2	3	1		
Foreman/ Junior Foreman	1	3	7		
Works Foreman	2	4	1		
Sub-Total	14	24	15		
Physical Planning					
Town Planning Officer			1		Not in staffing norms
Technical Officer Grade II	4	8	2		
Sub-Total	4	8	3		
Environmental Health					
Chief Environmental Health Officer	1	1	1	-	
Prin. Environmental Health Asst			1		Not in staffing norms
Asst. Chief Env. Health Asst			2		Not in staffing norms
Senior Env. Health Asst.			3		Not in staffing norms
Environmental Health Asst.			11		Not in staffing norms
Sub-Total	1	1	17		
Social Welfare & Community Development					
Assistant Director			1		Not in staffing norms
Social Development Officer	2	2	3		
Social Development Asst.	2	4	1		
Mass Education Officer			3		Not in staffing norms
Sub-Total	4	6	8		
Agriculture					
Director/ Deputy Director	1	1	1		
Principal /Senior Agriculture Officer	1	2	1		1

Senior /Assistant Agriculture Officer / Agric Officer	2	4	3		
Senior Production Officer	1	1	1		
Senior Animal Health Officer	1	2	1		1
Prin. Animal Prod. Officer			1		
Chief Technician Officer			2		Not in Staffing Norms
Asst Chief Technician Officer			2		Not in Staffing Norms
Principal Technical Officer	1	2	1		Not in Staffing Norms
Senior Typist			1		Not in Staffing Norms
Yard Foreman			1		Not in Staffing Norms
Headman Watchman			2		Not in Staffing Norms
Sub-Total	7	12	17		
Rural Technology Facility					
Manager			1		Not in Staffing Norms
Chief Technician			1		Not in Staffing Norms
Sub-Total			2		
Business Advisory Center					
Stenographer			1		Not in Staffing Norms
Sub-Total			1		
STATISTICS					
<i>Assistant Statistician</i>	1	2	1		
Sub-Total	1	1	1		
Drivers/Transport					
Yard Foreman	1	2	1		
Driver Grade I/ Driver Grade II/ Driver Grade III	10	20	4		
Heavy Duty			1		Not in Staffing Norms
Sub-Total	11	22	6		

Parks and Gardens					
Prin. Tech Assistant			1		Not in Staffing Norms
Sub-Total			1		
Postal Agent Class					
Postal Agent III			1		Not in Staffing Norms
Postal Agent II			1		Not in Staffing Norms
Sub-Total			2		
Watchman					
Day Watchman/ Night Watchman	20	24	9		Not in Staffing Norms
Watchman			4		Not in Staffing Norms
Sexton			1		Not in Staffing Norms
Sub-Total	20	24	14		
Scavengers					
Head Scavengers			2		Not in Staffing Norms
Sanitary Scavengers			2		Not in Staffing Norms
Scavengers			10		Not in Staffing Norms
Sub-Total			14		
Labourers					
Head labourer			2		
Labourer	2	2	18		Not in Staffing Norms
Sub-Total			20		

Source: MPCU-TSMA, 2018.

MPCU Capacity and Management Index for M&E

The Municipal Planning Coordinating Unit is the main body responsible for Monitoring and Evaluation in the District. The MPCU consists of the following;

- Municipal Co-ordinating Director (Chairman)
- Municipal Planning Officer (Secretary)

- Municipal Budget Officer
- Municipal Finance Officer
- Municipal Director of Health Services
- Municipal Director of Education
- Municipal Director of Agriculture,
- Municipal Director of Social Welfare & Community Development
- Municipal Physical Planning Officer
- Municipal Engineer
- Municipal Statistical Officer
- Acting Municipal Director-Trade & Industry Department
- Convener of Development Planning Sub-Committee
- Acting Municipal Disaster Prevention and Management Department
- Municipal Officer-Natural Resources Conservation Department
- Programmes Manager-SODIA/CSO Representative
- Representative of the Bechem Traditional Council

The management and capacity index is a perception designed to determine the status of capacities and management strengths and gaps that exist in an organization. It is an assessment tool that provides a framework for the organization to evaluate its status in relation to its human resources, material resources and incentives. Using a set of pre-determined indicators, the index assesses the capabilities of TSMA as indicated in table 1.6.

Table 1.6: The MPCU Capacity and Management Index for M&E

Capacity Indicators	Score (1-4 =Weak)	Score (5-7 =Fairly Average)	Score (8-10 = Very Strong)	Score	Average Score *(X/N)
Qualifications of personnel	Most staff do not have the required education	Some staff have the required education	All staff have the required education	7+6+6+7+6+6+7+7+8=60	60/9=6.5
Staff compliment	There are numerous key positions that are unfilled	Most key positions are filled but there are still gaps	All positions in the DPCU positions are filled	7+6+7+6+7+6+9+5+9=62	62/9=6.89
M&E Skills and knowledge	Most staff do not have the requisite M&E skills and knowledge	Some staff have requisite M&E skills and knowledge	All staff have requisite M&E skills and knowledge	4+9+4+4+6+5+9+3+7=51	51/9=5.5
Availability of funds	Funds available do not meet basic cost requirements	Funds available to meet basic costs, but will not allow DPCU to carry out all activities in the M&E plan	Funds available to meet basic costs, as well as enable DPCU to carry out all activities in the M&E plan	7+7+5+7+5+7+3+5+5=51	51/9=5.75
Utilization of funds	Resources are spent at the discretion of management and not in preapproved areas	Some resources are spent as approved by the DA, but management continues to direct some funds inappropriately	Resources are spent as budgeted in accordance with the DMTDP	6+8+6+6+4+4+9+5+7=55	55/9=6.0
Timely Access to funds	Funds released 12 months behind	Funds released 6 months behind	Funds released on schedule	5+8+6+6+4+4+9+5+4=51	51/9=5.875

	schedule	schedule			
Leadership	Leadership is not able to address development needs due to low motivation, corruption, or lack of qualification	Leadership can complete short term tasks, but is not dynamic or able to envision the medium to long term development	Leadership is dynamic and motivates the DA staff and members to work together for long term development	5+5+6+4+7+5+6+7+5=50	50/9=5.56
Management	The full complement of management is not available, and what is present does not have the skills to direct DPCU activities	Partial complement of management but not able to handle all functions e.g. planning, budgeting, financial reporting, M&E, etc.	There is a full complement of management and technically skilled to handle all functions	8+8+7+9+8+6+6+7+8=67	67/9=7.45
Workload	Workload is so high that staff must work overtime to complete even basic administrative tasks	Workload forces staff to work overtime to complete planning and M&E functions	Staff can complete all jobs within regular working hours	9+8+8+8+8+8+7+4+5=65	65/9=7.22
Motivation/ Incentives	Basic central government Motivation/Incentives exist but are not accessible	Some central government motivation/incentives are accessible (training, maternity leave, overtime Payment, etc.)	Central government motivation/incentives are easy to access and development partners' incentives also exist	4+5+7+9+7+6+7+6+3=54	54/9=6.0

Equipment/Facilities	Office space, furniture, and other facilities are woefully inadequate	Office space is adequate, but furniture and other facilities are lacking for some staff	All staff have access to appropriate office space, furniture and other facilities	8+5+4+6+9+6+9+3+3=53	53/9=5.89
Total Average Scores					68.635
*Index					68.64/11=6.23

Source: MPCU-TSMA, 2018.

* **X** represents total score whereas **N** represents number of people scoring (9)

* **Index** is given as the total average scores/total number of capacity indicators

From the above, it can be inferred that the MPCU is faced with the inadequacy of logistics which hampers monitoring and evaluation. These include a vehicle for monitoring, laptop and desktop computers, printers, scanners, etc and a documentation centre (for periodicals, acts, legislative instruments, development plan guidelines and manuals). The MPCU Secretariat requires an additional office space to adequately accommodate

Periodic training and updating of the skills of the human resource is essential for effective monitoring and evaluation. The following forms of training should be organized to update the skills of the Municipal Planning Coordinating Unit;

- Monitoring and Evaluation
- Report writing
- Data collection and analysis
- Setting of District Indicators
- Leadership skills
- Data management and other computer programmes
- Proposal Writing
- Team and consensus building techniques.

The following recommendations would aid the MPCU in conducting monitoring and evaluation effectively and efficiency;

- Provision of logistics for the MPCU including a vehicle, flip charts, computers and accessories such as printers and scanners etc
- Provision of motivation and incentive packages for the MPCU members
- Yearly budgetary allocations should be made solely for M&E activities
- Capacity building and training programmes to update the skills of the MPCU as well as sub-district structures
- Proper planning and coordination among the various departments

Infrastructure and Facilities Assessment of the Tano South Municipal Assembly

Table 1.7: Office Space Requirements

DEPARTMENT / SECTION	NO. OF ROOMS AS OFFICE	MINIMUM NO. OF STAFF PER ROOM	MAXIMUM NO. STAFF PER ROOM	ACTUAL NO. OF STAFF	EXCESS NO. OF STAFF	DEFICIT OF ROOMS AS OFFICE
Internal Audit Unit	1	2	2	3	1	1
Environmental Health	1	3	5	8	6	1
Social Welfare & Community Development	2	2	4	9	1	1
Municipal Planning Unit	1	2	2	5	3	1
Budget Unit	1	2	2	3	1	1
Health	4	2	2	12	4	2
Agriculture	3	2	2	10	4	2

Source: MPCU-TSMA, 2018.

Table 1.8: Constraints against DMTDP Preparation and Implementation and Recommendations

NO	Capacity Indicator	Status	Constraints & challenges	Recommendation
1	<p><u>DMTDP</u></p> <ul style="list-style-type: none"> DMTDP preparation, Implementation, Monitoring and Evaluation Stakeholder participation 	<p>DMTDP not prepared strictly following guidelines</p> <p>Inadequate stakeholder participation in plan preparation, implementation and monitoring and evaluation</p>	<p>Low importance attached to DMTDP by management</p> <p>Low commitment of Management with regards to DMTDP preparation, implementation and M&E</p> <p>Projects/activities implemented outside the DMTDP without due process</p>	<p>The DMTDP should be treated as the most important Document of the Assembly that guides its development agenda</p> <p>Strong commitment of Management to adhere to the preparation and implementation guidelines of the DMTDP</p> <p>Key stakeholders should be sensitized on their roles in the planning process and the need to participate</p>

		M&E not taken seriously, particularly, Evaluation		adequately in the preparation, implementation and monitoring and evaluation of the DMTDP Monitoring and Evaluation of the DMTDP must be taken seriously and be conducted at the appropriate times
2	Human Resource <ul style="list-style-type: none"> • Complement of staff • Attitude to work • Work load of MPCU members 	<p>Full complement of MPCU members</p> <p>Lackadaisical attitude of some staff in plan preparation</p> <p>At times staff have to work overtime resulting from heavy workload</p>	<p>Limited knowledge in planning and M&E</p> <p>Lack of motivation/incentive for MPCU members</p>	<p>Sponsor capacity building programmes for MPCU members in Planning and M&E</p> <p>Provide incentives for staff when workload is heavy</p>
3	Financial Resource <ul style="list-style-type: none"> • Adequacy of funds for MPCU activities • Timely release of funds for MPCU activities 	<p>Delay in the release of funds for plan preparation and activities</p> <p>Inadequate funds for M&E</p>		<p>Ensure the timely release of funds for plan preparation, and implementation</p> <p>Provide adequate vote in the budget for M&E activities</p>
4	Material Resource (Equipment/Facilities/Logistics) <ul style="list-style-type: none"> • Availability of basic equipment/ 	<p>Non-availability of s equipment/logistics/f acilities one basic</p> <p>Lack of internet connectivity in offices</p>		<p>Provide internet connectivity for all offices</p> <p>Provide a dedicated vehicle for M&E activities</p> <p>Provide enough office space for all units</p>

	logistics/facilities <ul style="list-style-type: none"> • Adequacy of basic equipment/logistics/facilities • Functionality of basic equipment/logistics/facilities 	Lack of vehicle for M&E Inadequate office space for some units especially MPCU Secretariat Furniture and equipment still inadequate Inadequate computer accessories like external hard drives and pen drives to store M&E data and preparation and submission of reports		Provide enough office furniture, computers and accessories, scanner machines, photocopiers, comb binding machines, steel cabinets, fridges, flip chart stands, ACs etc.
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Source: MPCU-TSMA, 2018.

1.4.2 Physical and Natural Environment

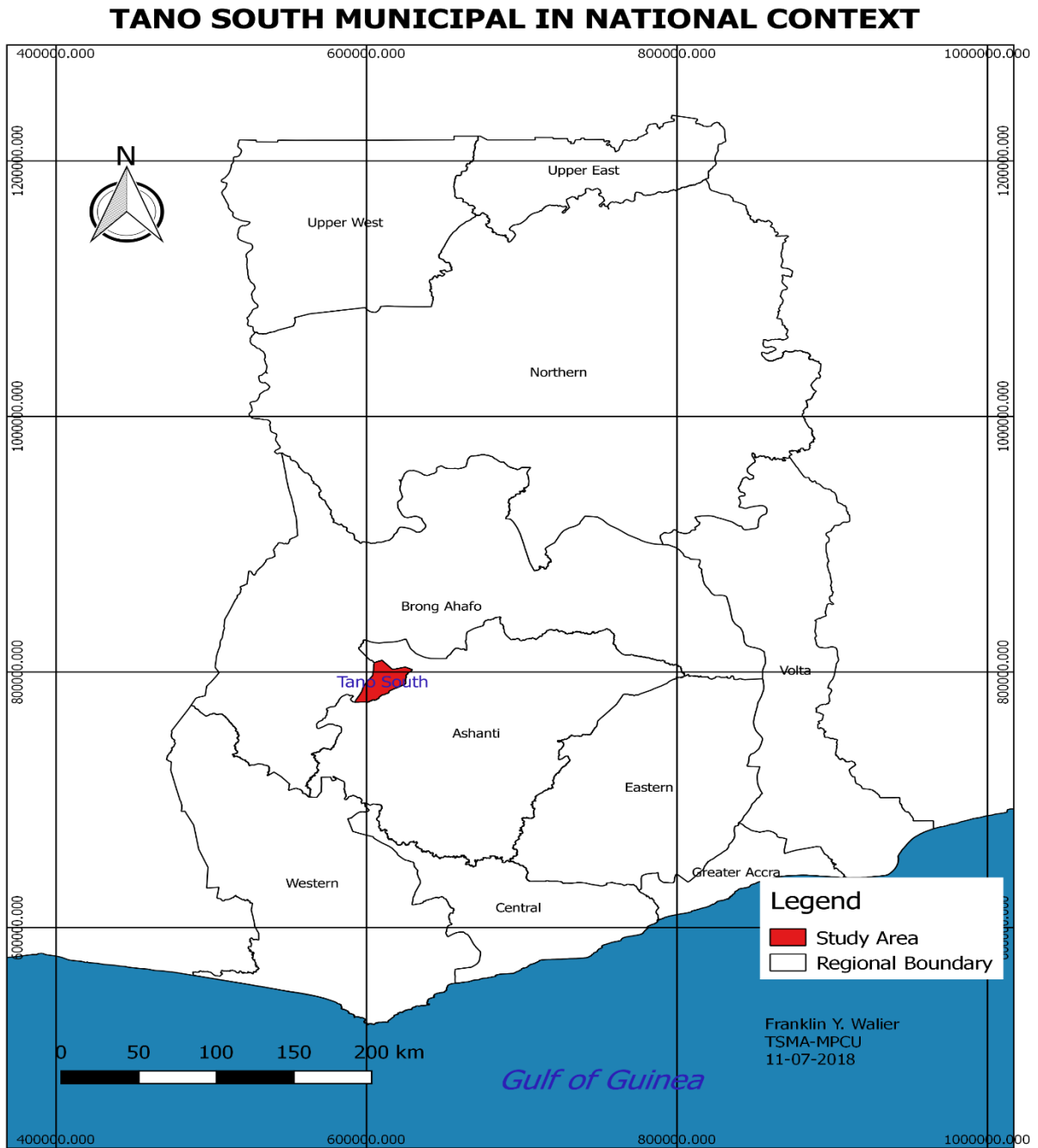
Location and Size

The Tano South Municipality shares boundaries with the Offinso North District (in Ashanti Region) to the North, Ahafo-Ano North District to the South, Ahafo-Ano South East District to the East and Tano North Municipality to the West.

The Municipality covers a land area of approximately 635 square kilometers and lies in the Southern part of the Brong Ahafo Region between latitudes 7°00" N and 7°25" N and longitudes 1°45" W and 2°15" W. The Tano South Municipality forms 1.6 per cent (%) of the total land area of the Brong Ahafo region. The Capital of the Municipality is Bechem. It is located on the Sunyani-Kumasi road which is a first-class road (asphalt). The District capital is 76 km away from Kumasi the capital of Ashanti Region. The municipal capital Bechem is the gateway to the Brong Ahafo Region.

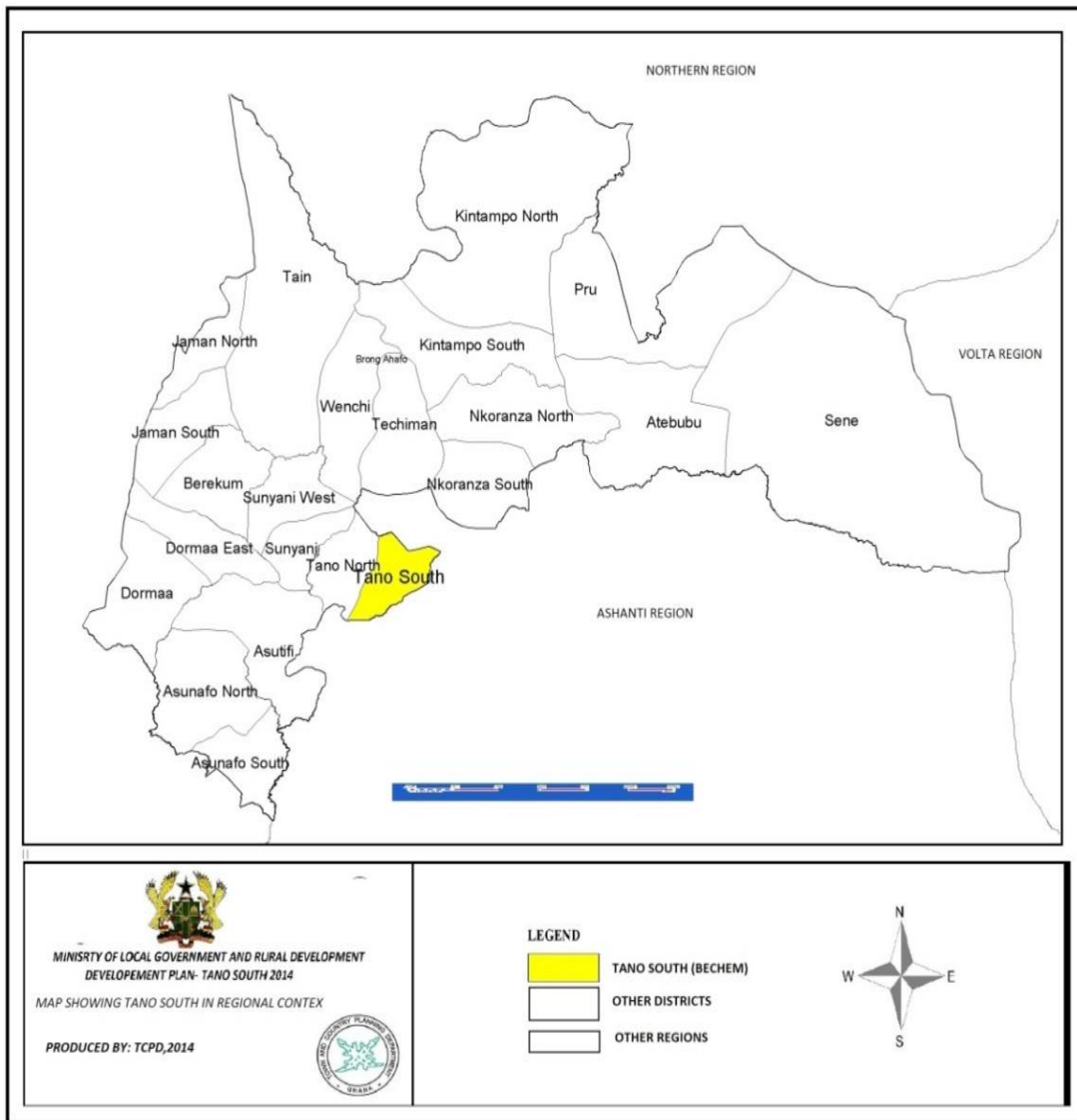
The Strategic location of the Municipality as the entry point to Brong Ahafo Region from southern Ghana and closeness to the regional capital Sunyani, puts it in a unique position to attract investment for industrial development. Figure 1.3, 1.4 and 1.5 show the maps of the Municipality in the national, regional and local context respectively.

Figure 1.3: Tano South Municipality in the National Context



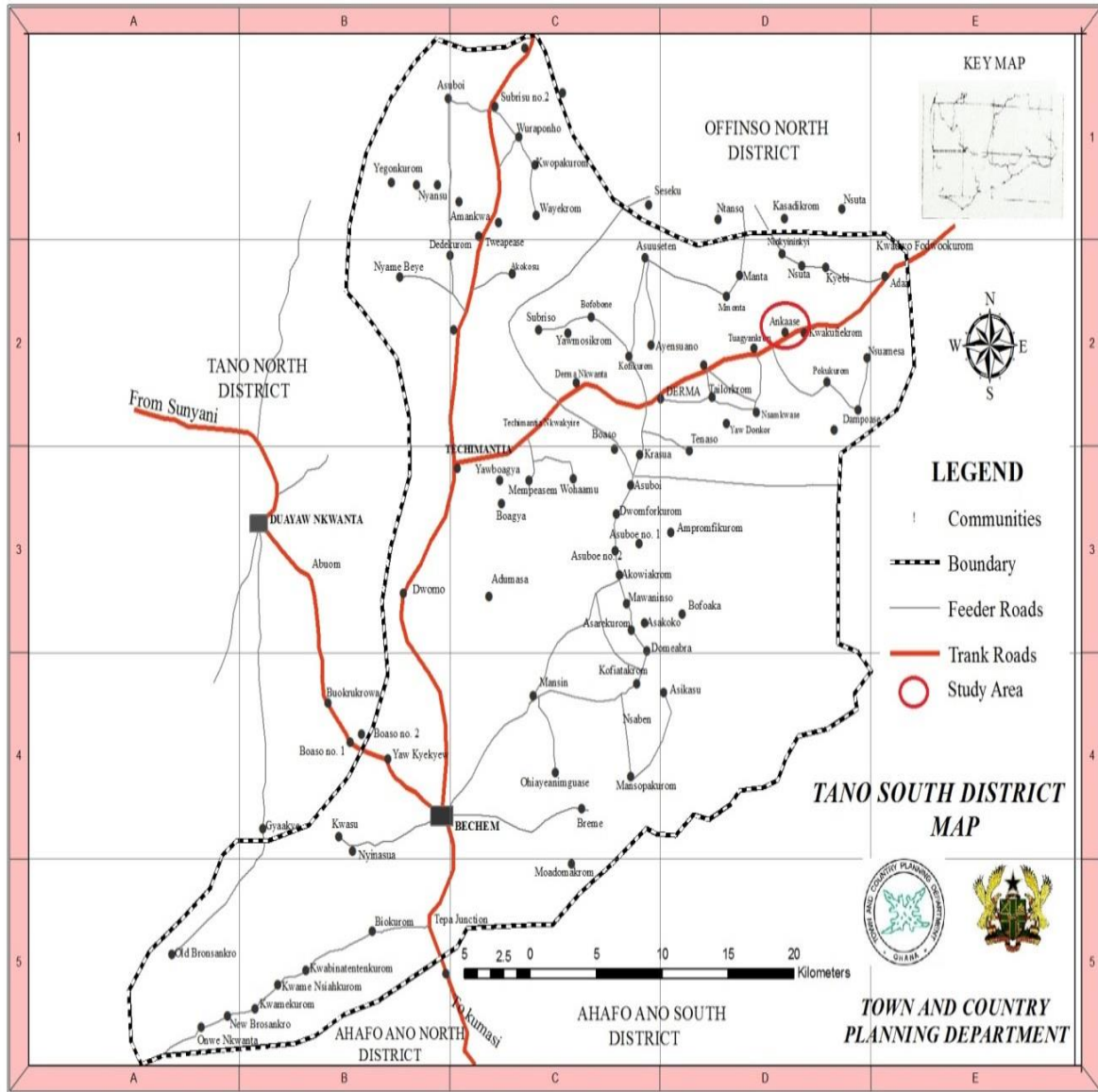
Source: MPCU-TSMA, 2018.

Figure 1.4: Tano South Municipality in Regional Context



Source: PPD-TSMA, 2018.

Figure 1.5: Map of Tano South Municipality



Source: PPD-TSMA, 2018.

Climate

The Municipal lies in the Semi-equatorial climatic zone which experiences double maxima rainfall pattern. The first rainfall season is from April to June, with the heaviest in June. The second period is from September to October. The annual rainfall is between 1250mm and 1800mm. The dry season is quite pronounced and occurs from the months of November to February. The mean monthly temperature ranges between 26°C in August and 30°C in March. Relative humidity is generally high, ranging between 75-80 percent in the rainy season and 50-70 percent in the dry season. The severe harmattan (dry winds) brings about outbreak of bush fires which sometimes causes low yields of crops and environmental hazards. The relatively long wet (rainy) seasons as well as the abundant rains are favorable for the cultivation of cash crops.

Vegetation

The Municipal lies in the moist semi-deciduous forest zone. However, there is threat of savannah grassland in areas such as Techimantia and Subriso No. 3 where cattle rearing is becoming a major economic activity. The Municipal has three main forest reserves. These are Bosomkese, Tinten and some part of Apaape forest reserves. These forest reserves cover a total land area of 157.45 sq. km. In these reserves, one can find different tree species such as Odum, Mahogany, Ceiba, Cassia and Akasaa.

Relief and Drainage

The topography of the Municipal is mostly made up of undulating land which rises gently from a height of about 270m to a peak of 760m. The area to the east and south-east, in the Kwamisa area bounded by the Ankaase-Techimantia-Bechem road, is particularly fairly high, rising between 360m and 760m. The district abounds with many rivers such as Atobiaso, Moku and Kwasu. River Subri, a tributary of Tano River in the Tano South Municipality, flows through Subriso No. 3 and Techimantia. The Atobiaso River flows through Derma and River Moku, through Techimantia and Dwomo. River Dwofu is a tributary of Kwasu River. Due to the presence of the numerous rivers, lands in the district are well drained but free from flooding. In this regard, the land is ideal for vegetable and food crop cultivation. It is therefore not surprising that the district's vegetables output is one of the best baskets in the region.

Geology and Soils

The main geological formations that cover the Municipality are the forest ochrosols and the rubrisol-ochrosols intergrades which contain alkaline and are more richly supplied with nutrients. They are also more clayed, have greater capacity to maintain water for plant use and are therefore very ideal for the cultivation of forest crops like cocoa, coffee, oil palm and food crops like plantain, maize, rice, cassava, and beans among others.

Aesthetic and Areas of Scenic Beauty

The Bechem Forest takes care of two Forest Reserves (Bosomkese and Aparapi Shelterbelt Forest Reserves). A portion of Bosomkese Forest Reserve falls under Asutifi South District while the remaining portion and the entire Aparapi Shelterbelt Forest Reserve fall under Tano North District Assembly. The Bosomkese Forest reserve is the most important aesthetic and scientific natural resource in the Municipality. In this reserve, one can find different tree species such as ‘Odum’, Mahogany, Ceiba, Cassia and ‘Akasaa’. This reserve is of scientific importance due to the conservation of biodiversity. Some of the trees serve as medicinal plants.

Moreover, some of the species could be used for carving and other wood works. The forest reserve also serves as habitat for several species of wildlife and game and as water shed for the rivers and streams in the Municipality and beyond.

Land Management Practices

Land in the Municipality is vested in the stool and held in trust for the people. The Municipal Assembly therefore has no direct control over land issues in the Municipality, hence the haphazard nature of development of physical structures in the district. However, the Assembly collaborates with the Chiefs on development programmes that require the use of vast lands. For instance, release of lands by ‘Nananom’ to support the Youth in Agro forestry programmes in the Municipality. The government with the view of planting food for jobs, Nananom has to support the initiative by releasing stool lands for the governments’ agenda.

The Municipal Statutory Planning Committee similarly, approves all schemes in the Municipality in line with building regulations of the country. These schemes are often developed by the Town and Country Planning Department in collaboration with the chiefs and finally approved by the Committee. The issue of development permits is the responsibility of the Municipality. Buildings

are expected to have basic facilities such as toilets, baths, kitchen and septic tank details which in practice are not common in the Municipality.

Public lands such as schools, markets, sanitary sites, buffer areas, roads, water course and other lands duly compensated for are managed by the Municipal Assembly.

Threats to the Natural Environment

With the Municipality falling within the semi-deciduous forest, it faces the threat of deforestation through pressures from human and animal activities such as housing expansion, farming, bushfires and illegal chain sawing. Illegal chain sawing has reached alarming proportions in the Tano South Municipality. Farmers and landowners are selling the trees to the chainsaw operators who are depleting the vegetation. The activities of particularly the chain saw operators are difficult to detect unless stringent measures such as the institution of community watch dogs are set up in the neighboring Communities to give information to the Forestry Officers in order to combat the perpetrators.

These activities have no doubt contributed to the seasonal drying up of some water bodies. It is clear that given the current situation, a lot of conscious and sustained efforts by the Municipal Assembly will have to be employed if the natural environment is to be restored and resources sustainably exploited. Afforestation programs need to be embarked by the Municipality to bridge the gap between the rates of exploitation and replenishment of the vegetative cover.

Implications of the Physical and Natural Environment

- The double maxima rainfall pattern encourages the cultivation and harvesting of some crops twice in the major and minor seasons e.g. Maize, vegetables. However, it also allows for the breeding of mosquitoes which leads to the incidence of malaria.
- The soils in the district are generally good for agriculture. The soils support both cash crops like cocoa and food crops like plantain, maize and cassava.
- The mineral deposits such as sand, stones support the building industry.
- Exploitation of the mineral deposits like sand and stone deposits will generate employment to the unemployed youth and also improve the Assembly's IGF. However if this not done in an environmentally friendly manner, it can lead to environmental degradation.

- The proximity to Sunyani, the regional capital allows the district to access high educational institutions such as the Sunyani Technical University to provide human and research capital.

1.4.3 Biodiversity, Climate Change, Green Economy and Environment in General

The Tano South Municipality depends mostly on the Green economy as an agrarian Municipality. Unfortunately, illegal logging in the district is very high and its impact on agriculture is very significant. This has resulted in the degrading of the forest, semi-deciduous forest and farmlands in the Municipality since the trend has been increasing annually in the district.

Bushfire is an occasional occurrence which comes mostly with the harmattan. Some farmers intentionally set fire to their unlearned fields without crops so as to reduce cost of clearing the weeds and because they do not control these fires they go out of hand and destroy other people's properties. This situation has the tendency of causing deforestation and destruction of farmlands, drying of water bodies and soil erosion if not curbed.

1.4.4 Water Security

Water Supply

The main sources of potable water include small town water system (stand pipes), Limited mechanized boreholes, point source (borehole and hand dug wells). Other sources of water include rivers and streams, mostly in the rural areas. Table 1.9 depicts the distribution of water facilities in the district.

Table 1.9: Distribution of Water Facilities in Area Councils

Town/Area Councils	Mechanized Borehole	Borehole	Hand-dug Well
Ankaase		19	1
Bechem	1	14	2
Techimantia	1	19	1
Derma	1	12	1
Dwomo		29	3
Subriso		16	2
Brosankro		26	1
Total	3	135	11

Source: WATSAN, Tano South Municipality, 2018.

Bechem, Derma, Techimantia and Dwomo enjoy small town pipe borne water. Other communities rely on boreholes, hand dug wells, streams and rivers. Efforts have been made to connect Brosankro to small town water project with preliminary preparations in progress under the World Bank / IDA water project to address the perennial water crises. It must be noted that guinea worm infection has reduced drastically due to extension of potable water coverage.

Management of the Boreholes

The Municipal Water and Sanitation Team is responsible for the provision and maintenance of boreholes to mainly rural communities in the district. Funds for maintenance are collected from the community depending on their plans through:

1. Households monthly dues
2. Pay as you draw

Some community members have been trained on how to maintain the boreholes but sometimes cost of materials for the maintenance is too expensive hence the communities have to rely on the Municipal Assembly for support when necessary.

The Boreholes are drilled for both the communities and the schools. They are normally located on school compounds or near the school to ensure that the schools have access to potable water.

Institutional Water Coverage

The health and educational institutions are considered in the institutional water assessment. For the health institutions the district has a total of seven (9) which is made up of 1 Municipal hospital, 1 polyclinic, 2 health centres 3 CHPS compound, 2 maternity homes and an ART centre. It must be noted that all these health facilities have access to potable water supply.

The Municipal has a total of 85 public schools, of which 55 are Primary Schools, 29 Junior High Schools, 4 Second Cycle Schools including the School for the Deaf and a College of Education. Except for the Presby JHS located in Derma all the other institutions have access to potable access to water supply.

Water for Food

Agriculture accounts for about 67% of the district and moreover crops and livestock need water to grow. This means water supply is a key to food security. However, crops are not grown throughout the year in the district because of inadequate irrigation facilities.

Problems in the Water Sector

There are regular water facilities break down. This can be partially due to dysfunctional WATSAN committees to address the problem. Although MWST is actively offering the necessary support to the communities, requisite support needed by the unit for routine monitoring exercises is non-existent and as such efforts are being made to draw a comprehensive WASH plan and budget to solicit support from management. In addition to the dysfunctional water management system is also the existence of soil erosion, pollution and drying up of water bodies.

1.4.5 Population

Population Size and Growth Rates

The demographic characteristics of the Municipality are similar to other urban and rural areas in Brong- Ahafo Region. The Municipality had a population of about 61,693 in 2006 (field survey). This increased to 78,129 made up of 38,299 males representing (49.0%) of the total population and 39,830 females representing (51.0%) of the total population (2010 Population and Housing Census, GSS). The growth rate as at 2000 was 1.8% lower than that of the regional and national averages of 2.5% and 3.2% respectively. The current population growth rate of the Municipality is 2.5% (Ghana Statistical Service, 2017)

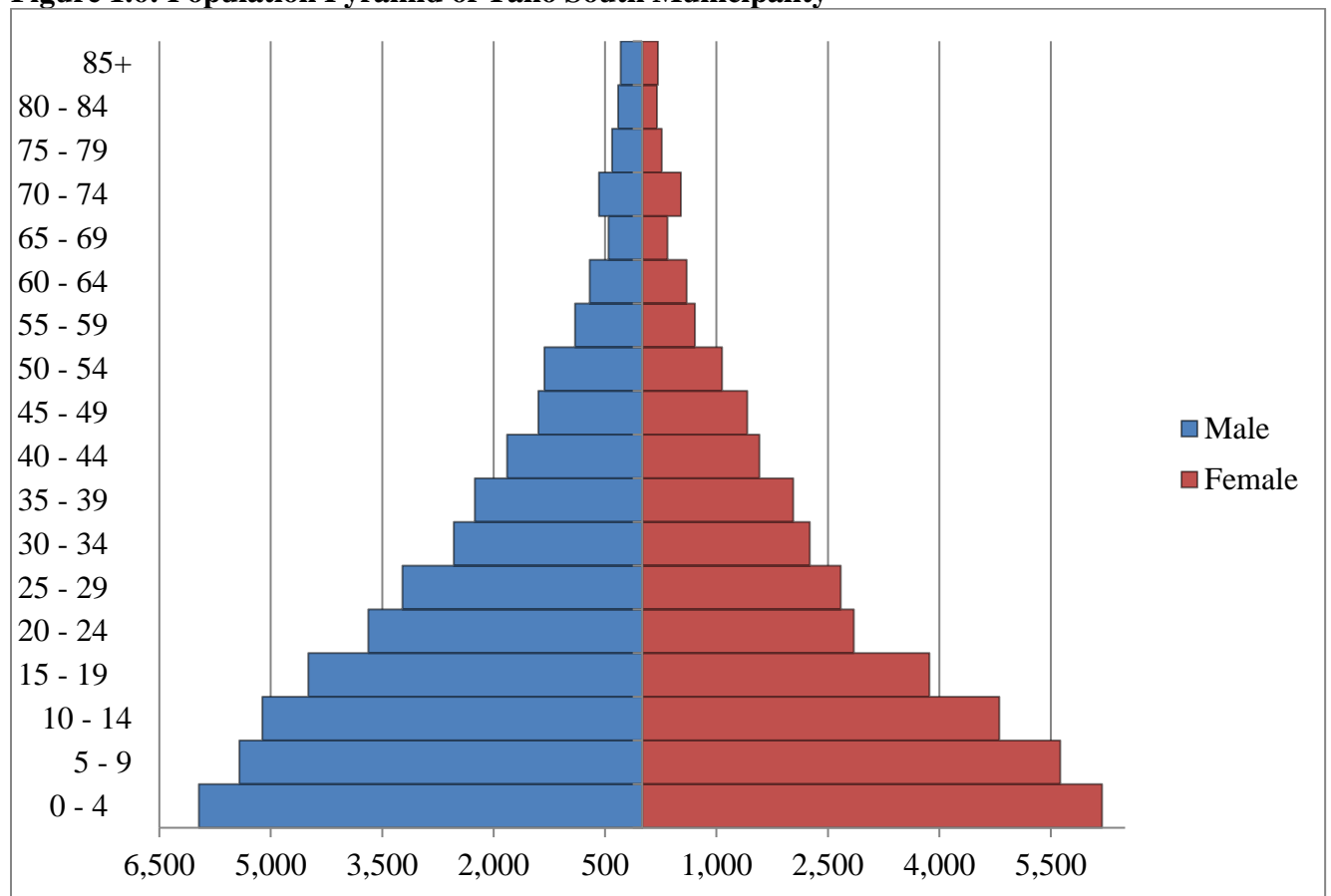
The current projected population of the Tano South Municipality as at 2017 is 93,070. The district is predominantly urban with rural population representing 47.6 percent (44,333) and urban population representing 53.3 percent (48,737). The increased population over this period may be partly attributed to improvement in the provision of infrastructure and services which facilitated commercial activities especially in the District capital, Bechem. Additionally, the favourable climate and vegetation which facilitate thriving tomato farming activities and other cash and food crops have been a strong pull factor in this direction.

Age –Sex Structure

The population structure of the Municipality shows a broad base pyramid that tips to the top indicating a concentration of growth at the base. This is typical of age structure in the developing economies where there is often too much demand on the national and local economy to provide services consumed by the children and youth.

The 0-14 age cohort constitutes 42.4%. The active population constitutes 53.0% of the population whilst those above 65 years constitutes 4.6% of the total population depicting an age dependency ratio of 100:89.

Figure 1.6: Population Pyramid of Tano South Municipality



Source: *Population and Housing Census, 2010.*

Population by Localities

In line with national standards, rural/urban classification of localities is population based on a population size of 5000 or more being urban and less than 5000 being rural. With this definition,

only three (3) localities are urban in the Municipality. This shows predominance of rural localities in the Municipality.

The urban localities are Bechem (17,192), Techimantia (14,323), and Derma (8,880). Some other relatively large settlements in the District are Dwomo (2,784), New Brosankro (2,545), Breme (1,911), Mansin (1,218), Subriso, and Ankaase (4,183). (2010 Population and Housing Census, GSS). With respect to population distribution in the District, the high-density areas are at Bechem, and Techimantia. This is due to the fact that people would want to enjoy higher and better social services and facilities associated with these areas. Other concentrations of population are Dwomo and Derma which are mainly due to the major farming activities taking place in these areas, apart from the provision of essential services.

Farming activities and accessibility also account for the relative population concentrations at Techimantia, Derma and Dwomo. The remaining population are nearly evenly distributed over the district.

1.4.6 Migration (Emigration and Immigration)

In 1960, 37.3% of the population lived in the urban centres. This increased to 46.9% in 1970 but reduced to 41.2% in 1984.

The 2010 Population and Housing Census depicts a rural-urban split of 56.8:43.2 for the District as compared 56.2:43.8 for the nation. However, with about 57% of the settlements in the Municipality being rural, the situation poses a problem for the distribution of higher order services and functions in the district. Services must have the required threshold population before they are provided. The implication therefore is that many of the settlements may not qualify for higher order services.

The trend of migration is more of immigration than emigration stemmed from the favourable climatic and vegetation conditions where migrant farmers from the Northern Regions and Ashanti Region had invaded to the district to cultivate vegetable food and cash crops. However, the youth who are mostly school leavers do not find farming attractive enough and hence rather migrate to Kumasi and Accra to trade and search for white colour jobs.

1.4.7 Gender Analysis

The Differential roles of men, women, boys and girls pre-determine their status and influence in every society. The family system and henceforth gender parities in the Tano South Municipality depicts that of male dominance as in any Ghanaian society. Roles and responsibilities are built on the family systems where the male is the bread winner of the house, females are care takers and children play a supportive role. Table below details out roles ascribed to men, women, boys and girls within the society.

Table 1.10: Gender Roles as Socially Defined in the Tano South Municipality

No	Gender Group	Defined Roles and Responsibilities	Needs And Interest	Status-Quo/ Gender Issues/Gaps
1	Men	<ul style="list-style-type: none"> I. Bread winners of the families/households. II. Daily sustenance provision. III. Provision of security and accommodation for the family. IV. They are often heads of families or households. V. They are often owners of productive resources such as land. VI. Entirely responsible for the welfare of their families and households. VII. Recognized as decision makers and hence involved in every decision making that affect development of their communities. 	<ul style="list-style-type: none"> I. Have access to reliable sources of incomes that enable them meet the needs of their families. II. They are actively involved in decision making both within the family and in the communities. III. Their families and especially their wives submit to their decisions. IV. Are recognized as leaders and given the due respect. 	Men are actively involved in decision making and general development of the district
2	Women	<ul style="list-style-type: none"> I. Responsible for all housekeeping duties II. Co-provide safety and security for children 	<ul style="list-style-type: none"> I. Are involved in making decisions that affect their lives and families. 	Involvement of women in decision making and the development

		<ul style="list-style-type: none"> III. Nursing and raising of children in the family. IV. Must back the decision of the men V. Build up emotional and psychological needs of children 	<ul style="list-style-type: none"> II. Have their own children III. Proper upbringing of their children IV. Peace in family and society. V. Have happy/successful marriages 	process is limited because of marginalization by men and lack of gender desk officer at the DA to promote gender issues.
3	Boys	<ul style="list-style-type: none"> I. Assist in house chores like fetching water for the family and running errands. II. Take over the responsibilities of the father in his absence. 	<ul style="list-style-type: none"> I. Their basic needs such as food, shelter, clothing, education and health are provided for. II. Are given chance to participate in decision making. 	Involvement of boys and for that matter the youth in decision making is limited due to lack of national policy on youth development.
4	Girls	<ul style="list-style-type: none"> I. Assist the mother in all house chores like sweeping, cleaning, washing, cooking and fetching of water. II. Take over management of the household in the absence of the mother. 	<ul style="list-style-type: none"> I. Their basic needs such as food, shelter, clothing, education and health are provided for. II. Are given chance to participate in decision making. 	Involvement of girls and for that matter the youth in decision making is limited due lack of national policy on youth development.

Source: MPCU-TSMA, 2018.

Though the traditional setup allows male dominance/supremacy as in decision making and access to other resources, with the emergence of female empowerment, there is mutual relationship in the District. The land tenure system portrays a family ownership where as individuals (men and women) can acquire private lands either through rent or sale. Credit and other technological services are at the reach of both counterparts. The 2010 Population and Housing Census reveals that females constitute about 51% and the remaining being males. Out of this, 41.4% (constituting 49.6% males and 50.4% females) works or have employment that pays. The centrality of women's

role to production and reproduction makes their role crucial as development agents. The traditional role of woman as care takers (of husbands & children) and at the same time part-breadwinners pre-suggest their ability and capabilities of leaders if given the nod and support to play an equal role as the male counterpart.

This notwithstanding, the position of females as ‘females’ deprive them of some roles to influence and possess. The indigenous culture of male dominance (head of the family), role to cater for the home hinders women from such active and inferential roles as decision- making, access to adequate time for societal roles/functions. Basic services such as education which sees the female counterpart lacking behind, potable water, sanitation & health care among others are namely the concerns of the females which are woefully inadequate in the District.

In the light of the above, the Tano South Municipality which places high premium on gender issues undertook a number of programmes/ activities to empower the females, males, boys and girls in the District.

The differential and crucial roles of males, females, boys and girls have also been empowered through the BAC and RTF where artisans, hairdressers, dressmakers, craftsmen among others are being trained in record keeping, ways to access credit, business management, and other technical service. Some start-up kits were also provided to the trainees. Table 1.11 presents some of the skill training programmes undertaken by the district in 2016 for both males and females’ entrepreneurs and apprentices.

Table 1.11: Skill Training Programmes

Training Programme	Beneficiary Community	Number of Participants	
		Males	Females
Cassava processing	Derma	1	21
Soap making	Akobro	3	15
Leadership and group dynamics/development skills	Bechem	4	15
Palm oil processing	Bechem	-	10
Marketing	Bechem	4	15

Source: Business Advisory Centre, 2016.

Also, with respect of gender equality in terms of access to education at all levels there is a male dominance (55.4%) over females (44.6%). Table 1.11 shows the status of participation to education at all levels within the Tano South Municipality.

Table 1.12: Total Enrolment by Levels of education

LEVEL	MALE		FEMALE		TOTAL
	Enrolment	%	Enrolment	%	
Pre-School	2964	50.30%	2929	49.70%	5,893
Primary	6391	52.07%	5884	47.93%	12,275
Junior High	2536	17.10%	2013	16.86%	4,549
Senior High	2,176	55.75%	710	44.25%	2,886
Voc/tech	133	41.69%	186	58.31%	319
College of Education	623	74.52%	213	25.48%	836
TOTAL	14,823	55.40	11,935	44.60	26,758

Source: Ghana Education Service, Tano South Municipality, 2016.

1.4.8 Settlements System

Spatial Analysis

With a population density of 146.6 persons per kilometre square, the district is sparsely populated as compared with the national average of 79.3. The general settlement pattern of the district is the disperse type. The larger settlements namely, Bechem, Brosankro, Techimantia and Derma lie in different routes. This type of settlement hinders the distribution of facilities such as water, schools, health, etc. These are without threshold population to make their delivery cost effective.

Housing

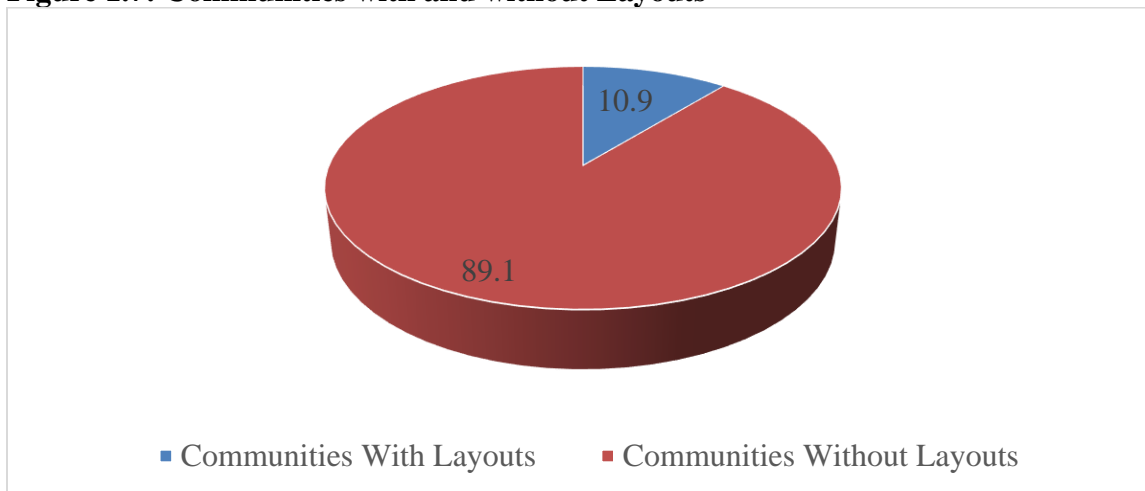
Data extracted from the 2010 PHC reports indicates that the District has total of 10,628 houses in the district with 4,922 in urban and 5,706 in rural communities constituting about 46.3 percent and 53.7percent respectively.

The commonest building type is the compound house. It accounts for about 90 percent of the total housing units. The majority of the houses are built of Sandcrete and Landcrete which constitute about 72 percent of the houses in the District. In the urban localities, 90% of the roofing material is made up of iron sheets, while 10% is tiles. The rural locality is having 75% of its roofing material from bamboo and thatch while 25% is iron sheets.

Most of the structures in the district are poorly constructed with low quality building materials. The phenomenon is probably due to high poverty levels in the district. There are no drains linking the various structures into one system. Deep cracks are also common on structures in the district. The structures in the district in fact are built/put-up in a haphazard manner. Adherence to Building regulations is also very poor.

Generally, towns in the District are not well laid out and therefore, do not have good internal road network. However, Bechem with the implementation of the street naming and property addressing system has improved the layout of the community. Techimantia, Derma, New Brosankro and few others have got their layouts prepared based on grid pattern with some good internal access roads.

Figure 1.7: Communities with and without Layouts



Source: Population and Housing Census, 2010.

Functional Hierarchy of Settlements

This section gives the spatial distribution of the settlement system in the district. It provides a summary of the socio-economic profile within a spatial context and further shows the type,

number, destination of facilities and services and how these factors ultimately shape the hierarchy of settlements in the district.

The hierarchical distribution of settlements therefore is strongly skewed and the spatial system is neither well-articulated nor tightly integrated. The integration of villages and market towns and the incorporation of rural areas into the district spatial system, can transform rural areas and accelerate growth and development of the district. Thus, the creation of new or strengthened linkages between high order settlements and other low ranked settlements would promote accelerated growth.

Bechem is the first order settlement with total weighted centrality index of 83.5%. Techimantia and Derma are the second and third order settlements with total weighted centrality index of 63.3% and 57.0% respectively. New Brosankro and Dwomo are the only communities that merits fourth order settlement, the rest of settlements are in the fifth order settlement. Table 1.12 depicts a scalogram for the district which shows the presence of facilities and services in the various communities selected.

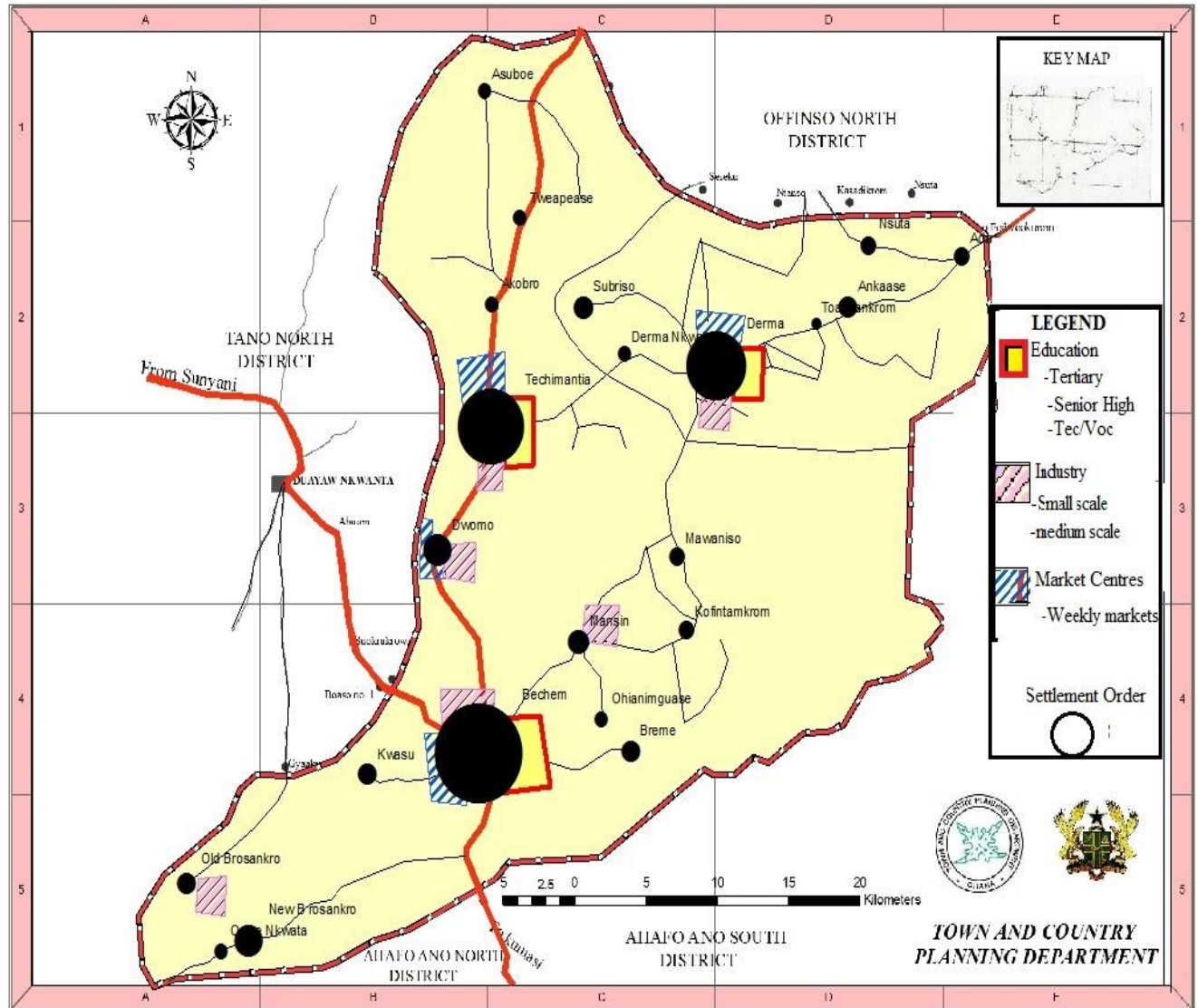
Table 1.13: Scalogram for Tano South Municipality

	Pop. 2017	Education					Health					Water & sanitation					Energy		Mark et	S ec .	Fin. Inst.	Communication				Indus try		Transp.	Hosp.	Administra tion			Total function	Total weighted cont.				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	1	2	1	2	3	4	1	2	1	1	1	2	3							
WEIGH T		Pre-Sch.	Prin. Sch.	JHS	SHS/Tech./Comm./Voc	Post Sec.	Chem. Shop	Drug Store/Pharmacy	CHPS Compound	Clinic./Maternity	Hospital	Pit Latrine	KVIP /Aqua Privy	Hand Dug Well	Borehole	Pipe Borne	Electricity	LPD Gas Station	Filling Station	Daily Market	Weekly Market	Police Station	Rural Bank	Comm. Bank	Postal Agent	Post Office	ICT Training Centres	Telephone/Cellular	Small Scale (eg. Soap making)	Medium scale	Lorry Station	Guest House	Area /Town Council HQ	Count	Dist. Function			
Bechem	19,501	X	X	X	X	X	X	X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X			22	6600

Techimantia	17,719	X	X	X	X		X	X		X		X	X	X		X	X	X	X		X	X	X	X		X	X					18	5000
Derma	11,518	X	X	X	X		X	X		X		X	X	X		X	X	X	X		X		X	X	X	X	X					16	4500
Dwomo	4,166	X	X	X		X				X		X	X		X								X	X							8	2100	
New Brosankro	3,026	X	X	X		X		X		X		X					X		X							X					11	2100	
Breme	2,599	X	X	X		X				X		X		X																	7	1400	
Mansin	2,172	X	X	X		X				X		X		X							X					X					8	1600	
Ankaase	2,792	X	X	X		X				X		X		X																	7	1400	
Old Brosankro	2,008	X	X	X		X				X		X		X											X							7	1400
Adaa	1,555	X	X	X		X			X		X																				6	1200	
Kwasu	1,589	X	X	X		X				X		X		X																		7	1400
Subriso	1,329	X	X	X		X		X		X		X																			6	1500	
Kofintamkrom	1,709	X	X	X		X			X		X		X																		7	1200	
Derma	1,146	X	X						X		X		X																		5	900	

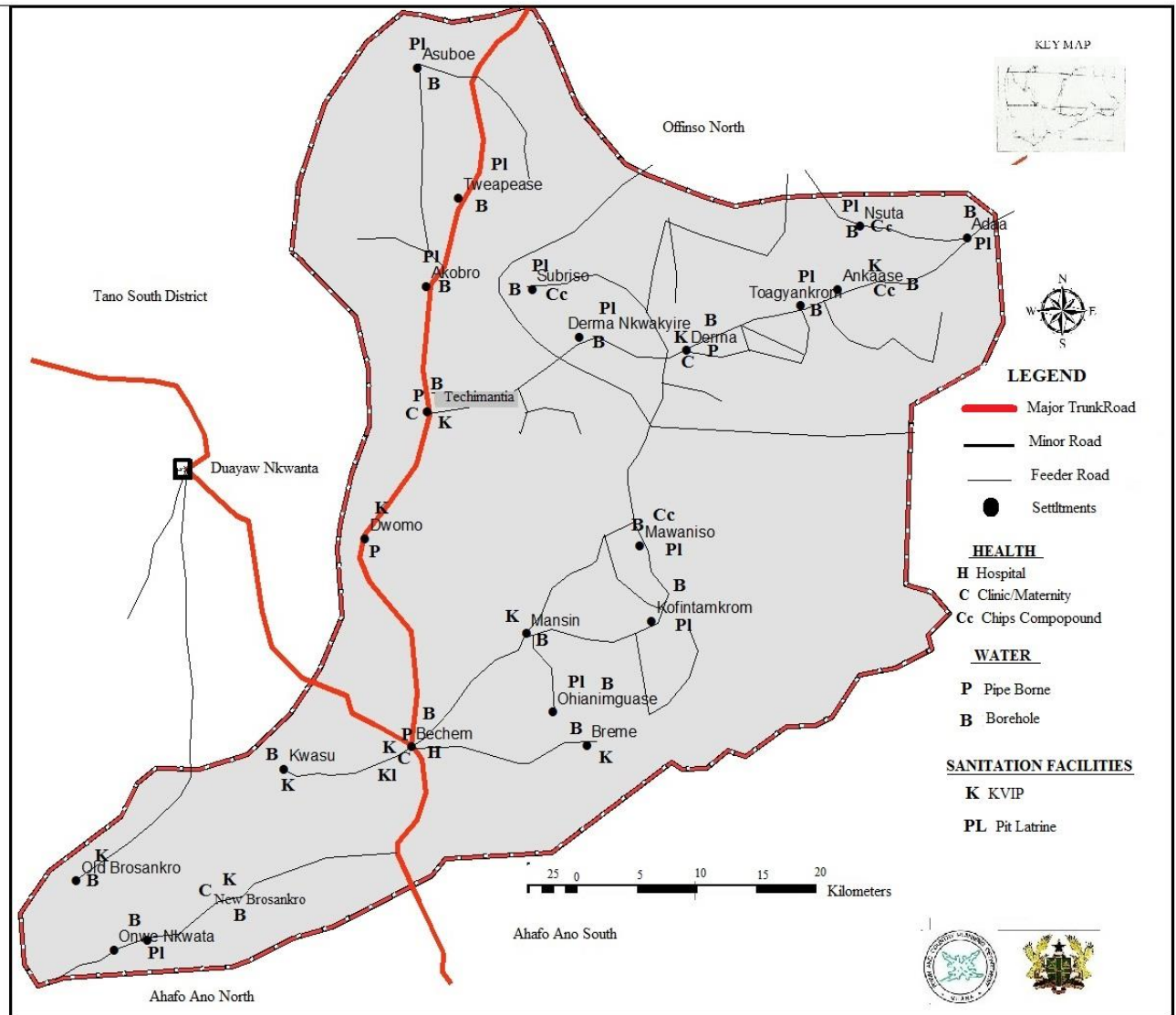
Figure 1.8: and 1.9 gives geographical representation of the spatial distribution of facilities and services in the district.

