

BEKWAI MUNICIPAL ASSEMBLY

-2020-

ANNUAL PROGRESS REPORT

IMPLEMENTATION OF AGENDA FOR JOBS: CREATING PROSPERITY AND
EQUAL OPPORTUNITY FOR ALL (2018-2021)

PREPARED BY:

MUNICIPAL PLANNING COORDINATING UNIT (MPCU)

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Contents

1.1 Introduction.....	3
1.2 Purpose of Monitoring and Evaluation for 2020	4
1.3 Process Involved.....	4
1.4 Summary of Achievements of the Implementation of the AAP/MTDP.....	5
1.5 Challenges encountered with the Implementation of the AAP/ MTDP	5
CHAPTER TWO	7
MONITORING AND EVALUATION ACTIVITIES	7
2.1 Introduction.....	7
2.2 Programme and Projects Status from January to December 2020.....	7
2.2.1 Overall proportion of the MTDP implemented in 2020.....	7
2.3 Update on Funding Sources and Disbursements	8
2.4 Update on Core Indicators and Targets	10
2.5 Critical Development and Poverty Issues In 2020.....	16
2.6.1 Planting for Food and Jobs.....	16
2.6.2 LEAP	16
2.6.3 Capitation Grant	17
2.6.4 Free SHS	17
2.6.5 HIV/AIDS Control	18
2.7 Evaluation Conducted.....	18
2.8 Participatory Monitoring and Evaluation (PM&E) Undertaken and their Results	27
CHAPTER THREE	36
THE WAY FORWARD	36
3.1 Key issues addressed and those yet to be addressed and recommendations.....	36
3.1.1 Economic Development	36
3.1.2 Social Development	37
3.1.3 Environment, Infrastructure and Human Settlement Development	37
3.1.4 Governance, Corruption and Public Accountability	37

3.2 Conclusion 38

CHAPTER ONE

1.1 Introduction

The year 2020 marks the third year for the execution of the Medium Term Development Plan (2018-2021) for Bekwai Municipal Assembly, based on the Agenda for Jobs: Creating prosperity and equal opportunity for all, 2018-2021 in line with the five (5) Development dimensions as stated below:

- Economic Development
- Social Development
- Environment, Infrastructure and Human Settlement
- Governance Corruption and Accountability
- Ghana's role in International affairs

The overall goal of the “Agenda for job” 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.

However, the overall goal with regards to Bekwai Municipal Assembly's MTDP, is “to improve the production capacity of the Assembly, create employment and wealth in partnership with the private sector”.

This Annual Progress Report for Bekwai Municipal Assembly covers the programmes, projects and activities carried out based on the 2020 Composite Annual Action Plan of the Assembly from January to December, 2020 and also reports of various Decentralized Departments and Agencies in the Municipality. The APR covers assessment of performance indicators and targets in the BMA's MTDP 2021 with respect to progress in the implementation of programmes, projects and other policies to achieve the development goals of the Assembly. The report also highlights the implementation challenges encountered and the needed recommendations to address the challenges.

The objectives of the BMA's APR are as follows;

- (i) Provide information on progress made by the Assembly with respect to the implementation for the Government “Agenda for Jobs”, creating prosperity and equal opportunity for all.
- (ii) Identify the challenges the Assembly encountered in the implementation of the 2020 Annual Action Plan
- (iii) Propose recommendation and measures to address the challenges.

1.2 Purpose of Monitoring and Evaluation for 2020

The main thrust for the preparation of the 2020 Annual Progress Report is to give reliable information to the Central Government, National Development Planning Commission (NDPC), the Regional Co-ordinating Council, the donor Community, Traditional Councils, Stakeholders and the general public on the progress being made by the Assembly as a result of utilization of resources from the Central Government, donors and resources generated internally within the Municipality.

The purpose of the M&E report is to fulfill the mandatory requirement of the Assembly as stated below;

1. To ensure that projects and programmes are implemented as planned
2. To ensure accountability of the resources used and the results obtained
3. To provide information on the progress made by the District Assembly in achieving the goals and objectives under the Agenda for Jobs, Creating prosperity and equal opportunity for all, 2018-2021
4. To take appropriate decisions on the future of programmes and projects and provide opportunities for stakeholder feedback
5. To help review and give information on achievements and impacts of policies, projects, programmes

1.3 Process Involved

The Assembly in the quest to ensure active participation of key stakeholders in the preparation of the report made extensive use of inputs from them. In assessing the impact of policies, programmes and projects on targeted groups, data from both primary and secondary sources were obtained. Quarterly and Annual Progress Reports from Departments, Subverted Agencies, Development Partners and Non-Governmental Organisations among others were gathered and validated at MPCU meetings. Also the members of MPCU embarked on an all-inclusive project inspection and site visits on monthly and quarterly basis. The site meetings and project inspections involved Assembly members, Unit Committee members, Traditional leaders and beneficiaries of the interventions. The site meetings and project inspections enabled the MPCU assess whether the programmes and projects conform to the specifications, ensured value for money and was within the time schedule

1.4 Summary of Achievements of the Implementation of the AAP/MTDP

The Government coordinated programmes of Economic and social Development policies (CPESDP) is based on ‘Change’: An Agenda for jobs – creating prosperity and equal opportunity for all”. The priority intervention under this coordinated programme covers four major areas, namely: economic development; social development; environment, infrastructure and human settlement development and government, corruption and public accountability.

The Bekwai Municipal Assembly’s 2020 APR which is the second year of its implementation of the Assembly’s 2018-2021 under the five development dimensions of the National Medium Term Development Policy Framework- Agenda for Jobs policy framework: “creating prosperity and equal opportunity for all”.

