

2018 - 2021

**EJURA-
SEKYEDUMASE
MUNICIPLA
ASSEMBLY**

**JUNE,
2018-2021**

*AGENDA FOR JOBS: CREATING
PROSPERITY AND EQUAL
OPPORTUNITIES FOR ALL.*

**FINAL MEDIUM
TERM
DEVELOPMENT
PLAN (2018-
2021)**

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LIST OF ACRONYMS

AfDB	African Development Bank
AIDS	Acquire Immune Deficiency Syndrome
BECE	Basic Education Certificate Examination
BIRD	Bureau of Integrated Rural Development
BRI	Building and Road Research Institute
CHPS	Community-Based Health Planning Systems
CHRAJ	Commission for Human Rights and Administration Justice
CNC	Centre for National Culture
CSO	Civil Society Organisation
CWSA	Community Water and Sanitation Agency
DACF	Municipal Assembly Common Fund
DDF	Municipal Development Fund
DFID	Department for International Development
DUR	Department of Urban Roads
EDIF	Electronic Design Interchange Format
EHD	Environmental Health Department
EJMA	Ejisu Juaben Municipal Assembly
F&A	Finance and Administration
FCUBE	Free Compulsory Universal Basic Education
GES	Ghana Education Service
GET	Fund Ghana Education Fund
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GSPF	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth and Development Agenda

GTA	Ghana Tourist Authority
HIV	Human Immune Virus
ICT	Information Communication and Technology
IGF	Internally Generated Fund
ISD	Information System Department
LUAMP	Land Use Administration Management Programme
MDA	Ministries Department Agencies
MEHU	Municipal Environmental Health Unit
MISD	Municipal Information Service Department
MLG&RD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan Municipal Districts Assembly
MMR	Measles, Mumps and Rubella
MOFA	Ministry of Food and Agriculture
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NADMO	National Disaster Management Organisation
NBSSI	National Board for Small Scale Industry
NCCE	National Commission for Civic Education
NCDs	Non-Communicable Diseases
NDPC	National Development Planning Commission
NMTDPF	National Medium Term Development Policy Framework
NGO's	Non-Governmental Organizations
OPD	Out Patience Department
PLHIV	People Living with HIV
PPD	Physical Planning Department
PWDS	People with Disabilities
RCC	Regional Coordinating Council

SDF	Spatial Development Framework
SHS	Senior High School
SMEs	Small and Medium Scale Enterprise
SSCE	Senior School Certificate Examination
TVET	Technical Vocational Education Training
UDG	Urban Development Grant
UN	United Nation
UNCRPD	Unite Nation Convention on Rights of Persons with Disability
UNFPA	United Nation fund for Population Activities
UPOCA	Unleashing the Power of Cassava in Africa
UPT	Urban Passenger Transport
WATSAN	Water and Sanitation

EXECUTIVE SUMMARY

The preparation of the Medium Term Development Plan started with the issuance of the National Medium Term Development Policy Framework (2018-2021) by the National Development Planning Commission (NDPC).

The 2018 -2021 Medium Term Development Plan (MTDP) seeks to *“facilitate improvement in the quality of life of the people within its jurisdiction through equitable provision of services and infrastructure for the development of the Municipality within the context of good governance and equal opportunity”*

The plan preparation commenced with the establishment of a Plan Preparation Team from the membership of the Municipal Planning Coordinating Unit (MPCU). This was followed by the preparation of a Work Plan and the review of the 2014-2017 Medium Term Development Plan prepared under the Ghana Shared Growth and Development Agenda-II (GSGDA-II). The review involved the evaluation of the extent of implementation, lessons learnt and their implications for the implementation the 2018-2021 Plan.

The situation analysis of the Ejura-Sekyedumase Municipal Assembly profile followed the review of existing primary and secondary data .review and updates. Surveys were also conducted. The situational analysis focused on the poverty profile, population analysis and review of the physical characteristics. Also reviewed were the social-economic and other characteristics of the Municipal Assembly and analysis of spatial dimensions.

The projected population for the municipal for 2017 is 97,579. About fifty percent (50.3%) of its population are living in the urban environment which is less than the national average of 10.3%.

A summary of identified problems of the Municipality, which were derived from a baseline socio economic survey conducted as part of the planning process, were synchronized with community needs and aspirations obtained through community fora organized by the Assembly members and community leaders as well as those presented by the five Zonal Councils.

The identified problems were prioritized at stakeholders’ fora organized at the various Zonal levels;

Chapter Two

1. The Municipal Composite development priorities extracted from all the departments under the Municipal Assembly and their spatial implications on base maps and linked to the appropriate thematic areas of the existing National Medium Term Development Policy Framework; and

Chapter Three begins with the development goals/proposals of the Assembly, followed by the development focus which is **‘to ensure mechanized agricultural and development of micro/small-scale businesses and for people to have access to basic health care, safe water and quality education’**.

The development projections of the municipality which follow the Assembly's focus were determined by projecting the population and corresponding facility requirements of the Municipality using the geometric technique and national planning standards to obtain gaps.

The objectives were set out of the Assembly's goals and projections in order to overcome the development gaps and problems under each of the issues of the Sub Goals of the NMTDPF (2018 – 2021).

Chapter Four details Composite Program of Action (PoA), which highlights the programs and activities under the issues of each of the sub-goals of the NMTDPF. The location of the projects, period for implementation, indicative Budget, funding sources and implementing agencies are in the Logical Frame.

The total cost of the Medium Term Development Plan, 2018 - 2021 is **GH¢28,199,000 (Twenty Eight Million, One hundred and Ninety Nine thousand Ghana Cedi)**

The Municipal Assembly hopes to finance the implementation of the Plan from the sources listed below:

- Internally generated sources of the Assembly
- Municipal Assemblies Common Fund receipts
- Municipal Development Facility (DDF)
- Grants and other receipts from Government of Ghana
- Public Sector Investments of the annual budget of the Government of Ghana
- Donor funded Programs
- Community initiatives and contributions
- Support from NGOs and other development partners
- Public Private Partnership

In order to translate the Plan into real actions to achieve the set objective, Annual Action Plans are presented in **Chapter Five**. An outline to actualize the goals and objectives have also been included in this chapter.