Figure 1.8: Spatial Distribution of Facilities



Source: TCPD-TSMA, 2018.

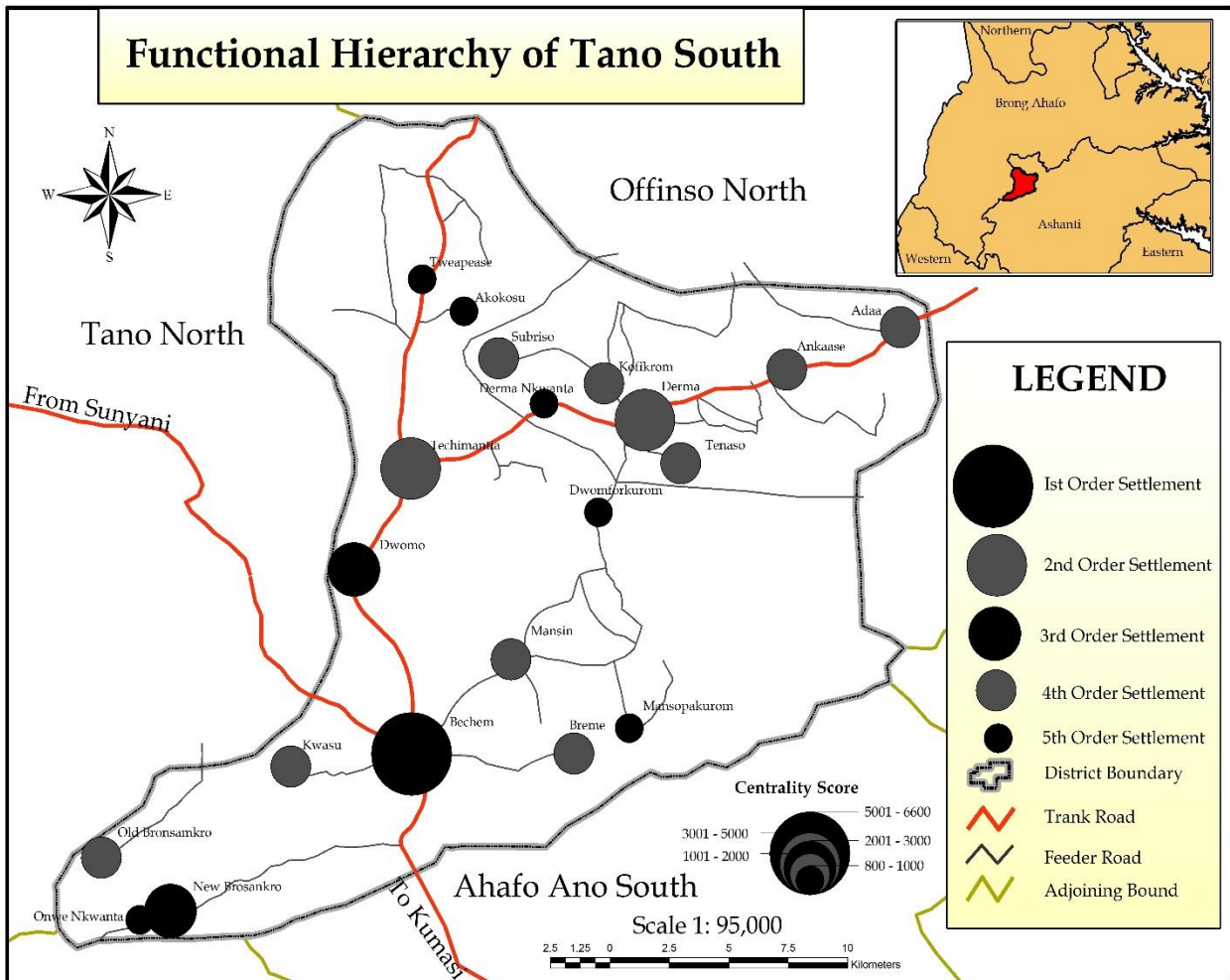
Figure 1.9: Spatial Distribution of Facilities



Source: PPD-TSMA, 2018.

Based on the scalogram depicted in table 1.12, a functional hierarchy map is derived to show the concentration of services and facilities in the selected communities. Figure 1.10 depicts this map.

Figure 1.10: Functional Hierarchy Map of Tano South



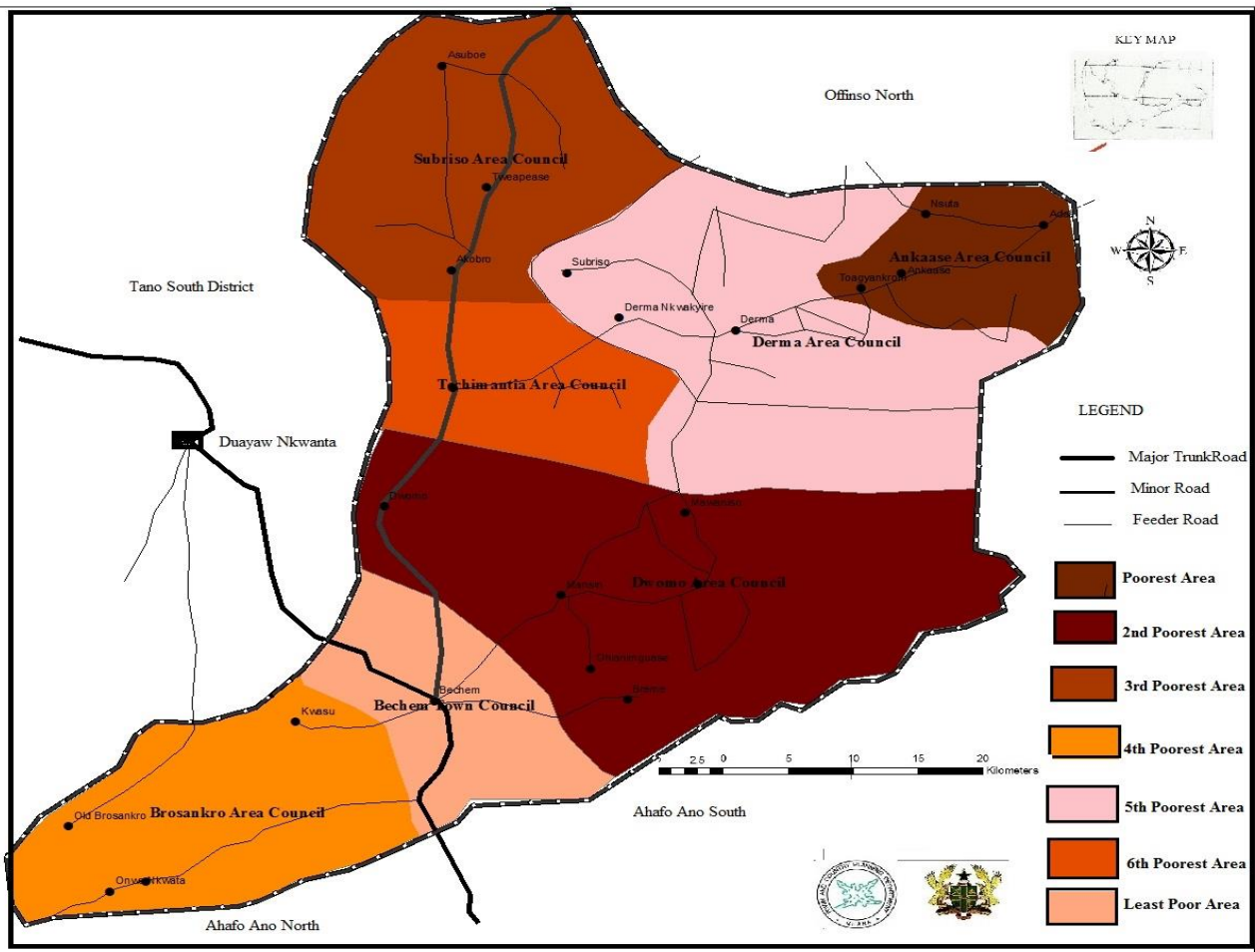
Source: PPD-TSMA, 2018.

Bechem controls greater proportion of functions in the District, thus the centralization of development in this town. This is consistent with the principle of central places; as high population size should have high order services. However, it is clear that the facilities in the District are not equitably distributed. The effect is that it will encourage rural urban drift and there will also be pressure on the existing facilities in Bechem as well as the second and third order settlements (Techimantia and Derma). Techimantia and Derma must be given facelift in development to merit first order settlements. It is sad to note that over 80% of the settlements in the District are in the fifth order hierarchy. This retards development of the District. In this respect, the Assembly is making efforts to improve and increase facilities in the fifth order settlements.

Poverty Profiling

This section presents a spatial level analysis of poverty in terms of access to basic infrastructure in the seven Town and Area councils of the district. With the scalogram and an over lay of the infrastructure map on the Town/Area council map give a clear picture of the adequacy or non-existence of certain basic facilities like health, education, financial institutions, market centers, good roads, water and sanitation among others in the Municipality. Communities that fall under Ankaase Area Council are severely affected by availability of facilities as depicted in Figure 1.11. The Municipal capital (Bechem) is ranked the least poor area followed by Techimantia.

Figure 1.11: Poverty Profiling Map of Tano South Municipality



Source: PPD-TSMA, 2018.

Roads

Road is the only mode of transportation within and outside the Municipality. Most of the roads in the rural areas are not motor able especially in the rainy season. In order for the roads in the

Municipality to be more motorable especially in the rainy season and also facilitate productivity in the agriculture and agro-industry, there is the need to improve and maintain road transport infrastructure, and rehabilitate farm-to-market roads in the District. In this respect, about 81.4km of feeder roads have been reshaped in the District. Below is a table of the length and nature of roads in the Municipality.

Table 1.14: Length and Conditions of Roads in Tano South Municipality

Road	Length of Road(km)	Percentage (%)	Conditions of Road
Engineered Road	38	22.88	-Tarred road -Existence of drains -Motor able all year -Existence of potholes -Deteriorating speed ramps
Partially Engineered road	93.4	56.23	-Soil compacted -With drains -Partial seasonal -Existence of potholes
Un-Engineered road	34.65	20.87	-Without drains -Existence of potholes -Soil not compacted -Seasonal

Source: MPCU-TSMA, 2018.

Traffic Management and Safety

There are design flaws on some roads within the Bechem Township and some access roads. Currently, some parts of the Kumasi- Sunyani road which passes through the township of the district capital, Bechem has become an accident-prone area. Speed rumps must be provided to reduce this incidence.

Lorry Station Development

The Municipal capital is currently using only one station along the Kumasi – Sunyani road. The increase in number of commercial vehicles has made the existing station congested. The Municipal Assembly has been able to provide a lorry station on the Techimantia road to relocate the station. The need to develop additional stations in the local areas and at vantage points should be looked at to speed up development. The current situation if not checked may create situations that will be difficult to deal with in the near future.

Sanitation

Though sanitation facilities such as final disposal sites, refuse containers, latrines amongst others are woefully inadequate in the Municipality, members of the community respond positively to approve dumping sites.

There are a few household toilet facilities which account for only 25% of the toilet facilities in the Municipality and a total number of 31 Public toilets, accounting for less than 50% of the needs of the people in the Municipality. This situation coupled with the zeal to put an end to indiscriminate defecating in the bush and other unauthorized places puts too much pressure on the inadequate public toilets existent in the Municipality.

The Municipality currently has three (3) refuse disposal sites concentrated in the urban areas. The rest of the population resort to crude dumping resulting in huge heaps of refuse in the communities, worst of all, closer to homes.

There is non-existence of slaughter houses except in Bechem. Though officers inspect slaughtered animals but not for those slaughtered in homes without due recognition. The Municipal Assembly has recently evacuated some of the refuse dumps and still making frantic efforts towards making the Municipality cleaner. However, refuse dumps in areas like Techimantia are still heaped. In this respect, the Assembly in conjunction with Zoomlion waste management company have mounted refuse containers in all the collection points in the communities to avoid crude dumping. Similarly, Zoomlion staff maintain environmental cleanliness in the Municipal markets and streets of Bechem, Techimantia and Derma.

1.4.9 Culture

Traditional Set-up

The Tano South Municipality has one Traditional Council which is headed by the Paramount Chief of the Traditional Area (Omanhene of Bechem), with the title “Kogyeabour”.

The people of Bechem celebrate the Adekyem festival in November once every two years in remembrance of their ancestors who were hunters and always came to Bechem to “share” their game after the day’s work and for development purposes.

Since the people of the area are Ahafos and form part of the Ashanti kingdom, all the divisional chiefs that is Brosankro and Techimantia and the Paramouncy report to the Asantehene in Kumasi.

The traditional institutions play a major role in the development of the Municipality. The success or failure may depend, to a large extent, on their support. The chiefs in these areas have considerable knowledge in the traditional system, administrative and judicial powers as well as ensuring the protection and preservation of cultural and moral values of the people.

Religion, Festivals and Ethnicity

Christians form about 62.1% of the entire population while traditional religion forms about 8.6%. Other dominant religion such as Islam is 26.0% while pockets of religious groups' forms 3.9%. (Source: Ghana Statistical Service, 2010 PHC). Irrespective of the diverse religious groups in the Municipality, there is religious tolerance and peaceful coexistence.

Traditionally, since the people are part of the Ashanti kingdom, they pay allegiance to the Ashanti kingdom to remember and honour their great ancestors who played greater role in the development of the Ashanti kingdom.

The people of Bechem have institutionalised and now celebrate the Adekyem festival once in every two years. The maiden celebration was in November 2011 in remembrance of their ancestors who were hunters and always came to Bechem to "share" their game after the day's work.

Though the festival is significant in the life of the Ashanti and for that matter Ahafos, most communities do not celebrate it. However, chiefs and people in their attempt to preserve the culture and tradition observe this in the traditional council and places.

The district is ethnically diverse, made up of Ahafos, Asante's, northerners, Bonos and pockets of other tribes. The indigenous are Ahafos and forms about 45% of the entire population.

1.4.10 Governance

The General Assembly is the highest decision-making body in the Municipality and is chaired by an appointed member of the assembly who is elected by members of the Assembly through a ballot. This person is called the presiding Member.

The Assembly performs its functions through the Executive Committee and its subsidiary committees. Five of the committees are statutory and two were added based on consideration of

the Assembly members. The Executive Committee exercises executive and coordinating functions of the Assembly whilst the Sub-Committees are called to deliberate on relevant issues in their functional areas. The statutory sub-committees include; the Development planning sub-committee, Social services sub-committee, Works sub-committee, Finance and Administration sub-committee and Justice and security sub-committee and the other two committees are Revenue Mobilization Sub-committee and Agriculture and Environment Sub-committee

There is also a Central Administration Department which services the Municipal Assembly. The Municipal Chief Executive is the political head of the Municipality and is supported by an administrative head of the Municipality, the Municipal Coordinating Director who is the secretary to the General Assembly. The Central Administration Department is made up of the Administrative Unit, the Planning Unit, Finance Unit, Budget Unit, Human Resource Unit, and Procurement Unit.

The Municipal Planning Coordinating Unit (MPCU) serves as the technical wing of the Assembly and is in charge of advising the General Assembly on development planning issues and coordinates the functions of other decentralized departments with the aim of achieving harmonized development. These decentralized departments are; Municipal Agricultural Department, Municipal Education Office, Municipal Health Directorate, Social Welfare and Community Development, Works Department, Physical Planning Department, Finance Department, Trade and Industry, National Disaster Management Organization.

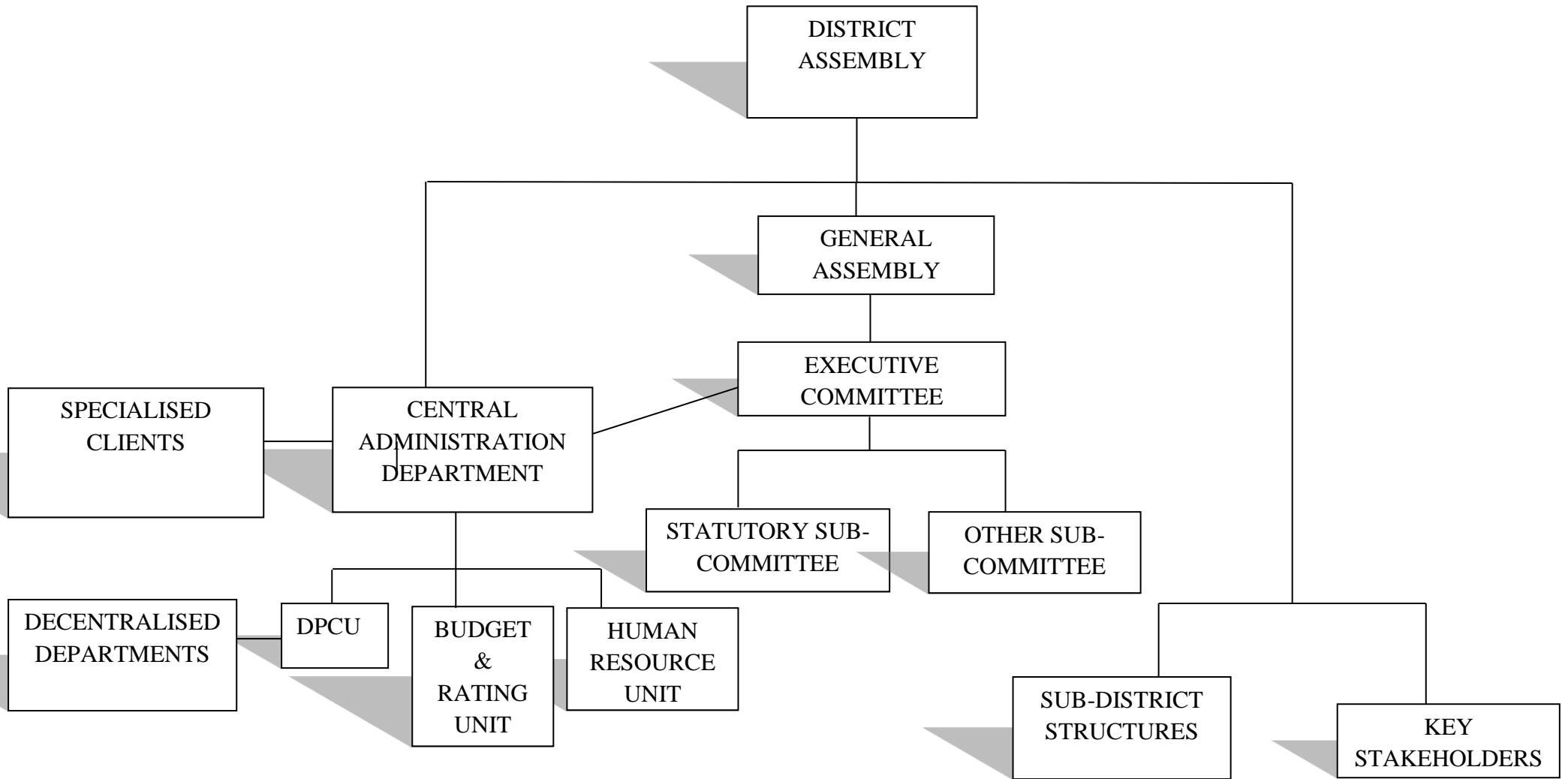
There are also specialized clients which the Central Administration Department collaborates with in their administration or engage their services. They are: the Judicial Service, Ghana Police Service, Ghana National Fire Service, Ghana Postal Service, Ghana Water Company, Prisons Service, Electoral Commission, Non Formal Education Division, National Commission on Civic Education, Labour, Land Valuation, Stool Lands, Centre for National Culture, National Board for Small Scale Industries (NBSSI), Commission on Human Rights and Administrative Justice (CHRAJ), Audit Service, National Youth Council (NYC), Births and Deaths Registry, Information Service, Statistical Services, National Association of Local Authorities of Ghana (NALAG), Municipal Secretariat of National Service and Statistical Service.

Apart from the above institutions, there is also the existence of sub-district structures. The district has two (2) Town Councils and five (5) Area Councils. The Town Councils are Bechem and

Techimantia with Brosankro, Derma, Ankaase/Adaa, Subriso No.3 and Dwomo/Mansin being Area Councils. The Town/Area Councils have the responsibility to strengthen the coordination of the development of the communities to ensure equitable distribution of socio-economic programmes and projects in a manner that will promote sustainable growth in the district. This facilitates effective participation in decision making at the lowest level. There are also Unit Committees in each of the 39 electoral areas. Each Unit Committee has 5 members who assist the Town / Area council to perform its functions.

Also, Section 16 (1) (i) of Act 462 admonishes District Assembly officials to liaise with organized productive economic groupings and other persons in the district to attract resources for local development. Several groups in the community are very relevant to the activities of the District Assembly. These non-state actors do support the District Assembly in terms of capacity-building, financing, knowledge-sharing and policy advice. The involvement of these key stakeholders in local governance has been given credence in the Constitution of Ghana and other legal instruments. Some of the key stakeholders are; the Traditional Authorities, Faith-based Organizations, Civil Society Organizations, Non-Governmental Organizations and the Private Business Sector. For example, the Social Development and Improvement Agency (SODIA), Human Care and Maintenance Foundation, Friend of the Earth and others has assisted the District in diverse ways notably, Water and Sanitation, Education, Health, Child Protection, Human Resource Development and others. The Tano South Municipality has one (1) Traditional Council which is in Bechem. Apart from this paramountcy, the chiefs of Techimantia, Brosankro and Derma are also independent. Figure 1.12 summarizes and gives a pictorial view of the above information.

Figure 1.12: Organizational Structure of the Tano South Municipal Assembly



1.4.11 Security

There is Municipal Security Council (MUSEC) which sees to the security situation in the Municipal. It comprises the Police, Fire Service, and Chairman of Justice and Security Sub-Committee of the Municipal Assembly, NADMO Officer and the B.N.I. Officer.

The Police Service

There is a Municipal Police Headquarters located at Bechem. There are also three other police stations located at Derma, Techimantia and Brosankro. Communities living along first and second-class roads easily access the police stations at the expense of communities living in the remote areas who struggle to access the stations. Due to poor accessibility by majority of people living in the inaccessible areas, effort is being made by the district security council to establish police post at specific locations. In addition to this, there is the need to provide additional police post and police men for the police service.

The Ghana National Fire Service

The Tano South Municipal Assembly has one fire station manned by 27 personnel including 2 senior officers. The major task of the service includes combating fire and resource operation when accidents occur through sensitization and training of fire volunteers. As such, they carry out most sensitization programmes during major events within the District such as, the District's Farmer's day celebration which is celebrated annually.

The Municipality has no Fire Station, and the officers currently occupy an office space located within the CBA serving all communities in the Tano South Municipality. It can currently boast of one Fire Tender, although woefully inadequate considering the number of communities it serves, measures are being put in place by the District Assembly to logistically support the station. This will go a long way to enable the unit continue its effort in the fight against bushfires in the District.

1.4.12 Economy of the Municipality

Structure of the Local Economy

The overall development of a district is based on the production of goods and services. Critical to the production process is the human capital of the district. Although all persons irrespective of age and sex consume goods and services produced, only a section of the total population produces

them: a working population often referred to as the “employed”. The type of economic activity pursued is influenced by the nature of the economy and level of socio-economic development.

The Tano South Municipality as an agrarian economy is notable for the production of tomato in large quantities and other cash crops like cocoa and palm nuts which are the major economic drive and revenue source of the district. The strategic location of the district as the entry point to the region and on the main Kumasi-Sunyani road makes it ideal for trade in general commodities.

MAJOR ECONOMIC ACTIVITIES

The Tano South Municipality is predominantly a rural economy, with agriculture as the main economic activity for the daily sustenance of the people. Agriculture employs about 67.6 percent of the economically active population, followed by industry (21.7 %), commerce (5.6%) and service (5.1%). The major food crops grown are maize, cassava, plantain and cocoyam. Vegetables grown are garden egg, okro, pepper. The major vegetable grown is tomatoes which are mainly produced in Derma. The district is one of the highest producers of tomatoes in the region. It produces nearly 7,400 metric tons of tomatoes annually and has the potential for expansion. Cash crops grown are cocoa, oil palm, coffee and cashew.

The District Assembly as the Planning Authority generates revenue from the taxes it collects from rural agriculture producers especially during market days. The main revenue generating centres are Derma, Bechem and Techimantia.

The Tano South Municipality has the potential for large scale tomato processing factory as the government is embarking on One District, One Factory initiative.

Industry

Activities of the Government of Ghana, IFAD and AfDB sponsored Rural Enterprises Program, has given a boost to the small scale and medium enterprises establishment in the District.

Their primary objective in these businesses is to increase profitability of the businesses, create employable opportunities for the youth and create additional enterprises to help reduce poverty and speed up the economic growth of the Tano South.

The establishment of Small and Medium Scale Enterprises in the District has been facilitated by resource base which includes agricultural produce, forest resources and mostly the traditional apprenticeship scheme in the District for decades.

Additionally, the funding provided by Government of Ghana, IFAD and AfDB goes a long way to speed up the provision of employable skills to the youth and dissemination of new technologies in area of Agro processing, agro industrial, traditional craft, farm base, and other agri businesses.

The district forest reserves are of scientific importance due to the conservation of biodiversity and the benefits derived from ecosystem. The resource base of the district has facilitated the establishment of small scale industries like table sawmills (Bechem), wood carving (Techimantia and New Brosankro), weaving (Derma) palm oil extraction (Mansin, Dwomo and Bechem) and cassava processing factory (Techimantia, Derma and Bechem .

Salvage permits are also given to the timber operators and other small-scale sawmills that operates outside the concession areas.

All the timber firms convey their logs to mills located outside the Municipality. This situation coupled with the ban on chain saw operations have created shortage of wood supply in the Municipality. Most small-scale furniture and wood enterprises now find it difficult getting materials to work with.

As at January 2013, a total number of 591 businesses had been established as the result of project interventions. These new businesses had in turn also generated employment for about 830 individuals. However most of these businesses have either collapsed or have become inactive. In view of this, BAC have identified all dormant business and therefore making frantic efforts to build their capacities to make them active in business.

Inability of graduate apprentices to establish their own businesses due to financial problems has been an increasing concern in the Municipality in recent times. In order to achieve the project's objective of generating employment for the unemployed rural youth, the Assembly embraced the Graduate Apprenticeship Support Schemes by supporting graduate apprentices with sewing machines as start-up capital for the opening of their own businesses. 35 people established hairdressing, leather making enterprises, beads making, etc.

Additionally, small business numbering 53 have been provided with start-up loans for their operations. This was facilitated by Business Advisory Centre.

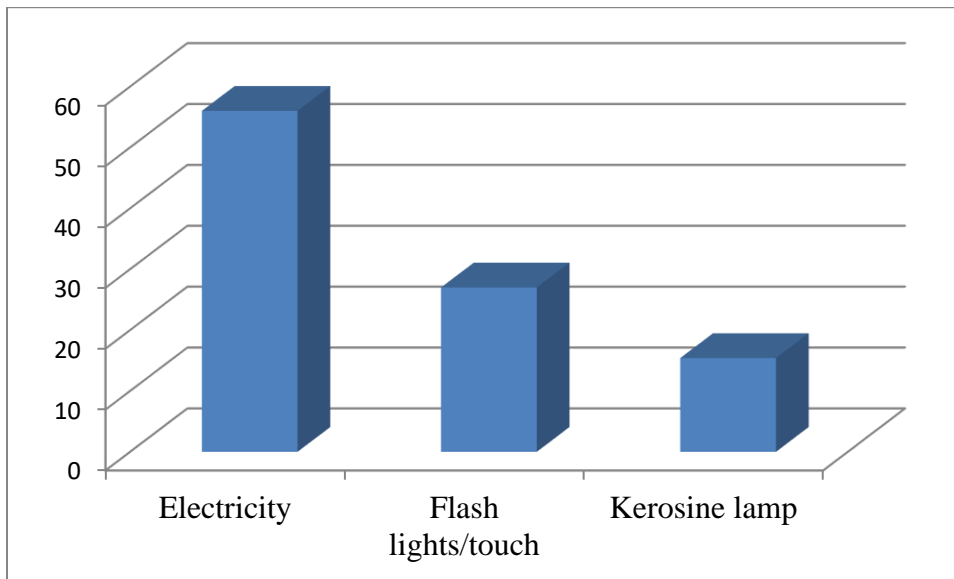
About 60% of the fund was disbursed to women entrepreneurs in line with the project's objective and strategy to strengthening the economic well-being of women at the rural level. Project clients who have benefited from the financial services have been able to expand their businesses and thus improved their income earning capacity. All in all, financial services, especially credit has been

one of the essential elements of project intervention and a major factor which has influenced the performance of enterprises supported by the project.

Energy

About 56 percent of households in the Tano South Municipality use electricity as the main source of energy for lighting. Nearly 27 percent of households use flashlights/torch including rechargeable lights as the main sources for lighting whereas 15.4 percent depend on kerosene lamp. The issue of electricity is an important indicator in the implementation and sustainability of development programmes and projects within the plan period. About 30 communities in the TSD have no access to electricity. Currently, there has being increase in the demand for power supply due to the extension of electricity to some communities (Derma Kokomba, Bechem Vocational school, Toronto, etc.). This has led to intermittent power outages especially in the urban communities namely Derma, Techimantia and Bechem.

Figure 1.13: Source of Energy for Lighting



Source: P&HC, GSS, 2010.

The main source of energy for cooking is wood (65.6%) followed by charcoal (21.3%) Only 5.1 percent of households in the district use gas for cooking. This in the long run can have effects on the natural environment if the use of gas is not encouraged.

Tourism

There are traditional shrines in the District. For instance, Taa Dwomo at Dwomo, Daa at Derma and Ahwintakum at Bechem. The above-mentioned shrines serve as centres for cultural and religious studies for both Ghanaians and foreigners. There is also tourist attraction site like Ceiba tree (Onyinakyere) at Dwomo which was said to have been commanded by Komfo Anokye to move from the centre of the road to its present place. It is now being worshiped by the people of Dwomo. The District also boasts of Hotels which includes London Sympathy, Orange Hotel, Atobra Guest all in Bechem and the Techimantia Hotel.

Banking

There are three banks made up of one commercial bank (Ghana commercial bank) and two rural banks operating in three communities. These are at Bechem, Derma and Techimantia. The rural banks are Derma and Bomaa rural banks. In addition to these financial institutions, there are five Micro Finance institutions, three of which are located in the district capital Bechem, one at Techimantia and one at Derma.

These banks are easily accessed by communities along the first and second-class roads. However, communities outside the major trunk roads would have to travel long distances through third and fourth-class roads to transact business with the banks. Because of low accessibility to these institutions from remote communities, there are “SUSU” collectors within the District.

Communication and Postal Services

The advent of cellular phone network system has come to replace communication centers that depend on fixed lines for the provision of telephone service to the general public. All cellular phone firms in the country have coverage in the district. These are MTN, Tigo, Vodafone, Expreso, Glo and Airtel. About 90% of the adult population in the district has access to personal cellular phones. This has drastically reduced the use of post office as a means of communication.

The district post office located at Bechem and Techimantia are gradually developing into white elephants since patronage has reduced.

There are also internet facilities in the district apart from a few who possess mobile internet gadgets. The District Assembly in conjunction with the ministry of communication has established two internet facilities at Bechem and Techimantia. These facilities are mainly patronized by students who depend on it for their studies.

The high dependency on the ICT in the District has improved business and other services thereby facilitating the establishment of micro enterprises because people can easily communicate with their relatives in any part of the country. It has relatively reduced the high dependency on transportation and increased the value of liquid cash.

Commodity Flows

The Tano South Municipality trades with various marketing centres nationwide. Key districts that trade with TSD are Kumasi Metropolis, Accra Metropolis, Tema Metropolis, Offinso South Municipal, Offinso North District, Techiman Municipal, Koforidua in the Easter Region (Dwabeng Oil Mills) and Kintampo North Municipal. Commodities that flow from the District to its trading partners are basically agricultural produce. Usual produce is tomato, yam, cassava, plantain, vegetables, maize and palm nuts.

The District also gets manufactured goods from these Districts. These range from household provisions to construction materials, automobiles, consumables, to telecommunication gadgets. With the existence of few agro processing industries like palm oil extractors and cassava processing industries in some communities of the district, some of the raw materials like cassava and palm nuts are bought by these small-scale enterprises. Tomato being one of the highest produced agricultural commodities in the district is exported to other districts. The district must create measures to harness the raw materials to reduce post-harvest losses and to diversify the economy in to more agro processing.

Commodity Export

The agrarian nature of the district restricts it to the export of just primary products to other marketing centers within the country. The district is noted for the export of large quantities of tomatoes, cassava, vegetables, plantain, yam and palm nut. Quite worrying is the fact that the abundant resources of the district are only exported in their raw state without any form of value addition. It is therefore important for district stakeholders to devise means of adding value to the local exports.

1.4.13 Food Security

The Municipal Agricultural Development Unit has seen signs of improvements in varying levels of production outputs in the 2016 production season. Major foodstuffs are being cultivated in the

Municipality, such as maize, cocoyam and tomatoes have demonstrated a sign of growth as against their targets for the said cropping season.

Projection for 2016 production (MT) output stands at 2% as against the national figure. This is largely due to delayed injection of inputs into the agricultural sector in 2016 major production season.

Table 1.15: Production Targets and Levels for 2016

CROP	AREA (HA)		YIELD (OUTPUT/HA)		PRODUCT (MT)		PROJECTION FOR 2016 (MT) AT 4%
	Target	Achievement	Target	Achievement	Target	Achievement	
Maize	6,000	5,872	2.3	2.2	13,704	12,919	14,252
Rice	100	109	2.1	2.02	233	220	242
Cassava	9,000	9,044	18.9	17.86	171,366	161,544	178,220
Yam	1,200	653	7.5	13.00	9,002	8,486	9,362
Cocoyam	1,500	2,376	6.9	6.5	16,383	15,444	17,038
Plantain	10,000	4,100	11.4	11.32	49,241	46,420	51,210
Tomatoes	4,000	2,600	8.3	12	33,097	31,200	34,421

Source: SRID, MOFA, 2016.

Table 1.15 shows crop production in the district during the 2016 crop year. Cassava topped the table with 161,554 metric tonnes. This was preceded by maize at 12,919 metric tonnes. The figures indicate that farmers in the district have comparative advantage. It is therefore imperative to assist the farmers in these areas to increase production to feed the people of the district and to live beyond subsistence. It is also clear that cassava has the highest in yield terms. The decline in the tomato hectareage is due to reduction in price. If this persists, farmers will migrate to other regions where marketing links exist.

Projection for 2016 cropping production season has been pegged at 4% growth per annum based on the fact that agricultural inputs would have been injected into the system early enough to

enhance production for the period. The national agricultural growth rate per annum is however at 6%.

Livestock and poultry production constitute an important economic activity of the people in the Municipal. Production is done on subsistence and commercial basis as table 1.16 indicates. Poultry framers are making progress in their effort to provide appropriate calories as the census table has indicated. However, it must be noted that the farmers are confronted with several challenges that compel their expansion drive. These include poor access to credit, inadequate marketing opportunities and labour. In this respect, Municipal Agricultural Department and the Business Advisory Centre (BAC) of the Assembly are assisting the poultry farmers to address their challenges

Table 1.16: Livestock, Poultry and Pets Census for the Year 2014–2017.

No.	Livestock	2014	2015	2016	2017
1.	Cattle	587	520	648	970
2.	Horses	2	1	1	-
3.	Sheep	9,825	8,250	9,812	68,628
4.	Goat	9,157	7,268	8,015	18,403
5.	Indigenous swine	639	542	608	3,798
6.	Exotic swine	1,198	993	1,073	2,283
7.	Dogs	1,823	1,415	1,513	3,720
8.	Cats	382	324	351	2,181
9.	Rabbits	217	172	178	1,279
10.	Monkeys	-	-	-	7
11.	Grass Cutter	-	-	-	36
12.	Guinea fowl	503	511	521	1,592
13.	Turkey	317	260	283	933
14.	Ducks	1,336	1,061	1,171	
15.	Local fowls	24,189	20,475	22,013	34,461
16.	Exotic fowls (layers)	39,968	38,050	37,093	39,056
17.	Exotic fowls (broilers)	3,015	1,894	2,459	3,576
18.	Exotic fowls (cockerels)	2,933	1,610	2,013	4,565

Source: MADU, Tano South Municipality, 2017.

1.4.14 Social Services

EDUCATION

The provision of adequate access and quality of education in the district has been a priority of the Municipal Assembly. Although educational sector takes the largest percentage of Assembly's budget annually, conditions in most schools are still not encouraging. Analyses of the status-quo of educational situation in the district include physical infrastructure, teaching staff, strength and ownership of existing facilities. There are fifty-seven (57) Kindergartens, 57 Primary schools, 41 Junior High Schools (JHS), 5 Second-Cycle Institutions, 1 Special School for the Deaf and 1 Teacher Training College in the District all being public schools. In addition to this; the district also has 21 KG, 21 Primary Schools and 13 Junior High Schools all being private. The district has 811 trained teachers and 352 untrained teachers in the public basic schools. The number of private schools in the district is 34. (Source: GES, TSM-Annual Report, 2018).

School Enrolment Levels and Availability of Teachers

The enrolment situation especially in public basic schools has increased over the last four years. However, there are a lot more adolescents especially among girls who are at home and need to be in school.

Although the school participation rate was generally high in the academic year under review, this was not exactly the case among girls. This is evidenced by the gender composition of enrolments in pre-school, primary and JHS as indicated in the table 1.17. From the table, it can be seen that female enrolments are lower than male enrolment in all levels of schools. This is likely to be due to a higher dropout rate among girls than boys.

Table 1.17: School Enrolment Level and Availability of Teachers for Public Schools

LEVEL	ENROLMENT			No. of Teachers			Trained Teacher to Pupil ratio	
	Gender	Boys	Girls	Total	Trained	Untrained		Total
KG		2964	2929	5,893	159	154	313	1:37
Primary		6391	5884	12,275	326	129	455	1:38
JHS		2536	2013	4,549	326	69	395	1:14
Total		11891	10826	22,717	811	352	1,163	1:28

Source: GES, Tano South Municipality, 2018.

About 39% of teachers in Tano South Municipality are pupil teachers with low level of qualification. The teacher-pupil ratio in the district is 1:28 whereas the GES standard is 1:40 which implies an acceptable rate of teacher per student as shown in the table above at the basic levels of schools in the Municipality.

The Municipal Assembly needs to vigorously pursue sponsorship programmes for teacher-trainees in the Municipality. Also, the untrained teachers need to be encouraged with the support of the Assembly to undertake opportunities in distance education currently being run by almost all the universities in Ghana.

School Performance

From 2013/14 to 2015/16 academic years, the Municipality experienced 26.6% increase in the BECE performance rate. This outcome can be attributed to the increase in the number of trained teachers and support from the Municipality Assembly. Table 1.18 shows the BECE performance of the Tano South Municipality for public basic schools.

Table 1.18: BECE Performance Rate for Public Basic Schools

Year	BECE Performance Rate (%)
2014	46.00
2015	51.30
2016	58.23
2017	68.55

Source: GES, Tano South Municipality, 2018.

In addition, three (3) JHS Girls won awards for the National Girls-In-ICT programme which was sponsored by International Telecommunications Union (ITU) under the auspices of the Ministry of Communication in collaboration with the Brong-Ahafo Regional Coordinating Council on Saturday, 20th May, 2017. Also, two (2) students won the President’s award for Junior High School Students in BECE in 2017.

Although the performance of the students is appreciable but there is still room for improvement. In this regard, the Municipality Assembly has embarked on a massive campaign to check the

performance of students particularly in the basic levels notable among which is the Adolescent Reproductive Health Programme (ARHP) the Municipality is implementing. This programme is being sponsored by Futures Groups which is a Non-Governmental Organization in UK. It is aimed at ensuring that the adolescents are properly sensitized on the negative implications of pre-marital sex and encourage them to concentrate on education since that is the only way they can be assured of a better future. Again, the DEOC is putting in place a number of measures to deal with the issues of truancy, absenteeism of pupils and teenage pregnancy in the Municipality.

School Infrastructure and Facilities

Some schools especially in the rural areas like Breme and others need rehabilitation. In addition to this, there still exists backlog of school infrastructure at the basic level of education in the Municipality. School facilities in the Tano South Municipality are inadequate although a number of interventions have been put in place by the Municipality Assembly with additional funding support from the MP's CF. At least 38 percent of all basic school classroom facilities need to be reconstructed or rehabilitated. About 24% of the school in the Municipality are under trees and would have to close when it rains. Teacher accommodation is less than 10% of the total number of schools in the Municipality. Many teachers have to commute to school from nearby towns. This has resulted in poor staffing situation in most of the remote school because teachers refuse postings to such schools. Toilet and urinal facilities for both public and private schools are about 20%. Potable water and other classroom facilities such as storerooms, library, and teachers' common rooms and ICT are inadequate.

With respect to Senior High Schools in the Municipality, the current implementation of the government's policy of "Free Senior High School" has brought with it a general increase in the enrolment rate for the public Senior High Schools. This therefore is mounting pressure on the available teachers, facilities and infrastructures of which most of them are in deplorable conditions. There is therefore the need to supply more teachers and improve the infrastructure and facility base of the Senior High Schools in Municipality to meet the increasing pressure.

HEALTH CARE

Health Care delivery system in the Municipality is constrained by a number of problems just as it pertains in other parts of the country. The management of the health delivery is entrusted into the ambit of Municipality Health Directorate of the Ghana Health Service. This area will consider the

level of infrastructure, access to health facilities, adequacy of health personnel and diseases affecting the citizenry in the Municipality.

Infrastructure and Access to Health Facilities

Distribution of health facilities in the Municipality is skewed in favour of large towns such as Bechem, Techimantia and Derma to the neglect of the rural communities. The existing health facilities are woefully inadequate. This trend has led to poor geographical access to health facilities by subsistence farmers who live in the remotest areas such as Ohianinguase, Ankaase, Tuagyankrom and Breme.

Apparently, there are nine (9) sub-municipal health facilities. This is made up of a Municipal Hospital, one (1) Polyclinic, two (2) health centres, three (3) CHP compounds and 2 maternity homes in the Municipality located at Bechem and Brosankro and an ART centre funded by the Secretariat of National AIDS Control Programme.

The OPD centres are incapable of accommodating patients from Bechem and referrals from other sub-municipalities. The hospital premises are always congested and sometimes results in struggling for space by out-patients. With the exception of the resident medical doctor and a few nurses, most of the health personnel have no official accommodation and are therefore living in compound houses in town.

Fortunately, Techimantia health centre has been upgraded into a polyclinic which has augmented the coverage of health delivery within that region although staff cannot boast of befitting residential accommodation. Derma health centres suffers the same fate. The structures have deteriorated to the extent that some residential facilities are no longer inhabited due to the danger the structures pose to life and property.

Irrespective of the limited financial base of the Assembly, many interventions have been lined-up to improve the conditions of the Municipal health facilities. Apparently, the Municipal Assembly in conjunction with Ghana Health Service are making frantic efforts to address the constraints.

Table 1.19: Distribution of health facilities in the Municipality

NO.	FACILITY NAME	OWNERSHIP	SUB-MUNICIPALITY	LOCATION
1.	Bechem hospital	Government	Bechem	Bechem
2.	Techimantia Polyclinic	“	Techimantia	Techimantia

3.	Derma health centre	“	Derma	Derma
4.	Brosankro health centre	“	Brosankro	Brosankro
5.	Subrisu CHPS compound	“	Subrisu	Subrisu
6.	Nsuta CHPS compound	“	Nsuta	Nsuta
7.	Mawaninso CHPS compound	“	Mawaninso	Mawaninso

Source: Municipal Health Directorate, 2018.

Table 1.19 indicates distribution of health facilities in the Municipality. Government facilities tops list of distribution. It is therefore prudent to encourage and assist the private sector to participate in health delivery to augment the Assembly and DHD’s effort. It is also imperative to expand the CHPS compound facilities in the Municipality to improve geographical access.

Health Personnel and Logistics

Health personnel working at all the health facilities complain of inadequate logistics. The health centres and the CHPS compounds are the most hit. Most of these facilities have no laboratory, x-ray and ophthalmology and cold chain equipment inadequate beds and alternative power supply. The available ones are over aged and out-dated. Additionally, motorbikes and vehicles for monitoring and running administrative work are not available. Lack of these logistics hinders efficient health care delivery.

Apparently, the Municipality has three (3) medical doctors, one (1) with the Municipal Health Directorate and (2) two other officers who serve as medical superintendents. These doctors serve the entire Municipality and therefore give a poor population to doctor ratio of 1:40,882. This figure is far above the national doctor-patient ratio of 1:17,733. Also, the nurse-patient ratio is 1:1958 and the midwife-patient ratio is 1:1843. Table 1.20 is the data obtained from the Municipal Directorate of Health as at December 2016 provides the staff strength of the department.

Table 1.20: Health Personnel in the Municipality

Category	2016
Medical Doctors	4
Health Services Administrator	2
Pharmacist	3
Optometrist	1

Physician Assistants (all categories)	6
Midwives	27
Accountant	3
Finance Officer	1
Biomedical Scientist	4
Technical Officer (CH)	3
Technical Officer (HI)	1
Technical Officer (NUT.)	2
Administrative Manager	1
T.O. Biostatistics	1
Laboratory Technician	1
Technical Assistant (BIO)	2
Pharmacy Technician	6
Executive Officer	1
Staff Nurse	58
Enrolled Nurse	75
Community Health Nurse	38
Ward Assistant/Aide	21
Other Established post	67
Total	328

Source: Municipal Health Directorate, Tano South Municipality, 2016.

Incidence of Diseases

Diseases of various forms are reported at the health facilities in the Municipality. Some however, leads to admissions and deaths. Table 1.21, 1.22 and 1.23 presents OPD cases recorded, causes of admissions and death for 2013-2016.

Table 1.21: Four-year Trend of Top Ten causes of OPD Attendance: 2013-2016

No	2013			2014			2015			2016		
	Disease	No of cases	% tot. OPD	Disease	No of cases	% tot. OPD	Disease	No of cases	% tot. OPD	Disease	No of cases	% tot. OPD
1	Malaria	29003	48.3	Malaria	27028	41.8	Malaria	29,148	43.7	Malaria	33,976	36.8
2	Other ARI	10138	16.9	U.R.T.I	7369	11.4	U.R.T.I	7,765	11.6	U. R. T. I	12,655	13.7
3	Skin Diseases	4096	6.8	Skin diseases	4212	6.5	Diarrhea	3,115	4.7	Diarrhea	5,171	5.6
4	Eye Infection	3594	6	Acute urinary Tract Inf.	3738	5.8	Skin Diseases	2,119	3.2	Rheumatism	4,193	4.5
5	UTI	3506	5.8	Diarrhoea	3473	5.4	Acute Urinary Tract Infect	1,850	2.6	Skin Diseases	3,929	4.3
6	Diarrhea	3302	5.5	Acute Eye inf.	2,199	3.4	Acute Eye Infection	1,748	2	Acute Urinary Tract Inf.	2,317	2.5
7	Anaemia	1911	3.2	Anaemia	1,849	2.9	Rheumatism	1,360	2	Anaemia	2,175	2.4

8	Home Accident	1640	2.7	Home Injuries	1,789	2.7	Anaemia	1,301	1.9	Acute Eye Inf.	1,779	1.9
9	Intestinal Worm	1610	2.7	Rheumatism & joint pains	1722	2.6	Intestinal Worms	924	1.4	Intestinal Worm	1,059	1.1
10	Rheumatism	1305	2.2	Intestinal Worms	1343	2.1	Typhoid fever	759	1.1	Typhoid fever	699	0.8
	Top 10 total	60105	87.1	Top 10 total	54,708	84.6	Top 10 total	50,089	75.1	Top 10 total	67,953	73.5
	All others	8936	12.9	All others	9,947	15.4	All others	16,594	24.9	All others	24,441	26.5
	Grand Total	69,041	100	Grand Total	64,669	100	Grand Total	66,683	100	Grand Total	92,394	100

Source: Municipal Health Directorate, 2018.

Malaria continues to be the number one cause of OPD attendance. During the 2016, 33,976 cases (representing about 36.8% of all OPD cases) were recorded for malaria. This is a decrease when compared to previous year's figure of 29,148 representing 43.7%. It must be noted that if the DHD is able to deal effectively with the top ten causes of OPD attendance, the disease burden in the Municipality would significantly be reduced. This is because the top ten causes of OPD attendance make up over 73.5% of all cases.

The most important thing to note is that the vulnerable people, especially children under age five are under home based care practices of malaria.

Malaria diseases generally affect communities with poor environmental sanitation. Most of the affected are farmers and therefore could not produce to meet family needs. Similarly, this affects school attendance and increased hospital bills.

Table 1.22: Top Ten Causes of Admissions: 2013-2016

No	2013			2014			2015			2016		
	Diagnosis	Figure	%	Diagnosis	Figure	%	Diagnosis	Figure	%	Diagnosis	Figure	%
1	Malaria	2783	43.6	Malaria	5108	60.2	Malaria	2153	56.41	Malaria	2,177	60.8
2	Deliveries	1154	18.1	Deliveries	1207	14.2	Deliveries	1074	28.14	Deliveries	1042	29.1
3	Anaemia	750	11.8	Anaemia	410	4.8	Hypertension	147	3.85	Anaemia	86	2.4
4	Septicaemia	451	7.7	Septicaemia	229	2.7	Severe pneumonia	46	1.21	Pneumonia	68	1.9
5	Typhoid Fever	197	3.1	Mal. In preg.	206	2.4	Anaemia	202	5.29	Gastroenteritis	59	1.65
6	Gastroenteritis	191	3	Abortion	127	1.5	Gastritis	48	1.26	Hypertension	42	1.2
7	UTI	115	1.8	Gastroenteritis	120	1.4	Diabetes Mellitus	50	1.31	Septicaemia	36	1
8	Pneumonia	95	1.5	Pneumonia	76	0.9	UTI	39	1.02	Gastritis	31	0.9
9	Hypertension	80	1.3	U. T. I	60	0.7	Enteric Fever	35	0.92	Neonatal Sepsis	22	0.6

10	Inguino Scrota	60	0.9	Hypertensio n	46	0.5	Inguinal Hernia	23	0.6	Bronchopne umonia	20	0.6
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Source: Municipal Health Directorate, 2016.

Overall, there was a decrease in the number of admissions in 2016 as compared to 2015. Malaria, deliveries and Anaemia were the three top causes of admissions. Malaria continues to top causes of hospital admissions with 2,177 cases, representing about 60.8% of all admissions. The most important thing to note is that relatively fewer people, especially children under five, are dying of malaria. It is a reflection of improved home-based care practices of malaria.

Table 1.23: Top Ten Causes of Deaths from 2013-2016

No	2013			2014			2015			2016		
	Disease	No of cases	%	Disease	No of cases	%	Disease	No of cases	%	Disease	No of cases	%
1	Pneumonia	11	19	Pneumonia	20	25	Severe pneumonia	21	19.3	Severe pneumonia	20	17.4
2	Anaemia	10	17.25	Anaemia	18	22.5	Severe Malaria	19	17.4	Severe Malaria	19	16.5
3	Heart Failure	7	12.1	Septicaemia	15	18.7	Hypertension	15	13.8	Anaemia	18	15.6
4	Malaria	6	10.3	C. V. A	9	11.2	Anaemia	12	11.0	Septic Shock	15	13.0
5	Hypertension	5	8.6	Hypoglycemia	6	7.5	Septicaemia	10	9.2	Septicaemia	15	13.0
6	Septicaemia	5	8.6	Hypertension	3	3.8	Alcoholic Liver Cirrhosis	10	9.2	Hypertension	8	7.0
7	V. Hepatitis	4	6.9	Toxoplasmosis	3	3.8	Cardiovascular Accident	8	7.3	Cardiovascular Accident	7	6.1
8	Renal Failure	4	6.9	Chronic Liver	2	2.5	Diabetes Mellitus	6	5.5	RVI	5	4.4
9	E/ fever	3	5.2	Heart Failure	2	2.5	Shock Hypovolemic	4	3.7	DKA	4	3.5
10	C V A	3	5.2	Malaria	2	2.5	Aspiration Pneumonia	4	3.67	Stroke	4	3.5

Source: Municipal Health Directorate, 2016.

Pneumonia has become one of the topmost causes of death in recent years, representing 17.4% while Malaria deaths have increased from 11% to 13%. The DHD therefore has the responsibility to intensify education on Pneumonia prevention in the Municipality. It can be observed that, the major causes of morbidity in the Municipality are infectious diseases. However, nutritious related and non-communicable diseases such as hypertension, anaemia and diabetes are fast becoming major causes of morbidity. HIV/AIDS and accidents are also posing a health threat.

NATIONAL HEALTH INSURANCE SCHEME

The National Health Insurance Act, 2003 (Act, 650) was enacted to provide the legal and regulatory framework for the operation of a National Health Insurance Scheme (NHIS) which would enable residents in Ghana to obtain at least basic health care services without paying money at point of delivery of the service. The objective for the introduction of the scheme was to replace the cash and carry system with a mechanism to reduce the burden on the ordinary people.

To this end, the government of Ghana through the Ministry of Health gave directives to the Municipality Assemblies to facilitate the establishment and implementation of Municipality schemes. In this regard, the Tano South scheme was introduced in 2006 and became operational in the year 2007. Since inception of this scheme the total registered members stands at 56,309 as at the end of December, 2013.

The scheme has eight (8) accredited Healthcare Providers serving its members within the Municipality. The numbers of service providers are reviewed regularly to ensure that clients receive efficient service. These Providers comprise of both Government and Private Facilities in the Municipality as at December, 2016 as detailed below:

Accredited Government Providers

- i. Bechem Government Hospital
- ii. Techimantia Health Centre
- iii. Derma Health Centre
- iv. Brosankro Health centre
- v. Mawaninso CHPS Compound

Accredited Private Providers

- i. Agyecel Chemical Shop
- ii. Modern view Laboratory & Scan centre

Table 1.24: OPD Attendance: Insured and Non-Insured Clients: 2012-2016

Year	Insured	Non-Insured	Total	% Non-Insured
2012	78,624	11,166	89,790	12.4
2013	95,306	11,956	107,262	11.1
2014	102,775	7,264	110,039	6.6
2015	104,035	9,153	113,188	8.1
2016	115,689	8,908	124,598	7.1

Source: Municipal Health Directorate, 2016.