1.5 Challenges encountered with the Implementation of the AAP/ MTDP

During the plan implementation the following challenges were encountered

➤ Delay in the release of the quarterly DACF and District Development Facility (DDF).

Central government transfers constitute substantially to revenue sources of the Assembly. It forms about 50% of the entire revenue budget of the Assembly which means there is a positive relationship between achieving AAP implementation target and funds received from central government. The delays and non-release of third and fourth quarter DACF and 2014 DDF affected the Assembly’s ability to implement all the programmes and projects in the 2020 Annual Action Plan. This has delayed the implementation of some projects in the Annual Action Plan.

➤ Ineffective Sub-Structures

The Municipal Assembly has eight (8) Zonal Councils but out of the eight (8) Zonal Councils only four (4) are properly functioning in terms of organizing meetings and mobilizing revenue. This is due to the fact that the Zonal Councils are not well resourced financially and the requisite personnel are not available. This makes IGF mobilization difficult hence the Assembly’s inability to complement Governments’ and other Donor support in the implementation of programme and projects in the AAP

➤ Inadequate Data

Data needed by the Assembly to prepare report is not readily available from the departments and agencies. Due to this, the analysis of figures, particularly ratable items, always come with a challenge because of inadequate data. Logistics to carry out data gathering exercises have not been adequately available hence placing a restriction on the few available skilled human resource.

- **Delays in the submission of reports**
- **Use of different reporting formats**

➤ **Difficulty in getting vehicle for monitoring and evaluation.**

- Lack of permanent vehicle for monitoring and evaluation activities has also been an impediment on the smooth implementation of AAP and the MTDP.
- Delays in the release of funds for MPCU meetings to collect and collate reports for the preparation of Quarterly and Annual Progress reports

➤ **Inadequate funds for data collection**

Lack and non-release of funds for data collection has also affected adversely the implementation of the AAP

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES

2.1 Introduction

This chapter addresses issues on the status of programmes and projects for 2020 and updates on revenue sources and expenditure. It also indicates core indicators and critical development and poverty issues including monitoring and evaluation which conducted their findings and made their absolute conclusions.

2.2 Programme and Projects Status from January to December 2020

BMA'S 2020 AAP covered 93 programmes and projects. Out of these, sixty-six (66) programmes and projects representing 70.96 had been fully completed, with eleven (11) programmes and projects representing 11.82% being on-going, while sixteen (16) projects representing 17.2% have not commenced at all. The attached table as appendix I show the status of projects and programs implemented by the Assembly as at the end of December, 2020, from the Annual Action Plans in the 2018-2021 MMTDP.

Data collected, collated, processed, validated, analysed and information generated from the results of the analysis and assessment of the project/activities in relations to the indicators (core and district specific) and targets of the MMTDP of the Bekwai Municipal Assembly was undertaken to review the Assembly's performance to ascertain the level of achievements of the 2020 Annual Action Plan. The previous performances were reviewed to serve as a guide towards the implementation of the 2018-2021 District Medium Term Development Plan.

2.2.1 Overall proportion of the MTDP implemented in 2020

The table 2.1 below indicates a summary of achievements of the implementation of the DMTDP for the year 2020

Table 2.1 Overall proportion of the MTDP implemented in 2020

Indicators		Target	Actual
1	Proportion of the Annual Action Plan Implemented (Programmes, projects and activities)	93	66 (70.96%)
	a. Implemented	-	66(70.96%)

	b. Ongoing	-	11(11.82%)
	c. Not Started	-	16(17.2%)
2	Percentage of overall MTDP implemented as at December, 2020	397	240 (60.6%)

Source: BMA-MPCU Dec 2020.

Table 2.2: Proportion of 2020 Annual Action Plan implemented from the overall MTDP 2018-2021

S/N	Development Dimension	2018		2019		2020		2021	
		Planned	Executed	Planned	Executed	Planned	Executed	Planned	Executed
1	Economic Development	18	15	20	18	11	10		
2	Social development	37	34	41	38	39	32		
3	Environment, Infrastructure and Human Settlement	14	13	19	17	29	22		
4	Governance, corruption and Public Accountability	14	13	18	15	14	13		
Total		83	75	99	88	93	77		

Source: BMA-MPCU Dec 2020

2.3 Update on Funding Sources and Disbursements

The Assembly in their quest to promote development within the municipality depends on various sources for funds to implement the programmes and projects. Within the period under the review the Assembly depended on sources such as DACF, PWDsCF etc. to implement the 2020 AAP.

The Table 2.3 and 2.4 below gives the updates of revenue sources and disbursements of the Assembly as at the end of 2020 using 2019 as the baseline.

Table 2.3: Update on Revenue Sources of the Assembly as at end of 31st December, 2020

ITEM	Revenue Sources	Baseline (2019)	Target (2020)	Actuals (2020)
1	GoG (SALARIES)	2,297,577.35	2,901,676.67	2,882,287.69
2	GoG Decentralized Dept	96,483.44	116,201.33	166,756.46
3	IGF	10,784,452.23	11,400,352.74	8,322,276.43
4	DACF	2,559,234.92	4,137,493.57	2,238,609.05
5	MP'S CF	339,407.68	350,000.00	326,657.57
6	PWD'S CF	117,592.89	180,715.43	128,117.09
7	MSHAP	19,751.15	20,791.00	4,212.96
8	DDF	423,808.40	1,430,852.12	773,418.51
9	CIDA	148,853.83	212,622.62	136,743.49
	TOTAL	16,787,161.89	20,750,705.48	14,979,079.25