How to use monitoring and evaluation tools to demonstrate the achievement of proposed interventions are set out in **Chapter Six** of the Plan.

To effectively disseminate the content of the Plan to all stakeholders, a Communication Plan is captured under **chapter seven**.

CHAPTER ONE

PERFORMANCE REVIEW AND MUNICIPAL PROFILE

1.1 Introduction

According to the tenants of the National Development Planning Commission Act, Act 480 of 1994, the Commission is expected to issue guidelines to facilitate the preparation of development plans by the Metropolitan, Municipal and District Assemblies (MMDAs). These plans are prepared to provide direction on Ministries, Departments and Agencies (MDAs) and MMDAs priorities and improve the complementation and justification of development programmes, projects and activities. The 2018-2021 Medium Term Development Policy Framework (MTDPF) is the sixth in the series of the National Development Planning Commission policy (1996-2000, 2002-2005, 2006-2009, 2010-2013, 2014-2017 and 2018-2021) to provide focus and direction to the MDAs, MMDAs and the country as a whole.

The mandate of the Ejura-Sekyedumase Municipal Assembly (ESMA) is to see to the improvement of the quality of life of citizens within its area of jurisdiction. This can only be achieved through the formulation and implementation of realistic policies, programmes, projects and activities outlined in the National Development Framework (2018-2021). The promulgation of the Local Government Act, Act 936 (82) of 2016 enjoins all MMDAs to prepare Development Plans to guide their development activities.

The preparation of the 2018–2021 Medium-Term Development Plan of ESMA followed the guidelines issued by the National Development Planning Commission (NDPC) and is tailored to meet the broad development agenda set out in the National Medium-Term Development Policy Framework (NMTDPF); *“Agenda For Jobs: Creating Prosperity and Equal Opportunity For All”*.

This chapter therefore captures the Municipal’s historical background, vision, mission and functions, performance review and analysis of existing situation of the Municipality.

1.2 Location and Size

Ejura-Sekyedumase Municipal Assembly ESMA is located in the northern part of the Ashanti Region. It has a large land size of about 1,782.2sq.km (690.781sq.miles) and constitutes about 7.3 percent of the region’s total land area with Ejura as the Municipal capital. It is one

of the two farthest Districts from the Regional capital, Kumasi and has a projected population of 97,579 based on the 2010 census with an annual growth rate of 2.7%.

The Ejura - Sekyedumase Municipal was carved out of the former Sekyere and Offinso Districts in pursuance of the decentralization process on 29th November, 1988 by the erstwhile Provisional National Defence Council (PNDC) by a Legislative Instrument (L.I.) 1400, 1988. This was to bring governance to the doorstep of the people to enhance the decentralisation process in 1988. The District was raised to a Municipal status by L.I 2098, 2012. Its capital is sited at Ejura, about 109 kilometres north from Kumasi and lies on the main Kumasi-Atebubu highway. The Municipality was inaugurated and commenced operations in 1988. The Municipality has 75 communities which are divided into five Zonal Councils and further subdivided into 36 Electoral Areas. Politically and administratively, the Municipality covers the entire Ejura - Sekyedumase Constituency.

STEP 1: VISION, MISSION AND FUNCTIONS

1.3 Municipal's Vision, Mission and Functions

1.3.1 Vision of the Assembly

The Vision of the Municipality is to become a client Oriented public service organisation providing legal government services to improve the living standards of people.

1.3.2 Mission Statement of the Assembly

The ESMA exists to facilitate improvement in the quality of life of the people within its jurisdiction through equitable provision of services and infrastructure for the development of the Municipality within the context of good governance and equal opportunity for all.

1.3.3 Functions of the Assembly

The functions of the Municipal Assembly, like all other MMDAs, basically derived from the Legislative Instruments as mandated by the Local Government Act 963 of 2016. The Assembly exercises political and administrative authority, provide guidance, give direction to, and supervise all other administrative authorities in the Municipality. In addition, the Assembly exercises deliberative, legislative and executive functions as outlined in the Act 936. These functions which are broadly aimed at attaining its vision and fulfilling its mission of improving the quality of life of its people are to:

1. Be responsible for the overall development of the Municipality and ensure the preparation and submission of development plans and budget to the relevant Central Government Agency/Ministry through the Regional Co-ordinating Council (RCC).

2. Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the Municipality.
3. Promote and support productive activity and social development in the Municipality and remove any obstacles to initiative and development.
4. Initiate programmes for the development of basic infrastructure and provide Municipal works and services in the Municipality.
5. Be responsible for the development, improvement and management of human settlements and environment in the Municipality.
6. Co-operate with the appropriate national and local security agencies and be responsible for the maintenance of security and public safety in the Municipality.
7. Ensure ready access to courts and public tribunals in the Municipal, for the promotion of justice.
8. Guide, encourage and support sub-Municipal local government bodies, public agencies and local communities to perform their roles, in the execution of approved development plans.
9. Monitor the execution of projects under approved development plans, assess and evaluate their impact on the people's development, the Municipal and National economy.
10. Initiate, sponsor or carry out such studies as may be necessary for the discharge of any of the functions conferred by Act 462 or any other enactment.
11. Perform such other functions as may be provided under any other enactment.