Membership Registration

Since inception of this scheme the total registered members stands at **65,638** as at the end of October, 2016. The total membership of the scheme grew tremendously by 144.6% from 26,833 members by the close of 2011 to 65,638 as at end of October 2015 as detailed in the table below. This includes members below the age of 18 and pregnant women. Registered members below 18 constitute the largest registered group under the scheme. These group poses strain on the Municipality scheme because they are exempted from paying premium. It is therefore imperative to the scheme management team to work hard to ascertain actual ages of members and dependants to reduce the strain put on the scheme finances.

Table 1.25: Membership Registrations

YEAR	NEW	RENEWAL	TOTAL
2012	10,139	16,694	26,833
2013	13,396	23,107	36,503
2014	12,417	27,781	40,198
2015	16,220	40,089	56,309
2016	18,725	46,913	65,638

Source: MHD, NHIS, Tano South Municipality, 2016.

The number of non-insured clients has decreased 8.1% in 2015 to 7.1% in 2016 which implies that more OPD patients are being insured on the scheme.

Table 1.26: Health Utilizations, Claims Submissions and Payments

YEAR	CLAIMS SUBMITTED	CLAIMS PAYMENT	HOSPITAL ATTENDANCES (UTILIZATION)
2013	981,689.35	908,998.98	67,610
2014	1,238,432.31	1,274,622.06	92,734
2015	1,396,603.62	1,382,911.29	91,791
2016	2,171,661.00	2,074,361.61	105,899
2017 (JAN - OCT)	1,876,517.58	670,500.57	98,154

Source: Municipal Health Directorate, 2017.

A careful analysis of the above data indicates that healthcare utilization over the period rose from 67,610 hospital attendances for both Out Patient Department (OPD) and In-Patient Department (IPD) in 2013 to 105,899 as at the end of year 2016 representing an overall increase of 56.6% over the period. The increased utilization is expected to further increase judging from the figure of 98,154 for January to October 2017.

The rise in healthcare utilization resulted in more than proportionate increase in claims paid for the services rendered by accredited providers to insured clients of the scheme over the same period due to increases in the NHIS Tariffs and Medicines List to medical year-on-year to match medical inflation and the cost of services. As a result, the claims payment for the period increased by 128% from GHC 908,998.98 in 2013 to GHC 2,074,361.62 as at the close of 2016. The trend may continue looking at the figure of GHC 670,500.57 being payments for only four (4) months in year 2017.

HIV and AIDS

The emergence of the Human Immune Virus (HIV) infection and the disease Acquired Immune Deficiency Syndrome (AIDS) have been of great concern to the world and the Tano South Municipality due to its effect on the social and economic development of the community.

Data on HIV/AIDS infection and the PLHIV in the Municipality is inadequate to generalise the rate of infection. Data gathered in the Municipality is only from pregnant women who are beneficiaries of donor funded projects, general OPD among others. Though there is about 99% knowledge/awareness of the disease, testing of community members is inadequate to make a concrete data. The scanty data gathered so far indicates about 2% incidence, mostly between ages

15-45. There is high incidence of STI and other opportunistic infection, mostly among the female counterparts. Table 1.26 presents statistics on HIV/AIDS incidence obtain for a 3-year period are as follows;

Table 1.27: HIV/AIDS Statistics as at December, 2016.

AGE GROUP	MALE	FEMALE	TOTAL
0-9	1	4	5
10-14	1	1	2
15-19	1	0	1
20-24	0	7	7
25-29	0	9	9
30-34	2	18	20
35-39	4	14	18
40-44	7	2	9
45-49	2	5	7
50-54	5	1	6
55-59	4	6	10
60+	0	1	1
TOTAL	27	68	95

Source: Municipal Health Directorate, 2016.

Children, orphans and women are the population most at risk in the Municipality. PLHIV are made vulnerable due to high level of stigmatization and discrimination in the Municipality. 90% of the PLHIV in the Municipality are peasant farmers and the condition of the disease makes them unproductive.

There is one PLHIV association in the Municipality currently with about 60 memberships who are under ART. An income generating activity (poultry farm) established by HUCAM, a locally based NGO is helping care for the association. SODIA, another local NGO into HIV/AIDS in the Municipality also goes into Behavioural change communication, CT, peer educator activities, condom promotion among others.

High risk areas in the Municipality are the rural communities such as Kwasu and Techimantia, also attributed to boom in tomato production leads to multiple marriage. Social functions such as

funerals, wedding/marriage ceremonies and excessive dancing during schools' entertainments have been identified as areas where transmission occur. Stigmatisation is no doubt high to the extent that it fuels infection rate by substantial margin in the Municipality.

The Municipality Health Directorate in collaboration with the Municipality AIDS committee and other stakeholders are constantly championing the campaign against HIV/AIDS with its associated stigma and discrimination. The Municipality in terms of HIV/AIDS management however has a number of packages for the general public.

Packages to control and manage the infection within the health sector include:

- STI control programme
- Know Your Status Campaign
- Counselling and Testing (HIV)
- PMTCT services on ANC days
- TC/PMTCT in all health facilities in the Municipality
- Management of OIs
- Provide care and support services
- Public education in stigma reduction

1.4.15 Information and Communication Technology (ICT)

ICT is now being widely regarded as a basic necessity in terms of human resource development hence its incorporation into all sectors of the Municipality economy. In this regard, Tano South Municipal Assembly as the main administrative body and individual investors are making tremendous efforts to bring ICT to the doorsteps of the people in the Municipality. The Municipality for now can boast of two ICT centres at Bechem and Techimantia which were constructed in 2010 and in the Second Cycle Educational Institutions.

The Ghana Investment Fund for Electronic Communication (GIFEC) on behalf of UNDP took delivery of computers for distribution to selected CICs across the country under UNDP special support programme of which the two centres in the Municipality were beneficiaries. Also, the Ghana-India Kofi Anan Centre of Excellent had entered partnership agreement with Tano South Municipality in the "I Too Can Do Program (I2CDP)", a programme which had nationwide impact. The project ensured the creation of a critical mass of skilled ICT human resource to drive the

country towards development of the ICT sector in the Municipality. The main target of this project was SHS students hence ICT teachers in SHS were trained to train the students.

With the existence of a conducive atmosphere within the Municipality, private individuals have made massive investments with respect to ICT in the Municipality. The mobile Telecommunication network within the Municipality is also encouraging. Individuals who can afford and maintain modems are using it while those who can't afford modems but can't live without ICT are using their mobile phones. In the course of diversifying the Municipality economy to a more industrial and commercial led, there is the need to upgrade the skills of SMEs in the field of ICT.

Development Implication

- By 2021, there would be a significant improvement in performance with regards to ICT since experience has shown that if children are exposed to teaching materials, they easily grasp the skills easily.
- Also by the end of 2021 SMEs will be trained in ICT in Business management to improve productivity.

1.4.16 Poverty, Inequality and Social Protection

Vulnerability Analysis

Vulnerability Analysis also known as vulnerability assessment is a process that identifies, defines and classifies a class of the population which may be weak, easily hurt or persuaded either physically or emotionally. It is a way of conceptualising what may happen to an identifiable population under a particular risk and hazards.

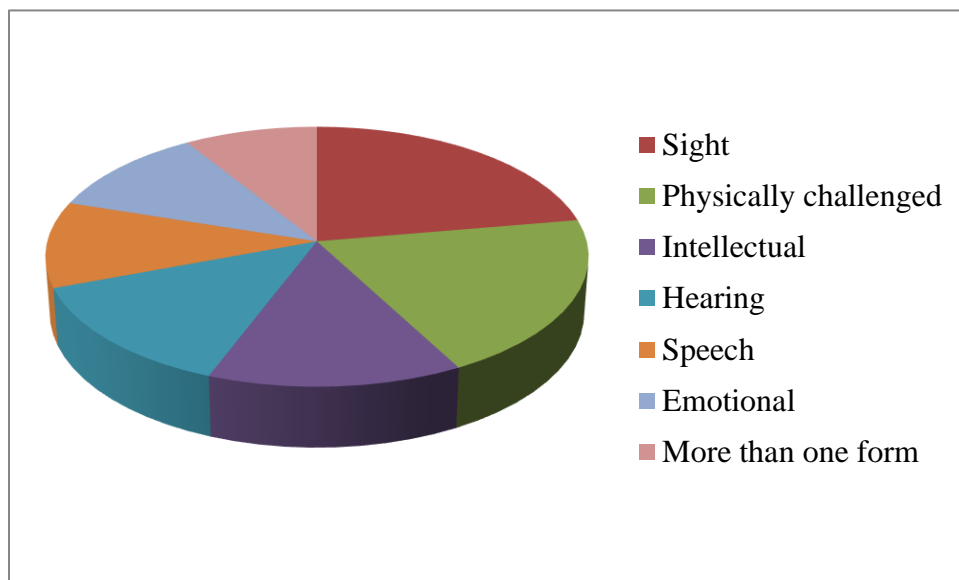
It has been the aim of the Tano South Municipal Assembly to work in partnership with Non-Governmental Organisations in the Municipality to improve the social wellbeing of its citizens. It is with this aim that the Municipality strives hard to promote development with equity for the disadvantaged, the vulnerable and the excluded in society.

Persons with Disability

Data collected in the 2010 PHC revealed that, out of the 78,129 population, 2,178 constituting 2.8 percent happened to be persons with disability. Females with disability represent 56 percent as against male disability of 44 percent. This includes persons with sight, hearing, and speech,

emotional and intellectual problems. Persons with sight problem constituted 22.3 percent followed by the physically challenged (19.9 %) intellectual (13.6 %), hearing (13.5 %), speech (10.7 %), emotional (11.1 %) and more than one form (8.9 %) as shown in the figure below.

Figure 1.14: Persons with Disability



Source: Population and Housing Census, 2010.

Negative Attitude towards Disability

The Assembly is engaged in series of activities to reduce stigma and discrimination among PWDS. It is in line with this that the Assembly through the Department of social welfare organises talks and public shows to educate parents, guidance and citizens of the Municipality on the effects of negative attitude towards PWDS

Although the Municipality takes the lead to reduce negative attitude toward PWDS, there still exist myths surrounding the situation as a taboo and a punishment from God. PWDS are not considered in decision making at all levels, the education of PWDS is taken for granted especially those with difficulty seeing and strange behaviours.

Surprisingly, most families still hide PWDS and prevent them from interacting with the rest of the people in the Municipality.

This attitude has led to a low standard of formal education among PWDS in the Municipality, high dependency among PWDS, low skill development and aggravated emotional pain.

Apparently, the Municipality has recorded and registered seventy-eight (78) persons living with disability of which forty-two (42) are males and thirty-six (36) are females. However, there are over three hundred PWDS who have not been registered. All effort is being made identify and register them.

Poor Accessibility of PWDS to Public Places

People with disabilities live in a world designed primarily for the able bodies. PWDs want to live life no differently than anyone else. Unfortunately, the design and accessibility to some basic facilities like public offices, roads markets etc. are not disabled friendly.

The Municipality Assembly is making an effort to make facilities user friendly to persons with disability. The Bechem School for the Deaf and the Construction of aqua privy toilets which are disabled friendly are some of the mechanisms the Assembly is putting in place.

Orphans and Vulnerable Children

The number of orphans and vulnerable children in the Municipality is about 2,000. This consists of 974 orphans and 226 partial orphans. There are about 500 children who are under the care of single parenthood as a result of separation and divorce. This has made these children vulnerable due to lack of good parental care and parents leading to high school drop outs in the Municipality.

As part of the Municipality Assembly responsibility to protect children, Act 560 of 1998, the Tano South Municipal Assembly has granted scholarship to about two hundred (200) needy but brilliant students in both second cycle and tertiary institutions in the country. There are two (2) NGOs namely HUCAM and SODIA assisting the vulnerable and orphans in the Municipality.

However, the number of orphans and vulnerable children in the Municipality outnumbered the assistance received from these bodies.

Child Labour and Child Trafficking

The menace of child trafficking in the Municipality is very low. Only one child trafficking case was recorded in year 2010 and no child trafficking case was recorded for the previous years. Child labour on the other hand is high in the Municipality due to high poverty rate, early birth (teenage) and parents' mobility to provide the necessities of their wards. Children leave classroom to labour

in order to buy their school uniforms, books, bags and the likes. About four thousand children are involved in child labour in the Municipality.

CHAPTER TWO

DEVELOPMENT ISSUES

2.1 Introduction

This chapter outlines the summary of key development issues from the performance review and Municipality profiling, their implication for the new plan, the harmonization of these issues with those of National Medium-Term Development Policy Framework (NMTDPF, 2018–2021) and prioritization of these issues.

2.2 Identification and Harmonization of Development Issues

This section; identifies the development gaps in the last plan period, identifies the existing development issues emanating from the profiling, harmonizes these issues and draw their respective development implications for the new plan.

2.2.1 Identification of Key Development Issues and Derivation of Municipality’s Needs and Aspirations

This section presents the developments issues of the Tano South Municipality that were identified from the Municipality profile which was prepared. These issues are the existing problems in the Municipality that needs an intervention in order to improve upon the living conditions of the citizenry. Out of these issues, the needs and aspirations of the Municipality are developed. This section also outlines the various causes and the possible effects or implications of the development issues for 2018-2021. This information is shown in table 2.1.

Table 2.1: Key Development Issues, Derivation of Municipality Needs and Aspirations and their Implications for 2018-2021

Thematic Areas	Identified Development Issues from Profiling	Causes	Implications/ Effects	Justifications	Municipality Needs and Aspirations
Enhancing Competitiveness of Ghana's Private Sector	Low performance of SMSEs	-Interest rate on credit is high Inadequate credit facilities to SMSEs	-Inability to expand business -High unemployment	-28% interest rate on credits -5 existing financial institutions	Create conducive environment for SMSEs to operate

		<ul style="list-style-type: none"> -Inadequate collateral securities -Inadequate managerial skills of the SMSEs -Low number of financial institutions to give credit 			
Accelerated Agriculture Modernization and Sustainable Natural Resource Management	High post-harvest losses	<ul style="list-style-type: none"> -Inadequate storage facilities -Poor knowledge on storage avenues -Inadequate access and poor conditions of market infrastructures -Poor road networks which causes difficulty in transporting produce -Limited electricity network 	<ul style="list-style-type: none"> -Negative effect on farmers' income -Food insecurity - Discourage farmers to produce on a large scale 	<ul style="list-style-type: none"> 3.8% of maize and cassava produced in 2016 was lost -3.5% of rice produced was lost in 2016 -Only 1 weekly market 	Reduction in post-harvest losses
	Low agricultural production	<ul style="list-style-type: none"> -Limited access to credit -Bushfires destroying farms 	<ul style="list-style-type: none"> -Low income of farmers -On farm and off farm losses -Poor 	<ul style="list-style-type: none"> -58.2% of farmers do not have access to extension services 	Increase in agricultural production

		<ul style="list-style-type: none"> -Over reliance on rain-fed agriculture -Incidence of crops pest and disease -Poor access to appropriate farm inputs suitable for soil types -Limited access to veterinary and extension services -Limited access to farm inputs -The use of rudimentary implements and practices 	<ul style="list-style-type: none"> farm yields -Low cash crop production 	<ul style="list-style-type: none"> -Extension officer farmer ratio is 1:10,000 -Interest rate on credit is high (28%) 	
	Natural Resource Depletion	<ul style="list-style-type: none"> -Bushfires -Felling of trees for farming purposes -Felling of trees for fuel (firewood and charcoal) -Illegal chain-saw operators 	<ul style="list-style-type: none"> - Deforestation Destruction of farm lands -Threat to human and wildlife -Change in biodiversity 	<ul style="list-style-type: none"> Illegal chain-saw operation in Old Brosankro 	<ul style="list-style-type: none"> Environmental Protection against lumbering activities
Infrastructure and Human Settlements	Inadequate access to the electricity grid	<ul style="list-style-type: none"> -Poor nature of roads -inadequate funding 	<ul style="list-style-type: none"> -Poor street lighting 	<ul style="list-style-type: none"> -56% of households use ECG as a source of 	<ul style="list-style-type: none"> Extension of electricity grid

Development			-Post-harvest losses	energy for lighting	
	Poor nature of roads and network	-Poor surface conditions of roads -Soil erosion during rainy seasons -Limited funds	-Difficulty in accessing some areas -Post-harvest losses for farmers -Long travel Times -Low IGF mobilization	-Only 46.6% of the roads are motorable all year -Some parts of the Municipality are accessed through other Municipal	Improve road network conditions
	Inadequate Access to Potable Water Supply	-Unequal distribution of water facilities -Inadequate supply of water facilities (52% effective water supply coverage)	-Much time spent to access water. -Increase of lateness to school -Alternative source of water (2% uses river and streams)	-2% of households depend on river/streams -Additional boreholes needed in the following years	Increase in the provision of potable water
Weak enforcement of planning and building regulations	-Lack of proper records on public lands	-Encroachment of public lands by individuals -Illegal transactions of lands	-Encroachment of Derma Polyclinic land by individuals	Enforcement of planning and building regulations	

	<p>Inadequate access and dilapidated condition of sanitation facilities</p>	<p>-Poor attitude of the citizenry towards waste management practices - Low number of improved in house toilet facilities (25% using water closet and VIP) -Poor maintenance for toilet facilities -Inadequate number of proper public toilet facilities (7% uses the KVIP) -Inadequate number of refuse dumps</p>	<p>-Resort to open defecation -Heaping of refuse in the communities -spread of diseases</p>	<p>-Only 3 refuse dumps -Malaria tops the OPD cases with 62.8% -Huge heaps of refuse in the communities -Poor physical condition of toilet facilities (48.5% of communal pit latrines have cracked walls with 30.2% exposed foundations) -25% use the in house pit latrine</p>	<p>Improve access to sanitation facilities</p>
	<p>Inadequate community centers and funeral grounds</p>	<p>Inadequate funds</p>	<p>-low performance of civic and cultural activities</p>	<p>3 community centers</p>	<p>Provision of community centers and funeral grounds</p>
	<p>Poor telecommunication services</p>	<p>Inadequate number of telecommunication masts</p>	<p>Poor communication within the Municipality</p>	<p>Existence of 10 telephone masts in the Municipality</p>	<p>Improve Telecommunication Services</p>

Human Development, Productivity and Employment	Low quality education	<ul style="list-style-type: none"> -Inadequate funds -Gambling by school children at spots -Poor maintenance culture -Inadequate classrooms -Inadequate accommodation for teachers -Inadequate desks 	<ul style="list-style-type: none"> -Ineffective teaching and learning -Inadequate and dilapidated educational infrastructures and facilities -Poor academic performance of students 	<ul style="list-style-type: none"> -43% failed BECE in 2016 -High incidence of school drop-outs 	Improvement in the quality of education
	Inadequate Health Infrastructure and Logistics	-Limited funds	<ul style="list-style-type: none"> -Limited physical access to health facilities -Poor health delivery -High cost of transportation in accessing health facilities 	<ul style="list-style-type: none"> -Existence of 1 Municipality Hospital, 1 Polyclinic, 2 Health Centers and 3 CHPS compound in the Municipality -Inadequate logistics at Derma Polyclinic 	Improve Health Care Delivery
	High Unemployment Rate	<ul style="list-style-type: none"> -Inadequate job opportunities -Mismatch between education and job markets' demands 	<ul style="list-style-type: none"> -Poverty -High economic dependence on the working population 	<ul style="list-style-type: none"> -High unemployment and underemployment in the Municipality 	Provision Employment Opportunities

		- Underperformance and low number of SMEs	-Low savings and investments -Low standard of living		
Transparent and Accountable Governance	Inadequate security services	-Inadequate police stations and personnel	Increase in social vices	Existence of only 4 police stations	Improvement in Security
	Dysfunctional decentralized departments and sub-Municipality structures	-Lack of office accommodation for sub-Municipality structures -Low capacity building programmes for members	-low capacity to undertake M&E of projects and programmes	No office accommodation for sub-Municipality structures in the Municipality	Enhance the functions of the decentralized departments and sub-Municipality structures
	Low internal revenue mobilization	-Low capacity of internal revenue collectors -Poor motivation of revenue collectors -Poor road networks and conditions to enhance mobility of collectors -lack of logistics for collectors	Delays the implementation of Municipality projects and programmes	-The collection rate of the budgeted revenue for the plan period was 47% -56% of projects and programmes were not fully implemented during the last plan period	Intensify the mobilization of internal revenue

Source: MPCU-TSMA, 2018.

2.2.2 Identification of Development Gaps in the Tano South Municipality

The key development gaps in Tano South Municipality were identified from the performance review of the (2014-2017) DMTDP. The developments gaps are projects that were not implemented, suspended, abandoned and on-going in the past plan period. The performance review revealed that the Municipality was able to fully implement about 44% of its projects and programmes. The remaining 56% is what forms the key development gaps. The inability of the Municipality to finish up these projects is related to untimely release of the development funds. Alternative sources of fund mobilization must be identified to help in the implementation of the 2018-2021 DMTDP. The development gaps are arranged under the Thematic Areas of the Ghana Shared Growth and Development Agenda (GSGDA II). There are 33 key development gaps in the Tano South Municipality. Table 2.2 depicts the above information.

Table 2.2: Development Gaps from 2014-2017 DMTDP

THEMATIC AREAS OF GSGDA II	DEVELOPMENT GAPS	NO.
Transparent and Accountable Governance	Procurement of logistics like motorbikes for revenue collectors	G1
	To give credit to 30 women artisans by 2017	G2
	Provision of start- up capital to trained artisans	G3
Enhancing Competitiveness in Ghana's Private Sector	Support SME in Business Management and Banking Culture	G4
	Train people in soap making	G5
	Leadership and Group dynamics/Development skills	G6
	Marketing Training	G7
Accelerated agricultural modernization and sustainable natural Resource Management	Construction of 3 No. 12 unit open stores and 1 No. 20 unit lockable market stalls at Techimantia	G8
	Basic training for cassava processors	G9
	Palm oil processing training	G10

Infrastructure, Energy and Human Settlements Development	Drilling of boreholes	G11
	Construction of 6-Unit KVIP and Unit institutional latrines	G12
	Construction of 16- seater aqua privy toilet	G13
	Gravelling of 2.65 km town roads and construction of culvert	G14
	Extension of electricity	G15
	Construction of slaughter house	G16
	Distribute gas cylinders to communities	G17
	Small Town Water Project	G18
	Construction and resealing of cocoa roads (6km)	G19
	Construction of culverts and drainage and bitumen surface (5km)	G20
Bitumen surfacing of road, Techimantia-Akomadan (10km), Bechem-Techimantia (6km)	G21	
Human Development Productivity and Employment	Construction of 2-unit classroom block with ancillary facilities	G22
	Construction of 3-unit classroom block with ancillary facilities	G23
	Construction of 6-unit classroom block with ancillary facilities	G24
	Rehabilitation of classroom blocks	G25
	Completion of 1 No. 6 unit bedroom quarters for teachers	G26
	Construction of CHPS Compound with Nurses Quarters	G27

	Rehabilitation of nurses' quarters at derma health center	G28
	Expansion of maternity ward at Derma	G29
	Construction of male and female ward at Derma health center Phase 1	G30
Transparent and Accountable Governance	Rehabilitation of official bungalows	G31
	Construction of 1 No. 3 bedroom for DA staff	G32
	Fencing of DCE and Guest house	G33

Source: MPCU-TSMA, 2017.

2.2.3 Harmonization of Municipality Needs and Aspirations with Key Development Gaps

The development issues identified in the Tano South Municipality from the various communities are used to generate the Municipality's needs and aspiration. The Municipality's needs and the aspirations reflect the desired state of the Municipality. The Municipality needs and aspirations are harmonized with the development gaps identified from the performance review. The reason for this activity is to determine if the community needs and aspirations are in harmony with the development gaps. The development gaps have a number of development issues that it was expected to respond to in the past planning period. A harmonization is needed to know if the current needs and aspiration will help address the development gaps. The tables will be used for the harmonization using the parameters defined in section 2.4. The development gaps are arranged under the thematic areas of the GSGDA II.

2.2.4 Parameters for the Harmonization

The parameters defined below are used for both the harmonization of the Municipality's needs and aspirations with; the identified development gaps and issues under the National Medium-Term Development Policy Framework (NMTDPF, 2018–2021) under the Long-term National Development Plan (LTNDP 2018-2057).

- Strong Positive Relationship: this explains that there exists a direct relationship between the Municipality's needs and aspirations with either the development gaps or issues under the NMTDPF. That is, they both support the achievement of each other. The score for this is 2.

- Weak Positive Relationship: this is where the achievement of one of them will help to achieve the other but the otherwise has a zero effect on the other. The score for this relationship is 1.
- No Relationship: this is where the achievement of the either Municipality’s need and aspiration or the development gaps/ NMTDPF has a zero effect on each other. That is, they neither support nor conflict with each other. The score therefore is 0.
- Weak Negative Relationship: this is where the achievement of one them conflict with the other but the otherwise has a zero effect. The score is -1.
- Strong Negative Relationship: this is where the achievement of both the Municipality needs and aspirations will negatively affect the achievement of the development gaps/NMTDPF and vice versa and hence the score -2. That is a two-side negative effect.

The scores and the definitions of the parameters are illustrated in table 2.3.

Table 2.3: Likert scale for the Harmonization of Municipality’s Needs and Aspirations with Development Gaps Thematic Areas of GSGDA II

Score	Definition
2	Strong Positive Relationship
1	Weak Positive Relationship
0	No Relationship
-1	Weak Negative Relationship
-2	Strong Negative Relationship

Source: MPCU-TSMA, 2018.

Table 2.4: Harmonization of Municipality Needs and Aspiration with Development Gaps under Thematic Areas of GSGDA II

Municipality Needs & Aspirations	Development Gaps Under the Thematic Areas of GSGDA II																												Total Score	Average Score	Rank						
	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17	G18	G19	G20	G21	G22	G23	G24	G25	G26	G27	G28									
N1. Create conducive environment for SMSEs to operate	0	2	2	2	2	2	2	0	2	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	1.1	2nd
N2. Reduction in post-harvest losses	1	0	0	0	0	0	0	2	2	2	0	0	0	1	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	12	0.8	7th
N3. Increase in agricultural production	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	3	0.2	12th
N4.Environmental protection against lumbering activities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16th
N5. Extension of electricity grid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0.2	12th

N6. Improve road network and conditions	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	1	2	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17	1.1	2nd	
N7. Increase in the provision of potable water	0	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	2	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	0.5	8th
N8. Enforcement of planning and building regulations	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1	1	1	1	1	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	15	0.9	6th
N9. Improve access to sanitation facilities	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	0.4	9th
N10. Provision of community centers and funeral grounds	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0.1	14th	
N11. Improve telecommunication services	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0.1	14th	
N12. Improvement in the quality of education	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	1	0	1	0	1	1	2	2	2	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	1.1	2nd	
N13. Improve Health Care Delivery	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1	0	0	0	0	0	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	16	1.0	5th	

From table 2.4, it is realized that the need to intensify mobilization of internal revenue had the highest average score of 1.3 showing a high harmony with the development gaps. This is actually because of the need for funding for the achievement of the development gaps which are mainly projects and programmes. However, environmental protection against lumbering activities scored the least with 0 showing a low harmony with the development gaps. The overall harmonization shows that the achievement of the current needs and aspirations of the Municipality will contribute to achieving the development gaps and vice versa.

2.2.5 Harmonization of key development issues under GSGDA II with implication for 2018-2021 with those of the National Medium-Term Development Policy Framework (NMTDPF, 2018–2021)

Table 2.5: Identified Development Issues under GSGDA II (2014-2017) and NMTDPF (2018-2021)

GSGDA II 2014-2017		NMTDPF 2018-2021	
THEMATIC AREAS	ISSUES	THEMATIC AREA/DEVELOPMENT DIMENSION	ISSUES
Enhancing Competitiveness of Ghana's Private Sector	<p>Low performance of SMEs</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Interest rate on credit is high • Inadequate credit facilities to SMEs • Inadequate collateral securities • Inadequate managerial skills of the SMEs • Low number of financial institutions to give credit 	<p>Thematic Area/Development Dimension 1: Economic Development</p>	<ul style="list-style-type: none"> • High cost of electricity tariff • Inadequate and unreliable electricity • Limited supply of raw materials for local industries from local sources • Inadequate investments in industrial research • Limited number of skilled industrial manpower • Lack of contiguous land for large-scale industrial development • Tax burden on businesses • Inadequate access to affordable credit • High cost of capital • Limited availability of medium to long term financing • Limited access to credit by SMEs • Predominant informal economy • Distressed but viable industries • Severe poverty and underdevelopment among peri-urban and rural communities
Accelerated Agriculture Modernization and Sustainable Natural Resource Management	<p>High post-harvest losses</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Inadequate storage facilities • Poor knowledge on storage avenues 	<p>Thematic Area/Development Dimension 1: Economic Development</p>	<ul style="list-style-type: none"> • Poor storage and transportation systems • Poor farm-level practices • High cost of conventional storage solutions for smallholder farmers

	<ul style="list-style-type: none">• Inadequate access and poor conditions of market infrastructures• Poor road networks which causes difficulty in transporting produce• Limited electricity network		<ul style="list-style-type: none">• Low quality and inadequate agriculture infrastructure
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	<p>Low agricultural production</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Limited access to credit • Bushfires destroying farms • Over reliance on rain-fed agriculture • Incidence of crops pest and disease • Limited access to veterinary and extension services • Limited access to farm inputs • The use of rudimentary implements and practices 	<p>Thematic Area/Development Dimension 1: Economic Development</p>	<ul style="list-style-type: none"> • High cost of production inputs • Low level of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • Encroachment of designated irrigation sites • Ineffective gender and disability engagement in irrigation • High cost of energy for irrigation • Low application of technology especially among smallholder farmers leading to comparatively lower yields • Low level of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • High cost of energy for irrigation • Inadequate agribusiness enterprise along the value chain • Limited application of science and technology • Lack of credit for agriculture • Inadequate access to land for agriculture production
	<p>Natural Resource Depletion (forest)</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Over reliance on fire wood • Rampant illegal chain-saw operators 	<p>Thematic Area/Development Dimension 3: Environment, Infrastructure and human settlements</p>	<ul style="list-style-type: none"> • Illegal farming and harvesting of plantation timber • Forest fires • Inadequate staff • Weak enforcement of regulations • Insufficient logistics to maintain the boundaries of protected areas

	<ul style="list-style-type: none"> • Bushfires 		
Infrastructure and Human Settlements Development	<p>Inadequate access to the electricity grid</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Poor nature of roads and network • Inadequate funding 	<p>Thematic Area/Development Dimension 3: Environment, Infrastructure and human settlements</p>	<ul style="list-style-type: none"> • Inadequate infrastructure to support the delivery of energy services • Over dependence on hydro generation sources • Low water inflows to hydro plants • High cost of electricity generation • Weak regulatory enforcement • Unreliable power supply • Low involvement of private capital in the power sector • Inadequate and obsolete electricity grid network • Difficulty in the extension of grid electricity to remote rural and isolated communities
	<p>Poor nature of roads and network</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Poor surface conditions of roads • Soil erosion during rainy seasons • Limited funds 		<ul style="list-style-type: none"> • Poor quality and inadequate road transport networks • Inadequate investment in road transport infrastructure provision and maintenance • Poor transportation management particularly in urban areas • Lack of operational standards for public transport services. • Inefficiencies in the procurement, management and supervision of contracts • Rapid deterioration of roads

	<p>Weak enforcement of planning and building regulations</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Lack of proper records on public lands 	<p>Thematic Area/Development Dimension 3: Environment, Infrastructure and human settlements</p>	<ul style="list-style-type: none"> • Indiscipline in the purchase and sale of land • Disparities in access to infrastructure and service provision between urban and rural settlements • Inadequate spatial plans for regions and MMDAs • Inadequate human and institutional capacities for land use planning • Scattered and unplanned human settlements
	<p>Inadequate access and poor conditions of sanitation facilities</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Poor attitude of the citizenry towards waste management practices • Low number of improved in-house toilet facilities (25% using water closet and VIP) • Poor maintenance for toilet facilities • Inadequate number of proper public toilet facilities (7% uses the KVIP) • Inadequate number of refuse dumps 	<p>Thematic Area/Development Dimension 3: Environment, Infrastructure and human settlements</p>	<ul style="list-style-type: none"> • High prevalence of open defecation • High user fee for sanitation services • Poor sanitation and waste management • Unsustainability of sanitation and health services • Low level of investment in sanitation sector • Inadequate policy and institutional coordination and harmonization in sanitation and hygiene services delivery • Poor planning and implementation of sanitation plans • Inconsistencies and conflicts in the implementation of legislation regulating the decentralized development system in the sanitation sectors

	<p>Inadequate Access to Potable Water Supply</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Unequal distribution of water facilities • Inadequate supply of water facilities (52% effective water supply coverage) 	<p>Thematic Area/Development Dimension 3: Environment, Infrastructure and human settlements</p>	<ul style="list-style-type: none"> • High dependency on development partners for support to urban water • Inadequate financing of the water sector institutions • Inadequate access to water services in urban areas • High unaccounted-for water • Increasing demand for household water supply • Poor planning for water at MMDAs • Inadequate maintenance of facilities • Unsustainable construction of boreholes and wells • Inadequate policy and institutional coordination and harmonization in water service delivery • Inconsistencies and conflicts in the implementation of legislations regulating the decentralized development system in the water sectors • Delay in implementing plans for water sector
	<p>Inadequate community centers and funeral grounds</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Inadequate funds 	<p>Thematic Area/Development Dimension 4: Governance, corruption and public accountability</p>	<ul style="list-style-type: none"> • Inadequate cultural infrastructure

<p>Human Development, Productivity and Employment</p>	<p>Low quality education</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Limited funds • Gambling by school children at drinking spots • Poor maintenance culture of facilities • Inadequate classrooms • Inadequate accommodation for teachers • Inadequate desks 	<p>Thematic Area/Development Dimension 2: Social Development</p>	<ul style="list-style-type: none"> • High number of untrained teachers at the basic level • Poor quality of education at all levels • Teacher absenteeism and low levels of commitment • Low participation in non-formal education • Educational system focused on merely passing exams • Inadequate funding source for education
	<p>High Unemployment Rate</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Inadequate job opportunities • Mismatch between education and job markets' demands • Underperformance and low number of SMEs 	<p>Thematic Area/Development Dimension 2: Social Development</p>	<ul style="list-style-type: none"> • High levels of unemployment and under-employment amongst the youth • Mismatch between training and the needs of the labour market • Increasing incidence of casualisation of employment • Poor industrial relations among partners • High disability unemployment • High exploitation of labour • Non-availability of a comprehensive Informal Employment Policy • Non-availability of a comprehensive Informal Employment Policy • Unfavourable macro-economic conditions relating to the informal sector • Inadequate infrastructure and services for the informal sector

			<ul style="list-style-type: none"> • Poor documentation on the informal sector • Low levels of technical and vocational skills • Lack of entrepreneurial skills for self-employment • Inadequate apprenticeship opportunities • Weak linkage between academia, training and industry
	<p>Inadequate Health Infrastructure and Logistics</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Limited funds 	<p>Thematic Area/Development Dimension 1: Economic Development</p>	<ul style="list-style-type: none"> • Gaps in physical access to quality health care • Inadequate emergency services • Poor quality of healthcare services • Unmet needs for mental health services • Unmet health needs of women and girls • Increased cost of healthcare delivery • Inadequate financing of the health sector • Inadequate and inequitable distribution of critical staff mix • High incidence of HIV and AIDS among young persons • Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) • Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
Transparent and Accountable Governance	<p>Dysfunctional decentralized departments and sub-Municipality structures</p> <p><u>Causes</u></p> <ul style="list-style-type: none"> • Lack of office accommodation for 	<p>Thematic Area/Development Dimension 4: Governance, corruption and public accountability</p>	<ul style="list-style-type: none"> • Weak implementation of administrative decentralization • Ineffective sub-Municipality structures • Weak ownership and accountability of leadership at the local level • Poor service delivery at the local level • Weak capacity of local governance practitioners • Limited capacity and opportunities for revenue mobilization

	sub-Municipality structures <ul style="list-style-type: none"> • Inadequate logistics • Low capacity building programmes for members 		<ul style="list-style-type: none"> • Limited implementation of fiscal decentralisation policy • Inadequate and delays in central government transfers
	Inadequate security services <u>Causes</u> <ul style="list-style-type: none"> • Inadequate police stations and personnel 	Thematic Area/Development Dimension 4: Governance, corruption and public accountability	<ul style="list-style-type: none"> • Inadequate and poor-quality equipment and infrastructure • Inadequate personnel
	Low internal revenue mobilization <u>Causes</u> <ul style="list-style-type: none"> • Low capacity of internal revenue collectors • Poor motivation of collectors • Poor road networks and conditions to enhance mobility of collectors • Lack of logistics for collectors 	Thematic Area/Development Dimension 1: Economic Development	<ul style="list-style-type: none"> • Revenue underperformance due to leakages and loopholes, among others • Systemic abuse in the exemptions regime • Narrow tax base

Source: MPCU-TSMA, 2018.

2.2.6 Adoption of Goals and Issues from NMTDP

This is where the various related issues under the NMTDP 2018-2021 and the development issues of the Tano South Municipality under the GSGDA II are matched. These matched-related issues are however the causes of a broad development issue which is called the broad adopted development issue. The various goals, sub-goals and focus areas are also adopted as well. Table 2.6 depicts this information.

Table 2.6: Adopted Goals and Issues

PILLARS OF NMTDPF	DMTDP GOALS 2018-2021	FOCUS AREAS	BROAD ADOPTED ISSUES	CAUSES OF ADOPTED ISSUES
ECONOMIC DEVELOPEMNT	GOAL 1: Build a Prosperous Society	Strong and Resilient Economy	<i>Low internal revenue mobilization</i>	<ul style="list-style-type: none"> • Revenue underperformance due to leakages and loopholes, among others • Systemic abuse in the exemptions regime • Narrow tax base • Low capacity of internal revenue collectors • Poor motivation of revenue collectors • Poor road networks and conditions to enhance mobility of revenue collectors • Lack of logistics for collectors
		Agriculture and Rural Development	<i>Low agricultural production</i>	<ul style="list-style-type: none"> • High cost of production inputs • Low level of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • High cost of energy for irrigation • Low application of technology especially among smallholder farmers leading to comparatively lower yields • Low level of irrigated agriculture • Seasonal variability in food supply and prices

				<ul style="list-style-type: none"> • Erratic rainfall patterns • High cost of energy for irrigation • Inadequate agribusiness enterprise along the value chain • Limited application of science and technology • Lack of credit for agriculture • Inadequate access to land for agriculture production • Incidence of crops pest and disease • Limited access to veterinary and extension services • Bushfires destroying farms
		Agriculture and Rural Development	<i>High post-harvest losses</i>	<ul style="list-style-type: none"> • Poor storage and transportation systems • Poor farm-level practices • High cost of conventional storage solutions for smallholder farmers • Low quality and inadequate agriculture infrastructure • Poor knowledge on storage avenues • Poor road networks which causes difficulty in transporting produce • Limited electricity network

		<p>- Industrial Transformation</p> <p>- Private Sector Development</p>	<p><i>Low performance of SMEs</i></p>	<ul style="list-style-type: none"> • High cost of electricity tariff • Inadequate and unreliable electricity • Limited supply of raw materials for local industries from local sources • Inadequate investments in industrial research • Limited number of skilled industrial manpower • Lack of contiguous land for large-scale industrial development • Tax burden on businesses • Inadequate access to affordable credit • High cost of capital • Limited availability of medium to long term financing • Limited access to credit by SMEs • Predominant informal economy • Distressed but viable industries • Severe poverty and underdevelopment among peri-urban and rural communities
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SOCIAL DEVELOPMENT	GOAL 2: Create opportunities for all	Water and Sanitation	<i>Inadequate access and poor conditions of sanitation facilities</i>	<ul style="list-style-type: none"> • Inadequate financing of the sanitation sector institutions by GOG • Declining funding by development partners • Poor planning and implementation of sanitation plans • Limited capacity at the MMDA level • Privatization of provision of sanitation services marginalises the large percent of urban poor population • Poor attitude of the citizenry towards waste management practices • Low number of improved in-house toilet facilities • Poor maintenance of toilet facilities • Inadequate number of public toilet facilities • Inadequate number of refuse dumps
		Water and Sanitation	<i>Inadequate Access to Potable Water Supply</i>	<ul style="list-style-type: none"> • High dependency on development partners for support to urban water • Inadequate financing of the water sector institutions • Inadequate access to water services in urban areas • High unaccounted-for water

				<ul style="list-style-type: none"> • Increasing demand for household water supply • Poor planning for water at MMDAs • Inadequate maintenance of facilities • Unsustainable construction of boreholes and wells • Inadequate policy and institutional coordination and harmonization in water service delivery • Inconsistencies and conflicts in the implementation of legislations regulating the decentralized development system in the water sectors • Delay in implementing plans for water sector
		Culture for National Development	<i>Inadequate community centers and funeral grounds</i>	<ul style="list-style-type: none"> • Inadequate cultural infrastructure
		Education and Training	<i>Low quality education</i>	<ul style="list-style-type: none"> • High number of untrained teachers at the basic level • Poor quality of education at all levels • Teacher absenteeism and low levels of commitment • Low participation in non-formal education • Educational system focused on merely passing exams

				<ul style="list-style-type: none"> • Inadequate funding source for education
		Employment and Decent Work	<i>High Unemployment Rate</i>	<ul style="list-style-type: none"> • High levels of unemployment and under-employment amongst the youth • Mismatch between training and the needs of the labour market • Increasing incidence of casualisation of employment • Poor industrial relations among partners • High disability unemployment • High exploitation of labour • Non-availability of a comprehensive Informal Employment Policy • Non-availability of a comprehensive Informal Employment Policy • Unfavourable macro-economic conditions relating to the informal sector • Inadequate infrastructure and services for the informal sector • Poor documentation on the informal sector • Low levels of technical and vocational skills

				<ul style="list-style-type: none"> • Lack of entrepreneurial skills for self-employment • Inadequate apprenticeship opportunities • Weak linkage between academia, training and industry
		<p>Health and Health Services</p> <p>Population Management</p>	<p><i>Inadequate Health Infrastructure and Logistics</i></p>	<ul style="list-style-type: none"> • Gaps in physical access to quality health care • Inadequate emergency services • Poor quality of healthcare services • Unmet needs for mental health services • Unmet health needs of women and girls • Increased cost of healthcare delivery • Inadequate financing of the health sector • Inadequate and inequitable distribution of critical staff mix • High incidence of HIV and AIDS among young persons • Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) • Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases • Inadequate financial support for family planning services

SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT	GOAL 3: Safeguard the natural environment and ensure a resilient built environment	Transport Infrastructure: Road, Rail, Water and Air	<i>Poor network and nature of roads</i>	<ul style="list-style-type: none"> • Poor quality and inadequate road transport networks • Geographical disparities in access to transport services • Rapid deterioration of road networks • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Poor surface conditions of roads • Soil erosion during rainy seasons • Limited funds
		- Land Administration and Management - Zongos and Inner Cities Development	<i>Weak enforcement of planning and building regulations</i>	<ul style="list-style-type: none"> • Indiscipline in the purchase and sale of land • Disparities in access to infrastructure and service provision between urban and rural settlements • Inadequate spatial plans for regions and MMDAs • Inadequate human and institutional capacities for land use planning • Scattered and unplanned human settlements

		Protected Areas	<i>Natural Resource Depletion (forest)</i>	<ul style="list-style-type: none"> • Illegal farming and harvesting of plantation timber • Forest fires • Inadequate staff • Weak enforcement of regulations • Insufficient logistics to maintain the boundaries of protected areas • Over reliance on fire wood
		Energy and Petroleum	<i>Inadequate access to electricity grid</i>	<ul style="list-style-type: none"> • Inadequate infrastructure to support the delivery of energy services • Over dependence on hydro generation sources • Low water inflows to hydro plants • High cost of electricity generation • Weak regulatory enforcement • Unreliable power supply • Low involvement of private capital in the power sector • Inadequate and obsolete electricity grid network • Difficulty in the extension of grid electricity to remote rural and isolated communities
		Information Communication Technology (ICT)	<i>Poor Telecommunication Services</i>	<ul style="list-style-type: none"> • Inadequate ICT infrastructure across the country • Low broadband wireless access • Poor quality ICT services
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	GOAL 4: Maintain a stable, united and safe society	Local Government and Decentralisation	<i>Dysfunctional decentralized departments and</i>	<ul style="list-style-type: none"> • Weak implementation of administrative decentralization • Ineffective sub-Municipality structures

			<i>sub-Municipality structures</i>	<ul style="list-style-type: none"> • Weak ownership and accountability of leadership at the local level • Poor service delivery at the local level • Weak capacity of local governance practitioners • Limited capacity and opportunities for revenue mobilization • Limited implementation of fiscal decentralisation policy • Inadequate and delays in central government transfers
		Human Security and Public Safety	<i>Inadequate security services</i>	<ul style="list-style-type: none"> • Inadequate and poor-quality equipment and infrastructure • Inadequate personnel

Source: MPCU-TSMA, 2017.

2.7 Prioritization of Development Issues

The prioritization of development issues is done by employing; POCC (Potentials, Opportunities, Constraints and Challenges) analysis, impact analysis and sustainability analysis of the adopted issues.

2.7.1 POCC Analysis of Adopted Issues

The POCC analysis is a tool used to determine the potentials, opportunities constraints and challenges. The potentials are the internal enabling factors that can be utilized to support the addressing the development issue while opportunities are the external factors that can be used to address these issues. The constraints exist within the Municipality while challenges exist outside the Municipality. These inhibit the efforts that may be used to address the development issue. The POCC analysis is displayed in table 2.7.

Table 2.7: POCC Analysis for the Adopted Development Issues

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<p>1. Low internal revenue mobilization</p>	<ul style="list-style-type: none"> -Presence of 18 revenue collectors -Willingness of the communities to pay tax - Presence of the Budget and Rating Unit -Presence of the sub-Municipality structures 	<ul style="list-style-type: none"> -Taxation on the inflows of goods and services entering the Municipality which can be taxed -Existence on legal framework that supports the DA to mobilize financial resources 	<ul style="list-style-type: none"> -Low capacity of revenue collectors -Poor road networks and conditions to enhance mobility of revenue collectors -Lack of logistics for collectors - Inadequate data on revenue items -Low level of economic activities -Low public education on payment of taxes 	<ul style="list-style-type: none"> -High number of tax evaders -High rate of financial leakage -High cost of logistics and inputs
<p>Conclusion: The issue of low internal revenue mobilization can be resolved by the addressing the constraints and challenges through the existing potentials and opportunities.</p>				

2. Dysfunctional decentralized departments and sub-Municipality structures	<ul style="list-style-type: none"> -Support from the DA -Willingness on the part of community members to contribute to their activities 	<ul style="list-style-type: none"> -Government's commitment to decentralization policy -Legal backing of Act 462 	<ul style="list-style-type: none"> -Lack of office accommodation for sub-Municipality structures -Inadequate internal funds to manage activities -Low capacity building programmes for members -Inadequate logistics 	<ul style="list-style-type: none"> -Difficulty in the implementation of the decentralization policy -Inadequate and delay of external funds -Influence of partisan politics
Conclusion: The issue can be addressed positively since significant potentials and opportunities to overcome the constraints and challenges.				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
3. Inadequate security services	<ul style="list-style-type: none"> -Availability of Police headquarters -Cheap land for the construction of Police Station -Threshold population -support from the DA and the sub-Municipality structures 	<ul style="list-style-type: none"> -Availability of Police stations in neighbouring Municipal -Existence of national policy on security 	<ul style="list-style-type: none"> -Inadequate police stations and personnel -Inadequate Logistics. -Inadequate office and residential accommodation -Remote nature of some communities 	<ul style="list-style-type: none"> -Unwillingness of police personnel to live in remote areas
Conclusion: The potentials prevail to facilitate the Municipality take advantage of the opportunities and minimize the various constraints and challenges in order to solve the problem of inadequate security services.				

<p>4. Inadequate Health Infrastructure and Logistics</p>	<ul style="list-style-type: none"> -Availability of IGF -Availability of a Municipality Hospital -Existence of Municipality Health Service -Availability of land -Presence of Town/Area Councils, Traditional Authorities, Unit Committees to offer support 	<ul style="list-style-type: none"> -Availability of inter-governmental transfers such as DACF -Existence of MOH and GHS 	<ul style="list-style-type: none"> -Low internal revenues 	<ul style="list-style-type: none"> -Inadequate funding from government -Delay in the release of external funding
<p>Conclusion: A synchronization of the various potentials and opportunities will aid in addressing inadequate health infrastructure and logistics.</p>				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
5. Low quality education	<ul style="list-style-type: none"> -Presence of MPCU, DED, sub-Municipality structures -Availability of cheap land -Existence of PTA/SMC 	<ul style="list-style-type: none"> -Beneficiaries of DDF, DACF, HIPC and GETFund -Implementation of the Free SHS policy of the government -Support from Donors and Development Partners 	<ul style="list-style-type: none"> -Low internal revenues -Inadequate fund from the Municipality coffers -Low capacity of parents to provide financial support (P.T.A. contributions) 	<ul style="list-style-type: none"> -Inadequate and excess delay in the release of external funding -High cost of construction materials -Ineffective implementation of government's policies on education
Conclusion: A synergy of the existing significant potentials and opportunities will help reduce the low-quality education of the Municipality.				
6. Poor telecommunication services	<ul style="list-style-type: none"> -Availability of telecommunication networks like MTN, Tigo, Vodafone and Airtel -Availability of electricity -Awareness of the merits of telecommunication services -Availability of land 	<ul style="list-style-type: none"> -Existence of proactive policy for Development Information Communication Technology 	<ul style="list-style-type: none"> -Absence of telecommunication mast in some communities. -Poor road accessibility 	<ul style="list-style-type: none"> -Bad weather conditions -Inadequate funds of service providers to extend their services
Conclusion: The harnessing of the available potentials and opportunities to overcome the constraints and challenges will ensure effective communication within the Municipality.				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
7. Inadequate community centers and funeral grounds	<ul style="list-style-type: none"> -Availability of lands -Support from the Traditional Authorities, Unit Committees and Community members 	<ul style="list-style-type: none"> -Existence of the NCCE Department -Availability of internal and external sources of fund 	<ul style="list-style-type: none"> -Dysfunctional sub-Municipality structures -Low level of IGF 	<ul style="list-style-type: none"> -Inactive NCCE Department in the Municipality -Inadequate external funds
<p>Conclusion: The identified potentials and opportunities are adequate for resolving the issue but the constraints as well as the challenges should be curbed through program designs. NCCE Department at the Municipality should also be provided with adequate logistics to strengthen the capacity.</p>				
8. Inadequate access and poor condition of sanitation facilities	<ul style="list-style-type: none"> -Presence WATSAN Committees and DWST -Existence of TAs and Unit Committees -Availability of land -Availability of cesspit emptier -DA and Communities' support -Existence of DWD -Existence of Water and Sanitation Development Board 	<ul style="list-style-type: none"> -Community Water and Sanitation Agency existent in the region as a facilitator -Support from DACF and DDF -Existence of police stations -Availability of latrine artisans 	<ul style="list-style-type: none"> -Inadequate internal funds mobilization -Pressure on few facilities -Poor maintenance of facilities -Improper disposal of refuse Absence of tractors, caterpillars 	<ul style="list-style-type: none"> -Inadequate and late release of external funds
<p>Conclusion: The potentials prevail to facilitate the Municipality to take advantage of the opportunities and minimize the various constraints and challenges in order to solve the problem of inadequate access and poor condition of sanitation facilities.</p>				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
9. Weak enforcement of planning and building regulations	<ul style="list-style-type: none"> -Existence of Physical Planning Unit to prepare planning schemes and layouts -Existence of the Lands Commission -Existence of Works Department to supervise developments -Existence of the Police and Judicial Services 	<ul style="list-style-type: none"> -Presence of Regional Survey Department -Presence of Land Evaluation Authority -Availability of the Land Title Registration Law 1986 (PNDCL 152) and Lands Registry Act 1962 	<ul style="list-style-type: none"> -Laxity in enforcement of building regulations -Illegal transactions of lands -Lack of proper records on public lands -Uncooperative attitudes of some Traditional Authorities -Inadequate spatial information for the use of the DA 	<ul style="list-style-type: none"> -High cost of preparing community planning schemes -Unreliable release of DACF for preparation of land documents -The control of some lands by Traditional Authorities outside the Municipality
<p>Conclusion: The existence of the various institutions and legal framework as potentials and opportunities would be harnessed to overcome the prevailing constraints and challenges.</p>				

<p>10. Inadequate Access to Potable Water Supply</p>	<ul style="list-style-type: none"> -Presence of rivers, streams. -Presence of Small Town Water Supply System. -Presence WATSAN Committees and DWST -Low water table and existence of aquifer -Support from DA and the communities -Existence of TAs and Unit Committees 	<ul style="list-style-type: none"> -Community Water and Sanitation Agency existent in the region as a facilitator -Support from DACF and DDF -Support from the IDA and the World Bank 	<ul style="list-style-type: none"> -Inadequate logistics for effective monitoring by DWST -Inaccessible areas for monitoring -Pressure on few facilities and frequent breakdown of boreholes. -Poor maintenance of facilities -Delay in repairing faults 	<ul style="list-style-type: none"> -High cost of maintenance and servicing. -Inadequate and irregular release of funds
<p>Conclusion: Potable water supply is a feasible through the harnessing of the significant potentials and opportunities which exist. The constraints can be addressed through appropriate strategies and project design. Challenges can be managed through stakeholders' dialogue.</p>				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
11. Poor nature and network of roads	<ul style="list-style-type: none"> -Availability of constructional materials (Hard rocks, sand etc.) -Existence Department of Feeder roads and Works Department 	<ul style="list-style-type: none"> -Political will and government policy -Presence of Ministry of Roads and Transport, Roads and Highway Authority -Funding from DACF, DDF GoG -Aid from Development Partners and Donors 	<ul style="list-style-type: none"> -Poor maintenance culture -Development of unauthorized structures -Low level of IGF -Mountainous nature of some part of the Municipality 	<ul style="list-style-type: none"> -Excessive delays in the release of funds -Inadequate DACF due excessive deductions from source and pressure from other competing projects -Unfavourable rainfall patterns
Conclusion: Improving road infrastructures are a feasible project to ensure easy accessibility. Hence road condition and networking must be tackled. Potentials and opportunities therefore exist to address the constraints and challenges.				
12. Inadequate access to the electricity grid	<ul style="list-style-type: none"> -High communal spirit to support self-help projects -Availability of electricity in some parts of the Municipality 	<ul style="list-style-type: none"> -Ongoing implementation of the Rural Electrification Project 	<ul style="list-style-type: none"> -Poor road network and conditions -Low income to finance electrification project -Low budgetary allocation for electricity project 	<ul style="list-style-type: none"> -High cost of electricity extension
Conclusion: The harnessing of the available potentials and opportunities to overcome the constraints and challenges will ensure the whole Municipality is connected to the national grid.				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
13. Natural Resource Depletion (forest)	<ul style="list-style-type: none"> -Presence of Forestry Department -Availability of land owners 	<ul style="list-style-type: none"> -Existence of laws on illegal chain-saw operation -Presence of the Police and Judicial Services 	<ul style="list-style-type: none"> -Bushfires -As a source of livelihood for the operators -Felling of trees for farming purposes -Felling of trees for fuel (firewood and charcoal) -Illegal chain-saw operators 	<ul style="list-style-type: none"> -Weak institutional capacity to enforce existing law
Conclusion: A synergy of the existing significant potentials and opportunities will help preserve the forest as the constraints and challenges are overcome.				
14. Low agricultural production	<ul style="list-style-type: none"> -Availability of fertile lands -Availability of ready markets -Presence of agricultural extension stations in the Municipality -Availability of financial institutions -Existence of FBOs -Double maxima rainfall -Availability water bodies such as River Kwasu for irrigation 	<ul style="list-style-type: none"> -Availability of buyers from outside the Municipality -Availability of NGOs outside the Municipality who deals with cash crops. E.g. VSO -Existence of external demand from Kumasi, Sunyani and nearby Municipal -Available markets in nearby Municipal 	<ul style="list-style-type: none"> -Bushfires -Inability to fully implement agricultural projects -Low mechanization of agriculture -Inadequate access of farmers to credit facilities -Inadequate access to farm inputs -Little knowledge of farmers on subsidized farm inputs 	<ul style="list-style-type: none"> -Untimely release of DACF -High cost farm inputs
Conclusion: The existing potentials and opportunities can help to resolve the problem of low agricultural production in the Municipality.				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
15. High post-harvest losses	<ul style="list-style-type: none"> -Availability of internal markets -Presence of Agriculture Extension Stations in the Municipality -Existence of traditional methods of preservation 	<ul style="list-style-type: none"> -Availability of an external market -Availability of funds from the DACF for the provision of storage facilities -Government's commitment to food security -Activities of middlemen 	<ul style="list-style-type: none"> -Low funds to provide storage facilities and market centers -Poor handling of agricultural produce by farmers -Poor road network and nature -Low number and access to functional markets -Inadequate storage and processing facilities for perishable goods 	<ul style="list-style-type: none"> -High cost of transportation -High cost of storage facilities -Slow implementation of government policy and programme -Limited access of electricity
Conclusion: working on the constraints and challenges by providing storage facilities and proper road among others will help solve the problem of high post-harvest losses considering the available potentials and opportunities.				
16. Low performance of SMSEs	<ul style="list-style-type: none"> - Availability of SMSEs -Existence of BAC, MASLOC -Existence of financial institutions. E.g. Rural and commercial banks 	<ul style="list-style-type: none"> -Existence of NBSSI at the Regional level 	<ul style="list-style-type: none"> -Lack of collateral security to secure credit -Inadequate managerial skills of the SMEs -Inadequate and obsolete technologies 	<ul style="list-style-type: none"> -Unfavourable macro-economic conditions -Unwillingness of the available financial institutions to provide credit to SMSEs

			-Limited access to raw materials	-Weak intra-industry linkages
Conclusion: The harnessing of the available potentials and opportunities to overcome the constraints and challenges will ensure high productivity of SMSEs.				