Source: Municipal Budget Unit Jan 2021

Table 2.4 Update on Disbursement/Expenditure from 2020

ITEM	Expenditure Items	Baseline (2019)	Target (2020)	Actual (2020)
1	Compensation	2,566,685.26	2,634,696.67	3,083,238.08
2	Goods and Services	1,938,465.40	5,131,404.63	3,009,619.27
3	Investment	700,345.00	2,768,626.04	1,907,412.52
4	Assets	847,452.31	8,656,25.40	7,142,38.50

	TOTAL	6,052,947.97	10,534,727.34	8,000,269.87
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Source: Municipal Budget Unit Jan 2021

With reference from Table 2.3 above, it can be realized that the total amount targeted at the beginning of the year 2020 was 20,750,705.48 but the actual amount gotten at the end of the year 2020 was 14,979,079.25 from all the revenue sources. In comparison with the baseline year 2019 the total amount retrieved at the year was 16,787,161.89; this is higher than the amount gotten at the end of the year 2020. The reduction in the amount can be attributed to the global pandemic (COVID-19), which affected the general performance of the economy. With regards to expenditure it can be inferred from table 2.4 that, the total budgeted expenditure for the year 2020 was 10,534,727.34 while the actual expenditure stood at 8,000,269.87 which represent 75.94% of the amount spent within the year 2020.

2.4 Update on Core Indicators and Targets

The National Development Planning Commission (NDPC) in the bid to track the performance of the implementation of the Composite Annual Action Plan, Composite Budget and the DMTDP of various MMDAs, has in consultation with stakeholders developed twenty (20) core indicators and targets to assess their quarterly and annual performance. Table 2.5 shows the performance indicators and targets for the implementation of the Composite Annual Action Plan and Budget for 2020.

Table 2.5 Update on Core Indicators and Targets

No.	Indicator	2017 Baseline	2018 Target	2018 Actual	2019 Target	2019 Actual	2020 Target	2020 Actual	
A	ECONOMIC DEVELOPMENT								
1	Change in Yield of Selected Crops, Livestock and Fish (%):								
	a. Maize	1.1%	1.5%	1.1%	2.0%	1.18%	2.7%	4.3%	
	b. Rice (Milled)	2.5%	3.0%	2.5%	2.0%	2.57%	3.5%	5.8%	
	c. Cassava	15.2%	18.0%	15.2%	20.0%	15.2%	18.3%	21.5%	
	d. Yam	13.0%	15.0%	13.0%	15.0%	13.0%	13.5%	14.9%	
	e. Cocoyam	5.6%	6.0%	5.6%	7.0%	5.6%	3.5%	7.5%	
	f. Plantain	10.2%	10.2%	10.2%	10.5%	10.2%	11.8%	15.3%	
	g. Cowpea	1.1%	1.1%	1.1%	1.5%	1.15%	1.3%	1.9%	
	h. Fish	4.3%	10.0%	4.4%	5.0%	6.2%	3.5%	5.6%	
	i. Livestock	12.1%	20.0%	15.3%	20.0%	35%	37%	39.5%	
2	Proportion of Unemployed Youth benefiting from Skills/Apprenticeship and Entrepreneurial Training	5.0%	10.0%	8.0%	15.0%	17%	19%	21%	
3	Percentage (%) Change in Number of Households with Access to Electricity	7.0%	3.0%	0.2%	2.8%	3.1%	1.3%	2.0%	
4	Change in Tourist Arrivals (%)	NA	NA	NA	NA	NA	NA	NA	

5	Tele density/Penetration Rate	NA	NA	NA	NA	NA	NA	NA
B	SOCIAL DEVELOPMENT							
6	Proportion of population with valid NHIS card	65,768	92,419	61,622				
7	HIV/AIDS Prevalence Rate (Percentage (%) of Adult Population, 15-49 Yrs. HIV Positive)	0.21%	0.05%	0.06%	0.02%	0.12%		
8	Maternal Mortality Ratio (No. of Deaths due to Pregnancy and Childbirth per 100,000 Live Births)	0.00105	0.000	0.00027	0.00021	0.00011	0.0001	0.0022
9	Under-Five Mortality Rate (No. of Deaths occurring between Birth and Exact Age Five per 1,000 Live Births)	0.009	0.00	0.0055	0.0001	0.0023	0.0000	0.0009
10	Malaria Case Fatality in Children under Five Years per 10,000 Population	0.00	0.00	0.0013	0.00	0.0015		
11	Percentage of Population with Sustainable Access to Safe Water Sources	60.0%	70.0%	68.0%	69.75%	71.24%	74.22%	75.32%
12	Proportion of Population with Access to Improved Sanitation (Flush Toilets, KVIP, Household Latrine)							
	a. Flush toilet	1.7%	1.8%	2.4%	1.4	1.7	1.7%	2.04%
	b. KIVP	1.8%	1.8%	1.9%	1.2	1.8	1.8%	1.9%
	Households latrine	4.2%	6%	4.8%	3.4	4.2	16%	13.7%

13	a. Gross Enrolment Rate (Indicates the Number of Pupils/Students at a given Level of Schooling-regardless of age - as Proportion of the Number Children in the Relevant Age Group):							
	- KG	130.1%	110.3	129.6	133.2	137.8	123.5	118.5
	- Primary	114.7%	111.9%	110.8%	105.5	104.2	113.4	110.0
	- JHS	97.5%	100%	101.6%	100%	100	99.4	100.0
	- SHS	113.6%	108.5%	133.5%	108.5	117.5	157.6	145.0
	b. Net Admission Rate (Indicates Enrolment of Pupils Aged 6 years)							
	- KG	76.3%	84.7%	75%	85%	92%	84.0	90.0
	- Primary	89.5%	94.5%	89.5%	94.5	100%	90.6	93.0
	- JHS	51.1%	56%	53.1%	60	79	47.5	50.0
	- SHS	53.6%	60.5%	66.3%	70%	95%	85.2	91.5
14	Gender Parity Index (Ratio between Girls' and Boys' Enrolment Rates, the Balance of Parity is 1.00)							
	- KG	0.98%	1.0%	0.95%	1	1.3%	0.97	1
	- Primary	0.98%	1.0%	0.95	1	1	0.96	1
	- JHS	0.95%	1.0%	0.95%	1	1	1.05	1
	- SHS	0.87%	1.0%	1.07%	1	1	1	1
	Completion Rate							