CORE VALUES

The core values of the Municipality are;

- Efficient and effective use of resources
- Transparency
- Accountability
- Participation
- Professionalism and
- Client Oriented

STEP 2: PERFORMANCE REVIEW

1.4 Performance Review of the Implementation of 2014-2017 MTDP

The ESMA prepared its maiden Municipal Medium-Term Development Plan under the guidelines of the Ghana Shared Growth and Development Agenda I (GSGDA – I), 2014-2017 and other policy documents including the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs). The main focus of the 2014-2017 Ghana Shared Growth and Development Agenda for the ESMA was to make sure that the people in the Municipality have access to infrastructural development, quality education, better health care delivery system, good drinking water, proper security and ultimately take part in the decision-making process of the Assembly. The Programme of Action of the 2014 – 2017 MTDP focused on the under listed six main thematic areas of the GSGDA I:

1. Ensuring and Sustaining Macroeconomic Stability;
2. Enhancing Competitiveness of Ghana’s Private Sector;
3. Accelerated Agriculture Modernisation and Sustainable Natural Resource Management;
4. Infrastructure and Human Settlements;
5. Human Development, Productivity and Employment;
6. Transparent and Accountable Governance.

The review process covers all the programmes, projects and activities captured in the various thematic areas in the Annual Action Plan during the plan implementation period. It also included the performance under the various cross-cutting issues such as PLHIV, gender, environment, climate change, population, social protection programmes and among others. The review process involved the collection of disaggregated primary and secondary data from all identified stakeholders including the Municipal Assembly, Zonal Councils, Departments and Organisations and communities to assess the implementation of the identified programmes, projects and activities outlined in the six prioritized thematic areas of the GSGDA II as well as other interventions implemented during the period. The review process took into consideration the extent or levels of the implementation of the proposed programmes, project and activities; whether they were fully or partially implemented or not implemented at all and whether the set objectives, targets and goals were achieved and reasons for any deviations in terms of implementation and set targets. The outcome of the review is summarized in Table 1.1.

From Table 1.1, ninety (97) programmes, projects and activities were proposed to be implemented within the planned period of 2014 to 2017, 75 representing 77.3 percent were fully implemented, 11 representing 11.3 percent were still on-going, 11 representing 11.3 percent were not implemented. It is worth mentioning that all the programmes, projects and activities implemented were from the MTDP (2014 - 2017). However, all the cross-cutting issues targeted ranging from PLHIV, gender, environment, climate change, population and social protection programmes were fully implemented as outlined in the MTDP (2014– 2017) These programmes were used to green the environment and improve the livelihood of the vulnerable and excluded in the Municipality.

Table 1.1: Level of Implementation of Programmes/Projects/Activities under GSGDA I MTDP 2010-2013

Level of Implementation of All Programmes / Projects / Activities											
Thematic Areas	Proposed Number of Programme/ Project/ Activity	Status of Implementation									
		Fully Implemented		On-Going		Not Implemented		Abandoned/ Suspended		Implemented but not in the MTDP	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Ensuring and Sustaining Macroeconomic Stability	9	8	8.2	-	-	1	1.0	-	-	-	-
Enhancing Competitiveness of Ghana's Private Sector	3	2	2.1	-	-	1	1.0	-	-	-	-
Accelerated Agriculture Modernisation and Sustainable Natural Resource Management	29	28	28.9	-	-	1	1.0	-	-	-	-
Infrastructure and Human Settlements	22	10	10.3	7	7.2	5	5.2	-	-	-	-
Human Development, Productivity and Employment	23	19	19.6	4	4.1	-	-	-	-	-	-
Transparent and Accountable Governance	11	8	8.2	-	-	3	3.1	-	-	-	-
Total	97	75	77.4	11	11.3	11	11.3	-	-	-	-
Level of Implementation of Cross-Cutting Issues											
PLHIV	2	2	100	-	-	-	-	-	-	-	-
Gender	14	14	100	-	-	-	-	-	-	-	-
Environment	11	11	100	-	-	-	-	-	-	-	-
Climate Change	8	8	100	-	-	-	-	-	-	-	-
Population	2	2	100	-	-	-	-	-	-	-	-
Social Protection Programmes	13	13	100	-	-	-	-	-	-	-	-
Total	50	50	100	-	-	-	-	-	-	-	-

Source: MPCU-ESMA, 2014

1.4.1 Status of Implementation of 2014-2017 MTDP

The ESMA made efforts to execute the programmes/projects towards the realization of the set objectives within the 2014 period. However, out of the 82 programmes/projects/activities that were proposed to be implemented 45 representing 54.9 percent had been executed, 23 representing 28 percent were still on-going and 14 represented 17.1 were not implemented. Hence, the overall percentage of implementation is 82.9. Again in the year 2015, 74 programmes/projects/activities were proposed to be implemented, 64.9 percent were fully implemented, 1.4 percent was still on-going while 33.7 percent were not be implemented. Therefore the total percentage of implementation was 64.9 and in the year 2016, 79 programmes/projects/activities were proposed to be implemented, 73.42 percent were fully implemented, 10.13 percent were still on-going and 16.5 percent could not be implemented. In 2017, 71.3 were fully implemented. Among the cross-cutting issues, all the activities were fully implemented.

The details of the performance review are presented in Table 1.1.

1.4.2 Revenue and Expenditure Performance of the Municipal from 2010 to 2013

1.4.2.1 Revenue Performance of the Municipal from 2010 to 2013

The funding for the programmes, projects and activities in the Municipality has been from Municipal Assemblies Common Fund (DACF), Municipal Development Facility (DDF), Internally Generated Funds (IGF), and Donor Supports. From 2014 to 2017, the Municipality estimated to receive GH¢26,392,909.61, out of which GH¢17,273,020.01 representing 65.45 percent was realized with a percentage shortfall of 34.55 percent as shown in Table 1.3. The percentage short fall coupled with untimely release of the DACF made it impossible for the Assembly to complete 22.6 percent of its 97 programmes, projects and activities.