ISSUES TO BE ADDRESSED	POTENTIAL	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
17. High Unemployment Rate	<ul style="list-style-type: none"> -Existence of DA -Existence of SMSEs -Existence of NGOs -Vast fertile lands available in the Municipality 	<ul style="list-style-type: none"> - Presence of NYEP in the country -Presence of training institutes to train the youths -The implementation of “Planting for Food and Jobs” 	<ul style="list-style-type: none"> -Apathy of the youth to be trained -Limited employable skills among the youth -Low performance of SMSEs -Inadequate apprenticeship opportunities 	<ul style="list-style-type: none"> -Change of government and policies -Slow implementation of government’s policies on employment -Government’s restrictions on informal sectors -Non-availability of a comprehensive Informal Employment Policy -Restrictive and unfavourable Macro-economic conditions/framework relating to the informal sector -Mismatch/gap between training and the needs of the labour market
<p>Conclusion: Increasing employment is a viable programme. There exist a host of potentials and opportunities to support the programme. Constraints can be addressed through massive training and support of the SMSEs. Challenges can be managed through stakeholders’ dialogue.</p>				

Source: MPCU-TSMA, 2017.

2.7.2 Impact Analysis

The impacts of the issues considered as priorities from the POCC analysis are assessed using the impact analysis. In order to give a true reflection of the analysis, the Municipality needs and aspirations were used to know the implications of the adopted issues on the impact analysis criteria when they are addressed.

The analysis was done with the following criteria:

- i. Significant linkage effect on meeting basic human needs/rights e.g. immunization of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development;
- ii. Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.
- iii. Impact on:
 - The different population groups (e.g. girls, aged, disabled);
 - Balanced development;
 - Natural resource utilization;
 - Cultural acceptability;
 - Resilience and disaster risk reduction;
 - Climate change mitigation and adaptation;
 - Institutional reforms.
- iv. Opportunities for the promotion of cross-cutting issues such as
 - HIV and AIDS in terms of the target groups in the sector for targeted interventions. e.g. elimination of stigmatization;
 - Gender equality with respect to practical and strategic needs and interests;
 - Nutrition.
 - Child protection issues
 - Climate change issues

This was supported by the parameters displayed in table 2.8.

Table 2.8: Parameters for Prioritization

Parameter	Definition
3	Higher effect on the criteria
2	High effect on the criteria
1	An effect on the criteria
0	No relationship with the criteria

Source: MPCU-TSMA, 2018.

Table 2.9: Impact Analysis of Adopted Issues

Development Issues	Needs and Aspirations	Significant linkage effect on meeting basic needs	Significant multiplier effect on the local economy	Impact on Population groups; development; Resource Utilization; Cultural Acceptability; Resilience and disaster risk reduction; Climate change mitigation and adaptation; Institutional reforms	Impact on the promotion of cross-cutting issues	Total Score	Rank
1. Low internal revenue mobilization	Intensify the mobilization of internal revenue	2	1	0	0	3	13th
2. Dysfunctional decentralized departments and sub-Municipality structures	Enhance the functions of the decentralized departments and sub-Municipality structures	0	0	1	0	1	15th
3. Inadequate security services	Improvement in Security Services	0	2	3	0	5	6th
4. Inadequate Health Infrastructure and Logistics	Improve Health Care Delivery	2	2	3	2	9	1st
5. Low quality education	Improvement in the quality of education	2	2	2	2	8	3rd

6. Poor telecommunication services	Improve Telecommunication Services	0	3	2	0	5	6th
7. Inadequate community centers and funeral grounds	Provision of community centers and funeral grounds	0	0	1	0	1	15th
8. Inadequate access and poor condition of sanitation facilities	Improve access to sanitation facilities	1	2	2	0	5	6th
9. Weak enforcement of planning and building regulations	Enforcement of planning and building regulations	0	0	1	0	1	15th
10. Inadequate Access to Potable Water Supply	Increase in the provision of potable water	2	2	3	2	9	1st
11. Poor road nature and network	Improve road network and conditions	0	3	3	0	6	5th
12. Inadequate access to the electricity grid	Extension of electricity grid	0	3	1	0	4	10th
13. Natural Resource Depletion (forest)	Environmental Protection against lumbering activities	0	0	3	0	3	13th

14. Low agricultural production	Increase in agricultural production	2	3	1	1	7	4th
15. High post-harvest losses	Reduction in post-harvest losses	2	1	0	1	4	10th
16. Low performance of SMSEs	Create conducive environment for SMSEs to operate	0	3	1	0	4	10th
17. High Unemployment Rate	Provision of Employment Opportunities	0	3	2	0	5	6th

Source: MPCU-TSMA, 2017.

2.7.3 Strategic Environmental Analysis of the Adopted Issues

The prioritized adopted issues with positive significant impacts are in this section subjected to a strategic environmental analysis. This analysis is done using the SEA manual provided by the NDPC/EPA. The compatibility matrix, compound matrix and sustainability test are the tools used to assess the needs and aspirations of the Municipality derived from the adopted development issues.

Assessment with the Compatibility Matrix

The compatibility matrix is used to determine whether the Municipality needs and aspirations are in conflict, mutually supportive of each other or have no significant interaction. The matrix is used to compare the way in which the various issues or aspirations interact with each other. In using the compatibility matrix, the various signs as depicted in table 2.10 are interpreted as follows;

√- The two adopted issues/needs are mutually supportive with each other

x- The two adopted issues/needs have the potential to conflict with each other

O- The two adopted issues/needs have no significant interaction

Table 2.10 Needs and Aspirations Identified from the Adopted Development Issues

Code	Needs and Aspirations
N1	Increase in the provision of potable water
N2	Improve Health Care Delivery
N3	Improvement in the quality of education
N4	Increase in agricultural production
N5	Improve road network and conditions
N6	Provision of Employment Opportunities
N7	Improve access to sanitation facilities
N8	Improvement in security services
N9	Improve telecommunication services
N10	Create conducive environment for SMSEs to operate
N11	Reduction in post-harvest losses
N12	Extension of electricity grid
N13	Environmental protection against lumbering activities
N14	Intensify the mobilization of internal revenue
N15	Enforcement of planning and building regulations
N16	Provision of community centers and funeral grounds
N17	Enhance the functions of the decentralized departments and sub-Municipality structures

Needs and Aspirations	N1	N2	N3	N4	N5	N6	N7	N8	N9	N10	N11	N12	N13	N14	N15	N16	N17
N1	0	0	√	0	√	√	√	0	0	0	0	√	0	√	√	0	√
N2	0	0	√	√	√	0	0	0	0	0	0	√	0	√	√	0	√
N3	√	√	0	√	0	0	√	0	0	0	0	√	0	0	√	0	√
N4	0	√	√	0	√	√	0	0	√	√	√	√	0	√	0	0	√
N5	√	√	0	√	0	0	0	0	0	√	√	0	0	√	√	√	0
N6	√	0	0	√	0	0	√	0	√	√	0	0	0	0	0	0	0
N7	√	0	√	0	0	√	0	0	0	0	0	0	0	√	√	0	0
N8	0	0	0	0	0	0	0	0	0	0	√	0	0	0	0	0	0
N9	0	0	0	√	0	√	0	0	0	√	0	√	0	0	√	0	0
N10	0	0	0	√	√	√	0	0	√	0	√	0	0	0	0	0	√
N11	0	0	0	√	√	0	0	0	0	0	0	√	0	0	0	0	√
N12	√	√	√	√	0	0	0	√	√	√	√	0	0	0	0	0	0
N13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N14	√	√	0	√	√	0	√	0	0	0	0	0	0	0	0	√	√
N15	√	√	√	0	√	0	√	0	√	0	0	0	0	0	0	0	√
N16	0	0	0	0	√	0	0	0	0	0	0	0	0	√	0	0	0
N17	√	√	√	√	0	0	0	0	0	√	√	0	0	√	√	0	0

Table 2.11 Assessment with the Compatibility Matrix

Source: MPCU-TSMA, 2017.

Table 2.11: Assessment with the Compatibility Matrix

Source: MPCU-TSMA, 2018.

Table 2.11 presents the compatibility analysis of the Municipality’s needs and aspirations which emanated from the adopted development issues. Overall, the needs and aspirations of the Tano

South Municipality are mutually supportive or have neutral effects on each other. The analysis showed that about 36% of the needs and aspirations were supportive of each other while 64% have neutral effects on each other. It is realized from the compatibility analysis that “N4 – Increase in Agricultural Production” was more compatible with the other needs and aspirations. The above analysis therefore shows that the needs and aspirations of the Municipality are internally consistent and compatible with each other.

Assessment with the Compound Matrix

The compound matrix is used to determine the effects of the Municipality needs and aspirations on relevant poverty-environment criteria. This is done to refine the needs and aspirations to determine or minimize their potential adverse effects on the criteria. A record sheet as prescribed in the SEA manual by the NDPC/EPA is used to depict the various reasons for assigning various signs employed in the compatibility matrix. The signs used in the compound matrix are interpreted as follows;

- +**: This is used where the Municipality needs and aspirations affect the poverty-environment dimension positively
- : This is used where the Municipality needs and aspirations affect the poverty-environment dimension negatively
- +/-**: This is used where the interaction between the Municipality needs and aspirations and the poverty environment dimension are doubtful, that is, shows both positive and negative effects on the criteria
- 0**: This is used where there is no significant interaction between the Municipality needs and aspirations and the poverty-environment criteria.

Table 2.12: Compound Matrix

Poverty Dimension	Livelihood					Health				Vulnerability						Institutional		
Environmental Components Programmes	Water Availability	Land (access)	Forest	Wildlife	NTFP	Water Quality	Sanitation	Air Quality	NTFP	Drought	Bushfire	Floods	Degradation	Crises & Conflict	Epidemics	Participation	Credits	Human Rights
N1. Increase in the provision of potable water	+	0	0	0	0	+	+	0	0	+	0	0	0	+	+	+	0	+
N2. Improve Health Care Delivery	0	-	0	-	-	-	-	0	-	0	0	0	-	-	+	+	0	+
N3. Improvement in the quality of education	+	-	0	0	0	0	+	0	0	0	0	0	0	0	0	+	0	+
N4. Increase in agricultural production	-	-	-	-	-	-	-	0	-	-	-	-	-	-	0	+	+	+
N5. Improve road network and conditions	0	+/-	+/-	-	+/-	0	-/+	-	+	0	0	-	-	-	+	+	0	+
N6. Provision of Employment Opportunities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	+

N7. Improve access to sanitation facilities	0	-	0	0	0	0	0	+	-	0	0	0	0	0	0	0	+	0	0
N8. Improvement in security services	0	-	0	0	0	0	0	0	0	0	0	0	0	0	+	0	+	0	+
N9. Improve telecommunication services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	+
N10. Create conducive environment for SMSEs to operate	0	-	0	0	0	0	0	0	-	0	0	0	0	0	0	0	0	+	0
N11. Reduction in post-harvest losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N12. Extension of electricity grid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N13. Environmental protection against lumbering activities	+	0	+	+	+	0	0	0	0	+	0	0	0	+	0	0	0	0	0
N14. Intensify the mobilization of internal revenue	+	0	0	+	0	0	0	+	0	0	0	0	0	0	0	+	0	+	0
N15. Enforcement of planning and building regulations	0	+	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

N16. Provision of community centers and funeral grounds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N17. Enhance the functions of the decentralized departments and sub-Municipality structures	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	0	+

Source: MPCU-TSMA, 2018.

Table 2.13: Record Sheets for Compound Matrix on the Various Needs and Aspirations

Needs and Aspirations 1: Increase in the Provision of Potable Water		
LIVELIHOOD		
Access to Water	The programme would increase access to water	+
Access to Land	The programme has no direct interaction	0
Access to forestry resources	The programme has no direct interaction	0
Protection of Wildlife	The programme has no direct interaction	0
Use of Non Timber Forest Products	The programme has no direct interaction	0
HEALTH		
Water Quality	The programme would improve the quality of water	+
Sanitation	The programme would improve personal and communal hygiene through health education programmes provided to beneficiary communities (and through WATSAN capacity building programmes)	+
Air Quality	The programme has no direct interaction	0
NTFP (Medicinal Plants)	The programme has no direct interaction	0
VULNERABILITY		
Bushfires	The programme has no direct interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no direct interaction	0
Crises/Conflicts	It would reduce conflicts over water facilities	+
Drought	The programme would provide alternative water source for domestic and some agricultural purposes during periods of drought	+
Epidemics	The programme would aid in the alleviation of epidemics due to the fact that water is necessary in ensuring good sanitation	+
INSTITUTIONAL		
Participation	The programme would improve community participation through the Community Ownership and Management initiative	+
Credits	The programme has no direct interaction	0
Human Rights	The programme would aid in accessing water which is a basic human right	+

Needs and Aspirations 2: Improve Health Care Delivery		
LIVELIHOOD		
Access to Water	The programme has no direct interaction	0
Access to Land	The programme would compete with other land uses for land	-
Access to forestry resources	The programme has no direct interaction	0
Protection of Wildlife	The programme would require the use of land which would disrupt the habitat of wildlife	-

Use of Non-Timber Forest Products	The programme poses a negative impact on the livelihoods of people such as herbalists (who depend on Tree Barks among others)	-
HEALTH		
Water Quality	The programme poses a negative effect on water quality if medical waste is dumped into water bodies	-
Sanitation	Improper sanitation practices as a result of the programme would pose a negative effect on sanitation	-
Air Quality	The programme has no direct interaction	0
NTFP (Medicinal Plants)	The programme would require the use of land which would disturb the habitat of NTFP	-
VULNERABILITY		
Bushfires	The programme has no direct interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme may lead to erosion in the long term	-
Crises/Conflicts	The programme could cause conflict through land litigation and conflicts over siting of projects	-
Drought	The programme has no direct interaction	0
Epidemics	The programme will enhance the Municipality's capacity to address disease outbreaks	+
INSTITUTIONAL		
Participation	The programme would enhance participation through community deliberation on siting of projects	+
Credits	The programme has no direct interaction	0
Human Rights	The programme promotes the human right of access to health	+

Needs and Aspirations 3: Improvement in the quality of education		
LIVELIHOOD		
Access to Water	It would serve to improve access to water since the achievement of the needs and aspirations would also include the provision of water facilities for school children	+
Access to Land	The programme would compete with other land uses for land	-
Access to forestry resources	The programme has no direct interaction	0
Protection of Wildlife	The programme has no direct interaction	0
Use of Non-Timber Forest Products	The programme has no direct interaction	0
HEALTH		
Water Quality	The programme has no direct interaction	0
Sanitation	It would lead to the provision of sanitation facilities and education on good hygiene	+
Air Quality	The programme has no direct interaction	0
NTFP (Medicinal Plants)	The programme has no direct interaction	0

VULNERABILITY		
Bushfires	The programme has no direct interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no direct interaction	0
Crises/Conflicts	The programme has no direct interaction	0
Drought	The programme has no direct interaction	0
Epidemics	The programme has no direct interaction	0
INSTITUTIONAL		
Participation	It would serve to enhance participation by the engagement of the PTAs and sub-Municipality structures and decentralized departments to support and monitor projects	+
Credits	The programme has no direct interaction	0
Human Rights	It would promote the fundamental human rights of access to education	+

Needs and Aspirations 4: Increase in agricultural production		
LIVELIHOOD		
Access to Water	Clearing of land cover and irrigation exposes soil water and water areas to evaporation and sedimentation-reducing available water	-
Access to Land	Quantitative increase in agricultural land use competes and reduces access to land for other land uses (eg. Residential and forest reserves)	-
Access to forestry resources	Forest clearing and loss of timber resources constitute the main impacts of the programme	-
Protection of Wildlife	Loss of habitat and increased exposure to threat for bush animals	-
Use of Non-Timber Forest Products	Forest clearing damages available non-timber forest resources	-
HEALTH		
Water Quality	Increased chemical use on farm lands might infiltrate storm water into available water bodies and distort water quality	-
Sanitation	The programme may not have significant impact on sanitation but agricultural markets pollute its surrounding environments	-
Air Quality	The programme has no major impact on air quality	0
NTFP (Medicinal Plants)	Forest clearing reduces NTFP resources for medicinal purposes	-
VULNERABILITY		
Bushfires	Slash and burn method of farming increases the possibility of bushfires	-
Floods	Increased sedimentation of water resources due to encroachment increases risks of flood	-

Land Degradation	Forest clearance and accelerated runoffs could further lead to land degradation	-
Crises/Conflicts	Increased profitability of agriculture could exacerbate land disputes	-
Drought	Land cover change distorts existing carbon cycle and could intensify the effects of droughts	-
Epidemics	The programme has no effects on epidemics	0
INSTITUTIONAL		
Participation	The programme may generate dialogue among local government officials and farmers on best ways to promote agriculture	+
Credits	The achievement of the needs and aspirations would enhance farmers' access to financial products	+
Human Rights	The programme secures the economic rights of people within the Municipality as people would be employed.	+

Needs and Aspirations 5: Improve road network and conditions		
LIVELIHOOD		
Access to Water	The programme would improve physical access to water	+
Access to Land	The programme would improve physical access to land and will compete with other land uses	+/-
Access to forestry resources	The programme would improve physical access to forests for users of NTFP but would however deplete the forests due to over exploitation	+/-
Protection of Wildlife	The programme may result in the loss of habitat for wildlife	-
Use of Non-Timber Forest Products	It would increase physical access of Non-Timber Forest Products by users and may however result in the destruction of NTFPs due to over exploitation	+/-
HEALTH		
Water Quality	The programme has no direct interaction	0
Sanitation	The programme will enhance liquid waste disposal through gutters and may lead to improper sanitation practices	-/+
Air Quality	The programme may lead to pollution due to fumes from vehicles as well as dust during construction	-
NTFP (Medicinal Plants)	The programme may lead to the destruction of some important medicinal plants	-
VULNERABILITY		
Bushfires	The programme has no direct interaction	0
Floods	The programme may help in curbing floods	+
Land Degradation	The programme would help prevent degradation from soil erosion	+
Crises/Conflicts	The programme would have no direct interaction	0
Drought	The programme would have no direct interaction	0

Epidemics	The programme would aid in accessing health institutions in the case of outbreak of diseases	+
INSTITUTIONAL		
Participation	The programme supports institutional participation	+
Credits	The programme has no direct interaction	0
Human Rights	The programme would aid in enhancing access to basic services which are crucial to fulfilling basic human rights	+

Table 2.18: Record Sheet for Compound Matrix on Needs and Aspirations 6

Needs and Aspirations 6: Provision of employment opportunities		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0

Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no direct interaction	0
Credits	The programme has no interaction	0
Human Rights	The programme secures the economic rights of people within the Municipality as people would be employed	+

Needs and Aspirations 7: Improve access to sanitation facilities		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	-
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	+
Air Quality		-
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0

Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme would improve community participation through the Community Ownership and Management initiative	+
Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 8: Improvement in security services		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The needs and aspiration would compete with other land uses for land	-
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality		0

NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	This would help in maintaining peace and order	+
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme would enhance participation through community deliberation on siting	+
Credits	The programme has no interaction	0
Human Rights	This would help in protecting the rights of the people	+

Needs and Aspirations 9: Improve access to telecommunication services		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interactio	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		

Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no interaction	0
Credits	No direct interaction	0
Human Rights	Its realization would enhance the right of people to information	+

Needs and Aspirations 10: Create conducive environment for SMSEs to operate		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	New business ventures would have to compete with other land uses for land	-
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0

Air Quality	Small industrial businesses like slaughter houses would pollute the quality of the air	-
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no interaction	0
Credits	The realization of the needs and aspiration would enhance businesses' access to financial assistance to operate	+
Human Rights	The programme has no interaction	0

Needs and Aspirations 11: Reduction in Post-harvest losses		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0

VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no interaction	0
Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 12: Extension of electricity grid		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0

NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no interaction	0
Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 13: Environmental protection against lumbering activities		
LIVELIHOOD		
Access to Water	It would lead to the preservation of water bodies	+
Access to Land	The programme has no interaction	0
Access to forestry resources	It would prevent the over exploitation of timbers	+
Protection of Wildlife	It would lead to the protection of wildlife	+
Use of Non-Timber Forest Products	It would lead to the protection of Non-Timber Forest Products	+
HEALTH		
Water Quality	The programme has no interaction	0

Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	It would lead to the protection of Non-Timber Forest Products	+
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	Since the forest would be preserved, deforestation which culminates into land degradation would also be curtailed	+
Crises/Conflicts	The programme has no interaction	0
Drought	The programme would serve to reduce the likelihood of drought	+
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no direct interaction	0
Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 14: Intensify the mobilization of internal revenue		
LIVELIHOOD		
Access to Water	This would help in the provision of potable water	+
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	Revenue mobilized can be used to hire people to guard the forest	+

Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	This would help in the provision of sanitation facilities	+
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	Since the forest would be preserved deforestation which culminates into land degradation would also be curtailed	+
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The realization of this need will help in the DA to combat epidemics in the Municipality	+
INSTITUTIONAL		
Participation	Community members and businesses' participation through the payment of taxes and fees	+
Credits	Revenue mobilized can be used give farmers and SMSEs financial assistance	+
Human Rights	The programme has no interaction	0

Needs and Aspirations 15: Enforcement of planning and building regulations		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The enforcement of the regulations would help to demarcate lands for various uses	+
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0
INSTITUTIONAL		
Participation	The programme has no interaction	0

Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 16: Provision of community centers and funeral grounds		
LIVELIHOOD		
Access to Water	The programme has no interaction	0
Access to Land	The programme has no interaction	0
Access to forestry resources	The programme has no interaction	0
Protection of Wildlife	The programme has no interaction	0
Use of Non-Timber Forest Products	The programme has no interaction	0
HEALTH		
Water Quality	The programme has no interaction	0
Sanitation	The programme has no interaction	0
Air Quality	The programme has no interaction	0
NTFP (Medicinal Plants)	The programme has no interaction	0
VULNERABILITY		
Bushfires	The programme has no interaction	0
Floods	The programme has no direct interaction	0
Land Degradation	The programme has no interaction	0
Crises/Conflicts	The programme has no interaction	0
Drought	The programme has no interaction	0
Epidemics	The programme has no interaction	0

INSTITUTIONAL		
Participation	The programme has no interaction	0
Credits	The programme has no interaction	0
Human Rights	The programme has no interaction	0

Needs and Aspirations 17: Enhance the functions of the decentralized departments and sub-Municipality structures		
LIVELIHOOD		
Access to Water	The programme would serve to improve access to water since the achievement of the programme would strengthen local government administration	+
Access to Land	The programme would serve to improve access to land since the achievement of the programme would strengthen local government administration	+
Access to forestry resources	The programme would serve to improve access to forestry resources since the achievement of the programme would strengthen local government administration	+
Protection of Wildlife	The programme would serve to aid in the protection of wildlife since the achievement of the programme would strengthen local government administration	+
Use of Non-Timber Forest Products	The programme would serve to improve access to the use of NTFP since the achievement of the programme would strengthen local government administration	+
HEALTH		
Water Quality	The programme would serve affect water quality positively since the achievement of the programme would strengthen local government administration	+
Sanitation	The programme would serve to improve sanitation since the achievement of the programme would strengthen local government administration	+

Air Quality	The programme would serve to affect water quality positively resources since the achievement of the programme would strengthen local government administration	+
NTFP (Medicinal Plants)	The programme would serve to improve access to NTFP since the achievement of the programme would strengthen local government administration	+
VULNERABILITY		
Bushfires	Strengthening the local government administration would aid in ensuring departments responsible for natural and unnatural disasters are able to work effectively	+
Floods	Strengthening the local government administration would aid in ensuring departments responsible for natural and unnatural disasters are able to work effectively	+
Land Degradation	Strengthening the local government administration would aid in ensuring that preventive measures are put in place by departments to prevent land degradation	+
Crises/Conflicts	Strengthening the local government administration would the Municipality assembly to manage crises.	+
Drought	Strengthening the local government administration would aid in ensuring departments responsible for natural and unnatural disasters are able to work effectively	+
Epidemics	Strengthening the local government administration would aid in ensuring departments responsible for natural and unnatural disasters are able to work effectively	+
INSTITUTIONAL		
Participation	The programme would serve to improve participation by strengthening local government administration	+
Credits	The programme has no interaction	0
Human Rights	The programme would aid in the protection of human rights	+

Source: MPCU-TSMA, 2018.

Assessment with the Sustainability Test

The purpose of the sustainability test is to subject each of the Municipal needs and aspirations to assessment to determine the sustainability of the project. The test gives an equal weight to social, cultural, economic and natural resource issues which have been identified as the components of sustainability. The sustainability test gives a visual and quantitative measure of the extent to which the programmes are capable of providing sustainable growth and development. The criteria used are based on measures that should help to minimize environmental degradation, reduce poverty, enhance quality of life to improve social and cultural assets and create better economic conditions. This section therefore presents an analysis of the sustainability test of some needs and aspirations which emanated from the development issues.

A scale of 0 to 5, with the appropriate colour code is used to reflect the extent to which the programme; supports, is neutral or works against the sustainability aim, for each of the criteria and the indicator. The 0-5 scale and the colour code are shown in table 2.14.

Table 2.14 Scale and Colour code for sustainability test

SCALE	0	1	2	3	4	5
Effects	Not relevant	Works strongly against the aim	Works against the aim	On balance; has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour	Black (0)	Red (1)	Red (2)	Yellow (3)	Green (4)	Green (5)

Source: NDPC (2005)

Table 2.15: Sustainability Tests for the various Needs and Aspiration

INCREASE IN THE PROVISION OF POTABLE WATER		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Existing forest reserves maintained	(0) 1 2 3 4 5
Degraded Land: And areas vulnerable to degradation should be avoided. Already degraded land should be enhanced	Construction on degraded lands avoided	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels	Quantity of fuel used in operating machinery	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized	Quantity/weight of solid waste collected	(0) 1 2 3 4 5
Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical	Individual amounts of raw materials used	(0) 1 2 3 4 5
Rivers and Water bodies: Should retain their natural character	Natural character of water maintained	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Number of people patronizing boreholes and small-town water system	(0) 1 2 3 4 5

Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of people diagnosed with water borne diseases	(0) 1 2 3 4 5
Gender: the PPP should empower women	Number of women with access to water	(0) 1 2 3 4 5
Job Creation: Priority should be given to providing jobs for local people and particularly women and young people	Number of local artisans employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Amount to be paid	(0) 1 2 3 4 5
Access of the poor to land should be improved	Number of poor to be assisted	(0) 1 2 3 4 5
Access of the poor to water should be improved	Number of people who benefitted with improved access to potable water	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Number of people with access to transport	(0) 1 2 3 4 5
Sanitation should be improved	Number of medical cases related to sanitation	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of deprived communities served	(0) 1 2 3 4 5

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Number of incidence occurred	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic growth improved	(0) 1 2 3 4 5
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Number of local materials and services utilized	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Amount of money spent on local materials and services within the Municipality	(0) 1 2 3 4 5

Source: Group’s Construct, 2017

INCREASE IN THE PROVISION OF POTABLE WATER		
CRITERIA- BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOUCRES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	(0)	This programme is irrelevant to the aim
Degraded Land: Areas vulnerable to degradation should be avoided, and	(0)	This programme is irrelevant to the aim

already degraded land should be enhanced.		
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	The programme has no relation to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	This programme is irrelevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	This programme is irrelevant to the aim
Rivers and Water bodies: should retain their natural character.	5	This programme will reduce dependence on river and water bodies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	Cohesion among members of the same community.
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The programme will provide clean water for the communities and this contributes to improving health and wellbeing of the work force and local communities by preventing water borne diseases
Gender: The Activity should empower women.	5	This programme would reduce women's chores to

		allow them engage in other productive areas
Job Creation: The activity should create jobs for local people particularly women and young people.	0	This programme is irrelevant to the aim
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Communities that will benefit from the programme would contribute 5% of the total cost
Access of the poor to land should be improved.	0	This programme is irrelevant to the aim
Access of the poor to water should be improved	5	This programme would improve access to potable water
Access to Transport: Activity should improve access to transport.	0	The programme is not relevant to the aim
Sanitation: Activity should improve sanitation.	4	Access to water would promote personal and communal hygiene.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	This programme will make potable water available to everyone irrespective of social group

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	This programme will make local communities less vulnerable in the occurrence of drought
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The programme will contribute towards a healthy workforce which ultimately contributes to work efficiency
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	0	This programme is irrelevant to the aim
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	0	This programme is irrelevant to the aim

IMPROVE HEALTH CARE DELIVERY		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Protected Areas and Wildlife maintained	0 1 2 3 4 5

Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced	Construction on degraded lands avoided	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels	Quantity of energy used	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized	Hospital waste discharged on the land	(0) 1 2 3 4 5
Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical	Amount of raw materials used (sand, timber)	(0) 1 2 3 4 5
Rivers and Water bodies: Should retain their natural character	Minimum water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Number of patients from different communities who accessed health facilities and adolescent centres within the Municipality	(0) 1 2 3 4 5
Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of patients recorded in health and adolescent centres	(0) 1 2 3 4 5
Gender: the PPP should empower women	Number of OPD cases recorded for women.	(0) 1 2 3 4 5

Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people	Number of local artisans employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Number of children and pregnant women recorded.	(0) 1 2 3 4 5
Access of the poor to land should be improved	Number of poor to be assisted	(0) 1 2 3 4 5
Access of the poor to water should be improved	Access to improved water within health and adolescent centres	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Number of people with access to transport	0 1 2 3 4 5
Sanitation should be improved	Sanitation improved	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of deprived communities served	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Number of incidence occurred	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic growth improved	(0) 1 2 3 4 5

Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Local materials and services utilized	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Amount of money spent on local materials and services within the Municipality	(0) 1 2 3 4 5

IMPROVE HEALTH CARE DELIVERY		
CRITERIA- BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOUCRES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The programme is irrelevant to the aim
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	The programme is irrelevant to the aim
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	The programme has a neutral relationship with the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and	2	It has the potential to discharge chemical waste unto the land

land should be avoided or minimized.		<u>Mitigation measure</u> Bins would be provided to collect waste
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Raw materials like wood would be used in the construction and rehabilitation of health centers
Rivers and Water bodies: should retain their natural character.	0	The program is irrelevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	Patients can access any of the health and adolescent centers within the Municipality
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The programme would improve the quality of health within the Municipality
Gender: The Activity should empower women.	5	The programme would reduce incidence of malaria among pregnant women.
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The construction and rehabilitation of health and adolescent centers would create indirect jobs for masons, carpenters, water

		fetchers within the local communities
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Malaria control programme would involve children under 5 years and pregnant women who are mostly affected by malaria
Access to Land: Activity should improve access to land.	2	The programme would reduce access to land for residential and other purposes <i><u>Mitigation measure</u></i> Appropriate compensation would be given to affected people
Access to Water: Activity should improve access to water.	4	The programme would improve access water for patients, staffs and other community members
Access to Transport: Activity should improve access to transport.	0	The programme is irrelevant to the aim
Sanitation: Activity should improve sanitation.	4	Malaria control programme would improve the sanitation status of the Municipality
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The programme would provide health and adolescent centers to deprived communities in the Municipality.

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	The programme would reduce the spread of epidemics in the Municipality since health centres would easily be assessed.
EFFECTS ON ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	This would increase productivity in the long run as individuals would be more productive
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	5	The programme would utilize the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	5	The programme would enhance the retention of local capital and the development as local materials and services would be used

IMPROVEMENT IN THE QUALITY OF EDUCATION		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Existing forest reserves maintained	(0) 1 2 3 4 5

Degraded Land: And areas vulnerable to degradation should be avoided. Already degraded land should be enhanced	Construction on degraded lands avoided	<input checked="" type="radio"/> 1 2 3 4 5
Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels	Quantity of diesel used	(0) 1 2 <input checked="" type="radio"/> 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized	Solid waste (polythene) discharged on land	(0) 1 <input checked="" type="radio"/> 2 3 4 5
Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical	Amount of raw materials used (sand, timber)	(0) 1 2 3 <input checked="" type="radio"/> 4 5
Rivers and Water bodies: Should retain their natural character	Minimum water levels to be set	<input checked="" type="radio"/> 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Number of children from different communities enrolled in schools within the Municipality	(0) 1 2 3 <input checked="" type="radio"/> 4 5
Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of children enrolled in schools	(0) 1 2 3 4 <input checked="" type="radio"/> 5
Gender: the PPP should empower women	Number of girls enrolled in schools	(0) 1 2 3 <input checked="" type="radio"/> 4 5
Work for Local People: Priority should be given to providing jobs	Number of local artisans employed	(0) 1 2 3 <input checked="" type="radio"/> 4 5

for local people and particularly women and young people		
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Number of children of school-going age enrolled	(0) 1 2 3 4 5
Access of the poor to land should be improved	Number of poor to be assisted	(0) 1 2 3 4 5
Access of the poor to water should be improved	Access to improved water within schools	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Number of people with access to transport	(0) 1 2 3 4 5
Sanitation should be improved	Sanitation improved	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of deprived communities served	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Number of incidence occurred	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic growth improved	(0) 1 2 3 4 5
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Local materials and services utilized	(0) 1 2 3 4 5

<p>Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.</p>	<p>Amount of money spent on local materials and services within the Municipality</p>	<p>(0) 1 2 3 4 5</p>
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INCREASE IN AGRICULTURAL PRODUCTION

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
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EFFECTS ON NATURAL RESOURCES

<p>Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical</p>	<p>Protected Areas and wildlife maintained</p>	<p>(0) 1 2 3 4 5</p>
<p>Degraded Land: And areas vulnerable to degradation should be avoided. Already degraded land should be enhanced</p>	<p>Degraded lands reclaimed</p>	<p>(0) 1 2 3 4 5</p>
<p>Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels</p>	<p>Amount of energy used</p>	<p>(0) 1 2 3 4 5</p>
<p>Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized</p>	<p>Amount of pollutants discharged</p>	<p>(0) 1 2 3 4 5</p>
<p>Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical</p>	<p>Amount of raw materials used</p>	<p>(0) 1 2 3 4 5</p>
<p>Rivers and Water bodies: Should retain their natural character</p>	<p>Rivers and water maintained</p>	<p>(0) 1 2 3 4 5</p>

EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Cohesion among communities enhanced	(0) 1 2 3 4 5
Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Nutritional needs improved	(0) 1 2 3 4 5
Gender: the PPP should empower women	Number women engaged in agriculture	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people	Number of local people employed in agriculture	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Number of community members involved	(0) 1 2 3 4 5
Access of the poor to land should be improved	Number of poor to be assisted	(0) 1 2 3 4 5
Access of the poor to water should be improved	Access to improved water for the poor	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Access to improved transport for the poor	(0) 1 2 3 4 5
Sanitation should be improved	Sanitation improved	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups,	Number of incidence occurred	(0) 1 2 3 4 5

especially vulnerable and excluded people.		
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Number of incidence occurred	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Projected agricultural growth	(0) 1 2 3 4 5
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Local materials and services utilized	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Amount of money spent on local materials and services within the Municipality	(0) 1 2 3 4 5

Source: Group's Construct, 2017

INCREASE IN AGRICULTURAL PRODUCTION		
CRITERIA- BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOUCRES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The programme has a neutral relationship with the aim

Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	4	The programme will educate farmers to avoid farming on degraded lands
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The programme is irrelevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The programme is irrelevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The programme would make use of raw materials like wood in the construction of market facilities
Rivers and Water bodies: should retain their natural character.	2	The programme will make use of the water bodies for small scale irrigation
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	Trade among community members would be enhanced
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The programme would meet the nutritional needs of the people which would also lead to improvement in education, health and well-being.

		Ability to acquire shelter due to increase in income
Gender: The Activity should empower women.	5	Improvement in agriculture would engage more women into the agricultural sector
Job Creation: The activity should create jobs for local people particularly women and young people.	4	Improvement in agriculture would promote job creation
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Participation of community members would be enhanced in the construction of market facilities and the formation of and maintenance of 60 groups among cabbage producers
Access to Land: Activity should improve access to land.	3	The programme has a neutral relationship with the aim
Access to Water: Activity should improve access to water.	0	The programme is irrelevant to the aim
Access to Transport: Activity should improve access to transport.	0	The programme is irrelevant to the aim
Sanitation: Activity should improve sanitation.	0	The programme is irrelevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Mass cocoa spraying would be done for all cocoa farmers. Formation and maintenance of 60 groups among cabbage producers will consider all cabbage producers in the Municipality

Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	3	The programme has a neutral relationship with the aim
EFFECTS ON ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	Increase in agricultural yield and on-time sales which would reflect in the income of farmers. Promotion of employment into the agricultural sector.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	The construction of market facilities would make use of local materials
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	5	The programme would increase the development of local industries by feeding them with required raw materials needed. Services in the mass spraying and the construction of market facilities would be procured internally.

IMPROVE ROAD NETWORK AND CONDITIONS		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these	Existing forest reserves maintained	(0) 1 2 3 4 5

resources should be enhanced where practical		
Degraded Land: And areas vulnerable to degradation should be avoided. Already degraded land should be enhanced	Degraded lands enhanced	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels	Quantity of diesel used	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized	Fumes and dust emitted into the atmosphere	(0) 1 2 3 4 5
Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical	Amount of raw materials used	(0) 1 2 3 4 5
Rivers and Water bodies: Should retain their natural character	Pollution of water bodies checked	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Access of local communities to one another	(0) 1 2 3 4 5
Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Access of local communities to social and other services	(0) 1 2 3 4 5
Gender: the PPP should empower women	Access of women to social services such as education and health	(0) 1 2 3 4 5

Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people	Number of local artisans employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections)	Communities with access to the roads	(0) 1 2 3 4 5
Access of the poor to land should be improved	Number of poor with access to land	(0) 1 2 3 4 5
Access of the poor to water should be improved	Number of poor with access to water	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Number of people (poor) with access to transport	(0) 1 2 3 4 5
Sanitation should be improved	Sanitation improved	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of people to benefit in the long-term	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods, crises and conflicts and epidemics should be reduced.	Number of incidence that occurred	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic growth improved	(0) 1 2 3 4 5

Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Local materials and services utilized	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Amount of money spent on local materials and services within the Municipality	(0) 1 2 3 4 5

IMPROVE ROAD NETWORK AND CONDITIONS		
CRITERIA- BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Road construction destroys wildlife on lands where it affects
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	(0)	The programme is irrelevant to the aim
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Machines for construction use fossil fuels.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and	1	The programme has the potential of polluting the environment (fumes from

land should be avoided or minimized.		vehicles, as well as construction materials such as sand) <u>Mitigation Measure</u> The use of machinery that produce less fumes must be employed
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The programme uses raw materials such as sand from the Municipality
Rivers and Water bodies: should retain their natural character.	0	The programme is irrelevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	5	The construction of roads linking various communities would encourage cohesion of local communities
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The programme would enhance accessibility to basic social services
Gender: The Activity should empower women.	4	The programme would provide physical access to basic social services such as schools and health services which can be accessed by women

Job Creation: The activity should create jobs for local people particularly women and young people.	4	The programme would provide avenues for the employment of some local artisans
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The programme serves to improve transportation for local people including the vulnerable and excluded sections
Access to Land: Activity should improve access to land.	0	The programme is irrelevant to the aim
Access to Water: Activity should improve access to water.	0	The programme is irrelevant to the aim
Access to Transport: Activity should improve access to transport.	5	The programme would improve transport in the Municipality
Sanitation: Activity should improve sanitation.	3	The programme has a neutral relationship with the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The programme would improve access and provide beneficial impacts for all groups and individuals
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	The programme would increase physical access as well as serve as a measure of reducing flooding through the construction of culverts and drains to divert surface run-offs

EFFECTS ON ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The programme would improve accessibility to basic social services as well as aid in improving productivity in the sectors of the economy.
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	4	The programme would require the use of raw materials such as sand as well as employ the services of some local artisans
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	4	The programme would encourage the retention of local capital and the development of downstream industries, utilizing local raw materials, products and labour

ENHANCE THE FUNCTIONS OF THE DECENTRALIZED DEPARTMENTS AND SUB-MUNICIPALITY STRUCTURES		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Conserved Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Land coverage of existing forest reserves maintained	(0) 1 2 3 4 5
Degraded Land: And areas vulnerable to degradation should be avoided. Already degraded land should be enhanced	Land degradation prevented	(0) 1 2 3 4 5

Energy: The PPP should encourage efficient energy use and maximize use of renewable rather than fossil fuels	Renewable energy identified and promoted	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized	Amount of waste discharged into the atmosphere, water and land minimized	(0) 1 2 3 4 5
Use of raw Materials: All raw materials should be used with maximum efficiency and recycled where practical	Amount of raw materials used (sand, timber) in construction	(0) 1 2 3 4 5
Rivers and Water bodies: Should retain their natural character		
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical	Number of conflicts addressed	(0) 1 2 3 4 5
Health and well-being: The PPP should benefit the work force and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of people with access to improved healthcare, water, education and shelter	(0) 1 2 3 4 5
Gender: the PPP should empower women	Number women who are who benefit from the capacity building programme	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people	Number of local people working at the Municipality Assembly (Staff or Labourer)	(0) 1 2 3 4 5
Participation: Active participation and involvement of local	The nature and depth of participation observed	(0) 1 2 3 4 5

communities should be encouraged (especially vulnerable and excluded sections)		
Access of the poor to land should be improved	Number of poor to be assisted	(0) 1 2 3 4 5
Access of the poor to water should be improved	Number of people with access to improved water	(0) 1 2 3 4 5
Access of the poor to transport should be improved.	Number of poor with access to transport	(0) 1 2 3 4 5
Sanitation should be improved	Amount of indiscriminate waste disposal reduced and managed	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of projects located on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Number of conflicts resolved	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Outcome of development projects	(0) 1 2 3 4 5
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	Amount of raw materials generated from local sources	(0) 1 2 3 4 5

Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Numbers of local industries established	(0) 1 2 3 4 5
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ENHANCE THE FUNCTIONS OF THE DECENTRALIZED DEPARTMENTS AND SUB-MUNICIPALITY STRUCTURES		
CRITERIA- BASIC AIMS AND OBJECTIVES	SCORE	REASONS
EFFECTS ON NATURAL RESOUCRES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	The programme empowers local government structures to protect sensitive areas within the Municipality
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	4	The programme empowers local government structures (Local Mining Committee) to monitor and ensure reclamation of degraded lands
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	(0)	The programme is not relevant to the sustainability aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	4	The programme empowers local government structures to minimize indiscriminate discharges into water bodies, atmosphere and land.

Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Local government officials would be equipped to promote sustainable use of local resources
Rivers and Water bodies: should retain their natural character.	3	The programme has no relation on the sustainability aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	4	The programme empowers local government structures to promote dialogue among conflicting parties
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The programme empowers local government structures in the provision of improved healthcare, education and well-being enhancing programmes to the people
Gender: The Activity should empower women.	4	The programme ensures equal training of women working within the Municipality Assembly
Job Creation: The activity should create jobs for local people particularly women and young people.	4	The programme provides both seasonal and full time employment for the local people either as artisans, laborers or staff
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The programme empowers local government structures to mainstream vulnerability issues in development planning
Access to Land: Activity should improve access to land.	2	The programme competes with the poor for the use of land

		<u>Mitigation measure</u>
		Appropriate compensation would be paid to affected people
Access to Water: Activity should improve access to water.	4	The programme enhances the capacity of the local government to provide improved water facilities to the people
Access to Transport: Activity should improve access to transport.	4	The empowers the local government structures to respond to the transportation needs of the people within the Municipality
Sanitation: Activity should improve sanitation.	4	The local government will be capable of dealing with both solid and liquid waste within the Municipality
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	The programme is irrelevant to the sustainability aim
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	4	Local government structures would promote dialogue among conflicting parties to ensure consensus building
EFFECTS ON ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The programme empowers local government structures to formulate development projects which enhances economic growth
Use of local materials and services: The PPP should result in the use of raw materials and services from	4	The programme would utilize local materials and services

local industries where possible.		
<p>Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.</p>	4	<p>The programme strengthens local government structures to promotes local industrial development</p>

Source: MPCU-TSMA, 2018.

CHAPTER THREE

DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES

3.1 Introduction

This chapter of the DMTDP outlines analysis on; projected development requirements for Tano South Municipality for the 2018-2021 plan period, adopted development issues, thematic goals, objective and strategies from National Medium-Term Development Policy Framework (NMTDPF, 2018-2021).

3.2 Projected Development Requirements for Tano South Municipality for 2018-2021

Every planning intervention has an aim of solving a particular need of a target population. As a step in the preparation of Municipality medium term plan, projections and needs assessment is the next step. Projections are done to forecast into the future to know the trend of population, agricultural output and other variables that needs to be projected. Needs assessment is also done to evaluate whether the available or existing services and facilities are able to cater for the current and future population. The projections and needs assessment will take into consideration current statistics and trends in various sectors and use that as the basis for future predictions for the Tano South Municipality.

3.2.1 Population Projections for 2018-2021

Population projection is a very vital input in development planning process. It is the population needs that this whole plan seeks to address. To this effect, it is necessary to know the size of the human population at each point in time so as to be able to determine corresponding numbers and levels of social, economic and infrastructure needs required.

It is in the light of this that the population of the Municipality has been projected from 2018 to 2021 for the purposes of preparing medium term plan for the Municipality.

The current growth rate of the Tano South Municipality is 2.5 percent according to the Ghana Statistical Service. In projecting the various population variables, the exponential method of

projection was employed. Mathematically, the formula for the exponential forecasting technique is defined as:

$$P_t = P_0e^{rt}$$

Where;

P_t = the future population

P_0 = the current (base year) population

r = the population growth rate

t = the projection period in years

$e = 2.718282$ is a constant.

Assumptions for Population Projection

- The current migration trend will remain constant throughout the planned period
- The proportion share of males and females will remain constant throughout the period
- The proportionate share of the various age cohorts will remain the same throughout the plan period.

Projected Population of Tano South Municipality for 2018-2021

The population of Tano South Municipality is projected with the rate of 2.5% which is the current population growth rate of the Municipality. Table 3.1 shows the population of the Municipality for the next four years.

Table 3.1: Population of Tano South Municipality for 2018-2021

Municipality	Growth rate	2010	2018	2019	2020	2021
Tano South	0.025	78,129	95,427	97,843	100,320	102,860

Source: MPCU-TSMA, 2017.

It is realized from table 3.1 that Tano South has qualified to be a Municipality per the projected population in 2018. Therefore, measures to meet this new development should be put in place for betterment of the citizens.

Projection of Population by Age Cohort and Sex

The Municipality is expected to have a percentage change of 7.9% in population by the end of the plan period. The female population of the Municipality is expected to be more than the male population at the end of the plan period. The age-dependency of the Municipality is 100:89. This information is shown in table 3.2.

Table 3.2: Projection of Population by Age Cohort and Sex

Age Cohorts	Proportion (%)		Year							
	Males	Females	2018		2019		2020		2021	
			Males	Females	Males	Females	Males	Females	Males	Females
0-4	51.4	48.6	7,630	7,220	7,823	7,402	8,021	7,590	8,224	7,782
5-9	51.0	49.0	6,885	6,611	7,059	6,779	7,238	6,950	7,421	7,126
10-14	50.8	49.2	6,153	5,963	6,309	6,114	6,469	6,269	6,633	6,427
15-19	51.6	48.4	5,272	4,942	5,405	5,067	5,542	5,195	5,682	5,327
20-24	45.3	54.7	3,621	4,367	3,713	4,477	3,807	4,590	3,904	4,707
25-29	44.1	55.9	3,174	4,031	3,253	4,133	3,337	4,237	3,422	4,345
30-34	47.6	52.4	2,786	3,069	2,857	3,147	2,929	3,227	3,003	3,308
35-39	49.0	51.0	2,564	2,671	2,629	2,739	2,695	2,808	2,763	2,879
40-44	49.9	50.1	2,069	2,081	2,121	2,134	2,175	2,188	2,230	2,243
45-49	48.8	51.2	1,677	1,760	1,719	1,805	1,763	1,850	1,808	1,897
50-54	47.0	53.0	1,373	1,549	1,408	1,588	1,443	1,628	1,480	1,669
55-59	49.5	50.5	978	998	1,003	1,023	1,029	1,049	1,055	1,076
60-64	49.3	50.7	787	809	806	829	827	850	849	872
65-69	50.1	49.9	484	482	496	495	508	507	521	520
70-74	40.3	59.7	544	806	557	827	571	847	589	869
75-79	41.3	58.7	340	482	348	495	357	507	366	520
80-84	33.9	66.1	216	421	222	432	227	443	233	454
85+	36.9	63.1	226	386	232	396	238	406	244	416
Total			46,779	48,648	47,963	49,880	49,177	51,143	50,422	52,437
			95,427		97,843		100,320		102,859	

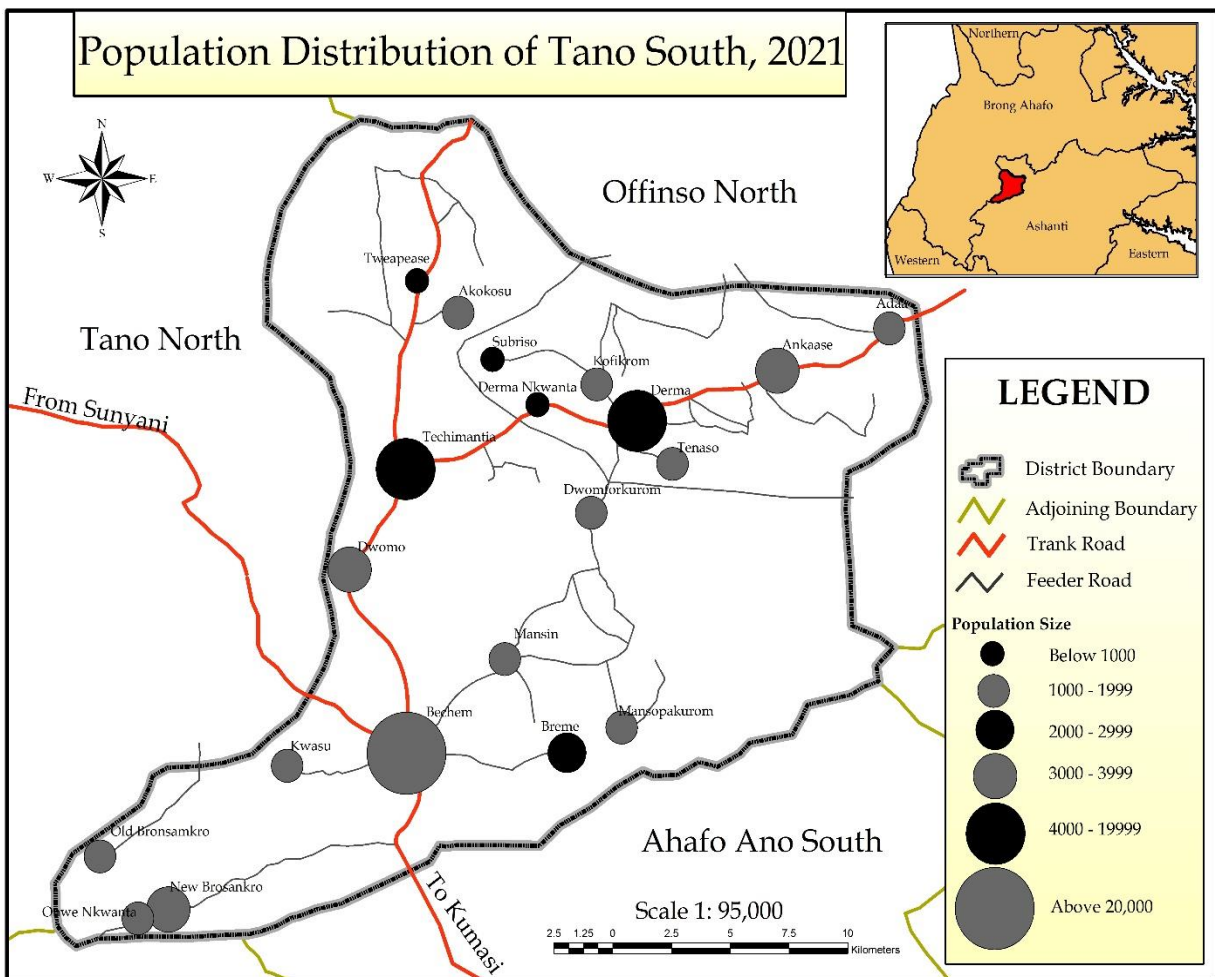
Source: MPCU-TSMA, 2017.

Projected Population of Communities in the Tano South Municipality

The population of the Municipality was further brought to the community level using fifty (50) selected communities. This was to help determine the needs assessment at the community levels. The populations of the various communities for the plan period are shown in table 3.3.

The populations of the communities are spatially skewed towards the northern parts of the Municipality. About 94 percent of the communities would still be rural even to the end of the plan period. The spatial distribution of the Municipality is shown in figure 3.1.

Figure 3.1: Spatial Distribution Map of Tano South Municipality as at 2021



Source: TCPD, Tano South Municipality, 2017.

Table 3.3: Population Projection for Some Selected Communities

S\N	COMMUNITY	2018	2019	2020	2021
1	ACHIASE	1,089	1,117	1,146	1,175
2	ADAA	1,486	1,524	1,563	1,603
3	ADJA	602	617	633	649
4	AKOKOSU	1,175	1,205	1,235	1,267
5	AKROBO	964	988	1,013	1,039
6	ANKAASE	3,376	3,461	3,550	3,640
7	ASUBOE	534	547	561	575
8	ASUKOKOO	787	806	827	848
9	AYESUANO	646	662	679	697
10	BECHEM	20,998	21,530	22,080	22,639
11	BIOKROM	708	726	745	764
12	BOFOAKA	359	368	378	387
13	BREME	2,334	2,393	2,454	2,516
14	DERMA	10,846	11,121	11,405	11,693
15	DERMA NKWAAKYIRE	868	890	913	936
16	DWOMO	3,400	3,486	3,575	3,666
17	NINKYININKYI	304	312	320	328
18	DWUMFORKROM	1,046	1,072	1,099	1,127
19	ISSAIAH KROM	460	472	484	496
21	KOFIKROM	1,753	1,797	1,843	1,890
22	KWAAKRUKROM	1,072	1,100	1,128	1,156
23	KWABENA FOBENA	595	610	625	641
24	KWABENA NSIAHKROM	528	541	555	569
25	KWABENA TENTENKROM	741	760	780	799
26	KWAKU FEH	766	785	805	826
27	KWASI ADDAI	259	265	272	279
28	KWASI DOTOKROM	282	289	297	304
29	KWASU	1,529	1,568	1,608	1,649
30	MANSING	1,488	1,525	1,564	1,604
31	MANSOPA KUROM	1,111	1,140	1,169	1,198
32	MAWANINSO	526	540	554	568
33	NEW BROSANKRO	3,108	3,187	3,269	3,351
34	NSUTA	629	645	661	678
35	NYAMEBEYE	243	249	256	262
36	NYASUA	413	423	434	445
37	OHIANIMGUASE	418	428	439	450
38	OLD BROSANKRO	1,733	1,777	1,822	1,869
39	ONWI NKWANTA	1,135	1,163	1,193	1,223
40	SUBRISO	895	918	941	965
41	TECHIMANTIA	17,494	17,937	18,395	18,861

42	TECHIMANTIA NKWAAKYIRE	1,039	1,066	1,093	1,121
43	TENASO	1,192	1,222	1,253	1,285
44	TEREKO NO.2	1,303	1,336	1,370	1,405
45	TUAGYANKROM	408	418	429	440
46	TUTU KROM	635	651	668	685
47	TWEAPEASE	835	857	878	901
48	WORAPONGHO	795	815	836	857
49	WOSONTRE	387	397	407	417
50	YAW KYEKYEW	128	131	135	138
Total		95,427	97,843	100,320	102,859

Source: MPCU-TSMA, 2018.

Population Density

The population density informs planning for the Municipality in terms of population per square kilometre so as to check overcrowding of various communities in terms of the provision of social amenities which will attract the population drift from one community to the other. The table 3.4 shows the population density of the Municipality for the plan period.