	- KG	99.7%	100%	96.1%	100%	100%	107.3	100.0	
	- Primary	106.9%	100%	100%	100%	100%	109.3	100.0	
	- JHS	88.8%	100%	96.8%	100%	100%	93.9	96.0	
	- SHS	110.1%	100. %	121.2%	100%	100%	144.4	120.50	
	(BECE PASS RATE)	57.14	65%	59.05%	70%	81%			
15	Number of births and deaths registered								
	Birth	4131		Total				Total	
				4550				2628	
				M	F			M	F
					2418	21		13	12
						32		51	77
Death	275		Total -152				Total		
							4652		
			M	F			M	F	
				83	69		24	21	
							65	87	
C	ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT								
16	Proportion/Length of Roads Maintained/Rehabilitated:								
	a. Trunk Roads (in km)	NA	NA	NA	NA	NA			
	b. Urban Roads (in km)	-	20km	9.3km	NA	NA	NA	NA	
	c. Feeder Roads (in km)	-	50km	9.6km	NA	NA	NA	NA	
17	Hectares of Degraded Forest, Mining, Dry and Wet Lands Rehabilitated/Restored:								

	a. Forest	NIL	NIL	NIL	NIL	NIL	NIL	NIL
	b. Mining	NIL	NIL	NIL	NIL	NIL	NIL	NIL
	c. Dry and Wetland	NIL	NIL	NIL	NIL	NIL	NIL	NIL
D	GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY							
17	Total Amount of Internally Generated Revenue	800,596.16	896,809.00	1,191,426.70	943,200.00	643,127.09	11,400,352.74	8,322,276.43
18	Amount of Development Partner and NGO funds contribution to DMTDP Implementation	-	-	77,811.16	-	-	N/A	N/A
19	Percentage (%) of DA Expenditure within the DMTDP Budget (How much of DA's Expenditure was not in the Annual Budget?)	96.0%	100.0%	94.0%	94%	93%	92%	91%
20	Number of Reported Cases of Abuse (Children, Women and Men)	-	-	172	4	4	-	166
21	Police Citizen Ratio	1:4,864	1:500	1:3,378	1:769	1:2365	-	1:3215

Source: BMA-MPCU Dec 2020

2.5 Critical Development and Poverty Issues In 2020

These critical development and poverty issues are social intervention programs enrolled to reduce extreme poverty situations in the Municipal targeting especially the vulnerable and the poor. Some of these social protection and intervention programs include LEAP, Disability funds, capitation grants, school feeding program, free SHS and NHIS among others.

2.6.1 Planting for Food and Jobs

One critical development intervention that benefited the people was planting for food and jobs. The performance of the major food crops in the district has increased considerably due to the application of fertilizer through government flagship program of planting for food and jobs fertilizer subsidy program. The production of maize saw an increase of 39.9%, rice 50.2%, cassava 24.0%, cocoyam 24.7% and plantain 25.1% compared to the same period in 2019.

Under Planting for Food and Jobs, the total production for maize was 5,680 tons with an average yield of 2(t/Ha) compared to 1.7(t/Ha) in 2019. Total rice production increased from 4.5 average yield (t/Ha) in 2019 to 5.4 (t/Ha) in 2020. Average yield (t/Ha) in production of cassava, plantain and cocoyam increased from 19.7, 11.1 and 6.9 in 2019 to 23.7, 11.4 and 7.1 respectively in 2020.

Total number of Agriculture Extension Agents (AEAs) in the District is 20 with 11 NABCO AEA employees under Planting for Food and Jobs. Estimated number of farmers in the District is 63,624 with AEA ratio of 1:3,977. An average number of communities per AEA is 12 making home and farm visit of 481. In all 5,863 farmers comprising of 2,932 males, 467 females, youth 1,787, aged 675 and PLWDs 2 were visited in 2020.

2.6.2 LEAP

It is a social protection programme meant to give a short-term plan for reducing extreme poverty and encourage long-term human capital development. The trial phase started in March 2008 and has gradually expanded since then. During the period under review, there are Nine Hundred and Thirty-Nine (939) who were registered unto the programme, Nine Hundred and Eleven (911) benefited from the leap payment during the year. Out of this total of 911 beneficiaries, three hundred and eight (308) are males and six hundred and three (603) are females.

- **Support to People With Disability**

Person with disabilities (PWDs) are defined as those who are unable to or restricted in the performance of specific tasks/activities due to loss or malfunction of some part of the body as a result of impairment or malformation. Four types of persons with disability have been registered since 2018 to 2020 They are; Difficulty moving, Difficulty seeing, Difficulty hearing and speaking and Learning disability. A total of three Hundred and one (301) PWDs with One Hundred and twenty-eight (128) males and One Hundred and seventy-three (173) females had been registered as at the end of 2018. Out of this total, seventy-Five (75) males and Seventy (107) females been given support from the disability fund as at the end of 2020

2.6.3 Capitation Grant

Capitation Grant as a social intervention programme was introduced by the Government to assist public basic schools in the country financially. Basic schools in the Municipality continued to benefit under the programme since its inception. Eighty Seven (87) Kindergarten schools, Eighty Nine (89) Primary schools and Seventy One (71) Junior High schools making a total number of 247 basic schools in the Municipality are benefiting from the programme.