With respect to IGF, the Municipal estimated an amount of (GH¢ 4,584,256.61) and was able to realised (GH¢ 2,780,878.10) representing 60.66 percent and with a shortfall of 39.34 percent for 2104 to 2017. In 2014 and 2017, the Municipal made a remarkable achievement of 79.0 percent and 98.0 percent growth rate of IGF over the 2014 and 2015 actuals respectively and that made IGF estimate for year 2016 raised to (GH¢ 1,000,000.00). It is worth mentioning that 2016 revenue actual was lower than 2015 revenue actual by GH¢21,977.55 representing 2.91 percent shortfall. The shortfall was greatly attributed to the fall of Miscellaneous and Investment Incomes. This difference resulted from the revenue gap between revenue collected under Miscellaneous Income and Investment Income on the revenue items. However, all these achievements were chalked from the implementation of Revenue Improvement Action Plans from 2014 to 2017. Moreover, (GH¢ 14,492,141.90) representing 66.45 percent of Other General Government Units/Grants was received by the Municipal from the estimated grants of GH¢21,808,653.00

Table 2a: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2014	1,359,000.00	1,241,637.41	1,338,611.69	583,625.9	(96,974.28)	133,8611.69	0.00

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2015	1,866,602.62	1,541,637.41	1,284,457.30	324,965.21	257,180.11	1794287.35	(509,83005)
2016	1,985,950.35	1,849,964.89	1,794,287.35	135,985.46	55,677.89	1,971,568.00	177,280.65
2017	2,213,333.90	2,199,597.87	1,971,568.00	13,736.03	228,029.87	1,369,458.96	602,109,04
CAPITAL EXPENDITURES/ASSETS							
Year							
2014							
2015							
2016							
2017							
GOODS AND SERVICES							
2014	42,000	42,000	0.00	0.00	42,000.00	0.00	0.00
2015	55,074.11	55,074.11	0.00	0.00	55,074.34	00.000	0.00
2016	61,826.34	61,826.34	13,888.00	0.00	47,938.34	13,888.00	0.00
2017	44,562.00	44,562.00	15,979.81	0.00	28,582.19	15,979.81	0.00

1.4.2.2 Expenditure Performance of the Municipal from 2014 to 2017

Table 1.4 shows that the Municipality spent GH¢17,273,020.01 representing 65.45 percent of the estimated expenditure of GH¢26,392,909.61 from 2014 to 2017. This amount was spent on capital and recurrent expenditure activities implemented in Table 1.2. Out of the eight types of expenditure only Personnel Emolument exceeded the estimated expenditure from 2014 to 2017 resulting from the incremental of personnel emolument, with Travel and Transport exceeded the estimated expenditure from 2014 to 2017. Moreover, out of the total actual receipts of GH¢14,492,141.90, the Municipality spent (GH¢14,562,349.65) over the budget actuals leaving a marginal balance deficits of 0.48 percent (GH¢ 70,207.75) resulting from the incremental of personnel emolument expenditure item of the Assembly. It is worth mentioning that the Municipality spent within its budget allocation over the planned period of 2014 to 2017.

Table 1.4: Expenditure Performance of the Municipal from 2014 to 2017

1.4.2.3 Budgetary Allocations (Recurrent and Capital Expenditure) of the Municipal from 2014 to 2017

Table 1.5 shows the yearly budgetary allocations of capital and recurrent expenditures used to finance the Municipality programmes, projects and activities from 2014 to 2017. In totality, close to 80.0 percent (79.34%) of the budget was allocated to capital expenditure at the expense of recurrent expenditure (20.66%). Out of the 97 programmes, projects and activities implemented, 77 representing 79.38 percent were recurrent expenditure activities and 20 representing 20.62 percent were capital expenditure activities. This suggests that even though the recurrent expenditure activities outnumbered that of capital expenditure activities, more than three-quarters of the Assembly's budget were used to finance to capital expenditure. However, one percent (1%) of the total budget from 2014 to 2017 was allocated to Zonal Councils of the Municipality.

Table 2b: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	1,359,000.00	1,338,611.69	20,388.31	1,866,602.62	1,794,287.35	72,315.27	1,985,950.35	1,971,568.00	14,382.35	2,213,333.90	2,069,458.96	143,874.94
IGF	1,866,602.62	479,965.41	2,505.59	834,700.00	754,801.78	79,898.22	1,000,000.00	7,328,240.23	261,759.77	882,953.99	813,286.68	69,667.31
DACF	1,985,950.35	196,395.54	1,898,502.70	2,739,705.46	2,314,296.39	425,409.07	3,162,008.42	1,891,956.64	1,270,051.78	2,866,700.55	1,440,086.76	1,426,613.79
DDF	2,213,333.90	438,639.65	198,602.35	1,027,215.45	335,477.93	691,737.52	668,320.00	626,363.00	41,957.00	645,532.00	0.00	0.00
UDG	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Development Partners (Agric CIDA)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75,000.00	75,000.00	0.00
Total		1,818,577.1			2,549,089.13			11,191,764.87			4,397,832.4	

1.4.3 Key Problems/Issues Encountered During the Implementation of MTDP 2014 to 2017

1. Within the planned period, financial in-flows from both Central Government and IGF fell below expectations. This was due to unexpected deductions made by the Administrator at source from the DACF and a myriad of problems (such as the absence of reliable database on revenue items, low revenue education and among others) associated with internal revenue generation within the Municipality. In addition, despite the DACF being inadequate, the unequal timely releases of the funds which accounted for averagely four-month delay affected the implementation of the activities outlined in the plan.
2. There were inadequate political and administrative commitments towards the implementation of the programmes, projects and activities outlined in the 2014-2017 MTDP. This explained why only 77.4 percent of programmes, projects and activities were fully implemented within the plan period, 11.3 percent are still on-going and 11.3 percent were not implemented at all. This made it very difficult for most activities in the Annual Action Plans (AAPs) to be implemented timely as some faced the various postponements.
3. There was low effective coordination and monitoring of the programmes, projects and activities outlined in the plan especially in the decentralized departments. It was therefore difficult to collate data on the levels of plan implementation.