The population densities of the above years show that all things being equal, for every square kilometre of land in Tano South Municipality would be inhabited by 150, 154, 158 and 162 persons in 2018, 2019, 2020 and 2021 respectively. The results show that there will be an increment of 4 persons to a square-kilometre of land from 2018.

Table 3.4: Projected Population Density of TSMA

Year	2018	2019	2020	2021
Population	95,427	97,843	100,320	102,859
Land Area	635sq. km			
Population Density = Population per land area	150	154	158	162

Source: MPCU-TSMA, 2017.

3.2.2 Educational Enrolment Projections at Basic Schools

This section deals with forecasting into the future the gross enrolment at the basic school levels within the Tano South Municipality. Gross Enrolment represents the number of pupils or students enrolled in a given level of education regardless of age. The assumptions that were considered in projecting the educational enrolment are outlined below. Table 3.5 depicts this information.

Assumptions

- The rate of change in enrolments of 2.53% at all the basic level will not change significantly over the plan period;
- The proportion of persons within the specified ages under consideration at each level of education, who have enrolled will not change significantly throughout the plan period, that is replacement rate at each level of education will not change significantly;
- The gross enrolment population at each level of education will not change significantly within the period under planning; and
- The number of new educational facilities, infrastructure and space will have less or no significant effects on the current enrolment rate at all levels of basic education.

It is realised that a total of 7,286, 13,700 and 5,065 students would be enrolled at the pre-school, primary and JHS level respectively at the end of the plan period

Table 3.5: Projected Gross Enrolment of Basic Schools in the Tano South Municipality

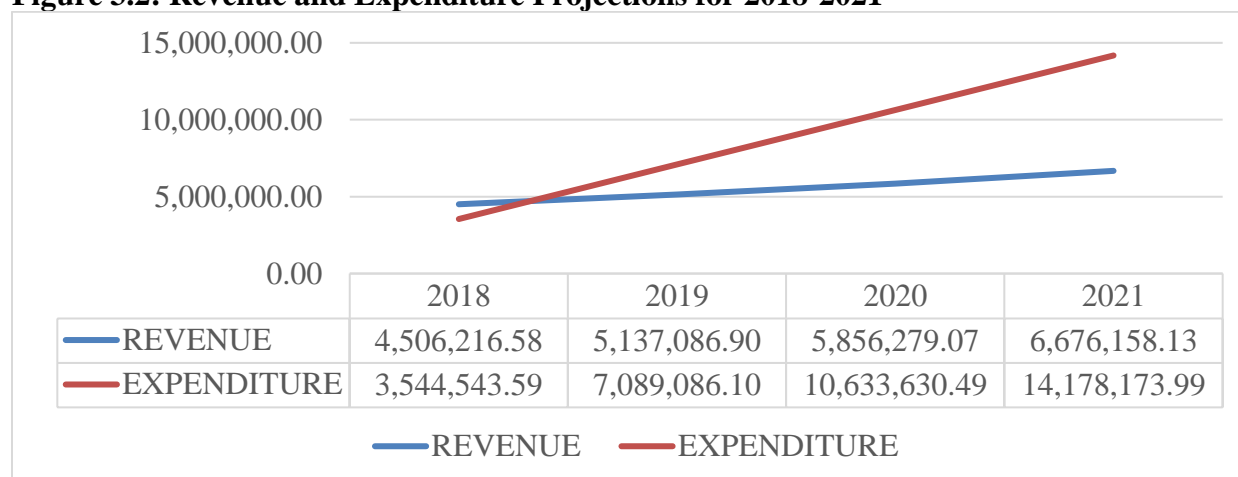
Level	Years			
	2018	2019	2020	2021
Pre-school	6,760	6,931	7,106	7,286
Primary	12,710	13,032	13,362	13,700
JHS	4,699	4,818	4,940	5,065

Source: DED, MPCU-TSMA, 2017.

3.2.3 Revenue and Expenditure Projection

The figure 3.2 compares the Municipality projected expenditure and projected revenue. It is realized that the projected revenue of the Municipality is expected to increase in the year 2018 more than the expected expenditure. However, in the subsequent years the total expenditure of the Municipality is expected to be higher than the expected revenue. This implies that without any planning intervention the Municipality may not be able to meet its various expenses. Therefore, there is the need to intensify revenue mobilization for the Municipality in order to undertake major development projects.

Figure 3.2: Revenue and Expenditure Projections for 2018-2021



Source: MPCU-TSMA, 2018.

3.2.4 Projection for Agricultural Output (Major Staple crops of production)

The agricultural sector employs 67.6% of the labour force of the Tano South Municipality therefore it greatly affects income and economic status of the individuals and the Municipality as a whole. A critical look must be taken at this sector since any planning intervention in this regard will have immense effects on the Municipality. To this cause, projections are made taking into consideration the major staple crops that are produced in the Municipality. It is per this projection that plans concerning extension services and other agro-based provision can be made to the Municipality through several projects. This projection will also give information on the land carrying capacity of the Municipality, should the mode of operation of the farmers remain constant and as to how sustainable the land will be used without depriving the future generation of sufficient arable lands for farming. The projection of the major crop production levels holds the assumptions that:

- The annual increase in land under cultivation for various crops will not change throughout the plan period.
- There will be no change in the land fertility of the available undeveloped land.
- The level of technology advancement or requirement will not change over the plan period.
- Climatic conditions will remain the same and also there will be no natural occurrences which will alter the present conditions pertaining to agricultural production in the Municipality

From table 3.6 it can be deduced that there is an increment in the hectares under cultivation each year and this will affect undeveloped lands and eventually farmers will start encroaching the forest reserves if plans are not made in the plan period to enhance productivity on farm lands without having to increase the land under cultivation. This calls for good extension service provision as well as plans that will enhance access to improved seeds and other farm input to ensure increased agricultural production without having to increase hectare coverage of farms.

Table 3.6: Projection of Yield of Major Crops for 2018-2021

Year	Maize		Rice		Cassava		Yam		Cocoyam		Plantain		Tomatoes	
	M/Tons	Ha	M/Tons	Ha	M/Tons	Ha	M/Tons	Ha	M/Tons	Ha	M/Tons	Ha	M/Tons	Ha
2017(base)	13,704	6,000	233	120	171,366	9,044	9,002	1,200	16,383	2,376	49,241	4,304	33,907	4,000
2018	13,917	6,020	236	123	173,173	9,648	9,137	1,392	17,398	2,412	51,069	4,352	37,772	4,456
2019	14,126	6,050	239	126	175,596	9,783	9,274	1,615	17,659	2,419	51,681	4,404	42,078	4,964
2020	14,338	6,081	242	129	178,056	9,920	9,414	1,873	17,923	2,426	52,301	4,457	46,875	5,530
2021	14,553	6,111	246	132	180,549	10,059	9,554	2,173	18,192	2,437	52,929	4,511	52,219	6,160

Source: SRID; Municipal Agricultural Department, Tano South, 2017.

3.2.5 Projection for Post- harvest losses for some Major Staple Crops

This section looks at the post-harvest losses that are likely to be incurred if the projection of agricultural outputs holds for the planning period. The following assumptions must be in place to make the projection valid.

- The percentage of the post-harvest losses of the various major staple crops will remain unchanged in the planning period
- The output levels as projected for the planning period will hold
- The level of technology advancement or requirement will not change over the plan period.
- Climatic conditions will remain the same
- The occurrence of natural disasters will not alter the present conditions pertaining to agricultural production in the Municipality.

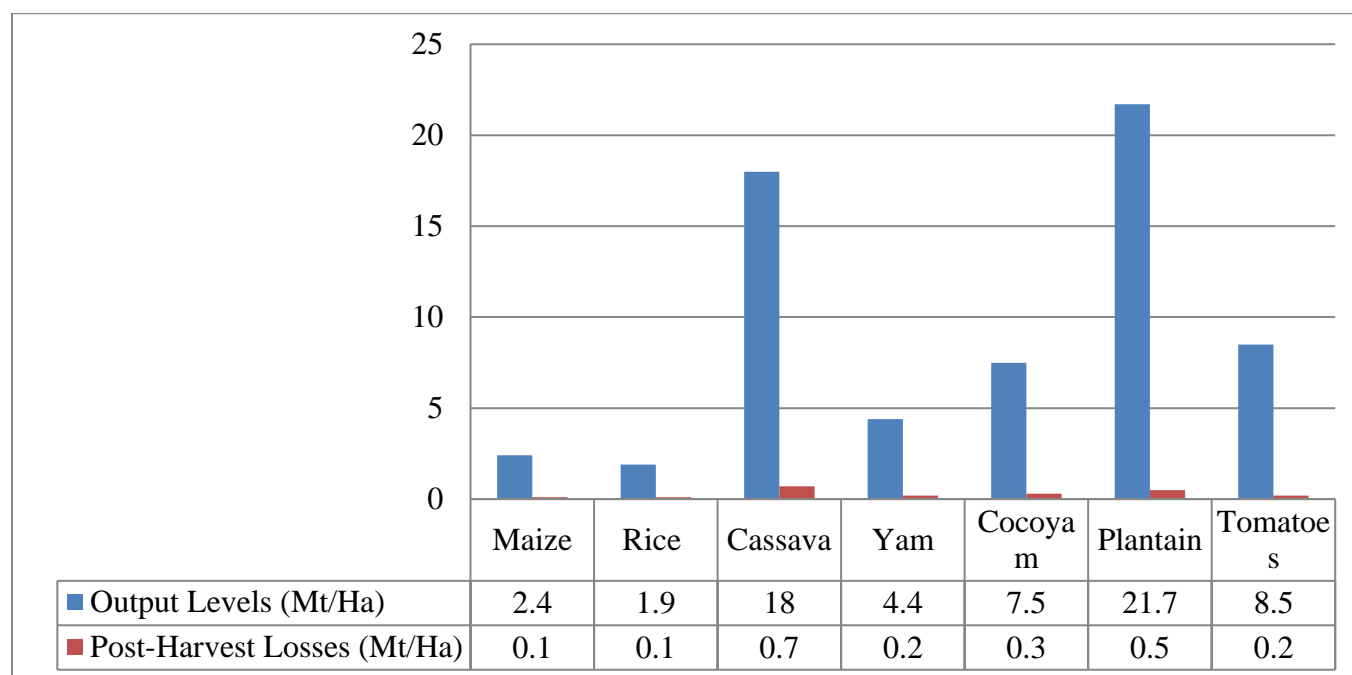
Table 3.7: Projected Post-Harvest Losses for Major Food Crops

Year	Maize (Mt-3.8%)	Rice (Mt- 3.7%)	Cassava (Mt-4.0%)	Yam (Mt- 3.8%)	Cocoyam (Mt-3.8%)	Plantain (Mt-3.8%)	Tomatoes (Mt-3.8%)
2018	556	9	6,950	365	664	1,997	1,352
2019	565	9	7,047	370	673	2,025	1,380
2020	573	9	7,146	375	683	2,053	1,409
2021	582	10	7,246	381	692	2,082	1,439

Source: SRID; Municipal Agricultural Department, Tano South, 2017.

Table 3.7 shows both the percentages and actual metric tonnes that will be lost after harvest during the plan period per the assumptions stated above. The figure 3.3 shows a diagram of some crops, their output per hectare as well as their post-harvest loss per hectare.

Figure 3.3: Output Levels and Post-Harvest losses in Metric Tons/Hectare



Source: MPCU-TSMA, 2018.

Figure 3.3 shows that output levels and post-harvest losses of major crops measured in metric tons per hectare. It reveals that after harvesting a total output of 64.4mt/ha for major crops, 2.1mt/ha is lost which is disturbing. Since post-harvest losses affect food security necessary interventions should be directed in the light of providing several storage facilities for the various types of crops like roots and tubers, cereals and grains as well as other crops grown in the Municipality.

3.2.6 Needs Assessment for 2018-2021

As the current population shall increase over the plan period, there would also be a consequent change in needs of the people (threshold) for facilities and services. The needs assessment was therefore undertaken for the Municipality to determine the required facility or service and the backlog to be provided for the plan period. The needs assessment covers; water, health and other facilities or services.

Road Improvements

The conditions of roads of the Municipality enable it to be classified into three categories by the department of Feeder roads in Ghana. The department of Feeder roads define a feeder road as a public track or an engineered way for vehicular use connecting a rural community to; another rural

community, or a rural community to an urban community, or a rural community to a road classified as a trunk road. Based on this definition all the roads in the Municipality can be classified as feeder roads. The feeder roads in Tano South can be put into three categories; engineered, un-engineered and partially engineered. The engineered roads are motorable throughout the year, the partially engineered are seasonal motorable and the un-engineered is difficult to access throughout the whole year. The table 2.3 shows the various lengths of the roads under the various categories.

Table 3.8: Length and Conditions of Roads in Tano South Municipality

Road	Length of Road(km)	Percentage (%)	Conditions of Road
Engineered Road	38	22.88	-Tarred road -Existence of drains -Motorable all year -Existence of potholes -Deteriorating speed ramps
Partially Engineered road	93.4	56.23	-Soil compacted -With drains -Partial seasonal -Existence of potholes
Un-Engineered road	34.65	20.87	-Without drains -Existence of potholes -Soil not compacted -Seasonal

Source: DFR-TSMA, 2017.

The mission of the Department of feeder road is to make all feeder roads accessible all-season round. From table 3.8 the partially engineered and un-engineered road in the Municipality needs improvement within the plan period to become accessible all year-round and also the engineered roads because of the existence of potholes and deteriorating speed ramps. This means all the roads (166.05km) within the Municipality needs improvement.

The fair and poor roads of the Municipality have to be improved to good roads to enhance physical accessibility throughout the Municipality. There are three (3) surface conditions that are used by the Department of Feeder Roads for feeder roads; bituminous surface, gravels and earth surface. Any of these surface conditions can be considered as good. The reason that account for the high percentage (77.12%) of both the partially engineered and un-engineered roads is because the Municipality could not complete some of its road projects in the past plan period. Some of the reasons for the road improvement are to make the northern, western and eastern parts of the Municipality accessible and also to enable the people in the communities along these regions

access high order services such as Municipality Hospital and Secondary School, market Training College and others from the Municipality capital, Bechem.

Water Needs Assessment

Due to the expected increase in population of the Municipality over the plan period, it is very expedient to provide adequate facilities to be able to sustain the population without any pressure been exerted on the facilities. Therefore, this explains why the water needs assessment needs to be addressed since water is essential to human life.

In Tano South Municipality the major source of water supply is borehole, hand-dug well and stand pipe. The total numbers of boreholes, hand-dug wells and stand pipes in Tano South Municipality is 126, 9 and 2 respectively. Out of these water facilities available to the Municipality only 114 boreholes and 2 hand-dug wells and the 2 stand pipes are functioning. The number of people per the planning standards that have access to potable water supply in the Municipality is 43,300 persons out of the 93,071 persons which is the total population for 2017. This accounts for 52 per cent effective water supply coverage for the Municipality. Table 3.9, 3.10 and 3.11 are a depiction of the needs assessment for the various water facilities in the Tano South Municipality for the plan period.

Table 3.9: Assessment of Water Needs using Boreholes

Years	Total Population	Standard	Existing Boreholes	Required Boreholes	Backlog
2018	95,427	1 borehole to 300 people	114	318	204
2019	97,843		114	326	212
2020	100,320		114	334	220
2021	102,859		114	343	229

Source: WASTSAN, MPCU-TSMA, 2018.

Table 3.10: Assessment of Water Needs using Hand-Dug Wells

Years	Total Population	Standard	Existing Hand-Dug Wells	Required Hand-Dug Wells	Backlog
2018	95,427	1 Hand-Dug Well to 150 people	2	636	634
2019	97,843		2	652	650
2020	100,320		2	669	667
2021	102,859		2	686	684

Source: WASTSAN, MPCU-TSMA, 2018.

Table 3.11: Assessment of Water Needs using Stand Pipes

Years	Total Population	Standard	Existing Stand Pipes	Required Stand Pipes	Backlog
2018	95,427	1 Stand Pipe to 5000 people	2	19	17
2019	97,843		2	20	18
2020	100,320		2	20	18
2021	102,859		2	21	19

Source: WASTSAN, MPCU-TSMA, 2018.

The three water facilities were considered for the Municipality. The needs assessment was done separately for each facility to provide the alternative for the Municipality. A total of 229 boreholes, 684 hand-dug wells and 19 stand pipes are expected to serve the entire population by the end of the plan period if the choice of borehole or hand-dug well or stand pipe is used to meet the needs of the Municipality respectively. The three options can however be combined to undertake water planning activities for the Municipality.

Health Needs Assessment

In order to ensure good health care in Tano South Municipality for the plan period (2018-2021), health infrastructure needs to be improved to sustain the lives of the people.

The following assumptions were used to undertake the health needs assessment

- The existing health facilities will not change within the plan period
- The projected population should remain the same for the plan period
- The standard for undertaking the needs assessment will not change within the plan period.

The table 3.12 shows the various health infrastructures available in the Municipality and the number required to meet the health needs of the people for the plan period.

Table 3.12: Health Needs Assessment of Tano South Municipality

Year	Population	Facilities	Standards	Number Available	Number Required	Backlog
2018	95,427	Municipality Hospital	8000-200,000	1	1	0
		Health Center	5000-25,000	2	4	2
		Poly Clinic	30,000-50,000	1	2	1
		CHPS Compound	5,000	3	19	16
2019	97,843	Municipality Hospital	8000-200,000	1	1	0
		Health Center	5000-25,000	2	4	1
		Poly Clinic	30,000-50,000	1	2	1
		CHPS Compound	5,000	3	20	17
2020	100,320	Municipality Hospital	8000-200,000	1	1	0
		Health Center	5000-25,000	2	4	2
		Poly Clinic	30,000-50,000	1	2	1
		CHPS Compound	5,000	3	20	17
2021	102,859	Municipality Hospital	8000-200,000	1	1	0
		Health Center	5000-25,000	2	4	2
		Poly Clinic	30,000-50,000	1	2	1
		CHPS Compound	5,000	3	21	18

Source: MHD, MPCU-TSMA, 2018.

In assessing the health needs, various health facilities were taken into consideration along with their respective threshold population and standards. These health facilities include the Municipality hospital, health centres, poly clinic and the CHPS compound. Development interventions to cater for the health needs of the Municipality by the end of the plan period will require 2 health centres, a Poly Clinic and 18 CHPS compound.

Educational Needs Assessment

An improved quality of education is a priority of the Municipality Assembly. Though frantic efforts have been made in that direction but there is still more effort needed to push the sector forward. The educational needs assessment for the Municipality was done on number of classrooms required for the basic schools. There are 78 pre-schools (public-57, private-21), 78 primary schools (public-57, private-21), 54 Junior High Schools (public-41, private-13), and 5 public Senior High Schools in the Municipality. The classrooms needed by these schools are determined through the classroom needs assessments. The following assumptions were used in the classroom needs assessment.

- The current number of basic school for all levels within the pre-school level, primary and JHS will remain constant throughout the plan period;
- The number of available classrooms at the various educational levels will not change;
- The current population per classroom standards will remain constant over the plan period; and
- The gross enrolment at each level will not change within the plan period.

The table 3.13 is used to show the classroom needs assessment at the various school levels.

Table 3.13: Classroom Needs Assessment

Year	Level	Gross Enrolment	Classrooms available	Population per class (standard)	Classroom required	Backlog	Surplus
2018	Pre-School	6,760	156	50	135	-	25
	Primary	12,710	468	45	282	-	186
	JHS	4,699	162	40	117	-	45
2019	Pre-School	6,931	156	50	139	-	17
	Primary	13,032	468	45	290		178
	JHS	4,818	162	40	120	-	42
2020	Pre-School	7,106	156	50	142	-	14

	Primary	13,362	468	45	297	-	171
	JHS	4,940	162	40	124	-	38
2021	Pre-School	7,286	156	50			
	Primary	13,700	468	45			
	JHS	5,065	162	40			

Source: MED, MPCU-TSMA, 2018.

To promote education, it is important to improve upon the environment (classroom) where this teaching and learning goes on. In view of this it is important to assess the classroom needs of the Municipality. From table 3.8, the backlog or surplus of classrooms from 2014 to 2017 which is the plan period are stated. This was done from using a planning standard of 50 pupils to pre-school classrooms, 45 for primary and 40 for Junior High School (JHS) classrooms. The needs assessment for 2014 showed a surplus of 25 classrooms at the primary level while a backlog of 32 and 27 classrooms for the preschool and JHS respectively. The subsequent years also showed a backlog for the pre-school and JHS with the surplus for the primary school. The needs assessment of classrooms for the Municipality therefore shows that, plan intervention is needed for the pre-schools and JHS and also the need to properly that good care of the primary schools so that they last to cater for the next plan period.

3.3 Adoption of Municipality Development Goals, Issues, Objectives and Strategies

This section reveals the corresponding adopted development objectives and strategies of the Tano South Municipality to the development goals and issues that were also adopted in the previous sections. Objectives are specific activities that are used to achieve a goal while the strategies describe the means of achieving the objectives. Table 3.14 shows the overall adopted development goals, issues, objectives and strategies.

Table 3.14: Adopted Municipality Development Goals, Issues, Objectives and Strategies

GOALS	ISSUES	POLICY OBJECTIVES	STRATEGIES
<p>1. Build a Prosperous Society</p>	<ul style="list-style-type: none"> • Revenue underperformance due to leakages and loopholes, among others • Systemic abuse in the exemptions regime • Narrow tax base • Low capacity of internal revenue collectors • Poor Motivation • Poor road networks and conditions to enhance mobility of revenue collectors • Lack of logistics for collectors 	<ul style="list-style-type: none"> • Ensure improved fiscal performance and sustainability 	<ul style="list-style-type: none"> • Eliminate revenue collection leakages • Strengthen revenue institutions and administration • Pursue the full implementation of the Excise Tax Stamp Act, 2013 (Act 873) to boost revenue collection • Diversify sources of resource mobilization

	<ul style="list-style-type: none"> • High cost of production inputs • Low level of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • High cost of energy for irrigation 	<ul style="list-style-type: none"> • Promote a demand-driven approach to agricultural development 	<ul style="list-style-type: none"> • Ensure implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry • Develop market support services for selected horticulture, food and industrial crops to enhance production for export
	<ul style="list-style-type: none"> • Low application of technology especially among smallholder farmers leading to comparatively lower yields • Low level of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • High cost of energy for irrigation • Inadequate agribusiness enterprise along the value chain 	<ul style="list-style-type: none"> • Improve agricultural production efficiency and yield 	<ul style="list-style-type: none"> • Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs • Increase investment in research and development of climate resilient, high yielding disease and pest resistant, short duration crop varieties, taking into account consumer health and safety • Reinvigorate extension services • Ensure effective implementation of the yield improvement programme

	<ul style="list-style-type: none"> • Limited application of science and technology • Lack of credit for agriculture • Inadequate access to land for agriculture production • Incidence of crops pest and disease • Limited access to veterinary and extension services • Bushfires destroying farms 		<ul style="list-style-type: none"> • Intensify and increase access to agricultural mechanization along the value chain • Promote commercial and block farming • Implement Government’s flagship intervention of ‘One village One dam to facilitate the provision of community-owned and managed small-scale irrigation • Mobilise investment to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts • Support the development of both public and private sector large scale irrigation schemes • Develop systems to harvest excess water for irrigation • Develop and promote appropriate and affordable and modern irrigation technologies for all agro ecological zones
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			<ul style="list-style-type: none"> • Develop the capacity of farmers to use meteorological information
	<ul style="list-style-type: none"> • Poor storage and transportation systems • Poor farm-level practices • High cost of conventional storage solutions for smallholder farmers • Low quality and inadequate agriculture infrastructure • Poor knowledge on storage avenues • Poor road networks which causes difficulty in transporting produce • Limited electricity network 	<ul style="list-style-type: none"> • Improve post-harvest management 	<ul style="list-style-type: none"> • Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution • Provide incentives to the private sector and Municipality assemblies to invest in post-harvest activities • Provide support for small- and medium-scale agro-processing enterprises through the One Municipality, One Factory initiative • Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centers • Facilitate the provision of storage infrastructure with a drying system at the Municipality level and a warehouse receipt system • Facilitate trade and improve the environment for commercial activities • Implement commodities trading centres (i.e. Modern Farmers' Market) across

			all MMDAs focusing on grains, vegetables and tubers marketing
<ul style="list-style-type: none"> • High cost of electricity tariff • Inadequate and unreliable electricity 	<ul style="list-style-type: none"> • Ensure energy availability and reliability 	<ul style="list-style-type: none"> • Re-align the electricity tariff structure in support of industrial development • Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network • Tackle the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services 	
<ul style="list-style-type: none"> • Limited supply of raw materials for local industries from local sources 	<ul style="list-style-type: none"> • Enhance production and supply of quality raw materials 	<ul style="list-style-type: none"> • Provide incentives for the production and supply of quality raw materials for industry • Introduce a programme of support for agro-processing for the cultivation of selected agricultural products as raw materials (materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice 	
<ul style="list-style-type: none"> • Inadequate investments in industrial research 	<ul style="list-style-type: none"> • Improve Research and Development (R&D) 	<ul style="list-style-type: none"> • Refocus the operation of public research institutions to support the development of selected strategic industries 	

		and Financing for industrial development	<ul style="list-style-type: none"> • Provide incentives for the establishment of R&D laboratories by the private sector to support value chain in targeted industries • Leverage science, technology and innovation for industrial development • Create appropriate environment to encourage financial institutions to provide long-term financing
	<ul style="list-style-type: none"> • Limited number of skilled industrial manpower 	<ul style="list-style-type: none"> • Ensure improved skills development for Industry 	<ul style="list-style-type: none"> • Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors • Develop in collaboration with trade unions, a database for trained apprentices and artisans, and establish a National Apprentice Recruitment Agency • Transform the apprenticeship training model from a supply-driven approach to a market-demand model
	<ul style="list-style-type: none"> • Lack of contiguous land for large-scale industrial development 	<ul style="list-style-type: none"> • Improve Access to Land for Industrial Development 	<ul style="list-style-type: none"> • Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector

			<p>specific industrial enclaves, and enterprise free zones</p> <ul style="list-style-type: none"> • Support the development of existing and new industrial clusters and manufacturing enclaves, with a renewed focus on value addition, skills development and jobs creation and
	<ul style="list-style-type: none"> • Tax burden on businesses • Inadequate access to affordable credit 	<ul style="list-style-type: none"> • Enhance Business Enabling Environment 	<ul style="list-style-type: none"> • Reform the tax system to reduce the burden on businesses and create opportunities for business expansion • Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement • Institute effective commercial dispute mechanism in support of private sector growth and development
	<ul style="list-style-type: none"> • High cost of capital • Limited availability of medium to long term financing 	<ul style="list-style-type: none"> • Improve Business Financing 	<ul style="list-style-type: none"> • Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs • Ensure banking and financial services are more attractive and accessible to private sector businesses

			<ul style="list-style-type: none"> • Establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives
	<ul style="list-style-type: none"> • Limited access to credit by SMEs 	<ul style="list-style-type: none"> • Support Entrepreneurship and SME Development 	<ul style="list-style-type: none"> • Merge National Board for Small-Scale Industries (NBSSI) and Rural Enterprises Project (REP and provide adequate resources for entrepreneurship training and business development services • Expand the venture capital market to cover start-up businesses and SMEs • Mobilise resources from existing financial and technical sources to support MSMEs
	<ul style="list-style-type: none"> • Distressed but viable industries • Severe poverty and underdevelopment among peri-urban and rural communities 	<ul style="list-style-type: none"> • Pursue flagship industrial development initiatives 	<ul style="list-style-type: none"> • Implement One Municipality, one factory
	<ul style="list-style-type: none"> • Predominant informal economy institutions 	<ul style="list-style-type: none"> • Formalize the informal economy 	<ul style="list-style-type: none"> • Improve access to finance by informal sector operators and agricultural enterprises in the rural areas, and strengthen consumer financial protection

<p>2. Create opportunities for all</p>	<ol style="list-style-type: none"> 3. Inadequate financing of the sanitation sector institutions by GOG 4. Declining funding by development partners 5. Poor planning and implementation of sanitation plans 6. Limited capacity at the MMDA level 7. Privatization of provision of sanitation services marginalises the large percent of urban poor population 8. Poor attitude of the citizenry towards waste management practices 9. Low number of improved in- house toilet facilities 10. Poor maintenance of toilet facilities 	<ul style="list-style-type: none"> • Improve access to improved and reliable environmental sanitation services 	<ul style="list-style-type: none"> • Develop innovative financing mechanisms and scale-up investments in the sanitation sector • Create space for private sector participation in the provision of sanitation services • Promote National Total Sanitation Campaign • Implement the “Toilet for All” and “Water for All” programmes under the IPEP initiative • Monitor and evaluate implementation of sanitation plan • Provide public education on solid waste management • Improve sanitation sector institutional capacity • Review, gazette and enforce MMDAs’ bye-laws on sanitation • Enhance implementation of the Polluter Pays Principle in waste management
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	<p>11. Inadequate number of public toilet facilities</p> <p>12. Inadequate number of refuse dumps</p>		<ul style="list-style-type: none"> • Expand disability-friendly and gender-friendly sanitation facilities • Develop and implement strategies to end open defecation • Improve the management of existing waste disposal sites to control GHGs emissions
	<ul style="list-style-type: none"> • High dependency on development partners for support to urban water • Inadequate financing of the water sector institutions • Inadequate access to water services in urban areas • High unaccounted-for water • Increasing demand for household water supply • Poor planning for water at MMDAs • Inadequate maintenance of facilities 	<ul style="list-style-type: none"> • Improve access to safe and reliable water supply services for all 	<ul style="list-style-type: none"> • Ensure sustainable financing of operations and maintenance of water supply systems • Provide mechanized borehole and small-town water systems • Improve water production and distribution systems • Implement public-private partnership policy as alternative source of funding for water services delivery • Revise and facilitate DWSPs within MMDAs • Build capacity for the development and implementation of sustainable plans for all water facilities

	<ul style="list-style-type: none"> • Unsustainable construction of boreholes and wells • Inadequate policy and institutional coordination and harmonization in water service delivery • Inconsistencies and conflicts in the implementation of legislations regulating the decentralized development system in the water sectors • Delay in implementing plans for water sector 		<ul style="list-style-type: none"> • Develop capacity to implement the Ghana Drinking Water Quality Management Framework • Develop the ‘Water for All’ programme, in line with SDG 6 • Set up mechanisms and measures to support, encourage and promote water harvesting • Enhance public awareness and institutional capacities on sustainable water resources management
	<ul style="list-style-type: none"> • Inadequate cultural infrastructure 	<ul style="list-style-type: none"> • Promote culture in the development process 	<ul style="list-style-type: none"> • Enhance capacity for development of culture • Re-vamp Centres for National Culture • Review and implement existing cultural policy framework
	<ul style="list-style-type: none"> • High number of untrained teachers at the basic level • Poor quality of education at all levels 	<ul style="list-style-type: none"> • Enhance inclusive and equitable access to, and participation in quality education at all levels 	<ul style="list-style-type: none"> • Continue implementation of free SHS and TVET for all Ghanaian children • Facilitate implementation of language policy

	<ul style="list-style-type: none"> • Teacher absenteeism and low levels of commitment • Low participation in non-formal education • Educational system focused on merely passing exams • Inadequate funding source for education 		<ul style="list-style-type: none"> • Expand infrastructure and facilities at all levels
	<ul style="list-style-type: none"> • High levels of unemployment and under-employment amongst the youth • Mismatch between training and the needs of the labour market • Increasing incidence of casualisation of employment • Poor industrial relations among partners • High disability unemployment • High exploitation of labour 	<ul style="list-style-type: none"> • Improve human capital development and management 	<ul style="list-style-type: none"> • Accelerate implementation of a comprehensive National Employment policy and Labour Intensive public works policy • Strengthen employment co-ordinations, to all sectors of the economy • Determine human capital and skill set needs for Ghana over the medium and long term • Revamp public employment centres across Municipal • Create equal employment opportunities for PWDs • Promote harmonious industrial relations

	<ul style="list-style-type: none"> • Non-availability of a comprehensive Informal Employment Policy • Non-availability of a comprehensive Informal Employment Policy • Unfavourable macro-economic conditions relating to the informal sector 		<ul style="list-style-type: none"> • Finalise and implement National Human Resource Development Policy
	<ul style="list-style-type: none"> • Inadequate infrastructure and services for the informal sector • Poor documentation on the informal sector • Low levels of technical and vocational skills • Lack of entrepreneurial skills for self-employment • Inadequate apprenticeship opportunities • Weak linkage between academia, training and industry 	<ul style="list-style-type: none"> • Promote the creation of decent jobs 	<ul style="list-style-type: none"> • Develop and implement tailored business sector support services to business units • Strengthen cooperative system for the development of business-oriented ventures • Develop and promote schemes that support skills training, internship and modern apprenticeship • Promote entrepreneurship and financial support for PWDs • Create an effective coordination system for management of labour migration

			<p>issues and the elimination of child labour for decent work outcomes</p> <ul style="list-style-type: none"> • Provide infrastructure for the development of businesses • Regulate the job market and encourage the formal and informal sectors to create decent employment • Strengthen capacity of informal labour unions to engage in social dialogue • Build capacity of informal sector
	<ul style="list-style-type: none"> • Gaps in physical access to quality health care • Inadequate emergency services • Poor quality of healthcare services • Unmet needs for mental health services • Unmet health needs of women and girls 	<ul style="list-style-type: none"> • Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC) 	<ul style="list-style-type: none"> • Revamp emergency medical preparedness and response services • Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care • Expand and equip health facilities • Ensure gender mainstreaming in the provision of health care services • Effectively implement the health financing strategy

<ul style="list-style-type: none"> • Increased cost of healthcare delivery • Inadequate financing of the health sector • Inadequate and inequitable distribution of critical staff mix • High incidence of HIV and AIDS among young persons • Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) • Inadequate financial support for family planning programmes • 		<ul style="list-style-type: none"> • Strengthen National Health Insurance Scheme (NHIS) • Improve the use of ICT in health insurance and facility management
	<ul style="list-style-type: none"> • Strengthen healthcare management system 	<ul style="list-style-type: none"> • Improve production and distribution mix of critical staff
	<ul style="list-style-type: none"> • Reduce disability morbidity, and mortality 	<ul style="list-style-type: none"> • Intensify the implementation of malaria control programme
	<ul style="list-style-type: none"> • Improve population management 	<ul style="list-style-type: none"> • Strengthen the integration of family planning and nutrition education into adolescent reproductive healthcare.
	<ul style="list-style-type: none"> • Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups 	<ul style="list-style-type: none"> • Expand and intensify HIV Counselling and Testing (HTC) programmes • Intensify education to reduce stigmatization • Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes • Intensify efforts to eliminate mother to child transmission of HIV (MTCTHIV)

3. Safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> • Poor quality and inadequate road transport networks • Geographical disparities in access to transport services • Rapid deterioration of road networks • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Poor surface conditions of roads • Soil erosion during rainy seasons • Limited funds 	<ul style="list-style-type: none"> • Improve efficiency and effectiveness of road transport infrastructure and services 	<ul style="list-style-type: none"> • Expand and maintain the national road network • Develop a more rigorous public transport system to help alleviate congestion in urban areas • Provide bitumen surface for road networks in Municipality capitals and areas of high agricultural production and tourism. • Promote private sector participation in construction, rehabilitation and management of road transport services
	<ul style="list-style-type: none"> • Indiscipline in the purchase and sale of land 	<ul style="list-style-type: none"> • Develop efficient land administration and management system 	<ul style="list-style-type: none"> • Continue on-going land reforms to address title and ownership to land • Review existing laws on land and consolidate them • Fully decentralise Lands Commission and digitise its operations

			<ul style="list-style-type: none"> • Ensure high standard of land data security
	<ul style="list-style-type: none"> • Disparities in access to infrastructure and service provision between urban and rural settlements • Inadequate spatial plans for regions and MMDAs • Inadequate human and institutional capacities for land use planning • Scattered and unplanned human settlements 	<ul style="list-style-type: none"> • Promote a sustainable, spatially integrated, balanced and orderly development of human settlements 	<ul style="list-style-type: none"> • Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) • Fully implement National Spatial Development Framework (NSDF) • Ensure proper urban and landscape design and implementation • Ensure institutional, technological and legal reforms in support of land use planning • Strengthen the human and institutional capacities for effective land use planning and management nationwide
		<ul style="list-style-type: none"> • Improve quality of life in slums, Zongos and inner cities 	<ul style="list-style-type: none"> • Ensure establishment of Zongo and inner-city development fund to finance appropriate programmes. • Develop and implement major slum renewal and redevelopment programmes • Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones

	<ul style="list-style-type: none"> • Illegal farming and harvesting of plantation timber • Forest fires • Inadequate staff • Weak enforcement of regulations • Insufficient logistics to maintain the boundaries of protected areas • Over reliance on fire wood 	<ul style="list-style-type: none"> • Protect existing forest reserves 	<ul style="list-style-type: none"> • Support the protection of the remaining network of natural forest and biodiversity hotspots in the country • Enhance capacity of MDAs and MMDAs to mainstream biodiversity into development planning and budgeting processes • Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co-management systems • Accelerate the implementation of the National Biodiversity Strategy and Action Plan • Strengthen environmental governance and enforcement of environmental regulations
	<ul style="list-style-type: none"> • Inadequate infrastructure to support the delivery of energy services • Over dependence on hydro generation sources 	<ul style="list-style-type: none"> • Ensure availability of, clean, affordable and accessible energy 	<ul style="list-style-type: none"> • Facilitate participation of independent power producers (IPPs) and other private sector institutions in the generation and distribution of power • Achieve cost recovery for electricity services

	<ul style="list-style-type: none"> • Low water inflows to hydro plants • High cost of electricity generation • Weak regulatory enforcement • Unreliable power supply • Low involvement of private capital in the power sector • Inadequate and obsolete electricity grid network • Difficulty in the extension of grid electricity to remote rural and isolated communities 		<ul style="list-style-type: none"> • Renewables (mini hydro, solar, biomass, wind, tidal) • Prioritise expansion of power generation in relation to least-cost environmentally friendly technologies in line with Clean Development Mechanism (CDM) of the UN Framework Convention on Climate Change (UNFCCC)
	<ul style="list-style-type: none"> • Inadequate ICT infrastructure across the country • Low broadband wireless access • Poor quality ICT services 	<ul style="list-style-type: none"> • Enhance application of ICT in national development 	<ul style="list-style-type: none"> • Improve telecommunications accessibility • Collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide • Accelerate investment in development of ICT infrastructure

			<ul style="list-style-type: none"> • Improve the quality of ICT services, especially internet and telephony
4. Maintain a stable, united and safe society	<ul style="list-style-type: none"> • Weak implementation of administrative decentralization • Ineffective sub-Municipality structures • Weak ownership and accountability of leadership at the local level • Poor service delivery at the local level • Weak capacity of local governance practitioners • Limited capacity and opportunities for revenue mobilization • Limited implementation of fiscal decentralisation policy • Inadequate and delays in central government transfers 	<ul style="list-style-type: none"> • Deepen political and administrative decentralization 	<ul style="list-style-type: none"> • Complete the establishment of the departments of the MMDAs • Strengthen decentralized departments and sub-Municipality structures
	<ul style="list-style-type: none"> • Inadequate and poor-quality equipment and infrastructure 	<ul style="list-style-type: none"> • Enhance security service delivery 	<ul style="list-style-type: none"> • Improve relations between law enforcement agencies and the citizenry

	<ul style="list-style-type: none"> • Inadequate personnel 		<ul style="list-style-type: none"> • Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure • Enhance the proportion of security persons on frontline duties
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Source: MPCU-TSMA; NDPC, 2018

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.1 Introduction

This chapter contains; Development Programmes and Sub-Programmes of the Municipality Assembly for 2018-2021, Development Programmes/Sub-Programmes of Action of the Municipality Assembly for 2018-2021 linked to the programme-based budgeting and the Indicative Financial Strategy.

4.2 Development Programmes and Sub-Programmes of the DA for 2018-2021

This section shows the Municipality Assembly's Development Programmes and Sub-Programmes for the plan period as depicted in table 4.1.

Table 4.1: Development Programmes and Sub-Programmes

GOALS	ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<p>1. Build a Prosperous Society</p>	<ul style="list-style-type: none"> • Ensure improved fiscal performance and sustainability 	<ul style="list-style-type: none"> • Eliminate revenue collection leakages • Strengthen revenue institutions and administration • Pursue the full implementation of the Excise Tax Stamp Act, 2013 (Act 873) to boost revenue collection • Diversify sources of resource mobilization 	<p>Management and Administration</p>	<p>Finance and Revenue Mobilization</p>
	<ul style="list-style-type: none"> • Promote a demand-driven approach to agricultural development 	<ul style="list-style-type: none"> • Ensure implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry 	<p>Economic Development</p>	<p>Agricultural Development</p>

		<ul style="list-style-type: none"> • Develop market support services for selected horticulture, food and industrial crops to enhance production for export 		
	<ul style="list-style-type: none"> • Improve agricultural production efficiency and yield 	<ul style="list-style-type: none"> • Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs • Increase investment in research and development of climate resilient, high yielding disease and pest resistant, short duration crop varieties, taking into account consumer health and safety • Reinvigorate extension services 	Economic Development	Agricultural Development

		<ul style="list-style-type: none"> • Ensure effective implementation of the yield improvement programme • Intensify and increase access to agricultural mechanization along the value chain • Promote commercial and block farming • Implement Government's flagship intervention of 'One village One dam to facilitate the provision of community-owned and managed small-scale irrigation • Mobilise investment to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts 		
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		<ul style="list-style-type: none"> • Support the development of both public and private sector large scale irrigation schemes • Develop systems to harvest excess water for irrigation • Develop and promote appropriate and affordable and modern irrigation technologies for all agro ecological zones • Develop the capacity of farmers to use meteorological information 		
	<ul style="list-style-type: none"> • Improve post-harvest management 	<ul style="list-style-type: none"> • Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, 	Economic Development	Agricultural Development

		<p>packaging and distribution</p> <ul style="list-style-type: none"> • Provide incentives to the private sector and Municipality assemblies to invest in post-harvest activities • Provide support for small- and medium-scale agro-processing enterprises through the One Municipality, One Factory initiative • Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centers • Facilitate the provision of storage infrastructure with a drying system at the Municipality level 		
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		<p>and a warehouse receipt system</p> <ul style="list-style-type: none"> • Facilitate trade and improve the environment for commercial activities • Implement commodities trading centres (i.e. Modern Farmers' Market) across all MMDAs focusing on grains, vegetables and tubers marketing 		
	<ul style="list-style-type: none"> • Ensure energy availability and reliability 	<ul style="list-style-type: none"> • Re-align the electricity tariff structure in support of industrial development • Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network 	Economic Development	Trade, Tourism and Industrial development

		<ul style="list-style-type: none"> • Tackle the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services 		
	<ul style="list-style-type: none"> • Enhance production and supply of quality raw materials 	<ul style="list-style-type: none"> • Provide incentives for the production and supply of quality raw materials for industry • Introduce a programme of support for agro-processing for the cultivation of selected agricultural products as raw materials (materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, sheanut), selected fruits, groundnuts and rice 	Economic Development	Trade, Tourism and Industrial development

	<ul style="list-style-type: none"> • Improve Research and Development (R&D) and Financing for industrial development 	<ul style="list-style-type: none"> • Refocus the operation of public research institutions to support the development of selected strategic industries • Provide incentives for the establishment of R&D laboratories by the private sector to support value chain in targeted industries • Leverage science, technology and innovation for industrial development • Create appropriate environment to encourage financial institutions to provide long-term financing 	Economic Development	Trade, Tourism and Industrial development
	<ul style="list-style-type: none"> • Ensure improved skills development for Industry 	<ul style="list-style-type: none"> • Establish apprenticeship and skills development centres to train skilled 	Economic Development	Trade, Tourism and Industrial development

		<p>labour force for specific industrial sectors</p> <ul style="list-style-type: none"> • Develop in collaboration with trade unions, a database for trained apprentices and artisans, and establish a National Apprentice Recruitment Agency • Transform the apprenticeship training model from a supply-driven approach to a market-demand model 		
	<ul style="list-style-type: none"> • Improve Access to Land for Industrial Development 	<ul style="list-style-type: none"> • Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector specific industrial enclaves, 	Economic Development	Trade, Tourism and Industrial development

		<p>and enterprise free zones</p> <ul style="list-style-type: none"> • Support the development of existing and new industrial clusters and manufacturing enclaves, with a renewed focus on value addition, skills development and jobs creation and 		
	<ul style="list-style-type: none"> • Enhance Business Enabling Environment 	<ul style="list-style-type: none"> • Reform the tax system to reduce the burden on businesses and create opportunities for business expansion • Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement 	Economic Development	Trade, Tourism and Industrial development

		<ul style="list-style-type: none"> • Institute effective commercial dispute mechanism in support of private sector growth and development 		
	<ul style="list-style-type: none"> • Improve Business Financing 	<ul style="list-style-type: none"> • Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs • Ensure banking and financial services are more attractive and accessible to private sector businesses • Establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives 	Economic Development	Trade, Tourism and Industrial development

	<ul style="list-style-type: none"> • Support Entrepreneurship and SME Development 	<ul style="list-style-type: none"> • Merge National Board for Small-Scale Industries (NBSSI) and Rural Enterprises Project (REP and provide adequate resources for entrepreneurship training and business development services • Expand the venture capital market to cover start-up businesses and SMEs • Mobilize resources from existing financial and technical sources to support MSMEs 	Economic Development	Trade, Tourism and Industrial development
	<ul style="list-style-type: none"> • Pursue flagship industrial development initiatives 	<ul style="list-style-type: none"> • Implement One Municipality, one factory 	Economic Development	Trade, Tourism and Industrial development

	<ul style="list-style-type: none"> • Formalize the informal economy 	<ul style="list-style-type: none"> • Improve access to finance by informal sector operators and agricultural enterprises in the rural areas, and strengthen consumer financial protection 	Economic Development	Trade, Tourism and Industrial development
2. Create opportunities for all	<ul style="list-style-type: none"> • Improve access to improved and reliable environmental sanitation services 	<ul style="list-style-type: none"> • Develop innovative financing mechanisms and scale-up investments in the sanitation sector • Create space for private sector participation in the provision of sanitation services • Promote National Total Sanitation Campaign • Implement the “Toilet for All” and “Water for All” 	Environmental and Sanitation Management	Disaster prevention and Management

		<p>programmes under the IPEP initiative</p> <ul style="list-style-type: none"> • Monitor and evaluate implementation of sanitation plan • Provide public education on solid waste management • Improve sanitation sector institutional capacity • Review, gazette and enforce MMDAs' bye-laws on sanitation • Enhance implementation of the Polluter Pays Principle in waste management • Expand disability-friendly and gender-friendly sanitation facilities 		
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		<ul style="list-style-type: none"> • Develop and implement strategies to end open defecation • Improve the management of existing waste disposal sites to control GHGs emissions 		
	<ul style="list-style-type: none"> • Improve access to safe and reliable water supply services for all 	<ul style="list-style-type: none"> • Ensure sustainable financing of operations and maintenance of water supply systems • Provide mechanized borehole and small-town water systems • Improve water production and distribution systems • Implement public-private partnership policy as alternative source of funding for 	Infrastructure Delivery and Management	Infrastructure Development

		<p>water services delivery</p> <ul style="list-style-type: none"> • Revise and facilitate DWSPs within MMDAs • Build capacity for the development and implementation of sustainable plans for all water facilities • Develop capacity to implement the Ghana Drinking Water Quality Management Framework • Develop the ‘Water for All’ programme, in line with SDG 6 • Set up mechanisms and measures to support, encourage and promote water harvesting • Enhance public awareness and 		
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		institutional capacities on sustainable water resources management		
	<ul style="list-style-type: none"> Promote culture in the development process 	<ul style="list-style-type: none"> Enhance capacity for development of culture Re-vamp Centres for National Culture Review and implement existing cultural policy framework 	Social Services Delivery	Social Welfare and Community Development
	<ul style="list-style-type: none"> Enhance inclusive and equitable access to, and participation in quality education at all levels 	<ul style="list-style-type: none"> High number of untrained teachers at the basic level Poor quality of education at all levels Continue implementation of free SHS and TVET for all Ghanaian children 	Social Services Delivery	Education and Youth Development

		<ul style="list-style-type: none"> • Facilitate implementation of language policy • Expand infrastructure and facilities at all levels 		
	<ul style="list-style-type: none"> • Improve human capital development and management 	<ul style="list-style-type: none"> • Accelerate implementation of a comprehensive National Employment policy and Labour Intensive public works policy • Strengthen employment co-ordinations, to all sectors of the economy • Determine human capital and skill set needs for Ghana over the medium and long term 	Management and Administration	Human Resource Management

		<ul style="list-style-type: none"> • Revamp public employment centres across Municipal • Create equal employment opportunities for PWDs • Promote harmonious industrial relations • Finalize and implement National Human Resource Development Policy 		
	<ul style="list-style-type: none"> • Promote the creation of decent jobs 	<ul style="list-style-type: none"> • Develop and implement tailored business sector support services to business units • Strengthen cooperative system for the development of business-oriented ventures • Develop and promote schemes that support 	Economic Development	Trade, Tourism and Industrial development

		<p>skills training, internship and modern apprenticeship</p> <ul style="list-style-type: none"> • Promote entrepreneurship and financial support for PWDs • Create an effective coordination system for management of labour migration issues and the elimination of child labour for decent work outcomes • Provide infrastructure for the development of businesses • Regulate the job market and encourage the formal and informal sectors to create decent employment 		
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		<ul style="list-style-type: none"> • Strengthen capacity of informal labour unions to engage in social dialogue • Build capacity of informal sector 		
	<ul style="list-style-type: none"> • Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC) 	<ul style="list-style-type: none"> • Revamp emergency medical preparedness and response services • Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care • Expand and equip health facilities • Ensure gender mainstreaming in the provision of health care services 	Social Services Delivery	Health Delivery

		<ul style="list-style-type: none"> Effectively implement the health financing strategy Strengthen National Health Insurance Scheme (NHIS) Improve the use of ICT in health insurance and facility management 		
	<ul style="list-style-type: none"> Reduce disability morbidity, and mortality 	<ul style="list-style-type: none"> Intensify the implementation of malaria control programme 	Social Services Delivery	Health Delivery
	<ul style="list-style-type: none"> Strengthen healthcare management system 	<ul style="list-style-type: none"> Improve production and distribution mix of critical staff 	Social Services Delivery	Health Delivery
3. Safeguard the natural environment and ensure a resilient built environment	<ul style="list-style-type: none"> Improve efficiency and effectiveness of road transport infrastructure and services 	<ul style="list-style-type: none"> Expand and maintain the national road network Develop a more rigorous public transport system to help alleviate 	Infrastructure Delivery and Management	Infrastructure Development

		<p>congestion in urban areas</p> <ul style="list-style-type: none"> • Provide bitumen surface for road networks in Municipality capitals and areas of high agricultural production and tourism. • Promote private sector participation in construction, rehabilitation and management of road transport services 		
	<ul style="list-style-type: none"> • Develop efficient land administration and management system 	<ul style="list-style-type: none"> • Continue on-going land reforms to address title and ownership to land • Review existing laws on land and consolidate them • Fully decentralize Lands Commission 	Infrastructure Delivery and Management	Physical and Spatial Planning

		<p>and digitize its operations</p> <ul style="list-style-type: none"> • Ensure high standard of land data security 		
	<ul style="list-style-type: none"> • Promote a sustainable, spatially integrated, balanced and orderly development of human settlements 	<ul style="list-style-type: none"> • Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) • Fully implement National Spatial Development Framework (NSDF) • Ensure proper urban and landscape design and implementation • Ensure institutional, technological and legal reforms in support of land use planning • Strengthen the human and institutional capacities for effective land use planning and 	Infrastructure Delivery and Management	Physical and Spatial Planning

		management nationwide		
	<ul style="list-style-type: none"> • Improve quality of life in slums, Zongos and inner cities 	<ul style="list-style-type: none"> • Ensure establishment of Zongo and inner-city development fund to finance appropriate programmes. • Develop and implement major slum renewal and redevelopment programmes • Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones 	Infrastructure Delivery and Management	Physical and Spatial Planning
	<ul style="list-style-type: none"> • Protect existing forest reserves 	<ul style="list-style-type: none"> • Support the protection of the remaining network of natural forest and biodiversity hotspots in the country 	Environmental and Sanitation Management	Natural Resource Conservation

		<ul style="list-style-type: none"> • Enhance capacity of MDAs and MMDAs to mainstream biodiversity into development planning and budgeting processes • Strengthen involvement of local communities in the management of forests and wetlands through mechanisms such as co-management systems • Accelerate the implementation of the National Biodiversity Strategy and Action Plan • Strengthen environmental governance and enforcement of environmental regulations 		
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	<ul style="list-style-type: none"> • Ensure availability of, clean, affordable and accessible energy 	<ul style="list-style-type: none"> • Facilitate participation of independent power producers (IPPs) and other private sector institutions in the generation and distribution of power • Achieve cost recovery for electricity services • Renewables (mini hydro, solar, biomass, wind, tidal) • Prioritise expansion of power generation in relation to least-cost environmentally friendly technologies in line with Clean Development Mechanism (CDM) of the UN Framework Convention on Climate Change (UNFCCC) 	<p>Infrastructure Delivery and Management</p>	<p>Infrastructure Development</p>
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	<ul style="list-style-type: none"> Enhance application of ICT in national development 	<ul style="list-style-type: none"> Improve telecommunications accessibility Collaborate with the private sector to increase the broadband, bandwidth and speed of connections nationwide Accelerate investment in development of ICT infrastructure Improve the quality of ICT services, especially internet and telephony 	Infrastructure Delivery and Management	Infrastructure Development
4. Maintain a stable, united and safe society	<ul style="list-style-type: none"> Deepen political and administrative decentralization 	<ul style="list-style-type: none"> Complete the establishment of the departments of the MMDAs Strengthen decentralized departments and sub- 	Management and Administration	General Administration

		Municipality structures		
	<ul style="list-style-type: none"> • Enhance security service delivery 	<ul style="list-style-type: none"> • Improve relations between law enforcement agencies and the citizenry • Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure • Enhance the proportion of security persons on frontline duties 	Social Services Delivery	Social Welfare and Community Development

Source: MPCU-TSMA; NDPC, 2018.

4.3 Development Programmes/Sub-Programmes of Action of the DA for 2018-2021

The programme of action contains all the projects that would be implemented over the plan period to achieve a specific objective. These projects/activities were identified from the strategies in the previous chapter. These development programmes/sub-programmes of action for the plan period are however linked to the programme-based budgeting for 2018-2021. Table 4.2, 4.3, 4.4 and 4.5 depicts the Programmes of Action of the Tano South for the 2018-2021 plan period.