2.6.4 Free SHS

The implementation of the Free Senior High School Programme in the Bekwai Municipality has led to a remarkable increase in school Enrolment in the 2017/2018 and 2018/2019 academic years compared to 2016/2017 academic year when the programme had not yet been implemented. Within the period under review over 777 and 398 extra students gained admission as a result of the implementation of free SHS policy in the 2018/2019 and 2019/2020 academic year respectively representing an increment in school enrolment over the 2019/2020 academic year. Comparably, it can also be inferred that more girl students gained admission to SHS from the total number of 1,371 in 2016 without free SHS to 1,791 in 2019 and 2,010 in 2020 with the implementation of free SHS while males increased enrolment from 1,463 in 2019 to 1,820 in 2019 and 1,999 in 2020 increase in admission. However on the other hand, the total increase in enrolment for the 2018/2019 academic year was at a diminishing rate compared to that of the 2017/2018 academic year.

2.6.5 HIV/AIDS Control

The Bekwai Municipal Assembly as part of its activities to mark the World AIDS Day Celebration organized a health screening exercise under the United Nation's Operation 90-90-90 which seeks to ensure that 90% of the total population text for their HIV/AIDS status and that 90% of the texted population are put on the ART after they have texted positive. A total of Five Hundred and twenty-Nine (529) making up of 203 males and 326 females were counseled and tested at the programme. Those who tested positive were referred to the ART center at Bekwai Government Hospital for treatment.

2.7 Evaluation Conducted

Evaluation plays a pivotal role in the life of every project implementation as the feedback always determines the success or failure of the project. In this regard, evaluating the implementation of the 2020 Composite Annual Action Plan, Ex-ante Evaluation was conducted to assess the implementation of the programmes, projects and activities based on the M&E Calendar and Budget. This was performed by the MPCU with support from the collaborating Agencies and Stakeholders.

The evaluations conducted involved analyzing reports and data from both primary and secondary sources and comparing them with the appraisal reports during and after the implementation of the year's activities. Field surveys including data collection, analysis, observations, presentation and reporting were used to conduct the evaluation of the selected physical projects implemented in the year. In addition, the MPCU and Stakeholders Forum were used to valid and confirm the data before and after completion to ascertain if the intervention achieved its original objectives and assess the overall changes caused by the implementation of the physical project. From Table 2.6 evaluations were conducted with for five Ex-ante Evaluations.

Table 2.6 Update on Evaluation Conducted

NO.	Name of the Evaluation	Policy/ Program/Project involved	Consultant or Resource persons involved	Methodology used	Findings	Recommendation
1.	Participatory evaluation	Construction and Renovation of Classroom Blocks	Municipal Monitoring Team/ Contractors/ RCC/Assembly Members, Opinion Leaders/Education Directorate	Interview/Observation /community meetings/ visual images	Most of the projects in the AAP were at various stages of completion with 93.1% completed 70% of the project met the project timeframe	Speed up on-going projects to improve access to education Increase enrolment
2.	Internal evaluation	Organize other education programs such as Sports, STME, DEOC, etc	Municipal Education Directorate Assembly Members, Opinion Leaders,	Participants observations/quarterly reports/interviews	Some students were selected to represent the Region at the National level. STME has promoted Maths and	Sports, STME and DEOC Should be encouraged and supported each year

					science education in the District with improvement in BECE results	
3.	Participatory evaluation	Construction of CHPS Compounds and completion of District Hospital	Municipal Monitoring Team and Health Dept., Assembly Members, Opinion Leaders.	Field workers report, observations and interviews	The CHPS compounds at Safokrom is now operational and the 100 bed District Hospital has been completed	The one completed has been furnished and staff posted to the facility while speeding up to complete the other two to improve the health care of the people
4.	Terminal and summative evaluation	Support district health response to malaria control, immunization and HIV/AIDS	Health Directorate and Municipal HIV/AIDS Focal Person/District Disease Control	Focus group discussions/ /key informant interview/community meetings	Stigmatization has come down and the citizenry now has deeper	Should be undertaken every year to sensitize the people on the prevalent rate in the District and education

			Officer		knowledge in causes, effects and prevention of HIV/AIDS	on prevention methods intensified
5.	Terminal evaluation	Reshaping of feeder roads	Feeder Road Engineer/Monitoring team/ Assembly Members	Field workers reports/ /interviews/visual stimuli/community meetings	Improve transportation and linkages in the District and people can now transport their farm produce to the nearest markets	More farm roads should be reshaped to improve transportation of people and goods in the District
6.	Terminal evaluation	Support Agric Dept. in their activities such as extension services, Framers Day Celebration, cocoa spraying exercise etc.	Agric Dept./Municipal Assembly/ Assembly Members, Opinion Leaders	Interview/focus group discussion,/community meetings	There was improvement in the production of staple crops especially in Planting for Foods and Jobs	More agriculture inputs should be supplied to increase production under planting for Food and Jobs