1.4.4 Lessons Learnt which have Implications for MTDP 2018 - 2021

1. Within the plan period, financial in-flows from both Central Government and IGF fell below expectations. This was due to unexpected deductions made by the Administrator of the DACF and a myriad of problems associated with internal revenue generation within the Municipality. In addition, despite the DACF being inadequate, the unequal timely releases of the funds affected the implementation of the activities outlined in the plan. There is therefore the need for a concerted effort towards revenue generation to finance the current plan with high level of the government to release DACF timely and timely collection of IGF. Moreover, source deduction which created an artificial inadequacy of DACF should be reduced drastically if not ceased to increase funding for the MTDP, which is the main funding source to the Municipality.
2. There were inadequate political and administrative commitments towards the implementation of the programmes, projects and activities outlined in the 2014-2017 plan. It is therefore recommended that all the political and administrative structures within the Municipality should be deeply involved in the plan preparation process and their absolute commitments be assured.
3. There was ineffective coordination and monitoring of the programmes, projects and activities outlined in the plan especially in the decentralized departments. It was therefore difficult to

collate data on the levels of plan implementation. The need for effective coordination, monitoring and evaluation mechanisms therefore cannot be overemphasized.

4. If the MPCU ensures adequate stakeholder consultations in the preparation of the plan and its execution, the unconcern attitude, apathy and low communal spirit on the part of the people in the communities can be addressed. Moreover, there should be effective communication network to disseminate programmes, projects and activities right from the commencement up to completion. However, donor funded programmes, projects and activities should be channelled through the Assembly in order to boost communal spirit in their implementations.
5. Monitoring and evaluation activities are often delayed due to inadequate logistics and funds. Inadequate funding often compels the MPCU to curtail some of the planned M&E activities. There is therefore the need to ensure effective supply of funds and adequate logistics to ensure effective monitoring and evaluation.

STEP 3: ANALYSIS OF EXISTING SITUATION / COMPILATION OF MUNICIPAL PROFILE

1.5 Physical and Natural Environment

1.5.1 Location and Size

The Municipality is located on the Northern part of the Ashanti Region and covers a total land size of about 1,782.2sq.km (690.781sq.miles) and constitutes about 7.3 percent of the region's total land area.

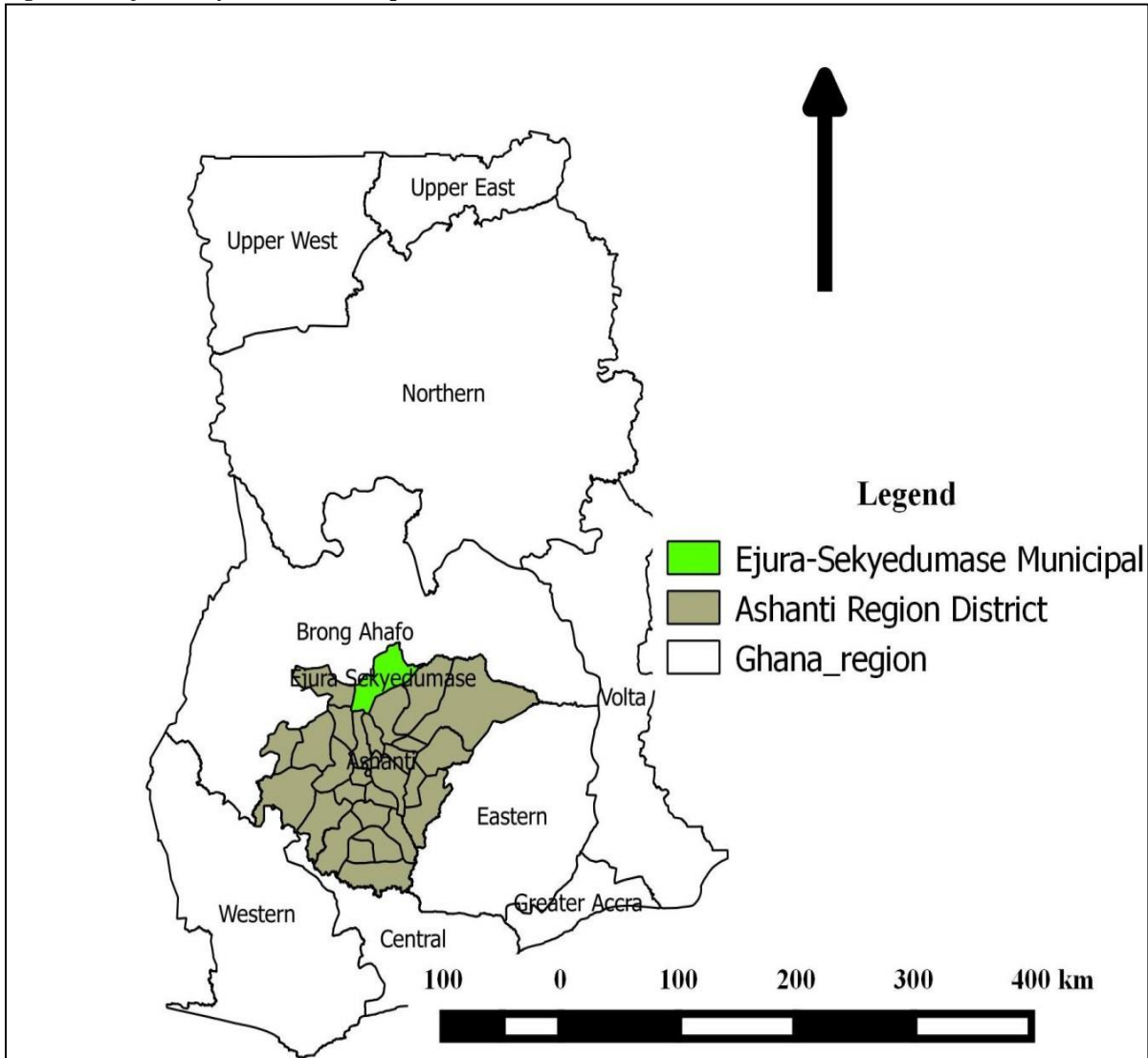
It lies between longitude 1°5'W and 1°39'W and latitude 7°9'N and 7°36'N. The Municipal shares borders with Atebubu-Amantin Municipal (Brong Ahafo Region) in the North-West, Sekyere South Municipal in the South, Mampong Municipality in the East and the Offinso Municipality in the West. The location of the Municipality falls within one-third of the Afram Plains with 1,335.0km² representing 99.6 percent being arable. However, the location of the Municipality in Ashanti Region offers it the opportunity to interact or co-operate with the Brong Ahafo Region of the country. Ejura, the capital is more in the North of the Municipality, about 109km from Kumasi. Figure 1.1, Figure 1.2 and Figure 1.3 show the Ejura-Sekyedumase Municipal in the National Context, Regional Context and the Municipal maps respectively.