Table 4.2: Development Programmes/Sub-Programmes of Action of the MA for 2018-2021

DEVELOPMENT DIMENSION/THEMATIC AREA 1: ECONOMIC DEVELOPEMENT														
GOAL 1: BUILD A PROSPEROUS SOCIETY														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/activities	Outcome/Impact Indicator	Timeframe				Indicative Budget (GH¢)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collab.
Ensure energy availability and reliability	Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network	Economic Development	Trade, Tourism and Industrial development	1. Extension of electricity to 12 remote areas communities and newly developed areas	Electricity network extended to communities remote and newly developed areas	—————▶				640,000			ECG	DPCU, AC members, TA
				2. Procurement of 1000 No. electric poles	1000 No. electric poles procured	—————▶				320,000			ECG	DPCU, AC members, TA
				3. Procurement of solar powered system for rural communities	Solar powered system for rural communities procured	—————▶				240			DA	AC members, TA
				4. Procurement of 3,000 No. LED street lights and accessories	3,000 No. LED Street lights and accessories provided	—————▶				400,000			ECG	DPCU, AC members, TA

Pursue flagship industrial development initiatives	Implement One district, one factory initiative	Economic Development	Trade, Tourism and Industrial development	5. 5. Organize 4 quarterly meetings and durbars in respect of the one district, one factory initiative	Factory established					5 million			MOTI, MOFA, MBD, MSDI	DA, BAC, NBSSI
Support Entrepreneurship and SME Development	Merge National Board for Small-Scale Industries (NBSSI) and Rural Enterprises Project (REP and provide adequate resources for entrepreneurship training and business development services	Economic Development	Trade, Tourism and Industrial development	6. Conduct training for 300 SMEs	Training conducted for 300 SMEs					100,000			BAC NBSSI	DA
				7. Support skills development programmes for 200 youths	Skills development programmes for youth supported					150,000			BAC NBSSI	DA

Improve Access to Land for Industrial Development	Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector specific industrial enclaves, and enterprise free zones	Economic Development	Trade, Tourism and Industrial development	8. Support for the creation of industrial park	Creation of industrial park supported					700,000			MLNR MOTI LC LUSPA	DA BAC NBSSI
Improve agricultural production efficiency and yield	Promote commercial and block farming	Economic Development	Agricultural Development	9. Support for the “Planting for food and jobs”	Planting for food and jobs supported					2 million			MOFA	DA, DADU
				10. Support Planting for jobs and investment	Planting for jobs and investment supported					1 million			MOFA MOTI	DA, DADU
				11. Supply 30,000 farmers	Number of farmers					40,000	10,000		MOFA	DA, DADU, FBOs

				with farm inputs	supplied with inputs									
				12. Promote the construction of irrigation facilities	Irrigation facilities constructed				→	500,000		500,000	DA,	DADU, FBOs
				13. Celebration of Farmers' Day	Farmers' Day Celebrated				→	140,000			MOFA	DA, DADU, FBOs
Improve post-harvest management	Implement commodities trading centres (i.e. Modern Farmers' Market) across all MMDAs focusing on grains, vegetables and tubers marketing	Economic Development	Agricultural Development	14. Construction of 4 No. market facilities	4 No. Market facilities constructed				→	100,000			DA	DADU
				14. Promote the provision of storage facilities for produce	Storage facilities for produce provided				→	70,000			DA	DADU FBO
				15. Rehabilitation of market facility	Market facility rehabilitated				→	200,000			DA	DADU
	Facilitate the provision	Economic Development	Agricultural Development	16. Support the construction of a district	Construction of a district					500,000			CSIR MESTI MOFA	DADU, FBO DA



	of storage infrastructure with a drying system at the district level and a warehouse receipt system			warehouse under the government's 1 district, 1 warehouse policy	warehouse supported									
Ensure improved fiscal performance and sustainability	Strengthen revenue institutions and administration	Management and Administration	Finance and Revenue Mobilization	17. Provision of logistics like motor bikes and bicycles for revenue collectors	Logistics provided					10,000	10,000		PU	REU DPCU
				18. Organization of 6 workshops and seminars to build capacity of revenue collectors	No. of Workshops and seminars organized					20,000	5,000		HRU	REU DPCU
				19. Organize 2 Pay Your Levy Campaigns	Pay Your Levy Campaigns organised						10,000		BRU REU Finance Dept. NCCE	DA

				20. Support for fee-fixing resolution and composite budgeting	Fee-fixing resolution and composite budgeting supported					100,000			BRU REU Finance Dept.	DA
				21. Expand the street naming and property addressing system to 5 communities	Street naming and property addressing system expanded to 5 communities							1 million	BRU REU Finance Dept. TCPD	DA
				24. Procurement 360 value books	Value books procured					80,000			DA	BRU REU Finance Dept.
				25. Award best performing revenue collectors	Revenue collectors motivated						40,000		HRU	REU DPCU
				26. Preparation of valuation lists for landed properties for 5 communities	Valuation lists prepared for 5 communities					200,000			BRU TCPD	TA, DPCU

Source: MPCU-TSMA, 2018.

Table 4.3: Development Programmes/Sub-Programmes of Action of the MA for 2018-2021

**DEVELOPMENT DIMENSION/THEMATIC AREA 2: SOCIAL DEVELOPEMENT
GOAL 2: CREATE OPPORTUNITIES FOR ALL**

Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/activities	Outcome/Impact Indicator	Timeframe				Indicative Budget (GH¢)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Colla.
Enhance inclusive and equitable access to, and participation in quality education at all levels	Expand infrastructure and facilities at all levels	Social Services Delivery	Education and Youth Development	1. Construct 8 No. 2 Unit classroom block with ancillary facilities	8 No. 2 Unit Classroom block constructed	→				1 million		400,000	GES, MOE	DED, DA
				2. Construct 9 No. 3 Unit classroom block with ancillary facilities	9 No. 3 Unit Classroom block constructed	→				1 million		600,000	GES, MOE	DED, DA
				3. Construct 4 No. 6 Unit classroom block with ancillary facilities	4 No. 6 Unit Classroom block constructed	→				1 million		600,000	GES, MOE	DED, DA
				4. Completion of 2 No. 2 unit classroom block	Construction of 2 No. 2 unit classroom block completed	→				40,000			GES, MOE	DED, DA

				5. Complete the construction of 2 No. 3 unit classroom block with ancillary facilities	Construction of 2 No. 3 unit classroom block completed	→				170,000			GES, MOE	DED, DA
				6. Complete the construction of 1 No. 6 unit classroom block with ancillary facilities	Construction of 1 No. 6 unit classroom block completed	→				640,000			GES, MOE	DED, DA
				7. Fencing of the Bechem School for the Deaf	Bechem School for the Deaf fenced		→			200,000			DWD DED	DA
				8. Rehabilitation of classroom blocks	Classroom blocks rehabilitated	→				120,000			GES, MOE	DED, DA
				9. Conversion of old classroom block into dormitory for SHS students	Dormitory constructed	→				150,000			GES, MOE	DED, DA
				10. Construction of 4 No. Teachers' quarters	4 No. Teachers' bungalow constructed	→				600,000			GES, MOE	DED, DA
				11. Construction of District	District Education	→				600,000			GES, MOE	DED, DA

			Education Directorate	Directorate constructed									
			12. Rehabilitation of the DED	District Education Directorate rehabilitated	→					120,000			GES, MOE, DED, DA
			13. Rehabilitation of 4 No. Teachers' bungalows	4 No. Teachers' bungalows rehabilitated	→					200,000			GES, MOE, DED, DA
			14. Complete the construction of 6-unit bedroom teachers' quarters	Construction of 6-unit bedroom teachers' quarters at completed	→					60,000			GES, MOE, DED, DA
			15. Procurement and supply of 4,000 No. mono and dual desks for school children	4,000 No. mono and dual desks supplied	→					700,000			GES, MOE, DED, DA
			18. Support to the District Education Directorate activities	District Education Directorate supported	→					60,000			DA, DED
			19. Construction of a Community	Community Library constructed	→					300,000			DA, GES, GLB, DED

				Library at Bechem											
				20. Fencing of the Samuel Otoo SHS compound	School compound fenced					200,000				DA	DED
				21. Provision of ICT Centres for 7 deprived schools	10 No. ICT centres for schools provided					350,000				DA	DED
				22. Support girl-child education	Girl-child education supported					80,000				GES	DA DED
				23. Support to the District Education Fund and scholarship programmes for needy students	District Education Fund and scholarships supported					400,000				GES, MoF	DA
	Ensure inclusive education for all boys and girls with special needs			24. Support the Implementation of the Free SHS	Implementation of the Free SHS supported					200,000				GES, MoF	DA DED
	-			25. Evacuation of refuse in 4 zones	Refuse dumps in 4 communities evacuated					300,000				DWD	DEHO, DWST, WATS ANCW SA

				26. CLTS activities	CLTS activities carried out					26,840		2,310	MEHO CWSA	MICCS Reps., Municipal CLTS facilitators, Latrine Artisans
	Continue implementation of free SHS and TVET for all Ghanaian children			27. Procurement of a landfill site	Land fill site procured					200,000			DEHO, DWST, WATS ANCW SA	DA
Improve access to improved and reliable environmental sanitation services	Improve the management of existing waste disposal sites to control GHGs emissions	Environmental and Sanitation Management	Disaster prevention and Management	28. Construction of 16 No. 12-Seater Aqua privy toilet	16 No. 12-Seater Aqua privy toilets constructed					800,000		800,000	DWD	DEHO, DWST, WATS ANCW SA
				29. Promote Zoomlion activities in waste management	Zoomlion activities in waste management promoted					1.6 million			DEHO, DWST, WATS ANCW SA	DA
Improve access to improved and reliable environment	Implement the "Toilet for All" and "Water	Environmental and Sanitation Management	Disaster prevention and Management	30. Construction of 8 No. 4 - 6 seater Institutional	No. 4-6 seater Institutional latrines in 10 basic schools constructed					200,000			DWD	DEHO, DWST, WATS ANCW SA

mental sanitation services	for All” programmes under		latrines in 10 basic schools												
		31. Procurement of sanitary items for the DA	Sanitary items for the DA procured						100,000				DEHO, DWST, WATS ANCW SA	DA	
		32. Support the promotion of 300 No. household latrines in 6 urban communities	Promotion of household latrines in 6 urban communities supported							750,000				DA	TA AC
		33. Promote Water, Sanitation and Hygiene in 40 schools	WASH promoted in 10 schools							150,000				DA	DED PTA
		34. Rehabilitation 15 No. toilet facilities	15 No. Toilet facilities rehabilitated							200,000				DWD	DEHO, DWST, WATS ANCW SA
		35. Dislodge 20 No. toilet facilities	20 No. of toilets dislodged								100,000			WATS ANDW ST CWSA	DHD
		36. Fumigate 250 No. Institutions	250 No. institutions fumigated							400,000				WATS AN DWST, CWSA	DHD

				37. Logistical support for environmental health officers	Environmental health officers given logistical support	→				40,000			DA	DEHO
				38. Institute Award schemes for best clean communities	Best clean communities awarded	→				20,000	10,000		DA	TA AC DEHO
				39. Prosecute sanitation defaulters	Sanitation defaulters prosecuted	→					150,000		DA	Police Service TA
				40. Procure sanitation tools (communal containers -15, etc. for communities)	Sanitation tools procured	→				50,000			Procurement Unit,	DEHO, DWST, WATS AN, CWSA
				41. Construction of drains in 4 communities	Drains constructed	→				800,000			DFR	DPCU, DWD
				42. Drilling of 20 No. boreholes	Number of boreholes drilled	→				900,000			DWD, WATS AN	DWST, TA, CWSA, DPCU
				43. Organize 4 quiz competition for basic & secondary schools on Water & sanitation issues	No. of quiz competition for basic & secondary schools on Water	→				40,000			DHD DED WATS AN	DEHO DA TA PTA

				44. Drilling 15 No. Hand-dug wells for smaller communities	Hand-dug wells constructed					450,000			DWD, WATSAN	DEHO, DWST, TA CWSA, DPCU
				45. Mechanization of 12 No. boreholes	Number of boreholes mechanized					360,000			DWD, WATSAN	DWST, TA CWSA, DPCU
Improve access to safe and reliable water supply services for all	Develop the 'Water for All' programme, in line with SDG 6	Infrastructure Delivery and Management	Infrastructure Development	46. Complete the construction of Small Town Water System	Construction of Small Town Water System completed					300,000		100,000	DWD, WATSAN	DWST, TA CWSA, DPCU
				47. Expansion of Bechem Small Town Water System	Bechem Small Town Water System expanded					200,000		100,000	DWD, WATSAN	DWST, TA, CWSA, DPCU
				48. Construct STWS in 2 communities	STWS in 2 communities constructed					2.1 million			DWD, WATSAN	CWSA AC TA
Improve access to safe and reliable water supply services for all	Provide mechanized borehole and small-town water systems	Infrastructure Delivery and Management	Infrastructure Development	49. Training of 40 No. WATSAN Committees	No. of workshops organized for WATSAN Committees					28,000			DPCU	WATS ANDWST CWSA
				50. Rehabilitation of 100 No. boreholes	No. of boreholes rehabilitated					250,000			DWD, WATSAN	DWST, TA, CWSA, DPCU

				51. Operations and maintenance of water facilities	Water facilities operated and maintained	→				100,000			DWD, WATSAN	DWST, TA, DPCU
				52. Rehabilitation of 20 No. Hand-dug wells	Number of hand-wells rehabilitated	→				20,000			DWD, WATSAN	DWST, TA, DPCU
- Improve access to improved and reliable environmental sanitation services - Improve access to safe and reliable water supply services for all	-Improve sanitation sector institutional capacity -Enhance public awareness and institutional capacities on sustainable water resources management	Infrastructure Delivery and Management	Infrastructure Development	53. Construction of males' ward at Subriso CHPS Compound	Males ward constructed	→				50,000			MOH, GHS	DHD, DA
Improve access to safe and reliable water	Ensure sustainable financing of	Infrastructure Delivery and Management	Infrastructure Development	54. Procurement of non-drug items to furnish CHPS compound	Non-drug items to furnish CHPS compound Procured	→				70,000			DA	DHD

supply services for all	operations and maintenance of water supply systems			55. Construction, furnishing and Fencing of 3 No. CHPS Compound	No. CHPS compound constructed					600,000		300,000	MOH, GHS, DWD	DHD, DA			
				56. Refurbishment of 4 No. CHPS Compound	CHPS compound refurbished							320,000			MOH, GHS, DWD	DHD, DA	
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Services Delivery	Health Delivery	57. Completion and furnishing 3 No. CHPS Compound	3 No. CHPS Compound completed and furnished					60,000			DA	DHD			
				58. Fencing of 3 No. CHPS compound at	3 No. CHPS fenced							50,000			DWD	DHD	
				59. Procurement and supply of ambulances for Techimantia Polyclinic	No. of Ambulances provided								500,000			MOH, GHS	DHD, DA
				60. Organize public education on family planning	Public education on family planning organized								20,000			DHD	DATA
				61. Provision of logistics (plant, beds) for Derma Health Centre	Logistics provided								90,000			MOH, GHS	DHD, DA
				62. Provide the District Health	No. of Pick-ups provided								800,000			MOH, GHS	DHD, DA

				Directorate with pick-ups										
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Revamp emergency medical preparedness and response services	Social Services Delivery	Health Delivery	63. Support Malaria Rollback Programme / Immunization	Reduced no. of malaria OPD cases / No. of children immunized					30,000		20,000	MOH, GHS	DHD, DA
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Expand and equip health facilities	Social Services Delivery	Health Delivery	64. Support Programmes for HIV/AIDS patients	No. of support programmes undertaken					16,000			GHS, NHIS Ghana AIDS Commission	DHD
Ensure affordable, equitable, easily accessible and Universal	Expand and equip health facilities Intensify the implementation of	Social Services Delivery Social Services Delivery	Health Delivery	65. Support programmes for PWDs	No. of support programmes undertaken					60,000			MoH, MoF, CSOs, NCCE	DA
			Health Delivery	66. Support for the vulnerable and the excluded	The vulnerable and the					5,000	5,000		DA	SWCD

al Health Coverage (UHC) Reduce disability morbidity, and mortality	malaria control programme				excluded supported									
Strengthen healthcare management system	Improve production and distribution mix of critical staff	Social Services Delivery	Health Delivery	67. Support for Community Self-help/initiated projects	No. of Self-help projects supported					80,000		120,000	BAC, NBSSI	DA, NGOs
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	-Expand and intensify HIV Counselling and Testing (HTC) programmes -Intensify education to reduce stigmatization	Social Services Delivery	Health Delivery	68. Construction of 2 No. community centres	No. of community centres constructed					360,000			DA, NCCE	TA

	-Intensify efforts to eliminate mother to child transmission of HIV (MTCTH IV)													
Promote the creation of decent jobs	Promote entrepreneurship and financial support for PWDs	Economic Development	Trade, Tourism and Industrial development	69. Support to sports and culture	Sports and culture supported					80,000			NCCE, MOYS, NSA	DA
Improve human capital development and management	Finalize and implement National Human Resource Development Policy	Social Services Delivery	Social Welfare and Community Development	70. Construction of 1 recreational grounds	Recreational grounds constructed					200,000			DA, NCCE	TA

Source: MPCU-TSMA, 2018.

Table 4.4: Development Programmes/Sub-Programmes of Action of the MA for 2018-2021

DEVELOPMENT DIMENSION/THEMATIC AREA 3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT														
GOAL 3: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/activities	Outcome/Impact Indicator	Timeframe				Indicative Budget (GH¢)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Colla.
Improve efficiency and effectiveness of road transport infrastructure and services	Develop a more rigorous public transport system to help alleviate congestion in urban areas	Infrastructure Delivery and Management	Infrastructure Development	1. Relocation of Kwasu, Breme and Mansin lorry station	Lorry stations relocated					120,000			GPRTU, DA	TA, AC
Enhance application of ICT in	Accelerate investment in	Infrastructure Delivery and	Infrastructure Development	3. Construction and furnishing	No. of ICT Centers constructed and furnished					800,000			DA, Donors	Info. Dept.

national development	development of ICT infrastructure	Management		of 4 No. ICT centers										
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	Infrastructure Delivery and Management	Physical and Spatial Planning	4. Provision of planning schemes for 5 communities	Planning Schemes provided					250,000			TCPD	DPCU, TA, AC, UC
				5. Sensitization of 15 communities on the awareness of planning schemes	15 communities sensitized on planning schemes					40,000			TCPD	DPCU, TA, AC, UC
Improve efficiency and effectiveness of road transport	Expand and maintain the national road network	Infrastructure Delivery and Management	Infrastructure Development	6. Rehabilitation of 130 km feeder roads	Length of Feeder roads rehabilitated					700,000			DFR	MORHA, MOT, DWD
				7. Construction of speed	No. of new Speed ramps constructed on					500,000			DFR	MORHA,

infrastructure and services				ramps on the Bechem Highway	the Bechem Highway									MOT, DWD		
				8. Reshaping and spot improvement of 40km feeder roads	40km feeder roads reshaped					150,000						
				9. Routine maintenance of feeder roads at 6 zones	6-zone roads maintained					500,000				DFR		MOR HA, MOT, DWD
				10. Support for constituency fund	Constituency fund supported					4 million		10,000		MSDI		DA
				11. Gravelling and surfacing of 55km and construction of U-shaped culverts	Length of roads upgraded					400,000				DFR		MOR HA, MOT, DWD
Protect existing	Support the protectio	Environmental and Sanitation	Natural Resource	13. Afforestation	No. of Trees planted					100,000			FSD, EPA	DA		

forest reserves	n of the remaining network of natural forest and biodiversity hotspots in the country	Management	Conservation	and re-forestation										
Protect existing forest reserves	Support the protection of the remaining network of natural forest and biodiversity hotspots in the country	Environmental and Sanitation Management	Natural Resource Conservation	14. Intensify public awareness on natural disasters, risks and vulnerability	Public awareness on natural disasters, risks and vulnerability intensified	→					40,000	FSD, EPA NADMO	DA	
Improve quality of life in slums, Zongos and Inner cities		Infrastructure Delivery and Management	Physical and Spatial Planning	15. Support for disaster management activities (NADMO, Fire Service, EPA)	disaster management activities supported	→				20,000		FSD, EPA NADMO	DA	

	Ensure establishment of Zongo and inner-city development fund to finance appropriate programmes			16. Support for the Zongo and Inner Cities Development Initiatives	Support offered to implement the programme					4 million			MICZ, MLGRD	DA TA
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Source: MPCU-TSMA, 2018.

Table 4.5: Development Programmes/Sub-Programmes of Action of the DA for 2018-2021

DEVELOPMENT DIMENSION/THEMATIC AREA 4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/activities	Outcome/Impact Indicator	Timeframe				Indicative Budget (GH¢)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Colla.
Enhance security service delivery	Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure	Social Services Delivery	Social Welfare and Community Development	1. Construction of a District Police Headquarters	District Police Headquarters constructed	—————→				300,000			DA	TA, Police Service
				2. Construction of District Police quarters	District Police Headquarters constructed	—————→				300,000			DA	TA, AC Members Police Service
				3. Construction of a police posts	No. of Police posts constructed	—————→				270,000			DA	TA, Police Service
				4. Construction of 4 No. Police Stations	4 No. Police Stations constructed	—————→				750,000			DA	TA, Police Service
				5. Construct Divisional Police Command	Divisional Police Command opened				—————→	500,000			DA	TA, Police Service

				6. Provision of residential accommodation for Fire and Ambulance Service	Residential accommodation provided for Fire and Ambulance Service					650,000			DA	DHD, FSD
Enhance Public Safety	Promote security awareness of the various communities through neighborhood watch schemes	Social Services Delivery	Social Welfare and Community Development	7. Support to Community Watch-Dog Committees	Community Watch-Dog Committees supported						4,000		DA	TA
Enhance security service delivery	Improve relations between law enforcement agencies and the citizenry	Social Services Delivery	Social Welfare and Community Development	8. Construction of Circuit Court	Circuit court constructed					300,000			DA	TA, Police Service, Judicial Service
				9. Construction of Magistrate Court	Magistrate court constructed					200,000			DA	TA, Police Service, Judicial Service

Enhance security service delivery	Enhance the proportion of security persons on frontline duties	Social Services Delivery	Social Welfare and Community Development	10. Support to the security activities	Security activities supported					400,000			DA	TA, Police Service
		Social Services Delivery	Social Welfare and Community Development	11. Support to gender-related programmes	Gender-related programmes supported						50,000		DA	SWCD
Deepen political and administrative decentralization	Strengthen decentralized departments and sub-district structures	Management and Administration	General Administration	12. Construction of 5 No. Area Council Offices	Office Accommodation for 5 No. Area Councils constructed					750,000			DWD	AC members, DPCU, TA
				13. Renovation and furnishing of 2 No. Town/Area Council offices	Town/Area Council block renovated and furnished					150,000			DWD	AC members, DPCU, TA
				14. Rehabilitation of 12 No. DA	12 No. DA Staff bungalows rehabilitated						14,500		DWD	AC members,

				Staff bungalows										DPCU, TA
				15. Procurement of printing materials, office stationery and printer cartridges	Printing materials, office stationery and printer cartridges procured						600,000			
				16. Procurement of office equipment	Office equipment procured						100,000		PU	DA
				17. Procurement of furniture and fittings for the DA	Furniture and fittings for the DA procured						160,000		PU	DA
				18. Maintenance and repairs of office equipment	Repairs of office equipment maintained						60,000		Repairs & maintenance Office	DA
				19. Procurement of consultant for DDF capacity building for the DA	Consultant for DDF capacity building procured						250,000		PU	DA
				20. Procurement	Consultant for DA procured						150,000		PU	DA

				of consultant for DA									
				21. Maintenance and repairs of DA's official vehicles	Official vehicles maintained and repaired					180,000		Repairs & maintenance Office	DA
				22. Procurement of fuels and lubricants for DA's activities	Fuels and lubricants for DA's activities procured					140,000		DA	
				23. Maintenance of DA's properties	DA's properties maintained					250,000		Repairs & maintenance Office	DA
				24. Procurement of consultant to train assembly staff to improve service delivery	Consultant to train assembly staff procured					80,000		PU	DA
				24. Procurement of consultant to train all Town and Area council members	Consultant to train all Town and Area council members procured					160,000		PU	AC TA

				within Tano South Municipality										
				25. Construction of 4 No. semi-detached quarters for DA staff	4 No. semi-detached quarters for DA Staff constructed	→					160,000		DWD	DPCU, TA
				26. Completion of 1 No. 3 bedroom staff quarters at Bechem	1 No. 3 bedroom staff quarters	→					50,000		DWD	DPCU
				27. Construction of a new office accommodation for the DA staff	Office accommodation constructed	→				500,000			DWD	AC DPCU
				28. Tarring of the forecourt of DA office	Forecourt Tarred	→				500,000			DFR, DWD	DA
				30. Construction of a car park for the DA staff	Car park constructed	→				100,000			DWD	DA
				31. Renovation and Fencing	DCE's bungalow	→					140,000		DWD	DA

				of DCE's bungalow (Phase 1&2)	renovated and fenced									
				32. Renovation of DCD's bungalow	DCE's bungalow renovated and fenced	→					35,000		DWD	DA
				33. Construction of a new DCE's residence	DCE's residence constructed	→					700,000		DWD	AC members, DPCU, TA
				34. Support to State protocols, donations functions contributions to organisations	State functions, protocols and organizations' contributions supported	→					400,000		DA	Gov't. Officials
				35. Support for the preparation of Annual Action Plans	preparation of Annual Action Plans supported	→					40,000			
				36. Support for national celebrations -e.g. 6 th march -1 st july -edl adha -eid fitr	National celebrations celebrated	→					1.6 million		DA	CSO FBO

				-Christmas & Easter										
				37. Support for DPCU activities: M&E and organization of workshops	DPCU activities supported	→					140,000		DA	DPCU
				38. Furnishing the DA Conference Hall	Conference Hall furnished	→					30,000		PU Offices and Stores Unit	DPCU
				39. Rehabilitation and Refurbishment of DA's office block	DA offices rehabilitated and refurbished	→					200,000		Procurement Unit, OSU	DPCU
				40. Complete the installation of Burglar proof windows at the offices of the District Assembly	Burglar proof windows at the offices of the district assembly installed	→					30,000		DWD	DA
				41. Servicing of sub-committee and assembly meetings	Sub-committee and assembly meetings	→					320,000		DA	DPCU

				42. Support for MP's Initiated projects and programmes	No. of projects carried out under MP initiated Projects						1,002,500		MSDA CAD	MP
				43. Organization of 8 capacity building programmes for sub-structures	Capacity building programmes for sub-structures organized						200,000		AC TA	DPCU
				44. Logistical support for sub-structure activities	Logistical support given to sub-structures						200,000		AC TA	DPCU
				45. Organization of capacity building programmes for DA staff	Capacity for DA Staff built					50,000	20,000		HRU	DA TA AC
				46. Support for partnership with traditional authorities	Partnership with traditional authorities supported					150,000			DA	TA AC

Source: MPCU-TSMA, 2018.

4.4 Prioritization of Development Programmes of Action for 2018-2021

The broad projects/activities in the Programmes of Action (PoA) are in this section subjected to prioritization test to determine the level of priority or importance of the various broad projects/activities. The prioritization was guided by the following criteria – thus the broad projects/activities should:

- Impact socially (e.g. educational, health.);
- Impact spatially (e.g. nationwide/ selected region);
- Impact economically (e.g. employment generation, poverty reduction)
- Impact environmentally (e.g. climate change, green economy)

Each criterion is awarded a score ranging from 0-3 against each broad activity. Table 4.6 depicts the definition of the scores.

Table 4.6: Definition of Score

Definition	Score
Very strong results or impact	3
Average results	2
Weak results	1
No results	0

Source: MPCU-TSMA, 2017.

Table 4.7: Prioritization Programme Matrix

Projects/Activities	CRITERIA				Total Score	Ave. Score	Rank
	Social Impact	Economic Impact	Environmental Impact	Spatial Impact			
Extension of electricity to remote areas and communities	2	2	0	3	7	1.8	2 nd
Procurement of 500 No. electric poles	0	0	0	0	0	0	64 th
Procurement 700 No. street lights and accessories	1	0	0	2	3	0.8	24 th
Conduct training for 60 SMEs	0	2	0	0	2	0.5	35 th
Provision of ICT Centres for schools	2	1	0	0	3	0.8	24 th
Support the One Municipality, One Factory Initiative	0	3	0	1	4	1	13 th
Support to the Municipality Education Directorate	2	0	0	0	2	0.5	35 th
Facilitate the opening of Divisional Police Command	1	0	0	0	1	0.3	51 st
Support for the “Planting for food and jobs	2	3	1	2	8	2	1 st
Supply farmers with farm inputs	0	1	0	2	3	0.8	24 th
Celebration of Farmers’ Day	0	0	0	0	0	0	64 th
Construction of 4 No. market facilities	0	2	0	1	3	0.8	24 th
Provide the Municipality	2	1	0	0	3	0.8	24 th

Health Directorate with pick-ups							
Promote the provision of storage facilities for produce	2	2	0	1	5	1.3	9 th
Rehabilitation of market facilities	0	0	0	0	0	0	64 th
Organize public education on family planning	2	1	0	0	3	0.8	24 th
Provision of logistics like motor bikes and bicycles for revenue collectors	0	0	0	0	0	0	64 th
Organization of workshops to build capacity of revenue collectors	0	0	0	0	0	0	64 th
Support skills development programmes for youth	0	2	0	0	2	0.5	35 th
Promote Street naming and property addressing System	2	3	0	2	7	1.8	2 nd
Organize Pay Your Levy Campaigns	1	2	1	1	5	1.3	9 th
Promote the construction of irrigation facilities	2	2	1	2	7	1.8	2 nd
Support for the Social Welfare Department	2	2	0	0	4	1.0	13 th
Motivation of revenue collectors	0	2	0	0	2	0.5	35 th
Procure a software programme for	0	2	0	0	2	0.5	35 th

effective revenue mobilization							
Preparation of valuation lists for 5 communities	0	1	0	0	1	0.3	51 st
Construct 8 No. 2 Unit classroom block with ancillary facilities	3	0	0	2	5	1.3	9 th
Construct 9 No. 3 Unit classroom block with ancillary facilities	3	0	0	2	5	1.3	9 th
Construct 4 No. 6 Unit classroom block with ancillary facilities	3	0	0	2	5	1.3	9 th
Rehabilitation of classroom blocks	3	0	0	2	5	1.3	9 th
Construction of 4 No. Teachers' quarters	1	0	0	0	1	0.3	51 st
Rehabilitation of Teachers' bungalows	1	0	0	0	1	0.3	51 st
Procurement and supply of mono and dual desks for school children	2	0	0	0	2	0.5	35 th
Facilitate the Opening of a Nursing Training College	2	2	0	0	4	1	13 th
Construction of a Community Library	2	2	0	0	4	1	13 th
Fencing of the SHS compound (PRESECO)	0	0	0	0	0	0	63 rd

Support to the Municipality Education Fund and scholarship programmes for needy students	2	0	0	0	2	0.5	35 th
Liaise with the GES for the supply of trained teachers for public basic schools	2	0	0	0	2	0.5	35 th
Removal of heaped refuse dump	1	0	0	2	3	0.8	24 th
Construction of 16 No. 12-Seater Aqua privy toilet	0	0	0	2	2	0.5	35 th
Rehabilitation of toilet facilities	0	0	0	2	2	0.5	35 th
Undertake dislodging of toilets	0	0	0	0	0	0	64 th
Fumigation exercises	1	0	0	1	2	0.5	35 th
Procure sanitation items (communal containers, etc.)	2	0	0	2	4	1	13 th
Construction of drains	1	0	1	0	2	0.5	35 th
Drilling of 10 No. boreholes	2	0	0	2	4	1	13 th
Drilling 20 No. Hand-dug wells	2	0	0	2	4	1	13 th
Mechanization of 3No. boreholes	2	0	0	2	0	0	63 rd
Organization of workshops for WATSAN Committees	0	0	0	0	0	0	63 rd
Rehabilitation of 12 No. boreholes	2	0	0	2	4	1	13 th

Rehabilitation of 5 No. Hand-dug wells	2	0	0	2	4	1	13 th
Construction of males' ward at Subriso CHPS Compound	1	0	0	1	2	0.5	35 th
Construction of 4 No. CHPS Compound	2	0	0	2	4	1	13 th
Refurbishment of 4 No. CHPS Compound	2	0	0	2	4	1	13 th
Procurement and supply of ambulances for Techimantia Polyclinic	1	0	0	1	2	0.5	35 th
Provision of logistics (plant, beds) for Derma Health Centre	1	0	0	1	2	0.5	35 th
Support Malaria Rollback Programme / Immunization	3	0	0	3	6	1.2	3 rd
Liaise with the Ghana Health Service to supply Techimantia Polyclinic with more doctors	2	0	0	2	4	1	13 th
Support Programmes for HIV/AIDS patients	1	0	0	0	1	0.3	51 st
Support programmes for PWDs	1	0	0	0	1	0.3	51 st
Support for Community Self-	0	2	0	1	3	0.8	24 th

help/initiated projects							
Construction of 2 No. community center	1	0	0	1	2	0.8	35 th
Support to sports and culture	2	0	0	2	4	1	13 th
Construction of funeral grounds at Techimantia	1	1	0	1	3	0.8	24 th
Re-allocation of Kwasu, Breme and Mansin lorry station	0	0	0	0	0	0	63 rd
Distribution of telecommunication masts	1	1	0	1	3	0.8	24 th
Liaise with Telecommunication Operators to improve access to carry high speed voice, video and data	1	1	0	1	3	0.8	24 th
Construction of 2 ICT centers	1	1	0	0	2	0.5	35 th
Provision of planning schemes for communities	1	0	2	3	6	1.5	3 rd
Rehabilitation of feeder roads	3	0	0	3	6	1.5	3 rd
Construction of speed ramps on the Bechem Highway	0	0	0	0	0	0	64 th
Gravelling and surfacing of 55km and construction of U-shaped culverts	3	0	0	3	6	1.5	3 rd
Tarring of 20km of town roads	3	0	0	3	6	1.5	3 rd

Afforestation	0	2	3	1	6	1.5	3 rd
Motivation of forest guards	0	2	1	0	3	0.8	24 th
Support for the Zongo and Inner Cities Development Initiative	0	0	0	3	3	0.8	24 th
Construction of Municipality Police quarters	1	0	0	0	1	0.3	51 st
Construction of police post	2	0	0	0	2	0.5	35 th
Construction of Police Station	2	0	0	0	2	0.5	35 th
Provision of residential accommodation for Fire and Ambulance Service	1	0	0	0	1	0.3	51 st
Construction of Circuit Court	1	0	0	0	1	0.3	51 st
Construction of magistrate courts	1	0	0	0	1	0.3	51 st
Facilitate the supply of police personnel	2	0	0	0	2	0.3	35 th
Support to Community Watch Committees	1	0	0	0	1	0.3	51 st
Provision of Office Accommodation for Area Councils	1	0	0	0	1	0.3	51 st
Refurbishment of Town/Area Council offices with logistics	1	0	0	0	1	0.3	51 st
Rehabilitation of DA Staff bungalows	1	0	0	0	1	0.3	51 st

Construction of 1 No. 12 Unit and 1 No. 3 unit staff bungalows for the DA	1	0	0	0	1	0.3	51 st
Construction of a new office accommodation for the DA staff	2	0	0	0	2	0.5	35 th
Tarring of the forecourt of DA office	0	0	0	0	0	0	64 th
Construction of a Day Care Centre for the DA staff	1	0	0	0	1	0.3	51 st
Construction of a car park for the DA staff	0	0	0	0	0	0	64 th
Renovation and Fencing of DCD and DCE's bungalow	0	0	0	0	0	0	64 th
Construction of DCE's residence	0	0	0	0	0	0	64 th
Support for MPCU activities: M&E and organization of workshops	2	0	0	1	3	0.8	24 th
Furnishing the DA Conference Hall	0	0	0	0	0	0	64 th
Refurbishment of DA offices	0	0	0	0	0	0	64 th
Organization of capacity building programmes for DA staff and sub-Municipality structures members	0	0	0	0	0	0	64 th

Source: MPCU-TSMA, 2018.

From table 4.7, it is realized that “Support for Planting for food and jobs” tops with the highest priority of an average of 2 followed by “Extension of electricity to remote areas and communities” with 1.8. About 17 percent of the projects/activities had no priority at all with the set criteria.

4.5 Indicative Financial Plan/Strategy

An Indicative Financial Plan deals with the means for mobilizing and utilizing financial resources for the implementation of the DMTDP. It consists of the overall cost of the DMTDP (2018-2021) as well as the estimated revenues that would accrue for financing the plan.

Table 4.8: Indicative Financial Plan/Strategy

PROGRAMME	TOTAL COST 2018-2021 (GH¢)	EXPECTED REVENUE FOR 2018-2021 (GH¢)	GAP (TOTAL COST-EXPECTED REVENUE) (GH¢)
ECONOMIC DEVELOPMENT	3,621,000	33,008,670.03	
MANAGEMENT AND ADMINISTRATION	6,318,000.00		
SOCIAL SERVICES DELIVERY	12,167,000.00		
ENVIRONMENTAL AND SANITATION MANAGEMENT	4,060,000.00		
INFRASTRUCTURE DELIVERY AND MANAGEMENT	6,990,000.00		
TOTAL	33,156,000.00		

Source: MPCU-TSMA, 2018.

The total amount of financial resources needed to successfully implement the (2018-2021) DMTDP for the Tano South Municipality would be Thirty-Three Million, One Hundred and Fifty-Six Thousand Cedis (GH¢**33,156,000.00**). Out of this, the Municipality’s projected revenue for

the period from all sources is Thirty-Three Million, Eight Thousand, Six Hundred and Seventy Ghana Cedis, Three Pesewas (GH¢**33,008,670.03**), representing 99.6 percent of the total cost of the DMTDP giving a resource gap of 0.4 percent.

In order to address the resource gap of 0.4 percent, measures concerning alternative financial resources available to the Municipal assembly would be harnessed as well as ensuring effective expenditure control mechanisms.

Strategies to Mobilize Additional Resources

The following strategies may be considered:

- Broadening our local revenue base
- Removing tax exemptions in some cases;
- Introducing new local tax revenue sources;
- Getting from central governments more flexibility in setting local tax rates;
- Revising and extending service charges; and
- Establishing enterprises for profit;
- Floating of Municipality Bonds

Expenditure Control Mechanisms

These methods to consider in improving efficiency and effectiveness in the Municipality's expenditure are as follows:

- Improving the budgeting and programming of financial management systems;
- Implementing lower cost methods of service delivery;
- Ensuring that adequate funds are available for the operation and maintenance of capital infrastructure;
- Contracting out services to the private sector where it is shown to result in cost savings; and;
- Implementing productivity-improvement schemes.

CHAPTER FIVE

COMPOSITE ANNUAL ACTION PLANS (CAAP) FOR 2018-2021

5.1 Introduction

This chapter contains all the annual plans of actions that would be implemented over the plan period 2018-2021. In this chapter, the composite programmes are broken down or phased into annual plans of action which are comprehensive so that the projects after implementation are able to achieve the set objectives and the goals of the Municipality. The preparation of the CAAP should take into consideration the following:

- what action to be taken including M&E communication activities;
- where should the action be;
- who to take that action;
- at what time;
- who is the responsible or principal action agent as well as collaborating agent(s) including development partners and their roles and
- a budget indicating the costed planned activities.

The tables below depict the Composite Annual Action Plans (CAAP) for Tano South Municipality over the plan period.

Table 5.1: Annual Action Plan for 2018

THEMATIC AREA/DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT															
GOAL 1: BUILD A PROSPEROUS SOCIETY															
Program	Sub-program	Activities (Operations)		Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
											(GH¢)			Lead	Collab.
							1	2	3	4	GOG	IGF	Donor		
Economic Development	Trade, Tourism and Industrial development	1	Organize quarterly meetings and durbars in respect of the One district, One Factory Initiative	Bechem	0	No. of quarterly meetings and durbars organized					4,000	4,000.00		CAD	MADU, MOTI, MOFA, MBD, MSDI BAC, NBSSI
		2	Conduct training for 75 SMEs in Business Management and Banking Culture	Municipal Wide		No. of SMEs trained					5,000			BAC NBSSI	CAD
Economic Development	Agricultural Development	3	Organize quarterly meetings and durbars in respect of the “Planting for food and jobs and Planting for jobs and	Bechem		No. of Quarterly meeting organized					8,000	8,000.00		CAD	MOFA, MADU

			Investment initiatives										
		4	Supply 7,500 farmers with farm inputs	Municipal Wide		Number of farmers supplied with inputs	→	12,500			MOFA	MA, MADU, FBOs	
		5	Review and present RELG Guidelines to make them functional	Municipal Wide	-	RELG Guidelines reviewed and presented	→	1,500			MA	MADU	
		6	Support the construction of a district warehouse under the government's 1 district, 1 warehouse policy	Bechem	-	No. of Quarterly meetings organized	→	125,000			CSIR MESTI MOFA	MADU, FBO CAD	

THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

GOAL 1: BUILD A PROSPEROUS SOCIETY

Management and Administration	Finance and Revenue Mobilization	7	Organize 2 No capacity building programs for 20 revenue collectors	Bechem		1. No. of Capacity building programs organized 2. No. of revenue collectors	→	5,000	1,250		HRU	Rev. & Exp. Unit, MPCU
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					that took part in the training									
		8	Develop and deploy Revenue mobilization database system	Bechem		Revenue Mobilization database system developed and deployed	→				30,000		BRU, REU Finance Dept.	CAD
		9	Organize 2 No. Pay Your Levy Campaigns	Municipal Wide	-	No. of Campaigns organised			→			2,500	BRU, REU Finance Dept. NCCE	CAD
		10	Review fee-fixing resolution and prepare composite budget for 2019	Bechem		1. Reports from review meetings 2. Drafted composite budget for 2019	→				25,000		BRU, REU Finance Dept.	CAD
		11	Procurement of 360 No. value books	Bechem	-	No. of value books procured	→				18,000		Fin. Dept. BRU	CAD
		12	Award best performing revenue collectors	Municipal Wide		No. of revenue collectors awarded			→			10,000	HRU	REP Unit, MPCU

THEMATIC AREA/DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

GOAL 2: CREATE OPPORTUNITIES FOR ALL

Program me	Sub-program me	Project/Activity		Location	Baseli ne	Output Indicator	Quarterly Time Schedule				Indicative Budget (GH¢)			Implementing Agencies	
							1	2	3	4	GOG	IGF	Dono r	Lead	Collab.
Social Services Delivery	Education and Youth Development	13	Construct 2 No. 2 Unit classroom block with ancillary facilities	Asikasu Ninkyininkyi		No. of 2 unit classroom blocks constructed	→				210,000			GES, MOE	MED, CAD
		14	Construct 3 No. 3 Unit classroom block with ancillary facilities	Techimentia Asuboi		No. of 3 unit classroom blocks constructed	→				335,000			GES, MOE	MED, CAD
		15	Construct 1 No. 6 unit classroom block with ancillary facilities	Old Brosankro		No. of classroom units constructed	→				250,000			GES, MOE	MED, CAD
		16	Rehabilitate classroom blocks	Bechem		No. of classroom blocks rehabilitated	→				60,000			GES, MOE	MED, CAD
		17	Complete 2 No. 2 unit classroom block	Derma, Nyinkyiniiky i	-	No. of 2 unit classroom blocks completed	→				20,000			GES, MOE	MED, CAD

		18	Complete the construction of 2 No. 3 unit classroom block with ancillary facilities	Techimantia Aada	-	No. of 3unit classroom blocks completed with ancillary facilities					170,000			GES, MOE	MED, CAD
		19	Complete the construction of 4 No. 6 unit classroom block with ancillary facilities	Old Brosankro Subriso Derma Ninkyinkyi	-	No. of classroom blocks completed with ancillary facilities					250,000			GES, MOE	MED, CAD
		20	Conversion of old classroom block into dormitory for SHS students	Derma		No of Classroom converted					150,00			GES, MOE	MED, CAD
		21	Rehabilitate District Education Directorate	Bechem	-	No. of offices rehabilitated					120,000			GES, MOE	MED, M A
		22	Complete the construction of 6-unit bedroom teachers' quarters	Akobro	-	No. of teacher bedroom units completed					15,000			GES, MOE	MED, CAD

		23	Support District Education Fund and scholarship programmes for needy students	Municipal Wide		No. of needy students benefiting from the fund	→	15,000			GES, MoF	CAD
		24	Sensitization on girl-child education and teenage pregnancy	District Wide	-	No. of sensitization programmes organized	→	20,000			GES	MED, CAD
Social Services Delivery	Health Delivery	25	Complete and furnish 3 No. CHPS Compound	Asuboi Breme Dwomo	-	No. of CHPS Compound completed and furnished	→	60,000			GHS	MHD, MA
		26	Construction of sheds and pavement at NHIS premises	Bechem	-	Shed and pavement constructed at NHIS	→	10,000			MA	MHS
		27	Fence 2 No. CHPS compound	Asuboi Kwasu	-	No. CHPS compound fenced	→	50,000			MWD	MHD
		28	Construction of males' ward at Subriso CHPS Compound	Subriso	N/A	CHPS compound provided with male ward	→	50,000			MOH, GHS	MHD, MA

		29	Procurement of non-drug items to furnish CHPS compound	Subriso Nsuta Mawaninso	-	Quantity of non-drug items procured	→	70,000			MA	MHD FDB GHS
		30	. Support Malaria Rollback Programme / Immunization	Municipal Wide		No. of malaria OPD cases / No. of children immunized	→	7,500		5,000	MOH, GHS	MHD, CAD
		31	Procure 1No. Pickup for Health Directorate	Bechem	-	No. of pick-up provided	→	200,000			MOH, GHS	MHD, CAD
		32	Organize public education on family planning	Municipal Wide	-	No. of public education organized	→	5,000			MHD	MA TA
		34	Support to persons living with HIV (PLHV/AIDS) and children in critical needs	Municipal wide	-	No. of PLHV/AIDS supported	→				CAD, SWCD	MHD,
		35	Advocacy meeting on HIV/AIDS with stakeholders in the Tano	Municipal wide	-	No. of advocacy meetings on HIV/AIDS held	→				CAD, MAC	MHD, SWCD, TAs

			South Municipality										
		36	Organise “Know Your HIV Status” campaign and Radio talk shows on HIV/AIDS	Municipal wide	-	No. of Know HIV Status” campaign and Radio talk shows on HIV/AIDS organised	→		2,000			CAD, MAC	MHD, SWCD, Info. Dep’t., NCCE
Social Services Delivery	Social Welfare and Community Development	37	Support the vulnerable and the excluded	Municipal Wide	-	No. of persons benefiting from the initiative	→		1,250	1,250		CAD	SWCD
		38	Expend disability fund expediently	Municipal wide	-	No. of support programmes undertaken	→				15,000	MoH, MoF, CSOs, NCCE	MA
		39	Support Community Self-help/initiated projects	Municipal Wide	-	No. of Self-help projects supported	→		185,000			BAC, NBSSI	CAD, NGOs
THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT													
GOAL 2: CREATE OPPORTUNITIES FOR ALL													
Infrastructure Delivery and	Infrastructure Development (Water	40	Construct 1 No. 16-Seater Aqua privy toilet	Kwasu	-	No. 16 Seater Aqua privy toilet constructed	→		48,000			MWD	MEHO, MWST, WATSA N, CWSA

Management and Sanitation)	41	Complete the construction of Small Town Water System	Brosankro	-	No. of houses benefiting from the project	→	75,000		25,000	MWD, WATSAN	MWST, TA, CWSA, MPCU
	42	Construct Small Town Water System	Dwomo	-	No. of houses benefiting from the project	→	900,000			MWD, WATSAN	CWSA, AC, TA, MWST
	43	Organize 2 training workshops to train 10 WATSAN Committees	Bechem Area Council		1. No. of WATSAN Committees trained 2. No. of training programmes organised	→	4,000			MPCU	WATSAN, MWST, CWSA
	44	Rehabilitate 25 No. boreholes	Municipal Wide		No. of boreholes rehabilitated	→	1,000,000			MWD, WATSAN	MEHO, DWST, TA, CWSA, DPC U
Environmental and Sanitation Management	Disaster Prevention and Management	45	Support for disaster management activities (NADMO, Fire Service, EPA)	Bechem	-	No. of disaster management activities supported	→	50,000		FSD, EPA, NADMO	CAD

		46	Sensitization on proper waste management	Municipal Wide	-	No. of sensitization programmes on waste management organized	→	33,000			DEHO, DWST, WATSA N, CWSA, Zoomlion	CAD
		47	Rehabilitate 5 No. toilet facilities	Municipal Wide		No. of toilet facilities rehabilitated	→	40,000			DWD	DEHO, DWST, WATSA N, CWSA
		48	Procure sanitary items for the MA	Bechem	-	No. of sanitary items procured	→	25,000			DEHO, DWST, WATSA N CWSA	CAD
		49	Evacuate 2 refuse dumps	Bechem		No. of refuse dump evacuated	→	75,000			MWD	DEHO, DWST, WATSA N, CWSA
		50	Dislodge 5 No. toilets	Municipal Wide	-	No. of toilets dislodged	→	60,000			WATSA N, MWST, CWSA	MHD
		51	Fumigate 50 No. Institutions	Municipal Wide	-	No. of institutions fumigated	→	66,667			WATSA N, MWST, CWSA	MHD
		52	Support the construction of 100 No.	Techimantia Derma	-	No. of household latrines constructed	→	250,000			CAD	TA AC

			household latrines										
		53	Pre-Trigger 8 Project Communities on CLTS	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom, Kofikrom, Subriso.		8 Project Committees pre-triggered	→		384		3,840	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		54	Hold Meetings with Nananom, Assembly members, Unit Committee members in 8 project communities	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom, Kofikrom, Subriso.		8 project community meetings held	→		210		2,500	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		55	Collect baseline data of 8 project communities	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom,		Baseline data of 8 project communities collected	→		194		2,140	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.

			Kofikrom, Subriso.											
56	Trigger 8 project communities and Select Latrine Artisans	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom, Kofikrom, Subriso.		8 project communities triggered and No. of Latrine Artisans selected			→		190		2,300	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.	
57	Organise 5-day Training for latrine artisans	Bechem		A 5-day training organized for latrine artisans			→		1,000		-	MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.	
58	Post Triggering: Start-up meeting on Construction of Household latrines	Bechem		No. of household latrines constructed			→		2,000		-	MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.	
59	Educate households on usage of latrines	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom		No. of households educated on the usage of latrines			→		174		2,140	MEHO CWSA	Municipal CLTS Facilitators, Latrine Artisans	

			Dwomo, Tuagyankrom, Kofikrom, Subriso.										MICCS Reps.
60	Conduct 6 MICCS field monitoring visits to project communities	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom, Kofikrom, Subriso.		No. of MICCS field monitoring visits undertaken on MICCS			→	351		3,510	MEHO CWSA	Municipa l CLTS Facilitato rs, Latrine Artisans MICCS Reps.	
61	Conduct 8 MICCS verification visits of project communities	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom, Kofikrom, Subriso.		No. of MICCS verification visits conducted			→	316		3,186	MEHO CWSA	Municipa l CLTS Facilitato rs, Latrine Artisans MICCS Reps.	
62	Organise 7 MICCS meetings	New Brosankro, Old Brosankro, Onwe Nkwanta, Kwakurukrom Dwomo, Tuagyankrom,		No. of MICCS meetings organised			→	491		4,914	MEHO CWSA	Municipa l CLTS Facilitato rs, Latrine Artisans MICCS Reps.	







			Kofikrom, Subriso.												
		63	Institute Award schemes for best clean communities	Municipal Wide	-	No. of communities awarded				→	5,000	2,500		CAD	TA AC MEHO
		64	Procure Logistics for environmental health officers	Municipal Wide	-	Items provided to the environmental staff				→	10,000			CAD	MEHO
		65	Prosecute defaulters of sanitation laws	Municipal Wide	-	No. defaulters prosecuted				→		37,500		CAD	Police Service TA
		66	Promote Water, Sanitation and Hygiene in 10 schools	Municipal Wide	-	No. of school benefiting from the programme				→	37,500			CAD	MED PTA
		67	Procure sanitation tools (communal containers, etc.)	Municipal Wide		Sanitation equipment acquired				→	12,500			Procurement Unit,	MEHO, MWST, WATSA N, CWSA

THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

GOAL 3: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Program me	Sub-program me	Project/Activity	Location	Baseli ne	Output Indicator	Quarterly Time Schedule	Indicative Budget		Implementing Agencies		
							(GH¢)		Lead	Collab.	

						1	2	3	4	GOG	IGF	Donor			
Infrastructure Delivery and Management	Infrastructure Development	68	Construction of recreational grounds	Old Brosankro	N/A	Recreational grounds constructed	→				50,000			CAD, NCCE	TA
		69	Routine maintenance/spot improvement of feeder roads	Bechem Zone, Mansin-Bofoaka	-	length of roads maintained	→				60,000			DFR	MORH A, MOT, MWD
		70	Rehabilitate 32.5km feeder roads	Bechem-Mansin Masin-Bofoaka		length of feeder roads rehabilitated	→				250,000			DFR	MORH A, MOT, MWD
		71	Gravel and surface 20 km and construction of U-shaped culverts	Bechem-Techimantia	-	Length of roads upgraded	→				145,455			DFR	MORH A, MOT, MWD
		72	Extend electricity to 4 areas	Old Brosankro, New Brosankro, Dwomo, E.K Junction, Presby JHS and Kokomba line all in Derma Area Council		No. of areas on electricity grid	→				620,000			ECG	MPCU, AC members, TA

		73	. Procure and distribute of 250 No. electric poles	Municipal Wide		No. electric poles procured and distributed		320,000			ECG	MPCU, AC, TA
		74	Procure solar powered system for rural communities	Municipal Wide	-	No. of communities with installed solar panels 2. No. of solar panels procured		60,000			CAD	AC members, TA
		75	Procure and Install 750 No. LED street lights and accessories	Adaa ohiamaniguae		1. No. LED Street lights and accessories provided 2. No. of communities with LED street lights		100,000		25,000	ECG	MPCU, AC members, TA
		76	Routine maintenance of streetlight	Municipal Wide		No. of Street lights maintained		25,000			ECG	MPCU
		77	Construction of speed ramps on the Bechem Highway	Bechem		No. of speed ramps maintained		300,000			DFR	MORH A, MOT, MWD
Infrastructure Delivery	Physical and	78	Develop one planning scheme	Bechem		No. of Communities with		50,000			TCPD	PPD, TA, AC, UC

and Management	Spatial Planning					planning schemes								
		79	Sensitize 5 communities on the importance of planning schemes	Derma, Mansin, Kwasu, Achiase, Ankaase	-	No. of communities sensitized on planning schemes				8,000			TCPD, NCCE	MPCU, TA, AC, UC
		80	Organize 2 consultative meetings for the Zongo and Inner Cities Development Initiative	Municipal Wide		No. of consultative meetings organised						1 million	MICZ, MLGRD	MA TA
Environmental and Sanitation Management	Natural Resource Conservation	81	Sensitization on climate change and its effect on the environment	Municipal Wide	-	No. of Trees planted				10,000		FSD, EPA	CAD	

THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY







Program me	Sub-program me	Project/Activity	Location	Baseli ne	Output Indicator	Quarterly Time Schedule				Indicative Budget (GH¢)		Implementing Agencies		
						1	2	3	4	GOG	IGF	Lead		Collab.
												Donor		

Social Services Delivery	Social Welfare and Community Development	82	Construction of a police Station	Techimantia	4 police stations	No. of Police station available	→	250,000			CAD	TA, Police Service
		83	Support to the security service's activities	Municipal wide	-	No. of activities supported	→	100,000			CAD	TA, Police Service
		84	Support for gender issues in planning and budgeting of programmes	Municipal wide	-	No. of gender related programmes	→	5,000			CAD	SWCD
		85	Support activities of Bechem Traditional Council	Municipal wide	-	No. of traditional council activities supported	→	20,000			CAD	TA AC
		86	Support Community Watch-Dog Committees activities	Municipal wide	-	No. of activities supported	→	100,000			CAD	TA
		Management and Administration	General Administration	87	Procure office stationery and logistics	Bechem	-	no. of equipment procured	→	25,000		
88	Procure furniture and fittings for the MA			Bechem	-	No. of Furniture and fittings procured	→	100,000			MPCU	CAD

		89	Maintenance and repairs of office equipment	Bechem	-	No. of office equipment maintained	→	15,000			Repairs & maintenance Office	CAD
		90	Insurance, Maintenance and repairs of MA's official vehicles	Bechem	-	No. of vehicles repaired and insured	→	45,000			Repairs & maintenance Office	CAD
		91	Procure fuels and lubricants for MA's activities	Bechem	-	Quantity of fuels and lubricants procured	→	35,000			CAD	PU
		98	Maintenance of MA's properties	Bechem	-	Quantity of properties undergone maintenance	→	62,500			Repairs & maintenance Office	CAD
		99	Construct 1 No. semi-detached quarters for MA staff	Bechem	-	No. of semi-detached staff quarters constructed	→	350,000			MWD	MPCU, TA
		100	Complete 1 No. 3 bedroom staff quarters at Bechem	Bechem	-	No. of staff bedrooms completed	→	50,000			MWD	MPCU
		101	Renovate and Fence MCE's bungalow (Phase 1&2)	Bechem	-	MCE's bungalow renovated and fenced	→	60,000			MWD	CAD

		102	Renovate MCD's bungalow	Bechem	-	MCD's bungalow renovated and fenced	→		50,000			MWD	CAD
		103	Carryout protocols, and activities	Bechem	-	No. of protocol and activities supported	→		100,000			CAD	
		104	Support for national celebrations and holidays e.g 6th March, farmers day, 1st July, Edl adha, eid fitr, christmas and Easter etc	Bechem	-	National celebrations and Holidays observed	→		400,000			CAD	CSO FBO
		105	Furnish the MA Conference Hall	Bechem	-	Furnished conference hall	→		30,000			PU Offices and Stores Unit	MPCU
		106	43. Service 7No sub-committee and assembly meetings	Bechem	-	No. of Sub-committee and assembly meetings serviced	→				80,000	MA	MPCU
		107	Rehabilitate and Refurbish MA office block	Bechem	-	No. of offices rehabilitated	→		600,000			Procurement Unit, OSU	MPCU

					and refurbished									
		108	Complete installation of Burglar proof windows at the offices of the MA	Bechem	-	No. of offices installed with burglar proof				8,000			DWD	CAD
		109	Organize capacity building programmes for sub-structures	Bechem	-	No. capacity building programmes organised				50,000			AC TA	MPCU
		110	Logistics for sub-structures	Bechem	-	Logistical support given to sub-structures				50,000			AC TA	MPCU
		111	support capacity building programmes for Assembly staff	Bechem	-	1. No. of capacity support programs supported				12,500	5,000		HRU	CAD TA AC
		112	Support to MP's Initiated Projects and programmes – Construction of female and children ward	Derma	-	No. of projects carried out under MP initiated Projects				200,000			MSDI CAD	MP

		113	Prepare and implement National Anti-Corruption Action Plan (NACAP)	Bechem	-	Status of preparation and implementation of NACAP		15,000			CAD	
		114	Prepare and implement National Popular Participation Strategic Plan	Bechem	-	Status of preparation and implementation National Popular Participation Strategic Plan		30,000			CAD	
		115	Prepare 2018-2021 MTDP and M & E plan to the 2019 CAAP	Bechem	-	2018-2021 MTDP & M & E plan prepared		160,000			CAD	Depts, T/A Councils
		116	Prepare 2019 CAAP Plan			2019 CAAP prepared		5,000			CAD	Depts.
		117	Develop 2018 M&E Plan	Bechem	-	2018 M&E Plan prepared		2,000			CAD	
		118	Monitor development programmes, projects and	Bechem	4	No. of quarterly monitoring carried out		10,000			CAD	

			activities in 2018 CAAP												
		119	Develop and maintain website for the District Assembly	Bechem	1	Assembly website created				→	10,000			CAD	
		120	Organize 2 No. District level and 7 No. Town/Area council level Hall meetings	Municipal wide	2	No. of District, Town/Area Hall Meetings held				→	40,000			CAD	T/A councils

Source: MPCU-TSMA, 2018.