7.	Internal evaluation	Support Social Welfare and Community Dev't in their activities	Dept. of Social Welfare & Community Dev't	Interview/questionnaire	The dept. was not able to complete all planned activities as a result inadequate logistics	More logistics required eg. Motor bikes
8.	Participatory evaluation	Support NADMO Department in their activities	NADMO Unit/DA/GNFS/Police Command	Critical event incident analyses/Interview/community meetings/visual images	244 rainstorm cases in 27 communities, 8 bush fires, 4 domestic fires, 1 industrial fire, flooding and FAW infestation recorded	More relief items are needed for disaster victims and education on disaster prevention should be intensified.
9.	Internal evaluation	Supply and installation of accounting software and purchase of value books	MFO/Consultant	key informant interview	Facilitated the preparation of accounts in the	Promoted accounting system in the District

					accounts department	
10	Internal evaluation	Ensured adequate security in the Municipal	Police Command, GNFS, MUSEC, the Citizenry/ Assembly Members, Opinion Leaders	community meetings/key informant interview	Day and Night patrols and the use of community protection Assistants has enhanced security in the Municipality	More Security personnel are needed as the police-citizen ratio is still high and the security agencies should be given the needed logistics to strengthen their work
11	Internal evaluation	Prepare Composite Budget	District Budget Analyst, F&A Committee, MFO	key informant interview	completed	Task force is needed to strengthen the mobilization of revenue in the District
12	Summative evaluation	Purchase of building projects for community initiated projects	Procurement Officer/Stores/ Assembly Members/Opinion Leaders	Interview/community meetings	Many communities received various building materials for their initiated	Building materials should be bought in bulk for distribution

					projects upon request	
13	participatory evaluation	Construction of markets stalls/stores	Works Engineer/contractors/ field workers report/ M&E Team/ Assembly Members, Opinion Leaders	Interview/focus group discussion/community meetings /visual stimuli	2 market stores Projects are on-going and urinal at Abodom	Speed up on-going projects to promote commercial activities in the Municipality and help in revenue generation
14	Terminal evaluation	Evacuation of refuse and clearing of refuse dump sites	Environmental Health Officer, District Disease Control Officer, Assembly Members, Opinion Leaders	Interview/focus group discussion/community meetings/ field worker's report	Improved sanitation in the communities Reduction of malaria cases	There is the need to carry out the exercise in all other communities where refuse had been heaped and the exercise done regularly to promote good sanitation
15	Summative evaluation	Support the needy in education fund	MCE/MPs/MFO	key informant interview/Ranking	34 students were assisted in paying their school fees at various levels of education.	More funds should be allocated to support needy students in the District

					Students who received the support said it was most useful	
16	Participatory evaluation	Procurement of streets light bulbs and poles	Procurement Officer/Stores/ Assembly Members/ECG/ Municipal Engineer	Observation/ Interview/focus group discussion/community meetings	The facility has improved security situation in the District especially newly developed sites, markets and major streets	More Street lights should be extended to newly developed places and smaller communities and non-functioning ones replaced on time
17	Internal evaluation	Support WATSAN and other agencies in potable water supply	Municipal WATSAN Committee	Interview/focus group discussion, site meetings/community meetings	16 Non-functioning boreholes have been repaired and new ones provided in	People now have access to safe sources of drinking water and has reduce the dependence on river/stream as a source of drinking water

					some health facilities and some communities and school by Red Cross Society	
18	Internal evaluation	Ensure effective implementation of MPCU Activities and preparation of MTDP	MPCU Members	key informant interview	All statutory meetings of the committee were organized and actions in their minutes acted on	More resources and logistics should be provided the committee to enable it carry all mandated roles especially in monitoring and evaluation
19	Terminal evaluation	Training of Assembly Members and Staff	Consultants /Human Resource Officer/ Assembly Members	Interview/focus group discussion, meetings/key informant	Assembly Members are now abreast with issues on their standing orders than before	The exercise must be undertaken every two years to refresh the memory of Assembly Members

Source: MPCU 2020

2.8 Participatory Monitoring and Evaluation (PM&E) Undertaken and their Results

Participatory Monitoring and Evaluation (PM&E) encourages and reflects on what has happened in the past in order to make decisions about the future. By PM&E, beneficiary communities learn about things that have worked well and vice versa and through the process, it becomes more likely that corrective measures will be implemented. The effectiveness of participatory monitoring and evaluation lies in the understanding of the stakeholders to agree on the purpose of the evaluation. The objectives of the project, as well as the expected outputs provide a forum for changes and adjustments if the need arises in order to achieve desired results. The PM&E tools employed, projects undertaken, stakeholders involved, methodology used, findings and recommendations are as stated in the Table 2.7 below:

Table 2.7 Update on PM&E Conducted

NO.	Name of the PM&E Tools	Policy/ Program/Project involved	Consultant or Resource persons involved	Methodology Used	Findings	Recommendation
1.	Community Score Cards	Construction and Renovation of Classroom Blocks	Municipal Monitoring Team/Contractors/ Chiefs and Elders/ Education Directorate	Qualitative Research : Focus Group Discussion/ Community Meeting/ Observations	Most of the on-going projects are at various stages of completion. The communities were satisfied with projects completed, the quality and adequacy as students and teachers are now having conducive areas for teaching and learning.	That the projects at various completing stages should be completed in time to address the problem of access to education.
2.	Citizen Report	Organize other education programs such as Sports,	Education Directorate/	Qualitative Research : Observations	Improved sports performance of the	The programs should be encourage and supported

	Cards	STME, DEOC, etc	Assembly Members, Opinion Leaders,		District as some students were selected to represent the region at national level. STME has promoted girls interest in maths and science education. DEOC has improved schools management systems	to improve education in the District
3.	Community Score Cards	Construction of CHPS Compounds and completion of district hospital	Municipal Monitoring Team and Health Dept./Contractors/ Works Engineer	Qualitative Research : Community Meeting	Safokrom CHPS is in operational and the district hospital is now completed	Health care has been improved geographical gap of accessing health care Speed up the other one under construction.
4	Citizen Report	Support district health response to malaria	Health Dept/ District HIV/AIDS Focal Person/District	Qualitative Research : Focus Group	1. Fumigation in some communities	Funds and logistics for these activities should be