Implication for Development

This has implication for development due to the remoteness of the Municipality to Kumasi; the location of the regional capital, of the Municipality offers an opportunity to interact with the north and south making Ejura one of the populous urban communities in Ashanti Region. This has also made the Ejura

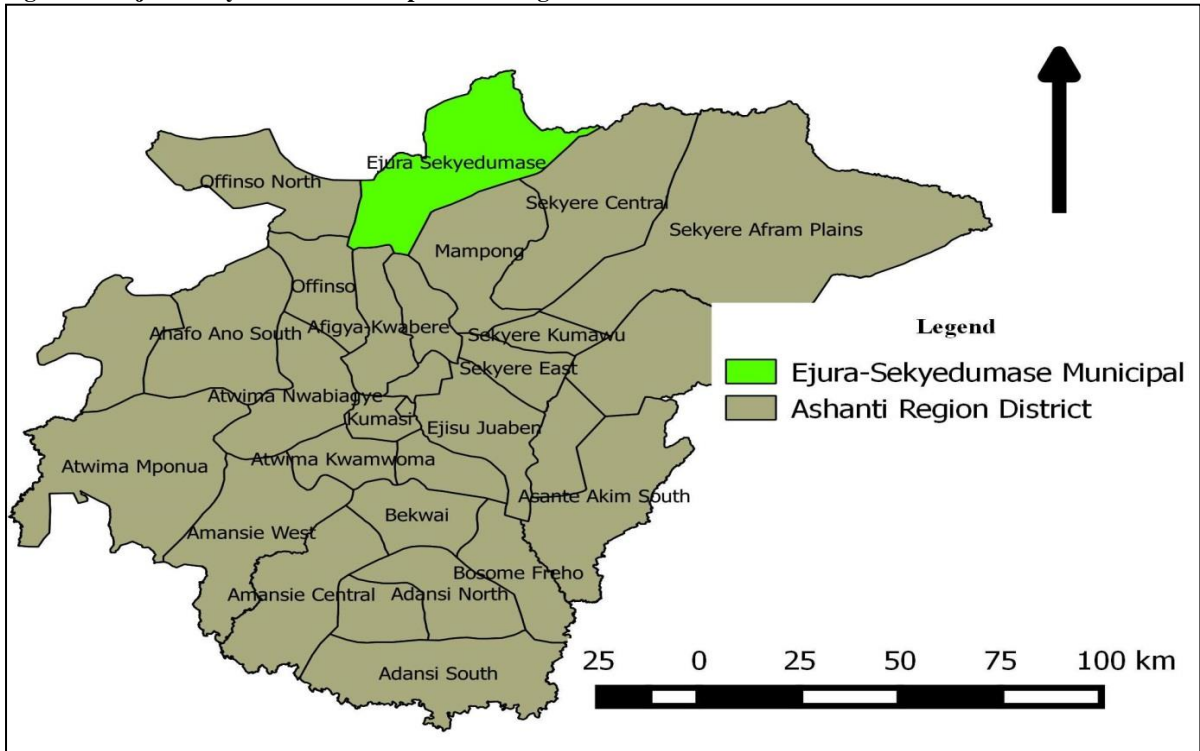
market one of the prominent market attracting all kinds of people in and around the country. Kumasi is not a ready market because of the distance. In addition, the communities do not enjoy some basic amenities from Kumasi which the Municipality lacks.