Table 5.2: Annual Action Plan for 2019

THEMATIC AREA/DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT															
GOAL 1: BUILD A PROSPEROUS SOCIETY															
Programme	Sub-programme	Project/Activity		Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1st	2ⁿ	3^r	4th	GOG	IGF	Donor	Lead	Collab.
Economic Development	Trade, Tourism and Industrial development	1	1. Organize quarterly meetings and durbars in respect of the One district, One Factory Initiative	Municipal wide	N/A	No. of quarterly meetings and durbars organized	→				1,250,000			MOTI, MOFA, MBD, MSDI	DA, BAC, NBSSI
		2	Rehabilitate market facility	Bechem		Rehabilitated market facilities	→				59,894	50,000		MA	MADU
		3	7. Conduct training for 75 SMEs in Business Management and Banking Culture	Municipal wide	-	No. of SMEs trained	→				25,000	5000		BAC, NBSSI	MADU
Economic Development	Agricultural Development	4	Supply 7500 farmers with farm inputs	Municipal wide		Number of farmers supplied with farm inputs	→				12,500	5000		MOFA	MA, MADU, FBOs

		5	Celebration of Farmers' Day	Municipal wide	-	No. of farmers awarded				62,500	2000		MOF A	MA, MADU, FBOs
		6	19. Conduct capacity building programme for staff of MOFA and identified farmers	Municipal wide	-	No. of capacity building programme for staff of MOFA and identified farmer conducted				4,000	1000		MA	MADU
		7	Promote provision of storage facilities	Municipal wide		No. of storage facilities provided				17,500			MA	MADU, FBOs

THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Management and Administration	Finance and Revenue Mobilization	8	Provide logistics like motor bikes and bicycles for revenue collectors	Municipal wide		Quantity of logistics provided to revenue collectors				5,000			Procurment Unit	Rev. & Exp. Unit, MPCU
		9	22. Organize 2 No capacity building programs for 20 revenue collectors	Bechem		No. of capacity building programmes organized				6,250			HRU	Rev. & Exp. Unit, MPCU
		10	Expand the street naming and property	Derma		No. of communities with street					10,000		BRU, REU, Finance Dept	MA

			addressing system			names and property address									
		11	Review fee-fixing resolution and prepare composite budget	Bechem		No. of review meettings and draft of composie butget					25,000			BRU, REU, Financ e Dept	MA
		12	Procure value books	Bechem	-	No. of value books procured					50,000				
		13	Award best performing revenue collectors	Municipal wide		No. of revenue collectors awarded					240,000			HRU	REP Unit, DPCU

THEMATIC AREA/DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programe	Sub-programe	Project/Activity	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
						1 st	2 ⁿ d	3 ^r d	4 th	(GH¢)			Lead	Collab.
										GoG	IGF	Donor		
Social Services Delivery	Education and Youth Development	14 Construct 2 No. 2 Unit classroom block with ancillary facilities	Akobro Subriso		No. of 2Units of classroom blocks with ancillary facilities constructed					340,000			GES, MOE	MED, MA

		15	Construct 2 No. 3 Unit classroom block with ancillary facilities	Achiase Nsuta		No. of 3 Unit Classroom block constructed				499,549			GES, MOE	MED, MA
		16	Construct 3 Unit Classroom for RTF	Bechem	N/A	No. of Classrooms for RTF				20,000			MED, MWD	MA
		17	Construct 1 No. 6 unit classroom block with ancillary facilities	Breme		No. of 6 Unit Classroom block constructed				480,000			GES, MOE	MED, MA
		18	Rehabilitate of classroom blocks	Mansin		No. of classrooms block rehabilitated				60,000			GES, MOE	MED, MA
		19	Fencing of the Bechem School for the Deaf	Bechem	-	Bechem School for the Deaf Fenced				100,000			MWD MED	MED, MA
		20	Construct of Teachers' quarters	Techimantia		No. of teachers quarters constructed				300,000			GES, MOE	MED, MA
		21	Construct District Education Directorate	Bechem	N/A	No. of offices constructed as				900,000			GES, MOE	MED, MA

				education directorate									
22	Rehabilitate of 1 No. Teachers' bungalows	Techimant ia		No. of Teachers' bungalow rehabilitate d	→				50,000			GES, MOE	MED,M A
23	Procure and supply of 1,000 mono and dual desks for school children	Municipal wide		No. of mono and dual desks supplied	→				1,000, 000			GES, MOE	MED,M A
24	Organize quiz competition for basic & secondary schools on Water & sanitation issues	Municipal wide	-	No. of quiz competitio n for basic & secondary schools on Water	→					100,000		MHD, MED, WATS AN	MEHO, MA, TA, PTA
25	Support to the District Education Fund and scholarship programmes for needy students	Municipal wide		no. of needy students on scholarship s	→					15,000		GES, MoF	CAD
26	Provision of 3 ICT Centres for 3 deprived schools	Asikasu, Breme, Ohianing uase	-	No. of ICT centres for schools provided	→				200,00 0			MA	MED

		27	Construction and furnishing of 1 No. ICT center	Dwomo	-	No. of ICT Centers constructed and furnished	→	550,000			MA, Donors	Info. Dept.
		28	Support skills development programmes for 50 youths	Municipal wide	-	1. No. of youths supported 2. No. of skill development programmes organised	→				BAC, NBSSI	CAD
Social Services Delivery	Health Delivery	29	Construct, furnish and Fence 1 No. CHPS Compound	Twepease	-	No. CHPS compound constructed	→	270,000		300,000	MOH, GHS, DHD	MHD, MA
		30	Provide logistics (plant) for Derma Health Centre	Derma	-	No. of Plant available	→		30,000		MOH, GHS	MHD, MA
		31	Support Malaria Rollback Programme / Immunization	Municipal wide	High incidence of malaria (62.8 %)	no. of malaria OPD cases / No. of children immunized	→		12,500		MOH, GHS	MHD, MA

		32	Provide the District Health Directorate with 1 pick-up	Bechem	-	No. of pickups procured	→			200,000		MOH, GHS	MHD, MA
		33	Procure and supply 1 ambulance for Techimantia Polyclinic	Techimantia	-	No. of Ambulances provided	→			250,000		MOH, GHS	MHD, MA
		34	Organize public education on family planning	Municipal wide	-	No. of public education organised	→			5,000		MHD	MA TA
		35	Support Programmes for HIV/AIDS patients	Municipal wide	-	No. of support programmes undertaken	→			4,000		GHS, NHIS, Ghana Aids Commission	DHD
Social Services Delivery	Social Welfare and Community Development	36	Support for the vulnerable and the excluded	Municipal wide	-	No. of persons supported	→			2,500		CAD	SWCD
		37	Expend disability fund expediently	Municipal wide	-	No. of support programmes undertaken	→			15,000		MoH, MoF, CSOs, NCCE	MA
		38	Support for Community Self-help/initiated projects	Municipal wide	-	No. of Self-help projects supported	→			50,000		BAC, NBSSI	MA, NGOs

THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

GOAL 2: CREATE OPPORTUNITIES FOR ALL

Environmental and Sanitation Management	Disaster prevention and Management	39	Support for disaster management activities (NADMO, Fire Service, EPA)	Bechem	-	No. Disaster management activities supported				50,000			FSD, EPA, NADMO	CAD
		40	Intensify public awareness on natural disasters, risks and vulnerability	Municipal wide	-	No. Public awareness programmes organized				10,000			FSD, EPA, NADMO	CAD
		41	Procurement of a landfill site	Municipal wide	N/A	Developed landfill site				50,000			MEH MWS T, WATS AN, CWS A	CAD
		42	Pre-Trigger 8 Project Communities on CLTS	Municipal wide		8 Project Committees pre-triggered				384		3,840	CWS A MEH O	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		43	Hold Meetings with Nananom,	Municipal wide		8 project community				210		2,500	CWS A	Municipal CLTS

			Assembly members, Unit Committee members in 8 project communities			meetings held							MEH O	Facilitators, Latrine Artisans MICCS Reps.
	44	Collect baseline data of 8 project communities	Municipal wide			Baseline data of 8 project communities collected			→	194		2,140	CWS A MEH O	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	45	Trigger 8 project communities and Select Latrine Artisans	Municipal wide			8 project communities triggered and No. of Latrine Artisans selected			→	190		2,300	CWS A MEH O	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	46	Organise 5-day Training for latrine artisans	Bechem			A 5-day training organized for latrine artisans			→	1,000		-	MEH O	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	47	Post Triggering: Start-up	Bechem			No. of household			→	2,000		-	MEH O	Municipal CLTS Facilitators

			meeting on Construction of Household latrines			latrines constructed								ors, Latrine Artisans MICCS Reps.
	48	Educate households on usage of latrines	Municipal wide		No. of households educated on the usage of latrines				→	174		2,140	MEH O CWS A	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	49	Conduct 6 MICCS field monitoring visits to project communities	Municipal wide		No. of MICCS field monitoring visits undertaken on MICCS				→	351		3,510	MEH O CWS A	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	50	Conduct 8 MICCS verification visits of project communities	Municipal wide		No. of MICCS verification visits conducted				→	316		3,186	MEH O CWS A	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
	51	Organise 7 MICCS meetings	Municipal wide		No. of MICCS meetings organised				→	491		4,914	MEH O CWS A	Municipal CLTS Facilitators,

		57	43. Prosecute defaulters of sanitation laws	Municipal wide	-	No. of defaulters prosecuted					37,500		CAD	Police Service, TA	
		58	Procure sanitation tools (communal containers, etc.)	Municipal wide		No. of sanitation tools procured					12,500		Procur ement Unit,	MEHO, MWST, WATSA N, CWSA	
Infrastru cture Delivery and Manage ment	Infrastru cture Develop ment(wa ter and Sanitati on)	59	Drill 8 No. borehole	Ohiamani guase, Kwasu, New Brosankro , Old Brosankro		Number of boreholes drilled				80,000			MWD, WATS AN	MEHO, MWST, TA, CWSA, MPCU	
		60	Construct 4 No. 12-Seater Aqua privy toilet	Ninkyinin kyini, Old Brosankro Kwasu, Bechem	-	No. 12-Seater Aqua privy toilets constructed					400,000		MWD	MEHO, MWST, WATSA N, CWSA	
		61	Construct 3 No. 4 - 6 seater Institutional latrines in 3 basic schools	Bechem	-	No. 4-6 seater Institutional latrines constructed in basic schools						60,000		MWD	MEHO, MWST, WATSA N, CWSA
		62	Expand the Bechem Small Town Water System	Bechem	1 STW S	No. of communities benefiting				200,000		75,000		MWD, WATS AN	MWST, TA, CWSA, MPCU

					from STWS									
67	Drill 5 NO. Hand-dug wells for smaller communities	Nyamebeye, Kwafefekrom, Ayensuan, Akokosu		No. of Hand-dug wells for constructed 2. No. of communities with Hand-Dug wells					25,000		150,000	MWD, WATSAN	MEHO, MWST, TA, CWSA, MPCU	
68	Mechanize 3 No. boreholes	New Brosankro, Ohianingbuse, Techimantia		No. of mechanized boreholes					120,000		90,000	MWD, WATSAN	MEHO, MWST, TA, CWSA, MPCU	
69	Organize 2 training workshops for 20 WATSAN Committees	Subriso and Ankaase Area Council		No. of WATSAN Committees trained							4,000	MPCU	WATSAN, DWST, CWSA	
70	Promote Water, Sanitation and Hygiene in 10 schools	Municipal wide	-	No. of school benefiting from WASH programmes							37,500	DA	MED PTA	
71	Rehabilitate 25 No. boreholes	Municipal wide		No. of boreholes					250,000		62,500	MWD, WATSAN	MEHO, DWST, TA,	

						rehabilitate d									CWSA, DPCU
		72	Operations and maintenance of water facilities	Municipal wide	-	No. of water facilities in operation	—————→						25,000	MWD, WATS AN	MWST, TA,MP CU
		73	Rehabilitate 5 No. Hand-dug wells	Akokosu , Bofo Bene, Kwafefekr om		Number of hand-wells rehabilitate d	—————→				40,000		5,000	MWD, WATS AN	MEHO, MWST, TA, CWSA, DPCU

THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

GOAL 3: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programme	Sub-programme	Project/Activity		Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 st	2 nd	3 rd	4 th	GoG	IGF	(GH¢)	Lead	Collab.
													Donor		
Infrastructure Delivery and Management	Infrastructure Development	74	Relocate Kwasu, Breme and Mansin lorry station	Bechem	N/A	Drafted RAP					120,000			GPRTU, DA	TA, AC
		75	Routine maintenance of feeder roads	Techimantia and Derma Zone	-	length of feeder roads maintained	—————→				60,000			DFR	MORHA, MOT, DWD
		76	Rehabilitate of 32.5km feeder roads	Bofoaka-Mawanins		Length of feeder roads	—————→				250,000			DFR	MORHA,

			oMawanin so-Derma		rehabilitate d									MOT, DWD
77	Reshape and spot improvement of 10km feeder roads	Bechem- Mansin	-	length of feeder roads reshaped					80,000		\	DFR	MORH A, MOT, DWD	
78	Construct drains	Old Brosankro		Length of drains constructed					50,000			DFR	MPCU, MWD	
79	Extend electricity to 4 areas	Mawinins o CHPS Compoun d, Nyamebey e, Asuboi		No. of Communiti es on national grid					320,00 0			ECG	DPCU, AC member s, TA	
80	Procure and distribute of 250 No. electric poles	municipal wide		No. electric poles procured					80,000			ECG	DPCU, AC member s, TA	
81	Procure solar powered system for rural communities	municipal wide	-	1. No. of solar panels procured 2. No. of communiti es installed with solar panels					60,000			DA	AC member s, TA	
82	Procure and Install 750 No. LED street	Tuagyankr om Nsuta	Poor street	No. of LED Street lights and					25,000			ECG	DPCU, AC	


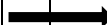




			lights and accessories		lightning	accessories provided								members, TA	
		83	Gravel and surface 20 km and construction of U-shaped culverts	New Brosankro - Old Brosankro	-	Length of roads upgraded					145,455			DFR	MORH A, MOT, MWD
Infrastructure Delivery and Management	Physical and Spatial Planning	84	Develop one planning scheme	Techimantia		No. of communities with planning schemes					50,000			TCPD	MPCU, TA, AC, UC
		85	Sensitize 5 communities on the importance of planning schemes	Bechem, Techimantia, Ohianing uase, New Brosankro, Old Brosankro	-	No. of sensitization programs No. of communities participating in sensitization programmes					8,000			TCPD, NCCE	MPCU, TA, AC, UC
		86	Preparation of sector layout for 3 communities	Dwomo Techimantia Bechem		Number of communities with sector layouts					20,000			TCPD	PPD, TA, AC, UC

		87	Organize 2 consultative meetings for the Zongo and Inner Cities Development Initiative	municipal wide	N/A	No. of consultative meetings organized						1 million	MICZ, MLGRD	DA TA
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THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY

Programme	Sub-programme		Project/Activity	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget(GH¢)			Implementing Agencies	
							1 st	2 nd	3 rd	4 th				Lead	Collab.
Social Services Delivery	Social Welfare and Community Development	88	Construct police post	Adaa	-	No. of police post					270,000			CAD	TA, Police Service
		89	Construct of a police Station	Derma	4 police stations	No. of Police Stations						187,500		CAD	TA, Police Service
		90	Construct District Police quarters	Bechem	N/A	District Police quarters constructed					270,000		75,000	CAD	TA, Police Service
		91	Construction of recreational grounds	Old Brosankro	-	Recreational grounds constructed							50,000		MA, NCCE

		92	Construct Circuit Court	Bechem	-	Circuit court constructed			400,000			CAD	TA, Police Service, Judicial Service
		93	Construct Magistrate Court	Techimantia	-	Magistrate court constructed			500,000			CAD	TA, Police Service, Judicial Service
		94	Support to the security activities	municipal wide	-	No. of security activities supported				100,000		CAD	TA, Police Service
		95	Provide residential accommodation for Fire and Ambulance Service	Bechem	-	No. of residential accommodation for Fire and ambulance staff			400,000			CAD	DHD, FSD
		96	Support to gender- related programmes	municipal wide	-	No. of gender related activities supported				12,500		CAD	SWCD
		97	Support activities of Bechem Traditional Council	Municipal wide	-	No. of activities of Bechem Traditional Council supported				20,000		CAD	TA AC

		98	Support Community Watch-Dog Committees	municipal wide	-	No. of Committee activities supported					100,000	CAD	TA	
Management and Administration	General Administration	99	Rehabilitate MA Staff bungalows	Bechem	-	No. of bungalows rehabilitated					200,000	MWD	AC members, DPCU, TA	
		100	Construct 2 No. Area Council Office	Dwomo	2 Area Council offices	No. of Area Council Offices constructed					680,000	MWD	AC members, DPCU, TA	
		101	Renovate and furnish 1 No. Town/Area Council offices	Techimantia		No. of Town/Area council offices renovated and furnished					75,000	MWD	AC members, DPCU, TA	
		102	Procure printing materials, office stationery and printer cartridges	Bechem	-	Quantity of printing materials, offices stationery and printer cartridges procured						150,000	PU Office & stores unit	MA
		103	Procure furniture and	Bechem	-	Number of furniture						40,000	PU	MA

			fittings for the DA			and fittings procured									
	104	Maintain and repair office equipment	Bechem	-	Number of office equipment repaired	—————→				15,000		Repairs & maintenance Office	MA		
	105	Support MP's Initiated projects and programmes	municipal wide		No. of MP's Initiated projects and programmes	—————→				300,000		MSDI CAD	MP		
	106	Service 7No sub-committee and assembly meetings	Bechem	-	No. of sub-committee and assembly meetings serviced	—————→				80,000		MA	MPCU		
	107	Maintain and repairs of MA's official vehicles	Bechem	-	No. of office vehicles repaired	—————→				45,000		Repairs & maintenance Office	MA		
	108	Procure fuels and lubricants for MA's activities	Bechem	-	Quantity of fuels and lubricants procured	—————→				35,000		DA	PU		
	109	Construct a car park for the DA staff	Bechem	-	Car park constructed	—————→				260,000		MWD	DA		

		110	Construct new DCE's residence	Bechem	-	DCE's residence constructed					260,000		MWD	AC member s, DPCU, TA
		111	Carryout protocols, and activities	Bechem	-	No. of protocols and activities supported					100,000		MA	
		112	Support for the preparation of Annual Action Plans	Bechem	-	Drafted Composite Annual Action Plans					10,000		MPCU	MA
		113	Support for national celebrations AND holidays e.g 6th march, 1st July, edl adha eid fitr, christmas&Easter	Bechem	-	National celebrations and holidays supported					400,000		MA	CSO FBO
		114	44. Organize 2 capacity building programmes for sub-structures	Bechem	-	No. of capacity building programmes held					50,000		AC TA	MPCU
		115	Logistics support for	Bechem	-	No. of activities supported					50,000		AC TA	MPCU

			sub-structure activities			with logistics									
		116	Organize 2 No. District level and 7 No. Town/Area council level Hall meetings	Municipal wide	2	No. of District, Town/Area Hall Meetings held	→				40,000		CAD	T/A councils	

Source: MPCU-TSMA, 2018.

Table 5.3: Annual Action Plan for 2020

THEMATIC AREA/DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT															
GOAL 1: BUILD A PROSPEROUS SOCIETY															
Program me	Sub-program me	Project/Activity		Location	Baseli ne	Output Indicato r	Quarterly Time Schedule				Indicative Budget (GH¢)			Implementing Agencies	
							1 st	2 ⁿ d	3 ^r d	4 th	GoG	IGF	Donor	Lead	Collab.
Economic Developm ent	Trade, Tourism and Industria l develop ment	1	Organize quarterly meetings and durbars in respect of the One district, One Factory Initiative	Municipa l wide		Number of quarterl y meeting s organise d	→				1,250,000			MOTI, MOFA, MBD, MSDI	MA,BA C, NBSSI
		2	Conduct training for 75 SMEs in Business Management and Banking Culture	Municipa l wide	-	No. of SMEs trained	→				25,000			BAC NBSSI	MA
		3	Support for the creation of industrial park	Bechem		No. of industria l parks	→				175,000			MLNR, MOTI, LC, LUSPA	MA, BAC, NBSSI
Economic Developm ent	Agricult ural Develop ment	4	Organize quarterly meetings and durbars in respect of the “Planting for	Municipa l wide		Number of quarterl y meeting s	→				500,000			MOFA	MA, MADU

			food and jobs and Planting for jobs and Investment initiatives			organize d								
		6	Supply 7,500 farmers with farm inputs	Municipal wide		No. of farm inputs supplied 2. No. of farmers supplied with farm inputs				12,500			MOFA	MA, MADU, FBOs
		7	Celebrate Farmers' Day	Municipal wide	-	Farmers' Day Celebrated 2. No of farmers awarded					62,500		MOFA	MA, MADU, FBOs
		8	Promote the construction of irrigation facilities	Municipal wide	-	No. of Irrigation facilities constructed						250,000	DA,	MADU, FBOs

THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

GOAL 1: BUILD A PROSPEROUS SOCIETY

Management and	Finance and Revenue	9	Organize 2 No capacity building	Bechem		No. of capacity building					6,250		HRU	Rev. & Exp.
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Administration	Mobilization		programs for 20 revenue collectors			programmes held								Unit, DPCU	
		10	Organize Pay Your Levy Campaigns	Municipal wide	-	No. of campaigns organized	→					2,500		BRU, REU, Finance Dept, NCCE	MA
		11	Review fee-fixing resolution and prepare composite budget	Fee-fixing resolution and composite budgeting supported	Bechem	No. of review meetings organized and drafted composite budget	→					25,000		BRU, REU, Finance Dept	MA
		12	Prepare of valuation lists for landed properties for 5 communities	Bechem	-	No. of communities for which valuation lists have been prepared	→					20,000		BRU TCPD	TA, MPCU
		13	Procure value books	Bechem	-	No. of value books procured	→						50,000		

		14	Institute Award Scheme for revenue collectors	Municipal wide		No. of revenue collectors awarded						240,000	HRU	REP Unit, DPCU	
THEMATIC AREA/DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT															
GOAL 2: CREATE OPPORTUNITIES FOR ALL															
Program me	Sub-program me	Project/Activity		Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget (GH¢)			Implementing Agencies	
							1 st	2 nd	3 rd	4 th	GOG	IGF	Donor	Lead	Collab.
Social Services Delivery	Education and Youth Development	15	Construct 2 No. 2 Unit classroom block with ancillary facilities	Biokrom, Kwakukrom		No. of 2 Unit Classroom block constructed						350,000	GES, MOE	DED, DA	
		16	Construct 2 No. 3 Unit classroom block with ancillary facilities	Kwakukrom, Wawiniso		No. of 3 Unit Classroom block constructed						355,556	GES, MOE	DED, DA	
		17	Construct 1 No. 6 unit classroom block with ancillary facilities	Mawiniso		No. of 6 Unit Classroom block constructed						400,000	GES, MOE	DED, DA	
		18	Construct Teachers' quarters	Dwomo		No. of teachers bungalow							300,000	GES, MOE	DED, DA

					w construc ted										
		19	Support skills development programmes for 50 youths	Municipal wide	-	No. of youth supported through skills development programmes							37,500	BAC NBSSI	DA
		20	Rehabilitation of 1 No. Teachers' bungalows	Derma		No. of Teachers' bungalow rehabilitated				50,000				GES, MOE	DED, DA
		21	Procure and supply of 1,000 mono and dual desks for school children	Municipal wide		No. of mono and dual desks supplied				250,000				GES, MOE	DED, DA
		22	Promote Water, Sanitation and Hygiene in 10 schools	Municipal wide	-	No. of school benefiting from WASH				37,500				DA	DED PTA

					program									
		23	Support to the District Education Fund and scholarship programmes for needy students	Municipal wide		No. of needy students supported with scholarships	→				15,000		GES, MoF	DA
		24	Support to the District Education Directorate activities	Bechem	-	No. of activities of Education directorate supported	→				15,000		GES, MOE	MED
		25	Provision of 2 ICT Centres for 2 deprived schools	Derma, Old Brosankro	-	No. of ICT centres for schools provided	→					700,000	DA	MED
		26	Fencing of the Samuel Otoo SHS compound	Techimantia	-	School compound fenced	→					800,000	DWD	MED
Social Services Delivery	Health Delivery	27	Provide logistics (plant) for	Derma	-	No. of plant provided			→			30,000	MOH, GHS	MHD, MA

			Derma Health Centre											
28	59. Construct 1 No. CHPS compound with Nurses' quarters	Mansin	-	No. of CHPS compound with Nurses' quarters constructed						250,000	MA	DHD, DPCU		
29	60. Construct Shed for weighing	Bechem Nkwanta	-	No. of Shed for weighing constructed						10,000	MA	MHD		
30	Support Malaria Rollback Programme / Immunization	Municipal wide	High incidence of malaria (62.8 %)	No. of malaria OPD cases / No. of children immunized						12,500	MOH, GHS	DHD, DA		
31	Organize public education on family planning	Municipal wide	-	No. of public education on family planning held						5,000	MHD	MA TA		
32	Support Programmes	Municipal wide	-	No. of support					4,000		GHS, NHIS,	DHD		

			for HIV/AIDS patients			programmes undertaken							Ghana AIDS Commission	
Social Services Delivery	Social Welfare and Community Development	33	Support for Community Self-help/initiated projects	Municipal wide	-	No. of Self-help projects supported					50,000		BAC, NBSSI	DA, NGOs
		34	Expend disability fund expediently	Municipal wide	-	No. of support programmes undertaken					15,000		MoH, MoF, CSOs, NCCE	MA
		35	Support for the vulnerable and the excluded	Municipal wide	-	The vulnerable and the excluded supported					2,500		DA	SWCD
THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT														
GOAL 2: CREATE OPPORTUNITIES FOR ALL														
Environmental and Sanitation Management	Disaster prevention and Management	36	Support for disaster management activities (NADMO, Fire Service, EPA)	Bechem	-	No. of disaster management activities					50,000		FSD, EPA, NAMDO	DA

				supported										
		37	Intensify public awareness on natural disasters, risks and vulnerability	Municipal wide	-	No. of awareness programmes held					10,000		FSD, EPA, NAMDO	DA
		38	Procurement of Zoomlion activities on fumigation	Municipal wide	-	No. of Zoomlion activities on fumigation					200,000		DEHO, Zoomlion	DA
		39	Rehabilitation of 5 No. toilet facilities	Municipal wide		No. toilet facilities rehabilitated				30,000			DWD	DEHO, DWST, WATSA N, CWSA
		40	Procurement of sanitary items for the MA	Bechem	-	No. of Sanitary items procured				25,000			DEHO, DWST, WATSA NCW SA	DA
		41	Undertake dislodging of 5 No. toilets	Municipal wide	-	No. of toilets dislodged				37,500			WATSA N, DWST, CWSA	DHD
		42	Support the promotion of	Old Brosankr	-	No. of househo				250,000			DA	TA AC

			100 No. household latrines	o, Achiase		Id latrines supported and constructed								
		43	Institute Award schemes for best clean communities	Municipal wide	-	No. of communities awarded as clean communities	→			7,500			DA	TA AC DEHO
		44	Prosecute sanitation defaulters	Municipal wide	-	No. of sanitation law defaulters prosecuted	→			37,500			DA	Police Service
		45	Procure sanitation tools (communal containers, etc.)	Municipal wide		Quantity of sanitation tools procured	→			12,500			Procurement Unit,	MEHO, MWST, WATSA N, CWSA
Infrastructure Delivery and Management	Infrastructure Development	46	Drilling of 8 No. borehole	Agyikrom, Kofitamkrom, Nyinasua, Ankaase		Number of boreholes drilled	→			160,000			DWD, WATSA N	MEHO, MWST, WATSA N, CWSA

		47	Drill 5 NO. Hand-dug wells for smaller communities	Kwaku Feh, Kwasi Addai, Tutu Krom, Worapongho, Wosontre		No. of Community hand-Dug wells drilled				100,000			DWD, WATSAN	MEHO, DWST, TA, CWSA, MPCU
		48	Construct 4 No. 12-Seater Aqua privy toilet	Derma, Mansopa, Ohianimguase, Kwasu	-	No. of 12-Seater Aqua privy toilets constructed				600,000			MWD	MEHO, MWST, WATSAN, CWSA
		49	Procure of a landfill site	Municipal wide	-	Land fill site procured				200,000			MEHO, MWST, WATSAN, CWSA	DA
		50	Pre-Trigger 8 Project Communities on CLTS	Municipal wide		8 Project Committees pre-triggered				384		3,840	CWSA, MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		51	Hold Meetings with	Municipal wide		8 project commun				210		2,500	CWSA, MEHO	Municipal CLTS

			Nananom, Assembly members, Unit Committee members in 8 project communities			ity meetings held								Facilitators, Latrine Artisans MICCS Reps.
		52	Collect baseline data of 8 project communities	Municipal wide		Baseline data of 8 project communities collected			→	194		2,140	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		53	Trigger 8 project communities and Select Latrine Artisans	Municipal wide		8 project communities triggered and No. of Latrine Artisans selected			→	190		2,300	CWSA MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		54	Organise 5-day Training for latrine artisans	Bechem		A 5-day training organized for latrine artisans			→	1,000		-	MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.

		55	Post Triggering: Start-up meeting on Construction of Household latrines	Bechem		No. of household latrines constructed				2,000		-	MEHO	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		56	Educate households on usage of latrines	Municipal wide		No. of households educated on the usage of latrines				174		2,140	MEHO CWSA	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		57	Conduct 6 MICCS field monitoring visits to project communities	Municipal wide		No. of MICCS field monitoring visits undertaken on MICCS				351		3,510	MEHO CWSA	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		58	Conduct 8 MICCS verification visits of project communities	Municipal wide		No. of MICCS verification visits conducted				316		3,186	MEHO CWSA	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.






		59	Organise 7 MICCS meetings	Municipal wide		No. of MICCS meetings organised				491		4,914	MEHO CWSA	Municipal CLTS Facilitators, Latrine Artisans MICCS Reps.
		60	Construct 2 No. 4-6 seater Institutional latrines in 2 basic schools	Derma	-	No. of 4-6 seater Institutional latrines in 2 basic schools constructed				250,000			DWD	MEHO, MWST, WATSAN, CWSA
		61	Mechanize 3 No. boreholes	New Brosankro, Ohianimguase, Techimantia		Number of boreholes mechanized				120,000			DWD, WATSAN	MEHO, MWST, TA, CWSA, MPCU
		62	Organize of workshops to train 20 WATSAN Committees	Subriso and Ankaase Area Council		No. of WATSAN Committees trained				4,000			MPCU	WATSAN, DWST, CWSA

		63	Rehabilitate 25 No. boreholes	Municipal wide		No. of boreholes rehabilitated					250,000			MWD, WATSAN	DEHO, DWST, TA, CW SA, MPCU
		64	Operate and maintain water facilities	Municipal wide	-	No. of water facilities in operation					25,000			MWD, WATSAN	MWST, TA, MPCU
		65	Rehabilitate 5 No. Hand-dug wells	Akokosu, Bofo Bene, Kwafekrom		Number of hand-dug wells rehabilitated					5,000			MWD, WATSAN	MEHO, MWST, TA, CW SA, MPCU

THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

GOAL 3: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Program me	Sub-program me	Project/Activity	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
										(GH¢)			Lead	Collab.	
						1 st	2 nd	3 rd	4 th	GoG	IGF	Donor			
		66	Routine maintenance of feeder roads	Brosankro Zone	-	Length of feeder roads maintained					60,000			DFR	MORHA, MOT, DWD

		67	Rehabilitation of 32.5km feeder roads	Dwomo-Boboaka-Pokukrom, Ankaase-Nsuta		Length of feeder roads rehabilitated		250,000			DFR	MORH A, MOT, DWD
		68	Reshaping and spot improvement of 10km feeder roads	Boboaka-Mawaninso	-	Length of feeder roads reshaped		80,000			DFR	MORH A, MOT, DWD
		69	Extend electricity to 2 areas	Kofikrom, Monta, other deprived areas		No. of communities connected to the national grid		180,000			VRA	MPCU, AC members, TA
		70	Procurement of 250 No. electric poles	Municipal wide		No. of electric poles procured		80,000			VRA	MPCU, AC members, TA
		71	Procurement of solar powered system for rural communities	Municipal wide	-	No. of solar panels procured 2. No communities with installed solar panels		60,000			MA	AC members, TA

		72	Procurement of 750 No. LED street lights and accessories	Bechem, Bechem Junction, and other deprived areas		No. of LED Street lights and accessories provided				100,000			ECG	DPCU, AC members, TA	
Infrastructure Delivery and Management	Physical and Spatial Planning	73	Provision of planning scheme	Derma, Dwomo		No. of communities with planning schemes					100,000		TCPD	MPCU, TA, AC, UC	
		74	Sensitization of 5 communities on the awareness of planning schemes	Adaa, Asuboi, Ayesuan o, Bofoka, Bokrom	-	No. of sensitization programmes organized					8,000		TCPD, NCCE	MPCU, TA, AC, UC	
THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY															
GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY															
Programme	Sub-programme	Project/Activity		Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
							1 st	2 ⁿ d	3 ^r d	4 th	(GH¢)			Lead	Collab.
Social Services Delivery	Social Welfare and Commun	75	Construct a police Station	Ankaase	4 police stations	No. of Police stations				270,000		187,500	CAD	TA, Police Service	

	ity Develop ment	76	Support to the security activities	Municipa l wide	-	No. of security activitie s supporte d	→			100,000	CAD	TA, Police Service
		77	Support to gender- related programmes	Municipa l wide	-	No. of gender related program mes supporte d	→			12,500	CAD	SWCD
		78	Support activities of Bechem Traditional Council	Municipa l wide	-	No. tradition al Council activitie s supporte d	→	20,000			CAD	TA AC
Managem ent and Administra tion	General Administ ration	79	Rehabilitate of DA Staff bungalows	Bechem	-	No. of staff bungalo ws rehabilit ated	→		200, 000		MWD	AC member s, MPCU, TA
		80	Construct 2 No. Area Council Offices	Subriso, Derma	2 Area Counc il offices	No. of Area Councils offices construc ted	→		300, 000		MWD	AC member s, MPCU, TA

		81	Procure printing materials, office stationery and printer cartridges	Bechem	-	Quantity of printing materials, office stationery and printer cartridges procured					150,000		MPCU Office Stores unit	CAD
		82	Maintenance and repairs of DA's official vehicles	Bechem	-	No. Official vehicles maintained and repaired					45,000		Repairs & maintenance Office	CAD
		83	Procure fuels and lubricants for DA's activities	Bechem	-	Quantity of fuel and lubricants procured					35,000		MA	MPCU
		84	Construct a Conference hall for MA	Bechem	-	Conference hall constructed					1,333,333		MWD	AC DPCU
		85	Construction of a new DCE's residence	Bechem	-	DCE's residence constructed					600,000		MWD	AC members, MPCU, TA

		86	Support to State protocols, donations functions contributions to organisations	Bechem	-	No. of protocols and activities supported					100,000		CAD	
		87	Support for the preparation of Annual Action Plans	Bechem	-	preparation of Annual Action Plans supported					10,000		MPCU	MA
		88	Support for national celebrations and holidays e.g. 6th March, 1st July, Edl adha, edi fitr, Christmas & Easter	Bechem	-	National celebrations and holidays supported					400,000		CAD	CSO, FBO
		89	Complete the installation of Burglar proof windows at the offices of the District Assembly	Bechem	-	No. of offices completed with installation of buglar proof					30,000		MWD	CAD

		90	Service sub-committee and assembly meetings	Bechem	-	No. of Sub-Committee and assembly meetings serviced					80,000		CAD	MPCU
		91	Support for MP's initiated programmes and projects	Municipal wide	-	No. of MP's initiated programmes and projects carried out					102,500		MSDI CAD	MP
		92	Organize capacity building programmes for sub-structures	Bechem	-	No. of capacity building meetings held					50,000		AC TA	MPCU
		93	Organize 2 No. District level and 7 No. Town/Area council level Hall meetings	Municipal wide	2	No. of District, Town/Area Hall Meetings held					40,000		CAD	T/A councils

Source: MPCU-TSMA, 2018.

Annual Action Plan for 2021

THEMATIC AREA/DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT														
GOAL 1: BUILD A PROSPEROUS SOCIETY														
Program me	Sub-programe	ACTIVITY/P ROJECT	Location	Basel ine	Output Indicato r	Quarterly Time Schedule				Indicative Budget			Implementation Agencies	
						1 st	2n d	3r d	4t h	GoG	IGF	Dono r	Lead	Collab.
Economi c Develop ment	Trade, Tourism and Industri al develop ment	1. Organize quarterly meetings and durbars in respect of the One district, One Factory Initiative	Municipal wide	1	No. of quarterly meetings organize d	→						1,250,000	MOTI, MOFA, MBD, MSDI	MA,BAC, NBSSI
		2. Conduct training for 75 SMEs in Business Management and Banking Culture	Municipal wide	N/A	No. of training program mes organize d	→						25,000	BAC NBSSI	MA
		3. Construct 1 market facility	Techimantia	1	No. of existing market facilities	→				2,500			MA	MADU, NBSSI
Economi c Develop ment	Agricultural Develop ment	4. Organize quarterly meetings and durbars in respect of the “Planting for	Municipal wide		No. of quarterly meetings on planting	→						500,000	MOFA	MA, MADU

		food and jobs and Planting for jobs and Investment initiatives			for food and jobs									
		5. Support Planting for jobs and investment	Municipal wide	N/A	No. of support programs initiated				250,000		250,000	MOFA	MA, MADU	
		6. Supply 30,000 farmers with farm inputs	Municipal wide		No. of inputs provided to farmers No. of farmers supported						12,500	MOFA	MA, MADU, FBOs	
		6.Celebrate Farmers' Day	Municipal wide		No. of farmers awarded				60,000	2,500		MOFA	MA, MADU, FBOs	
		8.Promote the construction of irrigation facilities	Municipal wide	N/A	No. of irrigation facilities available				500,000			MA	MADU, FBOs	
		9.Support the construction of a district warehouse under the government's	Bechem	N/A	No. of warehouses supported				250,000			CSIR, MESTI, MOFA	MADU, FBO, MA	

		1 district, 1 warehouse policy												
Management and Administration	Finance and Revenue Mobilization	10. Review fee-fixing resolution and prepare composite budget	Fee-fixing resolution and composite budgeting supported		No. of review meetings carried out					25,000			BRU, REU, Finance Dept	MA
		11. Prepare of valuation lists for landed properties for 2 communities	Techimantia, Dwomo		No. of communities with valuation lists					100,000			BRU TCPD	TA, MPCU
		12. Procure 90 value books	Bechem	N/A	No. of value books procured					20,000				
		13. Institute Award Scheme for revenue collectors	Municipal wide	N/A	No. of revenue collectors awarded						10,000		HRU	REP Unit, DPCU

THEMATIC AREA/DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

GOAL 2: CREATE OPPORTUNITIES FOR ALL

Program me	Sub-programme	ACTIVITY/PROJECT	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementation Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.

Social Services Delivery	Education and Youth Development	14. Construct 1 No. 2 Unit classroom block with ancillary facilities	Kwakukrom		No. of 2 unit classroom block with ancillary facilities constructed				250,000	100,000	350,000	GES, MOE	DED, DA
		15. Construct 1 No. 3 Unit classroom block with ancillary facilities	Wawinino		No. of 3 unit classroom block with ancillary facilities constructed				499,549			GES, MOE	DED, DA
		16. Construct 1 No. 6 unit classroom block with ancillary facilities	Kwakukrom		No. of 6 unit classroom block with ancillary facilities constructed				250,000		150,000	GES, MOE	DED, DA
		17. Construct Teachers' quarters	Derma		No. of teachers quarters constructed				150,000			GES, MOE	DED, DA

		18.Support skills development programmes for 50 youths	Municipal wide	N/A	No. of youths supported	→				10,000	BAC NBSSI	DA
		19. Rehabilitation of 1 No. Teachers' bungalows	Dwomo		No. of teachers bungalows rehabilitated	→			50,000	50,000	GES, MOE	DED, DA
		20.Procure and supply of 1,000 mono and dual desks for school children	Municipal wide		No. of mono and dual desks procured and supplied	→			233,300		GES, MOE	DED, DA
		21. Promote Water, Sanitation and Hygiene in 10 schools	Municipal wide		No. of schools reached	→	→				GES, MOE	DED, DA
		22. Fencing of the Samuel Otoo SHS compound	Techimantia	N/A		→			200,000		DWD	MED
		23. Support to the District Education Fund and scholarship programmes	Municipal wide		No. of needy students supported	→	→		100,000		GES, MoF	MA, MED

		for needy students												
Environmental and Sanitation Management	Disaster prevention and Management	24. Support for disaster management activities (NADMO, Fire Service, EPA)	Bechem		Disaster activities supported	→					10,000	FSD, EPA, NAMDO	DA	
		25. Intensify public awareness on natural disasters, risks and vulnerability	Municipal wide		No. of awareness programs carried out	→					10,000	FSD, EPA, NAMDO	DA	
		26. Rehabilitation of 5 No. toilet facilities	Municipal wide		No. of toilet facilities rehabilitated	→				50,000		DWD	DEHO, DWST, WATSAN, CWSA	
		27. Procurement of sanitary items for the DA	Bechem		No. of sanitary items procured	→					25,000		DEHO, DWST, WATSAN, CWSA	DA
		28. Undertake dislodging of 5 No. toilets	Municipal wide		No. of toilets dislodged	→					25,000		WATSAN, DWST, CWSA	DHD
		29. Fumigate 100 No. Institutions	municipal wide		No. of institutions	→						16,000		WATSAN, DWST, CWSA

				fumigated									
		30. Support the promotion of 100 No. household latrines	Old Brosankro , Achiase	N/A	No. of household latrines supported				250,000			DA	TA AC
		31. Institute Award schemes for best clean communities	Municipal wide	N/A	No. of awarded communities				5000			DA	TA AC DEHO
		32. Pre-Trigger 8 Project Communities on CLTS	Municipal wide		8 Project Committees pre-triggered				384	3,840		CWSA MEHO	Municipal CLTS Facilitators , Latrine Artisans MICCS Reps.
		33. Hold Meetings with Nananom, Assembly members, Unit Committee members in 8 project communities	Municipal wide		8 project community meetings held				210	2,500		CWSA MEHO	Municipal CLTS Facilitators , Latrine Artisans MICCS Reps.
		34. Collect baseline data of 8 project communities	Municipal wide		Baseline data of 8 project communities				194	2,140		CWSA MEHO	Municipal CLTS Facilitators

				usage of latrines									MICCS Reps.
		39. Conduct 6 MICCS field monitoring visits to project communities	Municipal wide	No. of MICCS field monitoring visits undertaken on MICCS					351		3,510	MEHO CWSA	Municipal CLTS Facilitators , Latrine Artisans MICCS Reps.
		40. Conduct 8 MICCS verification visits of project communities	Municipal wide	No. of MICCS verification visits conducted					316		3,186	MEHO CWSA	Municipal CLTS Facilitators , Latrine Artisans MICCS Reps.
		41. Organise 7 MICCS meetings	Municipal wide	No. of MICCS meetings organised					491		4,914	MEHO CWSA	Municipal CLTS Facilitators , Latrine Artisans MICCS Reps.
		42. Logistical support for environmental health officers	Municipal wide	no. of available logistics to environmental officers						20,000		DA	DEHO

		43. Prosecute sanitation defaulters	Municipal wide	N/A	No. of defaulters prosecuted	→					12,500	37,500	DA	Police Service
		44. Procure sanitation tools (communal containers, etc.)	Municipal wide		No. of sanitation tools procured	→					12,500	12,500	Procurement Unit,	MEHO, MWST, WATSAN, CWSA
		45. Mechanize 3 No. boreholes	Old Brosankro, Dwomo, Techimantia		no. of mechanized boreholes	→			→			90,000	DWD, WATSAN	MEHO, MWST, TA, CWSA, MPCU
		46. Organize of workshops to train 10 WATSAN Committees	Subriso Area Council		No. of workshops organized	→					4000		MPCU	WATSAN, DWST, CWSA
		47. Rehabilitate 25 No. boreholes	Municipal wide		No. of boreholes rehabilitated	→					10,000		MWD, WATSAN	DEHO, DWST, TA, CWSA, MPCU
		48. Rehabilitate 5 No. Hand-dug wells	Akokosu, Bofo Bene, Kwafeferom		No. of hand-dug wells rehabilitated	→					5000		MWD, WATSAN	MWST, TA, MPCU

Social Services Delivery	Health Delivery	49. Provide logistics (plant) for Derma Health Centre	Derma	N/A	Plant available to the centres	→			90,000			MOH, GHS	MHD, MA
		50. Construct 1 No. CHPS compound with Nurses' quarters	Mansin	N/A	No. of CHPS compound with nurses quarters	→			200,000			MA	DHD, DPCU
		51. Construct Shed for weighing	Bechem Nkwanta	N/A			→		100,000		10,000	MA	MHD
		52. Support Malaria Rollback Programme / Immunization	Municipal wide		No. of malaria programmes supported	→		→		7500		MOH, GHS	DHD, DA
		53. Organize public education on family planning	Municipal wide		No. of education programmes organized		→			5000		MHD	MA TA
		54. Support Programmes for HIV/AIDS patients	Municipal wide		No. of patients supported		→			4000		GHS, NHIS, Ghana AIDS Commission	DHD

		55. Support for the vulnerable and the excluded	Municipal wide		No. of vulnerable and excluded supported	→					15,000		BAC, NBSSI	DA, NGOs
THEMATIC AREA/DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT														
GOAL 3: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT														
Program me	Sub-programme	ACTIVITY/P ROJECT	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementation Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.
Infrastructure Delivery and Management	Infrastructure Development	56. Routine maintenance of feeder roads	Brosankro Zone		Length of roads maintained	→				200,000		100,000	DFR	MORHA, MOT, DWD
		57. Rehabilitation of 32.5km feeder roads	Dwomo-Bofoaka-Pokukrom, Ankaase-Nsuta		Length of feeder roads rehabilitated	→				175,000			DFR	MORHA, MOT, DWD
		58. Reshaping and spot improvement of 10km feeder roads	Bofoaka-Mawanins o		length of feeder roads reshaped and spot improved	→					75,000		DFR	MORHA, MOT, DWD

		59. Extend electricity to 2 areas	Kofikrom, Monta, other deprived areas	N/A	No. of communities connected to the national grid				100,000			ECG	MPCU, AC members, TA
		60. Procurement of 250 No. electric poles	Municipal wide		No. of electric poles procured				150,000			ECG	MPCU, AC members, TA
		61. Procurement of solar powered system for rural communities	Municipal wide		No. of solar panels procured				100,000			MA	AC members, TA
		62. Procurement of 750 No. LED street lights and accessories	Bechem, Bechem Junction, and other deprived areas		No. of LED street lights procured				100,000			ECG	DPCU, AC members, TA
Infrastructure Delivery and Management	Physical and Spatial Planning	63. Provision of planning scheme	Dwomo		No. of communities with planning schemes					5000		TCPD	MPCU, TA, AC, UC
		64. Sensitization of 2 communities	Bfoaka, Bokrom		No. of sensitization program				5000			TCPD	MPCU, TA, AC, UC

		on the awareness of planning schemes			mes organised								
Infrastructure Delivery and Management	Infrastructure Development	65. Drilling of 4 No. borehole	Nyinasua, Ankaase		No. of boreholes drilled	—————→				120,000	60,000	DWD, WATSAN	MEHO, MWST, WATSAN, CWSA
		66. Construct Small Town Water System	Derma		No. of STWS	—————→					700,000	DWD, WATSAN	CWSA, AC, TA, MWST
		67. Drill 5 NO. Hand-dug wells for smaller communities	Worapongho, Wosontre, Akokosu		No. of hand-dug well drilled	—————→				150,000		DWD, WATSAN	MEHO, DWST, TA, CWSA, MPCU
		68. Construct 2 No. 12-Seater Aqua privy toilet	Ohianinguae, Kwasu		No. of 12-seater aqua-privy toilet constructed	—————→				50,000		MWD	MEHO, MWST, WATSAN, CWSA

THEMATIC AREA/DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY

Program me	Sub-programme	ACTIVITY/PROJECT	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementation Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collab.

Social Services Delivery	Social Welfare and Community Development	69. Support for the Zongo and Inner Cities Development Initiative	Bechem	N/A	No. of support programs initiated	→				1 million	MICZ, MLGRD	MA TA
		70. Construct Divisional Police Command	Bechem		No. of divisional police command	→	75,000				MWD	CAD
		71. Construct a District Police Headquarters	Techimantia			→			50,000		MWD	CAD
		70. Construct Magistrate Court	Municipal wide	N/A	No. of magistrate courts	→	12,500		12,500		MWD	CAD
		72. Support to gender-related programmes	Municipal wide		No. of gender related programmes supported	→	20,000				CAD	SWCD
		73. Support activities of Bechem Traditional Council	Municipal wide		No. of activities supported	→		1000			CAD	SWCD
		74. Support to Community	Bechem		No. of watchdo	→		17,500			CAD	SWCD

		Watch-Dog Committees			g activities supported									
		75. Rehabilitate of DA Staff bungalows	Derma		No. of MA staff bungalows rehabilitated	→				150,000			MWD	AC members, MPCU, TA
		76. Construct 2 No. Area Council Offices	Bechem		No. of Area council offices constructed	→				40,000			MWD	AC members, MPCU, TA
		77. Procure printing materials, office stationery and printer cartridges	Bechem		No. of items procured	→				50,000			MPCU Offices & Stores unit	CAD
		78. Procure furniture and fittings for the DA	Bechem		Sets of furniture and fittings procured	→				15,000			MPCU	CAD
		79. Maintenance and repairs of office equipment	Municipal wide		No. of office equipment repaired	→					1,002,500		MPCU	CAD

		80.Maintenance and repairs of DA's official vehicles	Bechem		Frequency of repairs of MA official vehicles					35,000		Repairs & maintenance Office	CAD
		81. Procure fuels and lubricants for DA's activities	Bechem		Quantity of fuels and lubricants procured for MA activities					62,500		MA	MPCU
		82. Maintenance of DA's properties	Bechem		No. of MA properties maintained					20,000		Repairs & maintenance Office	CAD
		83. Construct 1 No. semi-detached quarters for DA staff	Bechem		No. of staff quarters constructed					100,000		MWD	MPCU,TA
		84. Support to State protocols, donations functions contributions to organisations	Bechem		No. of state protocols carried out					10,000		CAD	

		85. Support for the preparation of Annual Action Plans	Bechem		Draft Composite Annual Action Plans	→					400,000		MPCU	MA
		86. Support for national celebrations and holidays e.g. 6th March, 1st July, Edl adha, edi fitr, Christmas & Easter	Bechem		No. of national holidays supported	→	→				80,000		CAD	CSO, FBO
		87. Service sub-committee and assembly meetings	Bechem		No. of sub-committee meetings serviced	→					50,000		CAD	MPCU
		88. Support for MP's initiated programmes and projects	Municipal wide		No. of MP's initiated programmes and projects carried out	→					400,000		MSDI CAD	MP

		89. Organize capacity building programmes for sub-structures	Bechem		No. of capacity building programmes organized	→					50,000		AC TA	MPCU
		90. Organize 2N. capacity building programmes for DA staff	Municipal wide		No. of Capacity building programmes organized	→				40,000			HRU	DA TA AC
		91. Organie 2 No. District level and 7 No. Town/Area council level Hall meetings	Municipal wide		No. of town hall meetings organized	→							CAD	T/A councils

Source: MPCU-TSMA, 2018.