	Cards	control, immunization and HIV/AIDS	Disease Control Officer	Discussion/ Community Meeting/ Observations	were done. 2.Immunization was completed District wide 3.HIV/AIDS Focal Person Monitored Health facilities and Reported Accordingly	release on time
5	Community Score Cards	Reshaping of feeder roads	Feeder Road Engineer/M&E Team/Field Workers Report	Qualitative Research : Community Meeting/ Observations	40km of road was reshaped and others on-going. The roads users were happy as they were able to cart their goods to the market and movements enhanced	More roads need improvements especially farm roads
6	Community Score Cards	Support Agric Dept. in their activities such as extension services,	Agric Dept./District Assembly	Qualitative Research : Focus Group Discussion/ Community	Technologies introduces increased yield	Agric production improved considerably example planting for Food

		Framers Day Celebration, cocoa spraying exercise etc.		Meeting/ Observations	especially with Planting for Food and Jobs	and Jobs
7	Community Score Cards	Support Social Welfare and Community Dev't in their activities	Dept. of Soc. Welfare & Community Dev't	Qualitative Research : interviews	About 70% Programmes/ Projects were implemented according to plan, however, the time schedules delayed due to the late release of funds	More logistics required eg. motor bikes
8	Community Score Cards	Support NADMO Department in their activities	NADMO Unit/DA	Qualitative Research : Focus Group Discussion/ Community Meeting/ Observations	244 rainstorm cases in 27 communities, 8 bush fires, 4 domestic fires, 1 industrial fire, flooding and FAW infestation recorded	More relief items are needed for disaster victims and education on disaster prevention should be intensified.
9	Community	Supply and installation of	Finance Unit	Qualitative Research :	Facilitated the	Promoted accounting

	Score Cards	accounting software and purchase of value books		interviews	preparation of accounts in the accounts department	system in the District
10	Community Score Cards	Ensured adequate security in the Municipal	Police Command, GNFS,	Qualitative Research : Interviews/Focus Group Discussion	Day and Night patrols and the use of community protection Assistants has enhanced security in the District	More Security personnel are needed as the police-citizen ratio is still high and the security agencies should be given the needed logistics to strengthen their work
11	Citizen Report Cards	Prepare Composite Budget	Budget Unit	Qualitative Research : Interviews	completed	Task force is needed to strengthen the mobilization of revenue in the District
12	Community Score Cards	Purchase of building materials for community initiated projects	Procurement Unit/Stores	Qualitative Research : Interviews/ Community Meeting/ Observations	Many communities received various building materials for their initiated projects upon request	Building materials should be bought in bulk for distribution

13	Community Score Cards	Construction of markets stalls/stores	Works/contractors	Qualitative Research : Interviews/Focus Group Discussion/ Community Meeting/ Observations	2 market stores Projects are on-going and urinal at Bekwai Market has been completed.	Speed up on-going projects to promote commercial activities in the District and help in revenue generation
14	Community Score Cards	Evacuation of refuse and clearing of refuse dump sites	Environmental Health Department	Qualitative Research : Interviews/Focus Group Discussion/ Community Meeting/ Observations	Improved sanitation in the communities Reduction of malaria cases	There is the need to carry out the exercise in all other communities where refuse had been heaped and the exercise done regularly to promote good sanitation
15	Citizen Score Cards	Support the needy in education fund	Central Administration/MPs	Qualitative Research : Interviews	34 students were assisted in paying their school fees at various levels of education. Students who received the support said it was most useful	More funds should be allocated to support needy students in the District

16	Community Score Cards	Procurement of streets light bulbs and poles	Procurement Unit/Stores	Qualitative Research : Interviews/Focus Group Discussion/ Observations	The facility has improved security situation in the District especially newly developed sites, markets and major streets	More Street lights should be extended to newly developed places and smaller communities and non-functioning ones replaced on time
17	Community Score Cards	Support WATSAN and other agencies in potable water supply	District WATSAN Committee	Qualitative Research : Interviews/ Focus Group Discussion/	16 Non-functioning boreholes have been repaired and new ones provided in some health facilities and some communities and school by Red Cross Society	People now have access to safe sources of drinking water and has reduce the dependence on river/stream as a source of drinking water
18	Citizen Report Cards	Ensure effective implementation of MPCU Activities	MPCU Members	Qualitative Research : Interviews	All statutory meetings of the committee were organized and actions in their	More resources and logistics should be provided the committee to enable it carry all mandated roles especially

					minutes acted on	in monitoring and evaluation
19	Citizen Report Cards	Training of Assembly Members and Staff	Consultants/MA	Qualitative Research : Interviews	Assembly Members are now abreast with issues on their standing orders than before	The exercise must be undertaken every two years to refresh the memory of Assembly Members

Source: MPCU DEC 2019

CHAPTER THREE

THE WAY FORWARD

3.1 Key issues addressed and those yet to be addressed and recommendations

The following are key issues addressed and those yet to be addressed, recommendations to aid Bekwai Municipal Assembly to achieve its goals in the various thematic areas of ‘Agenda for Change and Prosperity’:

3.1.1 Economic Development

- Improve the Assembly’s Internally Generated Funds to complement the effort of Central Government funding sources for development.
- Improve Assembly’s expenditure management
- Involvement of the private sector in revenue mobilization.
- Improve internal financial management measures to minimize the leakages and waste.
- Support the private sectors in the District to sustain continuous production especially those in the informal sector of the local economy.
- Provide the enabling environment such as roads, utility provision, and flexible regulatory framework to attract investors in the District.
- Facilitate the development of employable skills among the youth by supporting the technical and vocational schools in the District.
- Improve tourist site development in the District by involving the private sector in tourism development.
- Promote non-traditional crops production such as citrus, oil palm and vegetable farming by farmers
- Organize training workshops for farmers on new technologies of farming

- Increase farmers' access to credit facilities.