Figure 1.1: Ejura-Sekyedumase Municipal in the National Context



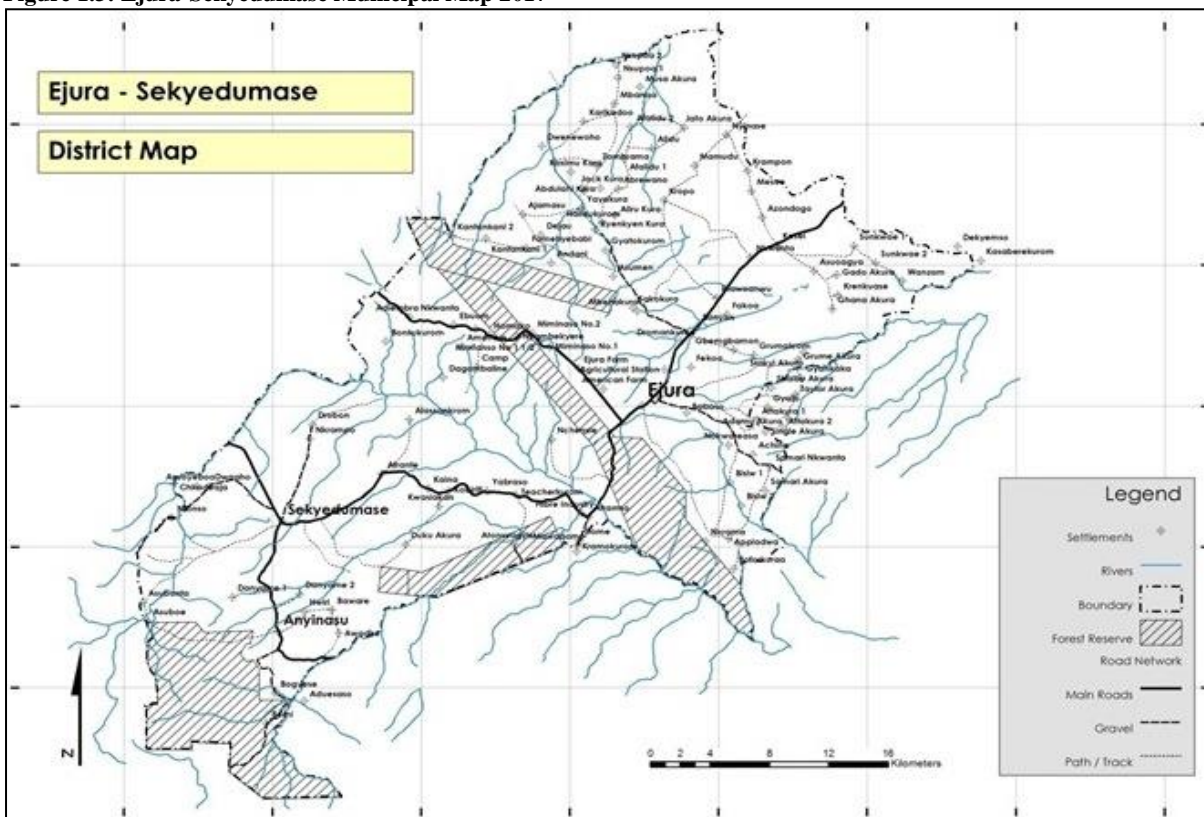
Source: Town and Country Planning Department–ESMA, 2017

Figure 1.2: Ejura-Sekyedumase Municipal in the Regional Context



Source: Town and Country Planning Department–ESMA, 2017

Figure 1.3: Ejura-Sekyedumase Municipal Map 2017



Source: Town and Country Planning Department–ESMA, 2017

1.5.2 Topography, Relief and Drainage

The Municipality's topography is dominated mainly by a physical configuration which is extended within 140 and 300 meters above sea level. However, a few hills are found in the municipal which include; Kwasi Mahu Hills (1,350 metres), Ejurachem Scarp (1,000 metres) and Dente Scarp. Moreover, a greater part of the Municipality's Forest Reserve is a scarp.

Nevertheless, in the Municipality, one can identify two main topological areas; on the one hand, the southern part of the Municipality is fairly covered with valleys and peaks. The highest point in the Municipality is made up of a range of hills, found in the eastern part and passes through Ejura and Mampong, forming part of the Kintampo-Koforidua range. On the other hand, the northern part of the Municipality is undulating and generally flat with heights ranging between 150-300m. Ejura is located on an altitude of about 225 metres. The Municipality is dissected and well drained by a number of rivers, streams and their tributaries. The drainage is dendritic in nature and has a west-east and northwest-southeast directional flow. Major rivers include; Afram, Akobaa, Chirade, Bresua whilst minor ones include Aberewa, Yaya and Baba. Figure 1.4 shows the topography map of the Municipality.

- **Implication for Development**

The relief and drainage have implications for the development of the Municipality. This implies that dams can be constructed along these rivers especially the major ones to supplement the water requirement of farmers especially during the dry season. In addition, potable water can be produced from these river bodies which can serve the water requirement of most rural communities. This can nib in the bud cases of water- related diseases that are very prevalent in some communities.

Source: Town and Country Planning Department–ESMA, 2014

1.5.3 Climate and Vegetation

Ejura-Sekyedumase Municipality lies within the transitional zone of the Semi-Deciduous Forest of the south and the Guinea Savannah zone of the north. Thus, it experiences both the forest and savannah climatic conditions. The Municipality is marked by two rainfall patterns; the bi-modal pattern in the south and the uni-modal in the north. The main rainy season is between April and November. The north-east trade winds blow dry and dusty winds across the entire Municipality during this period. Annual rainfall varies between 1,200mm and 1,500mm.

Relative humidity is very high during the rainy season, recording 90.0 percent in its peak in June and 55.0 percent in February. Solar radiation is very high during the dry season. The vegetation

characteristics in the Municipality are to a large extent dictated by the topography, climatic condition and patterns. The northern part is covered with sparse deciduous forest vegetation.

It has been noticed during these last years a growth or extension of the savannah vegetation, which can be largely attributable to the high increase in the rate of shifting cultivation and bush fallowing in the Municipality. The climatic conditions of the Municipality together with the topographical layout are a favourable condition for the cultivation of food crops. Also the derived form of savannah vegetation at the northern part of the Municipality supports the cultivation of cereals.

1.5.4 Geology and Soils

The underlying rock soils are of the Upper Voltaian Series with its main components being the sandstone, shale and mud stone-beds, shale intrusions and sand, and pebbly bed series. These are sedimentary rocks which result in the formation of soils derived from the weathering of the Voltaian sandstone.

Soils in the Municipality are of the Savannah Ochrosol type which is mainly made up of sandy loam or clay. The major characteristics of this soil type is that they are well drained, deep, light in colour, well aerated and rich in organic matter and plant nutrients as well as high water retaining capacities. They are easy to till and especially suited for mechanized farming. The type of soils found in the forest zones of the Municipality are the Forest Ochrosol type. These soil types tend to support the cultivation of food and cash crops. Root tubers such as yam and cocoyam as well as cereals such as maize do well especially in such soils. This explains why maize and yam are two of the major crops grown in the Municipality. However, soil erosion is quite prevalent in the Municipality. This has led to the formation of gullies. Moreover, the continuous cropping using inappropriate methods have contributed to the depletion of soils and consequently reduction in soil fertility in the Municipality.