Table 5.5: Monitoring and Evaluation Activities of 2018-2021 MTDP

ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
Implementation Monitoring and Dissemination of Reports					
Undertake monthly monitoring visits	20 th -25 th of each month	20 th -25 th of each month	20 th -25 th of each month	20 th -25 th of each month	MCD, Project-Specific Monitoring Team
Prepare monthly monitoring reports	25 th -30 th of each month	25 th -30 th of each month	25 th -30 th of each month	25 th -30 th of each month	MPCU Secretariat
Disseminate monthly monitoring reports	By 5 th of ensuing month	By 5 th of ensuing month	By 5 th of ensuing month	By 5 th of ensuing month	MCD
Undertake quarterly monitoring visits	20 th -25 th of March, June, Sept and Dec 2018	20 th -25 th of March, June, Sept and Dec 2019	20 th -25 th of March, June, Sept and Dec 2020	20 th -25 th of March, June, Sept and Dec 2021	MCD, MPCU, MPCU Secretariat
Prepare quarterly monitoring reports	10 th -12 th of March, June, Sept and Dec 2018	10 th -12 th of March, June, Sept and Dec 2019	10 th -12 th of March, June, Sept and Dec 2020	10 th -12 th of March, June, Sept and Dec 2021	MPCU Secretariat

Submit/disseminate quarterly monitoring reports	By 14 th of ensuing month	By 14 th of ensuing month	By 14 th of ensuing month	By 14 th of ensuing month	MCD
Undertake specific/on-the-spot monitoring visits and report	Wednesdays	Wednesdays	Wednesdays	Wednesdays	Project-Specific Monitoring Team, MPCU Secretariat
Quarterly Progress Report Preparation and Dissemination					
Collect, collate, analyze and validate data	Starting 20 th of March, June, Sept and Dec 2018	Starting 20 th of March, June, Sept and Dec 2019	Starting 20 th of March, June, Sept and Dec 2020	Starting 20 th of March, June, Sept and Dec 2021	MCD, MPCU, HODs, MPCU Secretariat
Prepare draft quarterly progress report	25 th -26 th of March, June, Sept and Dec 2018	25 th -26 th of March, June, Sept and Dec 2019	25 th -26 th of March, June, Sept and Dec 2020	25 th -26 th of March, June, Sept and Dec 2021	MPCU Secretariat
Hold Quarterly Review meetings	By 27 th of March, June, Sept and Dec 2018	By 27 th of March, June, Sept and Dec 2019	By 27 th of March, June, Sept and Dec 2020	By 27 th of March, June, Sept and Dec 2021	MCD, MPCU Secretariat, HODs
Finalize Quarterly progress Reports	By 10 th of April, July, Oct 2018 and Jan 2019	By 10 th of April, July, Oct 2018 and Jan 2019	By 10 th of April, July, Oct 2018 and Jan 2019	By 10 th of April, July, Oct 2018 and Jan 2019	MPCU Secretariat

Submit/disseminate Quarterly Progress Reports	By 14 th of April, July, Oct 2018 and Jan 2019	By 14 th of April, July, Oct 2019 and Jan 2020	By 14 th of April, July, Oct 2020 and Jan 2021	By 14 th of April, July, Oct 2021 and Jan 2022	MCD/MPO
ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
Mid-Year Progress Report Preparation and Dissemination					
Collect, collate, analyze and validate data	27 th June 2018	27 th June 2019	26 th June 2020	25 th June 2021	MCD, MPCU, HODs, MPCU Secretariat
Prepare draft Mid-year progress report	6 th July 2018	5 th July 2019	4 th July 2020	3 rd July 2021	MPCU Secretariat
Mid-year Progress Review meeting	13 th July 2018	12 th July 2019	11 th July 2020	10 th July 2021	MCD, MPCU Secretariat, HODs
Finalize Mid-year progress Reports	20 th July 2018	19 th July 2019	18 th July 2020	17 th July 2021	MPCU Secretariat
Submit/disseminate Mid-year Progress Report	27 th July 2018	26 th July 2019	25 th July 2020	24 th July 2021	MCD/MPO
Annual Progress Report Preparation and Dissemination					

Collect, collate, analyze and validate data	15 th Jan 2019	15 th Jan 2020	13 th Jan 2021	11 th Jan 2022	MCD, MPCU, HODs, MPCU Secretariat
Prepare draft Annual progress report	1 st Feb 2019	29 th Jan 2020	27 th Jan 2021	26 th Jan 2022	MPCU Secretariat
Hold Annual Progress Review meeting	13 th &14 th Feb 2019	12 th &13 th Feb 2020	10 th &11 th Feb 2021	9 th &10 th Feb 2022	MCD, MPCU Secretariat, HODs
Finalize Annual progress Report	Not later than 25 th Feb 2019	Not later than 24 th Feb 2020	Not later than 22 nd Feb 2021	Not later than 22 nd Feb 2022	MPCU Secretariat
Submit/disseminate Annual progress Report	Not later than 28 th Feb 2019	Not later than 28 th Feb 2020	Not later than 26 th Feb 2021	Not later than 28 th Feb 2022	MCD/MPO
ACTIVITIES					
	TIME FRAME				ACTORS
	2018	2019	2020	2021	
Evaluations					
Ex-ante evaluation of projects/programmes	Two weeks before start of procurement process/ inception of programme	Two weeks before start of procurement process/ inception of programme	Two weeks before start of procurement process/ inception of programme	Two weeks before start of procurement process/ inception of programme	MPCU, MPCU Secretariat

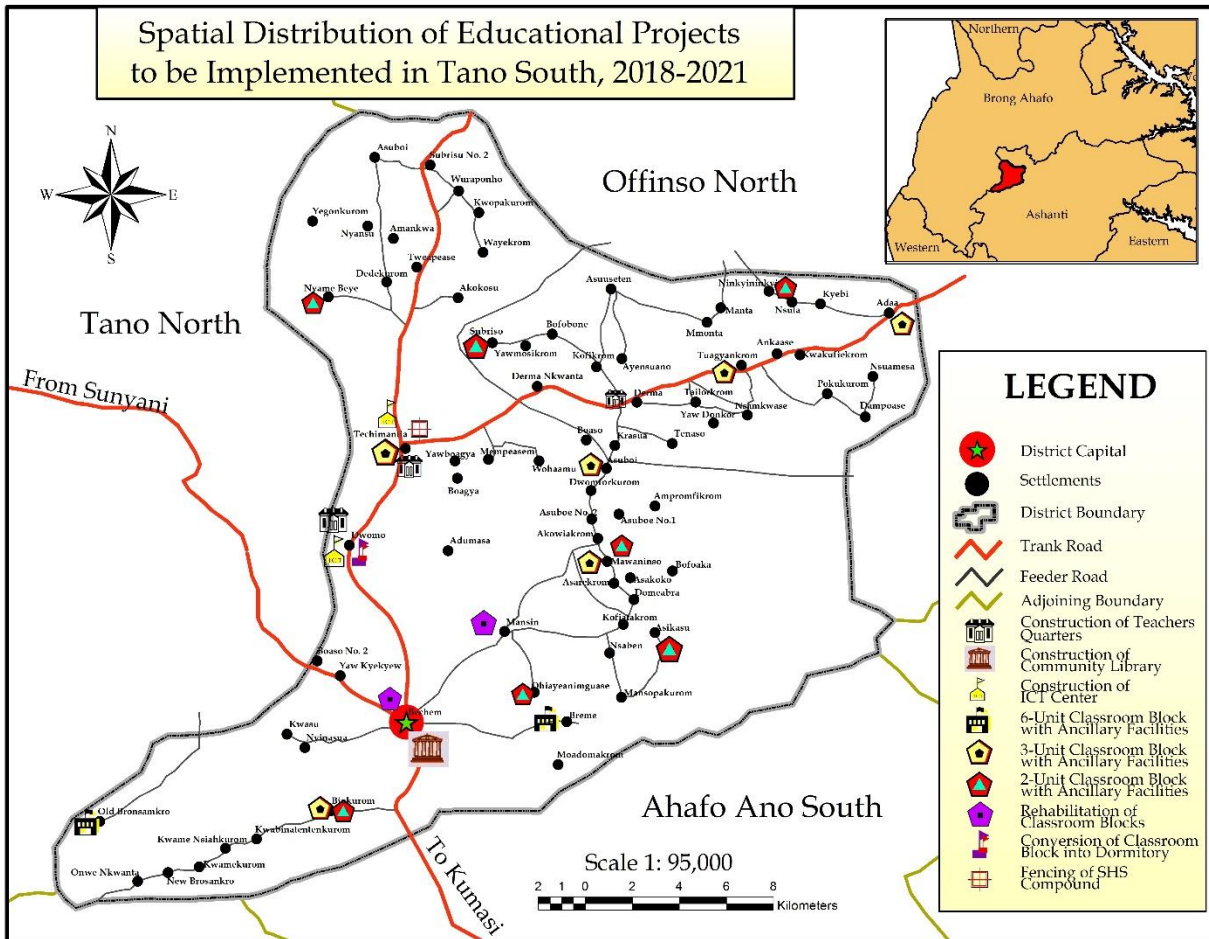
Mid-Term evaluation of projects/programmes	Half way through project/programme duration	Half way through project/programme duration	Half way through project/programme duration	Half way through project/programme duration	MPCU, MPCU Secretariat
Terminal evaluation of projects/programmes	From first week after release of retention (physical proj) and six months after end of programme	From first week after release of retention (physical proj) and six months after end of programme	From first week after release of retention (physical proj) and six months after end of programme	From first week after release of retention (physical proj) and six months after end of programme	MPCU, MPCU Secretariat
Mid-Term evaluation of 2018-2021 MTDP			From March 2020		MPCU, MPCU Secretariat, HODs
Terminal evaluation of 2018-2021 MTDP				From March 2021	MPCU, MPCU Secretariat, HODs

Source: MPCU-TSMA, 2018.

The following maps represented in figure 5.1, 5.2, 5.3 and 5.4 depicts the various physical projects that would be implemented over the plan period (2018-2021) in Tano South Municipality.

Educational Projects

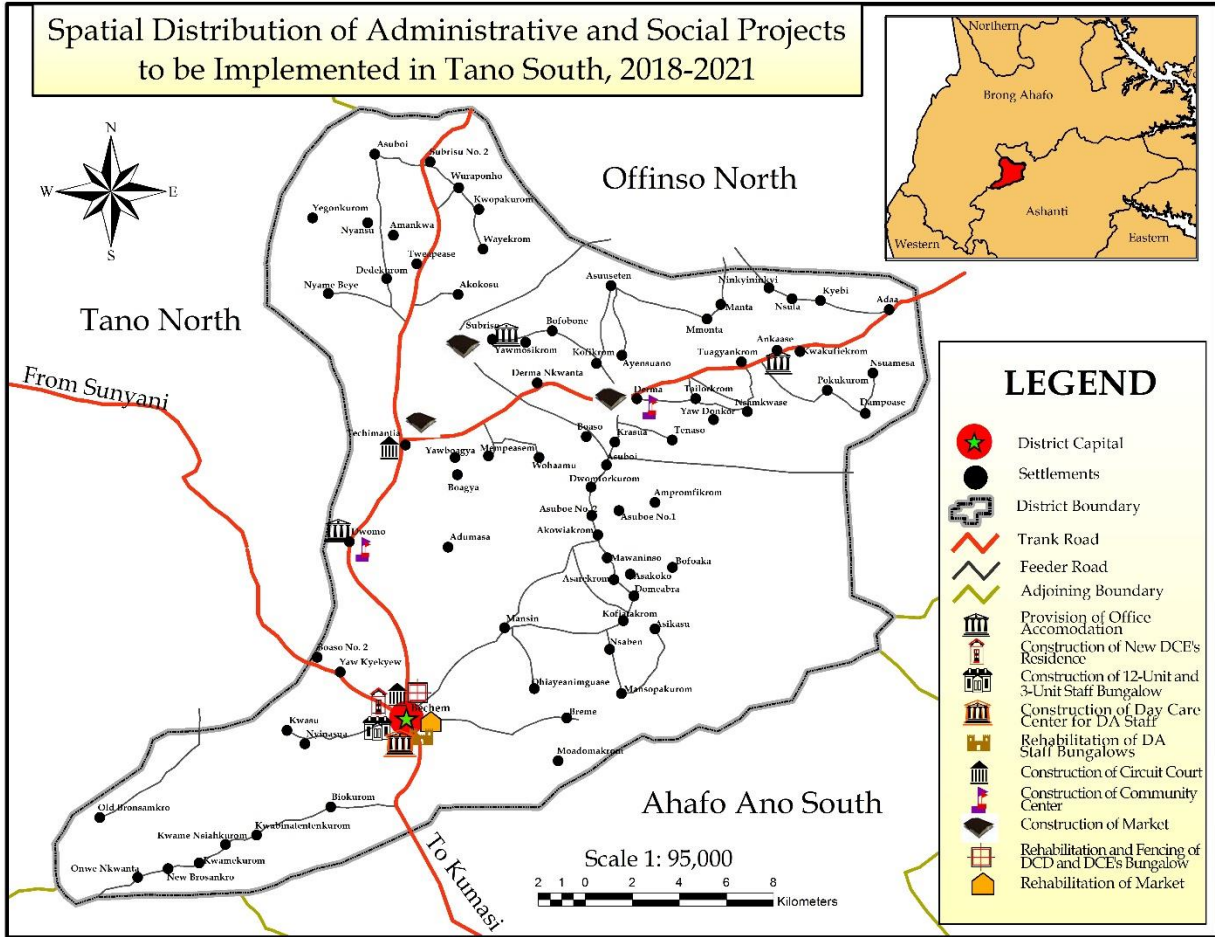
Figure 5.1: Spatial Location of Educational Projects to be Implemented over 2018-2021



Source: PPD-TSMA, 2018.

Administrative and Commercial Projects

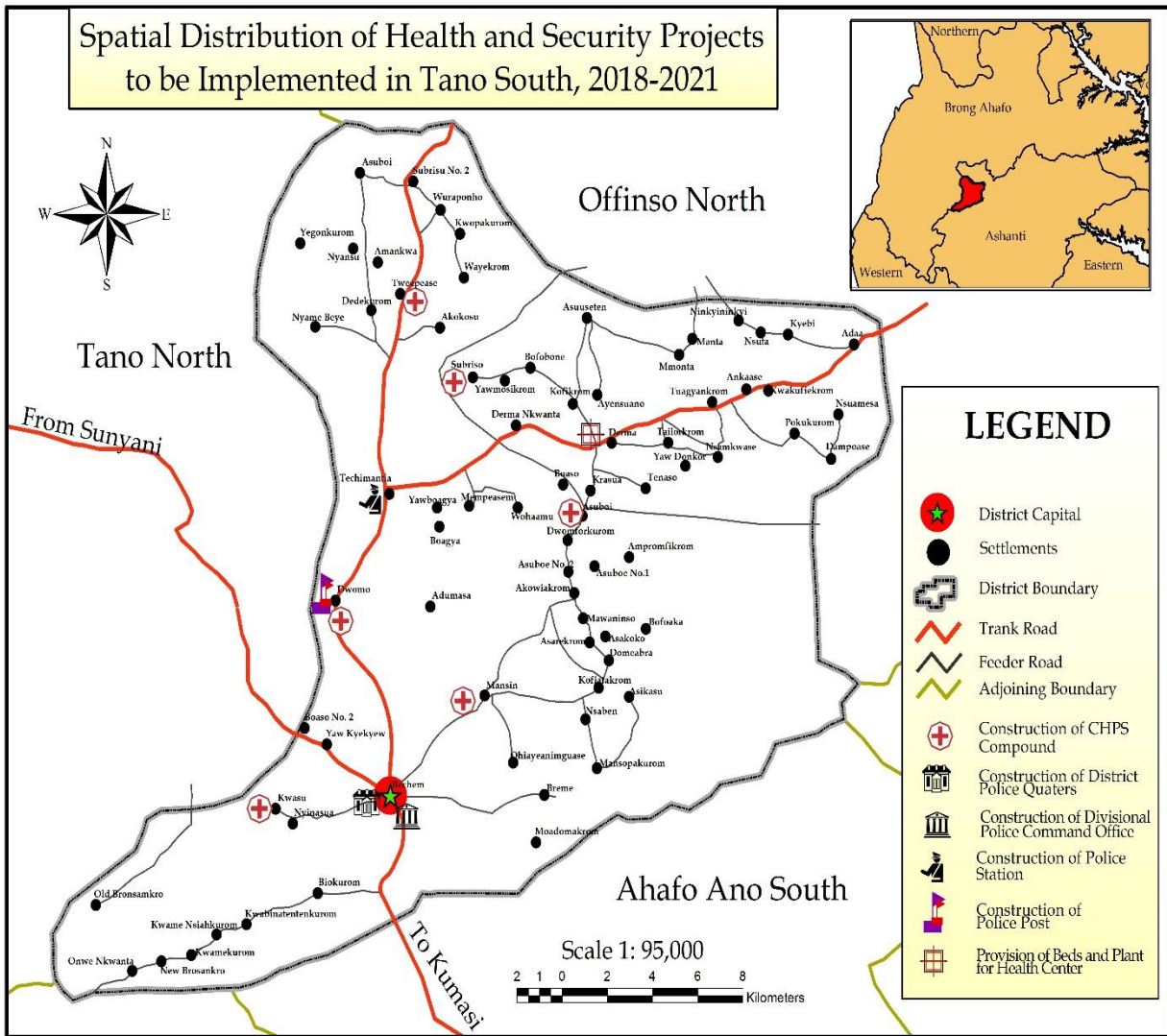
Figure 5.2: Spatial Location of Administrative and Commercial Projects to be Implemented over 2018-2021



Source: PPD-TSMA, 2018.

Health and Security Projects

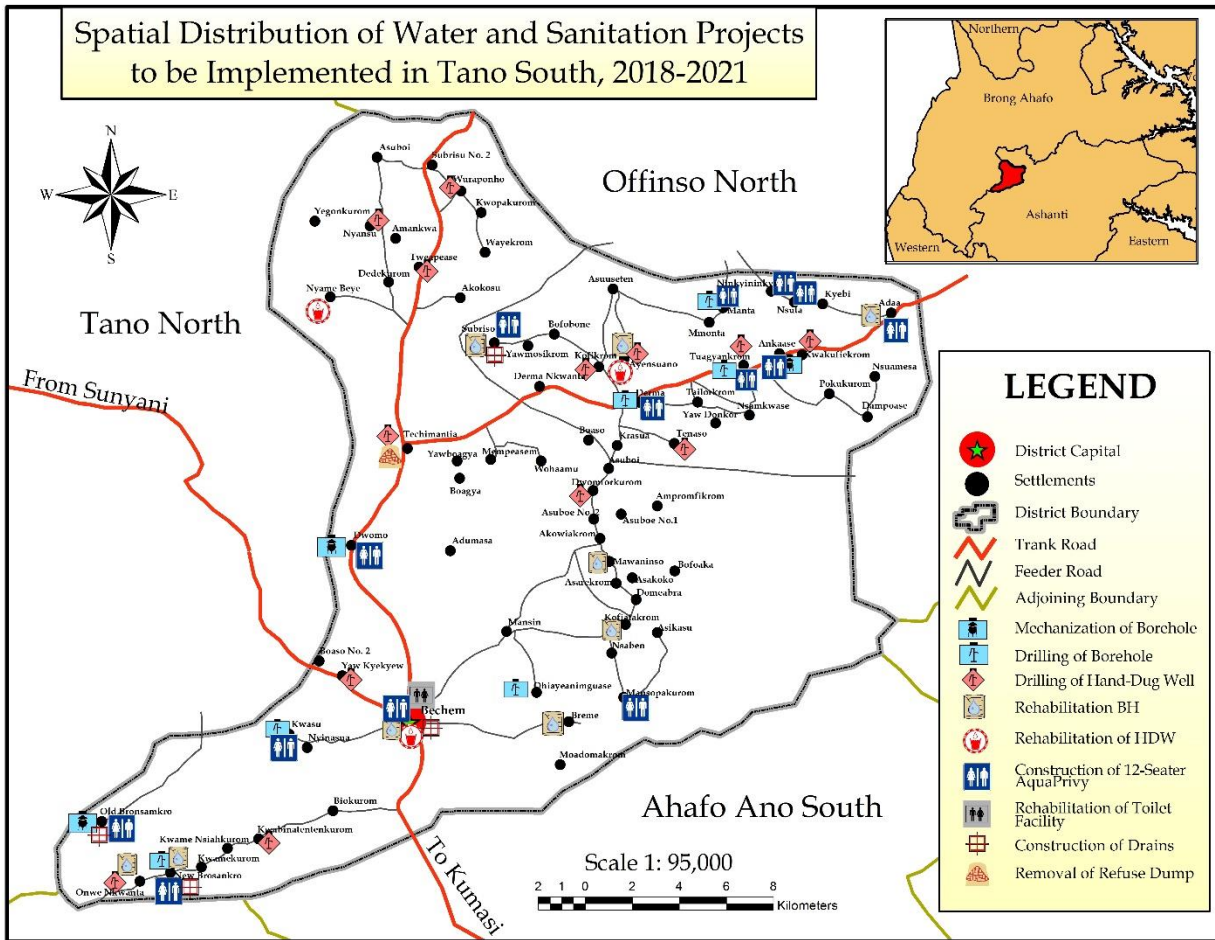
Figure 5.3: Spatial Location of Health and Security Projects to be Implemented over 2018-2021



Source: PPD-TSMA, 2017.

Water and Sanitation Projects

Figure 5.4: Spatial Location of Water and Sanitation Projects to be Implemented over 2018-2021



Source: PPD-TSMA, 2018.

5.2 Desired Future State for the Municipality

In relation to broad projects/activities of the Programme of Action for 2018-2021, the desired future state for the Tano South Municipality is translated into a map depicted in figure 5.5. It is expected that agro-based industrial and commercial and industrial zones would be concentrated in the Eastern and Western parts of the Municipality while urban and administrative zones would also be concentrated in the southern parts of the Municipality. The Municipality is still expected to be agrarian since about 67 percent of the Municipality is engaged in agriculture. Moreover, the status of the Municipality is expected to change from being a Municipality Assembly to a

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

In relation to the implementation of the DMTDP, the NDPC issues broad guidelines to guide MMDAs in Ghana to prepare a concise monitoring and Evaluation plan to direct the implementation of DMTDPs. This is done to promote results-based development in the Municipality rather than implementation-based development which use to dominate the development discourse. Based on this, the M&E plan is a key requirement to bring focus and direction to plan implementation process as well as to aid measure programme impacts and achievement. It is also a powerful tool through which the Municipality Assembly would build partnership with communities and promotes a sense of ownership among community members towards implemented projects. Therefore, the Municipality Assembly is entreated to ensure collaborative involvement of all stakeholders.

6.2 Monitoring Matrix/ Framework

The M&E matrix provides a format for presenting indicators, indicator, type, targets for each of the DMTDP objective. It outlines the overall monitoring and evaluation plan by including the list of methods to be used in collecting the data. The Monitoring Matrix is also developed to reflect the linkages between the DMTDP and the NMTDPF (2018-2021). Table 6.1 shows the Monitoring Matrix of some national and district core indicators.

Table 6.1: Monitoring/Results Matrix

Development Dimension/Thematic Area 1: Economic Development										
Goal as adopted in DMTDP: Build a prosperous society										
Policy objective 1: Improve agricultural production efficiency and yield										
Indicators	Indicator Definition	Indicator Type (Output)	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Total amount of subsidized seeds, fertilizer distributed to farmers (metric tonnes)	The quantity of subsidized seeds of maize, rice, sorghum, soybean and vegetables distributed to farmers	Output	1.04	1.5	1.5	2.0	2.0	Input type, sex, age	Quarterly	MPCU, Dep't of Agric
Extension officer-farmer ratio (excluding cocoa extension officers)	The ratio of the total extension officers to total farmer population	Output	1:6,500	1:2,500	1:2,500	1:2,500	1:2,500	-	Quarterly	MPCU, Dep't of Agric
Average productivity of selected crops (Mt/Ha):	Output per hectare of selected crops (Mt/Ha)	Outcome								
	Maize		2.1	2.4	2.5	2.7	2.8		Quarterly	MPCU, Dep't of Agric
	Rice (milled)		2.3	3	3.2	3.4	3.5		Quarterly	MPCU, Dep't of Agric

	Cassava		13.5	13.5	13.5	14.0	14.0		Quarterly	MPCU, Dep't of Agric
	Yam		11.0	11.0	11.0	11.0	11.0		Quarterly	MPCU, Dep't of Agric
	Cocoyam		7	7	7	7	7		Quarterly	MPCU, Dep't of Agric
	Plantain		13.2	13.2	13.2	13.2	13.2		Quarterly	MPCU, Dep't of Agric
Percentage change in yield of selected livestock	Percentage change in yield of selected livestock	Outcome							Quarterly	
	Cattle		446	18%	21%	24%	30%		Quarterly	MPCU, Dep't of Agric
	Sheep		5,126	6.2%	7%	7.4%	7.9%		Quarterly	MPCU, Dep't of Agric
	Goats		5,583	14.5%	15%	15.6%	17%		Quarterly	MPCU, Dep't of Agric
	Swine (Local)		1,057	11.2%	13.4%	14.2%	15.8%		Quarterly	MPCU, Dep't of Agric
	Swine (Local)		721	11.2%	13.4%	14.2%	15.8%		Quarterly	MPCU, Dep't of Agric
	Poultry (Local)		22,085	44.2%	48.1%	53.4%	57.8%		Quarterly	MPCU, Dep't of Agric
	Poultry (Exotic)		36,107	15%	16.3%	17.5%	18.9%			
Policy objective 2: Promote agriculture as a viable business among the youth										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Number of young people engaged under the Planting for	The sum of graduates and other young persons registered under the	Output	14,789	9,419	9,900	10,000	11,000	Sex, age	Quarterly	MPCU, Dep't of Agric, NYA

Food and Jobs	Planting for Food and Jobs initiative and provided with support, including subsidized fertilizer and seeds									
Policy objective 3: Promote a demand-driven approach to agricultural development										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Coverage of flagship agriculture programme of Planting for Food ad Jos:	Total number of beneficiaries, extensions officers recruited and jobs created under the flagship agriculture programme of Planting for Food ad Jos.	Output							Quarterly	MPCU, Dep't of Agric
	Number of Beneficiary farmers	Output						Sex, age	Quarterly	MPCU, Dep't of Agric
	Number of Extension officers	Output	9	6	10	10	0	Sex, age	Quarterly	MPCU, Dep't of Agric
	Total number of jobs created	Output	625	800	800	900	900	Sex, age	Quarterly	MPCU, Dep't of Agric
Policy objective 4: Improve postharvest management										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			

Percentage of post-harvest losses of selected crops	The quantitative or qualitative losses in storage, transport, harvest and marketing of agricultural produce (crops) incurred after harvest as a percentage of total production	Outcome							Quarterly	MPCU, Dep't of Agric
	Maize	Outcome	22.4	18.2	16.5	11.0	12.0		Quarterly	MPCU, Dep't of Agric
	Rice (milled)	Outcome	12	9	7	6	5.0		Quarterly	MPCU, Dep't of Agric
	Cassava		8	6	5	3.5	2		Quarterly	MPCU, Dep't of Agric
	Yam	Outcome	4	4	3	2	1		Quarterly	MPCU, Dep't of Agric
	Cocoyam	Outcome	7	7	7	7	7		Quarterly	MPCU, Dep't of Agric
	Plantain	Outcome	13.2	13.2	13.2	13.2	13.2		Quarterly	MPCU, Dep't of Agric

Development Dimension/Thematic Area 2: Social Development										
Goal as adopted in DMTDP: Create opportunities for all										
Policy objective 1: Enhance inclusive and equitable access to, and participation in quality education at all levels										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
School enrolment ratio	Gross enrolment ratio	Outcome						Sex	Quarterly	MPCU, GES
	Kindergarten		148.5%	158.5%	168.5%	178.5%	188.5%	Sex	Quarterly	MPCU, GES
	Primary		96.6%	107.6%	117.6%	127.6%	137.6%	Sex	Quarterly	MPCU, GES
	JHS		79.9%	84.9%	89.9%	94.9%	99.9%	Sex	Quarterly	MPCU, GES
	SHS		65.6%	75.6%	85.6%	95.6%	100%	Sex	Quarterly	MPCU, GES
	Net enrolment ratio in	Outcome							Quarterly	MPCU, GES
	Kindergarten		85.7%	89.7%	93.7%	97.7%	100%	Sex	Quarterly	MPCU, GES
	Primary		86.6%	88.6%	90.6%	92.6%	94.6%	Sex	Quarterly	MPCU, GES
	JHS		64.8%	69.8%	74.8%	79.8%	84.8%	Sex	Quarterly	MPCU, GES
	SHS		48.6%	58.6%	68.6%	78.6%	88.6%	Sex	Quarterly	MPCU, GES
	Total enrolment of	Outcome						Sex, age	Quarterly	MPCU, GES

	PWDs in special school (Sch. 4 Deaf)									
Gender parity in Schools	Gender parity index in	Output						-	Quarterly	MPCU, GES
	Kindergarten		0.95	0.96	0.96	0.97	0.98	-	Quarterly	MPCU, GES
	Primary		0.94	0.95	0.96	0.97	0.98	-	Quarterly	MPCU, GES
	JHS		0.85	0.86	0.87	0.88	0.89	-	Quarterly	MPCU, GES
	Second Cycle (SHS)		0.78	0.79	0.80	0.81	0.81	-	Quarterly	MPCU, GES
	Tertiary (Training College)		-	-	-	-	-	-	Quarterly	MPCU, GES
Policy objective 2: Strengthen school management systems										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Basic schools needing major repairs (pub./priv.) (%)	Number of basic schools that requires major repairs expressed as percentage of total number of basic schools	Output							Quarterly	MPCU, GES, Wks Dpt
	Public							-	Quarterly	
	Private							-	Quarterly	
Policy objective 3: Reduce disability, morbidity, and mortality										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring	Responsibility
				2018	2019	2020	2021			

									Frequenc y	
Child mortality	Under-five mortality ratio (per 1,000 live births)	Outcom e	2.4	2.4	0	0	0	Sex	Quarterly	MPCU, MHMT
Maternal Mortality	Maternal mortality ratio (per 100,000 live births) (Disaggregate by age groups, capturing the youth group 15-24)	Outcom e	84/100,000	92/100,000 Age group 30 and above	0	0	0	Age	Quarterly	MPCU, MHMT
OPD Cases	Incidence of communicable diseases	Outcom e							Quarterly	MPCU, MHMT
	Malaria		20,062	0	0	0		Sex	Quarterly	MPCU, MHMT
	Cholera		20,062	0	0	0		Sex	Quarterly	MPCU, MHMT
										MPCU, MHMT
										MPCU, MHMT
										MPCU, MHMT

	Prevalence of NCDs	Outcome							Quarterly	
	Diabetes		88	0	0	0	0	Sex, age	Quarterly	MPCU, MHMT
	Cardiovascular diseases							Sex, age	Quarterly	MPCU, MHMT
	Chronic lung diseases							Sex, age	Quarterly	MPCU, MHMT
	Cancers								Quarterly	MPCU, MHMT
Policy objective 4: Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
HIV infections	Percentage of youth (15-24) with HIV infections		2	0	0	0	0	Sex	Quarterly	MPCU, MHMT
Policy objective 5: Ensure food and nutrition security (FNS)										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Mal-nutrition rate	Under-5 malnutrition rate	Outcome	0	0	0	0	0	Sex	Quarterly	MPCU, MHMT
Policy objective 6: Improve population management										
Indicators				Targets						

	Indicator Definition	Indicator Type	Baseline 2017	2018	2019	2020	2021	Disaggregation	Monitoring Frequency	Responsibility
Total Fertility Rate	Total Fertility Rate (Disaggregate by age groups, capturing the youth group 15-24)	Output							Quarterly	MPCU, MHMT
Proportion of Childbearing Females	Proportion of childbearing females, 15-24 years (includes teenage pregnancy)	Output	40.1%	0	0	0	0	Age groups	Quarterly	MPCU, MHMT
Prevalence Rate of Contraceptive use	Contraceptive Prevalence Rate (Disaggregate by age groups, capturing the youth group 15-24)	Outcome	65.3%	4.7%	0	0	0	Sex, age group	Quarterly	MPCU, MHMT
Policy objective 7: Eradicate poverty in all its forms and dimensions										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Poverty index	Incidence of poverty	Outcome							Quarterly	MPCU, DSWC D

	Proportion below the poverty line with access to social protection programmes (Disaggregate by age groups, capturing the youth group 15-24)	Outcome	267	287	310	300	300	Sex, age group	Quarterly	MPCU,DSWCD, GSS
Policy objective 8: Promote effective participation of the youth in socioeconomic development										
Indicators	Indicator Definition	Indicator or Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Job creation	Number of new jobs generated through special initiatives such as Youth Enterprise Support (YES) Fund, NABCO	Output						Job types	Quarterly	MPCU,DSWCD, NYA
Entrepreneurial skills development	Number of young people provided with entrepreneurial skills	Output	150					Sex, age, skill type	Quarterly	MPCU, DTI, DSWCD, NYA
Policy objective 9: Improve access to safe and reliable water supply services for all										
Indicators	Indicator Definition	Indicator or Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility

				2018	2019	2020	2021			
Percentage of population with basic access to potable drinking water sources	Share of population with access to basic potable drinking water, expressed as a percentage of total population	Outcome							Quarterly	MPCU, MWMT, Water Boards, GWCL
Number of boreholes drilled and mechanized/ fixed with hand pump	Number of boreholes drilled and mechanized/ fixed with hand pump	Output							Quarterly	MPCU, MWMT, Water Boards, GWCL
Number of STWS constructed	Number of STWS constructed	Output							Quarterly	MPCU, MWMT, Water Boards, GWCL
Number of households connected to GWCL pipeline	Number of households connected to GWCL pipeline	Output							Quarterly	MPCU, MWMT, Water Boards, GWCL
Policy objective 10: Enhance access to improved and reliable environmental sanitation services										

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proportion of population with access to improved sanitation (flush toilet, KVIP, Household latrine)	Proportion of population with access to improved sanitation (flush toilet, KVIP, Household latrine)	Outcome	37.3	5.3	5.3	5.3	5.3	-	Quarterly	MPCU, MEHU
Number of certified ODF communities	Number of certified ODF communities	Outcome	0	8	8	8	8	-	Quarterly	MPCU, MEHU
Policy objective 11: Promote full participation of PWDs in social and economic development										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proportion of District Assembly Common Fund (DACF) released to PWDs	Actual amount of DACF released to PWDs, expressed as percentage of the amount of DACF expected to be released to PWDs in accordance with the law	Output	172,386.29	12%	12%	12%	12%	Sex, age, disability type	Quarterly	MPCU, DSWCD

Proportion of persons with disabilities receiving needed assistive technologies	Total number of persons with disabilities who are provided needed assistive technologies	Output	3	3	10	15	17	Sex, age, disability type	Quarterly	MPCU, DSWCD, DTI
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Development Dimension/Thematic Area 3: Environment, infrastructure and human settlements

Goal as adopted in DMTDP: Safeguard the Natural Environment

Policy objective 1: Protect forest reserves

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Percentage of degraded areas within areas under protection	The measurement of degraded forest reserves as a percentage of total forest reserves	Outcome							Quarterly	MPCU, FSD
Hectares of degraded forest and dry land rehabilitated/restored	Hectares of degraded forest and dry land rehabilitated/restored	Outcome							Quarterly	MPCU, FSD, NADMO, DoA

Policy objective 2: Promote proactive planning for disaster prevention and mitigation

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			

Number of communities trained in disaster prevention and management (especially bush fires and flooding)	Total number of communities that benefit from disaster prevention and management training per annum	Output	42	45	52	52	52	Sex	Quarterly	MPCU, DPMD (Fire service, NADMO) DoA
Number of deaths, missing persons and persons affected by disaster per 100,000 people	Number of persons affected by disasters	Outcome						Sex, age	Quarterly	MPCU, NADMO, Fire Service
	Total number of persons affected by disasters	Outcome	257	218	186	158	134	Sex, age	Quarterly	MPCU, NADMO, Fire Service
	Total deaths	Outcome	1	0	0	0	0	Sex, age	Quarterly	MPCU, NADMO, Fire Service
	Total missing persons	Outcome	0	0	0	0	0	Sex, age	Quarterly	MPCU, NADMO, Fire Service
Policy objective 3: Improve efficiency and effectiveness of road transport infrastructure and services										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Road condition mix	The road condition mix shows the proportion of	Outcome							Quarterly	MPCU, UR,FR

	the classified road network which is									
	Good	Outcome							Quarterly	MPCU, UR,FR
	Fair	Outcome							Quarterly	MPCU, UR,FR
	Poor	Outcome							Quarterly	MPCU, UR,FR
Total road network size (km)	The total length of classified road network by type, measured in kilometers	Output							Quarterly	MPCU, UR,FR
	Trunk	Output							Quarterly	MPCU, UR,FR
	Urban	Output							Quarterly	MPCU, UR,FR
	Feeder	Output							Quarterly	MPCU, UR,FR
Policy objective 4: Promote proper maintenance culture										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proportion of classified road network maintained	Roads maintained as a percentage of the classified road network	Output							Quarterly	MPCU, UR,FR
	Trunk	Output							Quarterly	MPCU, UR,FR
	Urban	Output							Quarterly	MPCU, UR,FR
	Feeder	Output	10 km						Quarterly	MPCU, UR,FR

Development Dimension/Thematic Area 4: Governance, corruption and public accountability										
Goal as adopted in DMTDP: Strengthen fiscal decentralisation										
Policy objective 1: Strengthen fiscal decentralization										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
% of DA's expenditure within the DMTDP Budget	Percentage of DA's expenditure within the DMTDP Budget	Outcome	-	25	25	25	25	-	Quarterly	MPCU, GPS, Court
Percentage increase of Internally Generated Revenue (IGF)	Percentage increase of Internally Generated Revenue mobilized	Outcome						-	Quarterly	MPCU, GPS, Court
Proportion of IGF used for Capital projects	Proportion of IGF used for Capital projects	Output	0	20	20	20	20	-	Quarterly	MPCU, GPS, Court
Development Partner and NGO funds contribution to DMTDP implementation	Amount of Development Partner and NGO funds contribution to DMTDP implementation	Output						-	Quarterly	MPCU, CAD
Policy objective 2: Enhance security service delivery										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation		Responsibility

				2018	2019	2020	2021		Monitoring Frequency	
Number of reported cases of drug trafficking and drug-related crime	The number of reported cases of drug trafficking and drug-related crimes							Sex	Quarterly	MPCU, GPS, Court
Police-citizen ratio	The ratio of the total number of police officers to the out population	Outcome	1:1,633	1:1,568	1:1,568	1:1,503	1:1,438		Quarterly	MPCU, GPS, Court
Percentage change in reported cases of overall crime levels per 1,000 population	The change in the number of reported cases of major crimes including rape, armed robbery and murder, expressed as a percentage of total number of reported cases of major crimes in the preceding year	Outcome							Quarterly	MPCU, GPS, Court

Percentage change in reported communal and chieftaincy conflicts (%)	The change in the number of reported communal and chieftaincy conflicts expressed in percentage	Outcome							Quarterly	MPCU, GPS, Court
Policy objective 3: Enhance public safety										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Recorded incidence of fire outbreaks	Number of reported incidents of bush fires and domestic fire disasters	-	11	10	8	7	5	-	Monthly	MPCU, DPMD
Fireman-citizen ratio	The ratio of the total number of fire officers to the out population							-		
Policy objective 4: Promote the fight against corruption and economic crimes										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proportion of NACAP implemented	Proportion of NACAP implemented	Outcome	0	25.0	25.0	25.0	25.0	Sex	Quarterly	MPCU, CHJAJ, NCCE
Policy objective 5: Promote access and efficiency in delivery of justice										
Indicators				Targets						

	Indicator Definition	Indicator Type	Baseline 2017	2018	2019	2020	2021	Disaggregation	Monitoring Frequency	Responsibility
Number of cases recorded and settled through Alternative Dispute Resolution (ADR)	Total number of cases recorded and settled through ADR	Output	0	5	10	15	20	-	Quarterly	MPCU, GPS, Court
Policy objective 6: Deepen political and administrative decentralisation										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Number of Z/T/A councils with office structure equipped with basic logistics and equipment to make them functional	Number of Z/T/A councils with office structure equipped with basic logistics and equipment to make them functional	Output	0	2	1	2	2	-	Bi-annually	MPCU, CAD
Number of Z/T/A councils operationalized and functional	Number of Z/T/A councils operationalized and functional (with ceded revenue	Output	0	2	1	2	2		Quarterly	MPCU, CAD

	heads, holding meetings, preparing, implementing and reporting on action plans)									
Policy objective7: Improve decentralised planning										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proportion of DMTDP implemented	Proportion of DMTDP implemented	Outcome	40.7	28.2	28.4	22.2	21.2	-	Quarterly	MPCU, CAD
Number of MPCU meetings held	Number of MPCU meetings held	Output	4	4	4	4	4	Sex	Quarterly	MPCU, CAD
Number of Budget Committee meetings held	Number of Budget Committee meetings held	Output	4	4	4	4	4	Sex	Quarterly	MPCU, CAD
Number of progress reports prepared and submitted	Number of progress reports prepared and submitted	Output	4	4	4	4	4	-	Quarterly	MPCU, CAD
Number of M&E reports prepared and submitted	Number of M&E reports prepared and submitted	Output	4	4	4	4	4	-	Quarterly	MPCU, CAD
Number of CAAPs and Budget review	Number of quarterly CAAPs and Budget review	Output	1	4	4	4	4	Sex	Quarterly	MPCU, CAD

meetings conducted	meetings conducted									
Number of planning schemes prepared	Number of planning schemes prepared	Output						-	Quarterly	MPCU, PPD
Proportion of LED activities implemented	Proportion of LED activities implemented	Outcome	-	25	25	25	25	Sex, age	Quarterly	MPCU, DTI
Policy objective 8: Improve popular participation at regional and district levels										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Number of participatory planning and budgeting sessions held for preparation of CAAPS and Budgets	Number of participatory planning and budgeting sessions held for preparation of CAAPS and Budgets	Output	2	4	4	4	4	Sex	Annually	MPCU, CAD
Number of Mid-year CAAP review meetings held	Number of Mid-year CAAP review meetings held	Output	0	1	1	1	1	Sex	Half-yearly	MPCU, CAD
Number of Annual Progress Review meetings of CAAP held	Number of Annual Progress Review meetings of CAAP held	Output	0	1	1	1	1	Sex	Annually	MPCU, CAD

Number of participatory M&E of development programmes, projects and activities conducted	Number of participatory M&E of development programmes, projects and activities conducted	Output	0	4	4	4	4	Sex	Quarterly	MPCU, CAD
Number of ex-ante, mid-term, terminal and ex-post participatory evaluations of development programmes and projects conducted	Number of ex-ante, mid-term, terminal and ex-post participatory evaluations of development programmes and projects conducted	Output	0	2	2	2	2	Sex	Annually	MPCU, CAD
Number of public hearings on Fee-fixing and Annual Budget held	Number of public hearings on Fee-fixing and Annual Budget held	Output	2	2	2	2	2	Sex	Annually	MPCU, CAD
Number of accountability Town Hall meetings /Community Durbars held	Number of accountability Town Hall meetings /Community Durbars held	Output	0	7	7	7	7	Sex	Quarterly	MPCU, CAD
Number of National Popular	Number of National Popular	Output	0					Sex	Bi-annually	MPCU, CAD

Participation Strategy activities implemented	Participation Strategy activities implemented									
Number of General Assembly Meetings held	Number of General Assembly Meetings held	Output	3	3	3	3	3	Sex	Bi-annually	MPCU, CAD
Policy objective 9: Build an effective and efficient government machinery										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Percentage of implementation of comprehensive HR payroll system and database	Level of implementation of comprehensive HR payroll system and database	Outcome	100	100	100	100	100	Sex	Monthly	MPCU, CAD

6.3 Arrangements for Data Collection, Collation, Analysis and Use of Results

Data is required in order to monitor progress and evaluate the socio-economic impacts and outcomes of projects and programmes that have been implemented over the planning period. Data is needed to assess the extent to which projects have contributed to the achievement of the objectives of the DMTDP (2018-2021) and also aid the preparation of the annual progress reports.

Both qualitative and quantitative data would be gathered on all projects and programmes under the auspices of the Assembly for the purposes of monitoring and evaluating progress made. Data (primary data) would be collected using a number of methods which include: surveys, focus group discussions, record sheets, community forums, community outreaches and citizen advisory groups. The table below presents the indicator data collection sheet which would be used over the planned period.

Table 6.2: Data Collection Matrix

Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Total amount of subsidized seeds, fertilizer distributed to farmers (metric tons)	Quarterly	Secondary (reports)	Type of inputs, sex, age	change in total amount of subsidized seeds, fertilizer distributed to farmers (metric tons)
Extension officer-farmer ratio (excluding cocoa extension officers)	Quarterly	Secondary (reports)	-	change in Extension officer-farmer ratio (excluding cocoa extension officers)
Average productivity of selected crops (Mt/Ha)	Quarterly	Secondary (reports)	-	% change in average productivity of selected crops (Mt/Ha)
Percentage change in yield of selected livestock	Quarterly	Secondary (reports)	Sex	% change in yield of selected livestock
Number of young people engaged under the Planting for Food and Jobs	Quarterly	Secondary (reports)	Sex, age	change in number of young people engaged under Planting for Food and Jobs
Coverage of flagship agriculture programme of Planting for Food and Jobs	Quarterly	Secondary (reports)	Sex, age	% change in coverage of Planting for Food and Jobs
Percentage of post-harvest losses of selected crops	Quarterly	Secondary (reports)	-	% change in post-harvest losses of selected crops
School enrolment rate	Quarterly	Secondary (reports)	Sex	% change in School enrolment rate (gross, net)

Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Gender parity in Schools	Quarterly each year	Secondary (reports)	-	Gender parity
Basic schools needing major repairs (pub. /priv.) (%)	Quarterly each year	Secondary (reports) Primary (field visits)	-	% change in Basic schools needing major repairs
Child mortality rate	Quarterly each year	Secondary (reports)	Sex	% change in Child mortality
Maternal Mortality rate	Quarterly each year	Secondary (reports)	Age	% change in Maternal Mortality rate
OPD Cases (Communicable and NCDs)	Quarterly each year	Secondary (reports)	Age, sex	Change in OPD Cases (Communicable and NCDs)
HIV infections	Quarterly each year	Secondary (reports)	Age, sex	Change in HIV infections
Mal-nutrition rate	Quarterly each year	Secondary (reports)	Age, sex	% change in Mal-nutrition rate
Total Fertility Rate	Quarterly each year	Secondary (reports)	Age	% change in fertility rate

Proportion of Childbearing Females	Quarterly each year	Secondary (reports)	Age	Proportional change of childbearing females
Prevalence Rate of Contraceptive use	Quarterly each year	Secondary (reports)	Sex	% change in contraceptive use
Poverty index	Quarterly each year	Secondary (reports)	-	Change in poverty index
Job creation	Quarterly each year	Secondary (reports)	-	Change in no. of jobs created
Entrepreneurial skills development	Quarterly each year	Secondary (reports)	-	Change in no. of youth with entrepreneurial skills development training
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Percentage of population with basic access to potable drinking water sources	Quarterly each year	Secondary (reports)	-	% change of population with basic access to potable drinking water sources
Number of boreholes drilled and mechanized/fixed with hand pump	Quarterly each year	Secondary (reports)	-	Change in Number of boreholes drilled and mechanized/fixed with hand pump
Number of STWS constructed	Quarterly each year	Secondary (reports)	-	Change in Number of STWS constructed

Number of households connected to GWCL pipeline	Quarterly each year	Secondary (reports)	-	Change in number of households connected to GWCL pipeline
Proportion of population with access to improved sanitation (flush toilet, KVIP, Household latrine)	Quarterly each year	Secondary (reports)	-	Change in proportion of population with access to improved sanitation
Number of certified ODF communities	Quarterly each year	Secondary (reports) Primary (field visit)	-	Change in No. of certified ODF communities
Proportion of District Assembly Common Fund (DACF) released to PWDs	Quarterly each year	Secondary (reports)	Sex, age	Change in proportion of District Assembly Common Fund (DACF) released to PWDs
Proportion of persons with disabilities receiving needed assistive technologies	Quarterly each year	Secondary (reports) Primary (field visit)	Sex, age	Change in proportion of persons with disabilities receiving needed assistive technologies
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Percentage of degraded areas within areas under protection	Quarterly each year	Secondary (reports) Primary (field visit)	-	% change of degraded areas within areas under protection
Hectares of degraded forest and dry land rehabilitated/restored	Quarterly each year	Secondary (reports) Primary (field visit)	-	Change in hectares of degraded forest and dry land rehabilitated/restored

Number of communities trained in disaster prevention and management (especially bush fires and flooding)	Quarterly each year	Secondary (reports)	Sex	Change in No. of communities trained in disaster prevention and management
Number of deaths, missing persons and persons affected by disaster per 100,000 people	Quarterly each year	Secondary (reports)	Sex	Change in No. of deaths, missing persons and persons affected by disaster per 100,000 people
Road condition mix	Quarterly each year	-Secondary -primary (field visits)	-Good -Fair -Bad	-% and length of good roads -% and length of fair roads -% and length of bad roads
Total road network size (km)	Quarterly each year	Secondary	-Good -Fair -Bad	Total length of road
Proportion of classified road network maintained	Quarterly each year	Secondary -primary (field visits)	-Good -Fair -Bad	-% and length of good roads maintained -% and length of fair roads maintained -% and length of bad roads maintained
% of DA's expenditure within the DMTDP Budget	Quarterly each year	Secondary (reports)	-	Improved fiscal discipline
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results

Percentage increase of Internally Generated (IGF) Revenue	Quarterly each year	Secondary (reports)	-	% change in IGF
Proportion of IGF used for Capital projects	Quarterly each year	Secondary (reports)	-	% of IGF used for Capital projects
Development Partner and NGO funds contribution to DMTDP implementation	Quarterly each year	Secondary (reports)	-	Change in amount contributed by Donors/NGOs to DMTDP
Number of reported cases of drug trafficking and drug-related crime	Quarterly each year	Secondary (reports)	-	Change in No. of drug-trafficking/related crime reported
Police-citizen ratio	Quarterly each year	Secondary (reports)	-	Change in police-citizen ratio
Percentage change in reported cases of overall crime levels per 1,000 population	Quarterly each year	Secondary (reports)	-	% change
Percentage change in reported communal and chieftaincy conflicts (%)	Quarterly each year	Secondary (reports) Primary (Field visit, FGDs)	-	% change
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Recorded incidence of fire outbreaks	Quarterly each year	Secondary (reports)	-	Change in no.

Fireman-citizen ratio	Quarterly each year	Secondary (reports)	-	Change in ratio
Proportion of NACAP implemented	Quarterly each year	Secondary (letters ,minutes/reports of meetings, activities) Primary (field visits)	Sex	Change in proportion
Number of cases recorded and settled through Alternative Dispute Resolution (ADR)	Quarterly each year	Secondary (reports)	Sex	Change in cases recorded
Number of Z/T/A councils with office structure equipped with basic logistics and equipment to make them functional	Quarterly each year	Primary (field visits)	-	Change in No. of Z/T/A councils with equipped office structures
Number of Z/T/A councils operationalized and functional	Quarterly each year	Secondary (letters ,minutes/reports of meetings, activities) Primary (field visits)	Sex	Change in No. of functional Z/T/A councils
Proportion of DMTDP implemented	Quarterly each year	Secondary (progress reports of depts. And MA)	Sex	Change in proportion of DMTDP implemented
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results

Number of MPCU meetings held	Quarterly each year	Secondary (letters, minutes/reports of meetings)	Sex	Change in No. of MPCU meetings held
Number of Budget Committee meetings held	Quarterly each year	Secondary (letters, minutes/reports of meetings)	Sex	Change in No. of Budget Committee meetings held
Number of progress reports prepared and submitted	Quarterly each year	Secondary (letters, minutes/reports of depts. And Muni)	-	Change in No. of progress reports prepared and submitted
Number of M&E reports prepared and submitted	Quarterly each year	Secondary (letters, minutes/reports of depts. And Mun) Primary (Field visits)	-	Change in No. of M&E reports prepared and submitted
Number of CAAPs and Budget review meetings conducted	Quarterly each year	Secondary (letters, minutes/reports of meetings)	Sex	Change in No. of CAAP and Budget review meetings held
Number of planning schemes prepared	Quarterly each year	Secondary (letters, minutes/reports of engagements, layouts)	Sex	Change in No. of planning schemes prepared
Proportion of LED activities implemented	Quarterly each year	Secondary (minutes/reports of meetings, activities)	Sex	Change in proportion of local economy activities implemented

		Primary (field visits, FGDs)		
Number of participatory planning and budgeting sessions held for preparation of CAAPS and Budgets	Annually	Secondary (invitation letters and minutes/reports planning sessions)	Sex	Change in No. of participatory planning and budgeting sessions on CAAP and Budget preparation held
Number of Mid-year CAAP review meetings held	Aug each year	Secondary (deptal reports and evaluations, invitation letters and submission of report) Primary (filed visits, interviews, FGDs)	Sex	Change in No. of Mid-year CAAP review meetings held
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Number of Annual Progress Review meetings of CAAP held	Feb 2019, 2020, 2021 and 2022	Secondary (deptal reports and evaluations, invitation letters and submission of report) Primary (filed visits, interviews, FGDs)	Sex	Change in No. of Annual Progress Review CAAP review meetings held
Number of participatory M&E of development programmes, projects and activities conducted	Quarterly each year	Secondary (invitation letters and minutes/reports of meetings, evaluations)	Sex	Change in No. of participatory M&E of development programmes, projects and activities conducted

		Primary (field visits, interviews, FGDs)		
Number of ex-ante, mid-term, terminal and ex-post participatory evaluations of development programmes and projects conducted	Bi-annually	Secondary (invitation letters and minutes/reports of meetings, evaluations) Primary (interviews, FGDs)	Sex	Change in No. of ex-ante, mid-term, terminal and ex-post participatory evaluations of development programmes and projects conducted
Number of public hearings on Fee-fixing and Annual Budget held	Quarterly each year	Secondary (invitation letters and minutes/reports of public hearings)	Sex	Change in No. of public hearings on Fee-fixing and Annual Budget held
Indicator	Data Collection period	Data Collection Method	Data Disaggregation	Results
Number of accountability Town Hall meetings /Community Durbars held	Quarterly each year	Secondary (invitation letters and minutes/reports of activities, meetings, durbars)	Sex	Change in No. of accountability Town Hall meetings /Community Durbars held
Number of National Popular Participation Strategy activities implemented	Quarterly each year	Secondary (invitation letters and minutes/reports of activities, meetings, durbars)	Sex	Change in No. of National Popular Participation Strategy activities implemented

Number of General Assembly Meetings held	Quarterly each year	Secondary (invitation letters and minutes of meetings)	Sex	Change in No. of General Assembly Meetings held
Percentage of implementation of comprehensive HR payroll system and database	Quarterly each year	Secondary (Submission letters and Reports)	Sex	% change in implementation of comprehensive HR payroll system and database

Source: MPCU-TSMA, 2018.

6.3.1 Data Analysis and Use of the Results

It is the responsibility of the MPCU to collate all the Monitoring data in the Municipality. This would include those gathered from the decentralized department, agencies and Civil Society Organisations (CSOs). A copy of this report would be sent to the Regional Planning and Coordinating Unit, National Development Planning Commission, MDAs and other stakeholders. The M&E data would be analyzed using statistical tools such as bar charts, pie charts and graphs. The report would emphasize the key areas of concern for development interventions to be carried out. Performance of indicators would also be informed by the results from the analysis of the M&E data. This will inform stakeholders on the performance of the Municipality core indicators and objectives since these are issues of concern to the stakeholders.

Appropriate action would be taken to address the findings from the results by critically examining the indicators. Recording and reporting the performance of each indicator towards the realization of the objectives and targets in the DMTDP forms the basis for the analysis of the Monitoring data. Linkages in between the projects and the DMTDP would be identified in the analysis. Lessons learnt from the analysis would be fed back into the subsequent Annual Action plan. The results would be used to find solutions encountered in project implementation and sustainable funding for sustainable development.

As part of the monitoring process the MPCU would also utilize this Programme/Project Register Format for the achievement of the goals of the DMTDP.

TANO SOUTH MUNICIPAL ASSEMBLY
PROGRAMME/PROJECT REGISTER FORMAT

1. NAME/TITLE OF PROJECT:
2. PROJECT LOCATION.....
3. CONTRACTOR.....
4. REPORTING DATE.....
5. CONTRACT SUM: GHC.....
6. CERTIFICATE NO:
7. VALUE OF CERTIFICATE: GHC.....
8. AMOUNT PAID TO DATE: - GH¢.....
9. PERCENTAGE OF WORK COMPLETED:
10. PHYSICAL PROGRESS OF WORK COMPLETED
.....
.....
.....
11. COMMENTS/RECOMMENDATIONS
.....
.....
.....
12. INSPECTED BY:

Name	Designation/Position	Signature
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6.4 Reporting Arrangement

In order to report on the progress of the implementation of the DMTDP the following format would be utilized by the MPCU.

Figure 6.1: Quarterly and Annual Progress Report Format

Quarterly and Annual Progress Reports Format	
Title Page	
	<ol style="list-style-type: none">i. Name of the MMDAii. Time period for the M&E report
Introduction	
	<ol style="list-style-type: none">i. Summary of achievements and challenges with the implementation of the DMTDPii. Purpose of the M&E for the stated periodiii. Processes involved and difficulties encountered
M&E Activities Report	
	<ol style="list-style-type: none">i. Programme/Project status for the quarter or yearii. Update on funding sources and disbursementsiii. Update on indicators and targetsiv. Update on critical development and poverty issuesv. Evaluations conducted; their findings and recommendationsvi. Participatory M&E undertaken and their results
The Way Forward	
	<ol style="list-style-type: none">i. Key issues addressed and those yet to be addressedii. Recommendations

Source: NDPC, 2017.

6.5 Dissemination and Communication Strategy

Table 6.3 is a strategy to be employed in communicating and disseminating monitoring results of the status of the implementation of the DMTDP to relevant stakeholders.

Table 6.3: Dissemination and Communication Strategy of Tano South Municipal Assembly

Stakeholders	Information needs	Information Generation		Dissemination of information	
		Methods	Bodies responsible	Methods	Bodies responsible
Municipal Planning Coordinating Unit(MPCU)	-Status of project implementation -Stakeholders in plan implementation	-Site inspection -Community surveys	-Decentralized departments -Sub-Municipality structures -TAs	-Quarterly reports -General assembly meetings	-Decentralized departments -Sub-Municipality structures -TAs
Development Communication Committee	-Proposed development initiatives -Status of project implementation	-General assembly meeting -key informant interviews	-MPCU -Sub-Municipality structures	-Approved DMTDP -Quarterly review meetings -Quarterly progress reports	-MPCU -Sub-Municipality structures
Decentralized departments	-Status of project implementation in their respective areas	-Site inspection -key informant interviews	-TAs -Sub-Municipality structures -MPCU	-Completed indicator templates -Stakeholder meetings -APRS	-TAs -Sub-Municipality structures -MPCU
Sub-Municipality structures	-Status of project implementation -Projects timelines -Municipality budget	-Site inspection -Community surveys -Review meetings	-MPCU -Finance department	-APRS -Quarterly DMTDP review meetings -Municipality composite budget	-MPCU -Finance department

				-Meetings with Area Councils	
Traditional Authorities	-Status of project implementation	-Site inspection -key informant interviews	-Sub-Municipality structures -MPCU -Decentralized department	-Meetings with Traditional Authorities	-MPCU
Communities	-Proposed development initiatives -Status of project implementation	-key informant interviews -Site inspection	-Sub-Municipality structures -MPCU	-Community sensitization	-MPCU -Sub-Municipality structures
Development Partners, NGOs, CBOs	-Project progress	-Site inspection -key informant interviews -Community surveys	-MPCU -Sub-Municipality structures	-APRs	-MPCU -Sub-Municipality structures
Political Leaders	-Proposed development initiatives -Status of project implementation	-Site inspection -key informant interviews -Community surveys	-MPCU	-Meetings with political leaders	-MPCU
RCC	-M&E outputs	-Field visits -Review meetings	-MPCU	-APRs	-MPCU
MDA	-M&E outputs	-Field visits -Review meetings	-MPCU	-APRs	-MPCU
NDPC	-M&E outputs	-Field visits -Review meetings	-MPCU	-APRs	-MPCU

Source: MPCU-TSMA, 2018.

6.6 Evaluation

The MPCU is expected to conduct evaluation on the various projects that would be implemented.

Table 6.4 is a format for the evaluation to be conducted.

Table 6.4: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance					
Efficiency					
Effectiveness					
Impact					
Sustainability					
Others					

Adapted from JICA, 2004.

6.7 Participatory M&E

Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The following are PM&E methods which would be used.

- Participatory Rural Appraisal.
- Citizen Report Card.
- Community Score Card.
- Participatory Expenditure Tracking Surveys.

The MPCUs would consider the following steps in planning for PM&E:

- i. Deciding on the need for PM&E.
- ii. Deciding on the PM&E method to use.
- iii. Identifying the key stakeholders.
- iv. Identifying a lead facilitator.
- v. Determining the performance questions.

- vi. Determining the resources and time available.
- vii. Defining a TOR for the lead facilitator or consultant.
- viii. Training the team to carry out the PM&E.
- ix. Disseminating the results and acting on the findings and recommendations as part of the dissemination and communication strategy.