3.1.2 Social Development

- Construct ICT centers for some selected basic schools
- Conduct periodic socio-economic survey on population and development.
- Organize 'Know Your Status' campaign on HIV/AIDS throughout the District.
- Improve maintenance culture of the water and sanitation facilities and organize workshops and training programmes for the WATSAN committees
- Improve access and quality education in the Municipality
- Improve water and sanitation situation in the Municipality
- Improve health care services in the Municipality

3.1.3 Environment, Infrastructure and Human Settlement Development

- Support rural communities that are not connected to the national grid to acquire electricity and extend electricity to newly developed areas.
- Rehabilitation of old and existing deplorable roads and construct new roads to communities without road to improve linkages and communication.
- Improve the provision of municipal services in the District
- Restore degraded forest, wet and dry lands while protecting the existing forest reserves
- Regular preparation and updating of settlement planning schemes and ensuring development control
- Provide decent accommodation to staff of departments and agencies.

3.1.4 Governance, Corruption and Public Accountability

- Embark on a capacity building programme to ensure the proper functioning of all the sub-structures and units of the Assembly

- Sensitize the people on the importance of the local government system and their roles to contributing to decentralized accountable governance
- Encourage the participation of citizens in community developmental issues
- Organize periodic seminars, workshops, job-training for the Assembly personnel
- Provide financial and logistical support for women participating in local government elections and increase the number of women among appointed assembly members
- Undertake period public hearing forums to account to the people and also take constructive criticisms.

3.2 Conclusion

It is the hope of the Assembly that these recommended strategies would be pursued in order to step up the general efforts of promoting growth in the local economy and also facilitate development in the various sectors, to improve the living conditions of the people in the Municipal.

The Assembly, in collaboration with all the decentralized departments, Non-Governmental Organizations (NGOs) and the Private Sector, will continue to make judicious use of available resources, to embark on the various planned programs, projects and activities, as relevant to achieving the set goals of Agenda for Change and Prosperity in the Bekwai Municipal Assembly.

APPENDIX 1: PROJECTS STATUS AS AT DECEMBER 31, 2020

N O.	PROJECT TITLE	FUNDING SOURCE	LOCATION	BUDGETED TOTAL COST	START DATE	EXPECTED COMPLETION DATE	IMPLEMENTATION STAGE	REMARK
1	Construction of Kente craft	SIP	Kwamang	200,000.00	21/3/19	14/8/19	40%	Sub-structure works completed
2	Construction of police station	MP'S Common Fund	Poano	59,000.00	17/2/18	17/7/18	70%	Roofing works completed
3	Construction of 2 unit kindergarten block	GETFUND	Senfi	299,896.42	03/07/19	30/01/20	40%	Work at lintel level
4	Construction of 6 unit classroom block	GET FUND	Essemeja	449,247.59	03/07/19	30/01/20	80%	Roofing and electrical works completed
5	Rehabilitation of Market and meat shop PHASE 1	DACF	Bekwai	89,995.68	17/8/19	17/12/19	80%	Ongoing
6	Rehabilitation of office and workshop for Rural Technology Facility (RTF)	GOG/AFDB	Denyase	72,677.26	8/11/19	9/2/2020	80%	On going
7	Rehabilitation of Asanso- Feyiase road (9.6kms)	Ghana Road Fund	Bekwai-Ashanti	21,933,069.44	20/2/19	14/1/21	35%	On-going
8	Construction of 1no. 3-Unit Classroom Block, Office, Store, Staff Common Room and 5-seater WC Toilet	DACF-RFG	Bekwai	319,031.30	6/09/20	3/2/21	40%	On-going

9	Supply of 120no. Mono Desk and 50no. Teacher's tables and 5no. Chairs, 1no. arm chairs	DACF-RFG	Municipal wide	65,200.00	8/9/20	14/10/20	100%	Completed
10	Construction and Mechanization of 3No. Boreholes with 3no. 3000litre capacity overhead tanks with stands	DACF-RFG	Central Market, Bekwai Meat Shop	GH¢38,873.40	11/9/20	2/3/21	70%	Ongoing
11	Construction and Mechanization of 1no. Borehole with 1no. 3000litre Capacity Overhead Tank and Extension of Water	DACF-RFG	New Asanso, Abattoir and Bekwai Infirmary	GH¢74,502.00	14/10/20	5/2/21	70%	Ongoing
12	Renovation of Bekwai Abattoir	IGF/DACF	Bekwai	GH¢89,436.66	11/11/20	12/3/21	80%	Ongoing
13	Construction Of 1no. 3-Unit Classroom Block, Office, Store, Staff Common Room, 5-Seater WC Toilet, Mechanization of 1no. Borehole With 3,000litre Overhead Tank at Bekwai Anglican School	DACF-RFG	Bekwai Anglican	GH¢359,817.15	2/6/20	3/1/21	40%	Ongoing
14	Construction of 1no. 16-Seater W/C Toilet at Anwiankwanta	DACF-RFG	Anwiankwanta	GH¢139,867.00	16/11/20	9/2/21	30%	Ongoing
15	Construction Of 1no. 6-Unit Classroom Block With Ancillary Facilities at Besease in The Bekwai Municipality	DACF-RFG	Besease	GH¢549,732.39	21/7/20	18/2/21	20%	Ongoing (Sub-structure ongoing)
16	Completion of 1no. 2- Storey Staff Accommodation for Decentralized Departments	DACF-RFG	Bekwai	GH¢545,645.63	25/8/20	29/3/21	80%	Ongoing (Painting works completed, Electrical works in progress)

17	Manufacturing and Supply Of 450 Mono Desks 5no. Teachers Tables And Chairs at Bekwai Anglican School	DACF-RFG	Bekwai Anglican	GH¢90,000.00	10/10/20	31/3/21	100%	Completed
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