1.5.5 Natural Resources

Ejura-Sekyedumase is endowed with a great number of natural resources including gold, stone, gravel and sand. These resources serve as a good potential for the Municipality as they can be exploited and used for construction purposes or sold to earn income for the Municipality. There are also clay deposits found around Frante, Aframso, Nkwanta, Dukukrom, Teacherkrom and Kwaseakan. Clay serves as a major material used in the construction industry, and is basically used to construct mud and brick houses as well as landcrete houses.

The stone deposits are found in Dukukrom, Bonyon and Kropo. At Anyinasu, stone quarrying is a very important economic activity which provides jobs for young men and women. Middlemen transport the sharpening stones to Kumasi. Gravel deposits are also found in and around Nkwanta, Miminaso, Drobon, Kyenkyenkura, Babaso, Bemi, Ejura, Frante and Adiembra. Sand deposits are found around Ejura, Frante, Nkwanta and Bonyon. Besides, there are vast lands of forest reserves with a number of wildlife species which can be developed and marketed both within and outside the country as a major tourist site.

1.5.6 Aesthetic Features

The Municipality has some sites of historic and aesthetic importance; these are potentials for tourism development, but also are a way to improve the quality of life of the local people.

The following are identified as the most critical in terms of economic importance:

1. The Pru Shelter at Ebuom, the Awura Forest Reserve and the Abirimasu Forest Reserve.
2. The Kogyae Strict Nature Reserve (the only potential tourist attraction) which houses Buffalos, Waterbucks, Water Hogs, Red River Hogs, Black Dingos among others.
3. Striking landscape like naturally-made oware and bridge at Anyinasu and Hiawoanwu, respectively.
4. Waterfalls and rapids at Kasei.
5. Deep well of a portion of Kyeredede stream at Drobon
6. Habitat for crocodiles near Miminaso.

It would be necessary to ensure access, services and basic infrastructure in these locations to make them profitable. This could serve as a starting point of local and external tourism within the Municipality. There is also the need for the Municipal to develop a Protective Programme at the Kogyae Strict Nature Reserve to protect the flora and fauna. There is also a greater need of the Assembly to draw up an Ecotourism Plan and develop business proposal/plan to attract tourists into the Municipality.

1.5.7 Conditions of Natural Environment

The Municipality has about 201.11km of forest reserve which houses economic trees such as Odum, Sapele, Ofam, Wawa, Amire, Mahogany and Kyenkyen, however, the natural environment in the Municipality is gradually being degraded.

Charcoal burning is one of the predominant economic activities indulged in by the local people. Deforestation is on its peak mainly due to the charcoal burning and farm activities such as bush fallowing, slash and burn. These has various effects on water bodies, land and man. Human activities such as farming ought to be critically monitored so as not to cause serious damage to the environment in future.

1.6 Cultural Structure

1.6.1 Traditional Authorities (Chieftaincy)

Traditional Authorities play very important role in the administration of the Municipality. The traditional set up of the people accords the chief power and reverence in the communities. The chief in the traditional setting exercises both executive and legislative powers within the stool boundaries and is assisted to rule by a well-structured hierarchical council of elders including queen mothers. The Municipality has three traditional divisions namely Ejura, Sekyedumase, and Anyinasu with Ejura being the largest. Besides, there are other sub chiefs heading the various towns and villages in the Municipality. They have much influence on the people and respect the codified customs of the land.

The rigid and organised nature of these traditional institutions creates a favourable ground for the Assembly to interact with the various communities freely. All projects meant for the communities are channelled through the traditional rulers and their able Assembly members. Tuesdays are sacred days that the people (communities) in most parts of the Municipality do not go to the farm. Hence, communal labour are organised on this day for tidy up their surroundings.

The Municipal Assembly has good rapport with the traditional authorities and this has ensured a successful administration and effective maintenance of law and order. This implies that there exist a peaceful atmosphere between the Municipal Assembly and Traditional Authorities in the Municipality ensuring tremendously development over the years through resource mobilisation and other developmental issues. Moreover, the Traditional Authorities in the Municipality are dedicated to the development of their traditional areas and empowering of their people by providing land and materials for infrastructural projects, mobilization of community for communal labour and arbitration of disputes.

1.6.2 Culture, Festival and Ethnicity

The predominant cultural practice in the Municipality is the Asante culture as reflected in the whole region. The main language spoken is the Asante-Twi, although there are pockets of other languages from the Northern dialect, Ewe, Bono, Fante, Krobo among others. The most preferred cuisine is ‘fufu’ which is usually prepared with cassava and plantain or cocoyam and served with soup. The cloth is the main traditional attire; it is worn to social gatherings like funerals, churches, festivals, wedding and naming ceremonies. The main dance is Adowa, Kete, and Nwomkro.

The prominent traditional festival among which are Akwasidae and Awukudae which are important cultural practices of the people in the Municipality. The Akwasidae and Awukudae festivals are celebrated every six weeks. It can be expected that these positive cultural practices (festivals), if well organised, could be used to harness support for development activities in the Municipality.

In terms of ethnicity, the Municipal can be said to be largely homogenous as the people of the Municipality are predominantly Akan-speaking (Asantes, Bonos, Fantes and Akyems) with pockets of other tribes mainly of Upper East, Upper West and Northern Regions. also there are others such as Ewes, Gas and Fantis which shows a cultural diversity and co-existence. This has made it easier for the people to undertake their daily activities ensuring that all the ethnic groups live in harmony to promote development in the Municipality.

The level of communal spirit in the Municipality is very high as communities directly reflect the exercise of royal authority through the innate perception of love, respect and coexistence that flow among communities in the Municipality. The main traditional knowledge in the Municipality is Agriculture (crop farming and animal rearing) especially maize farming. The cutlass, hoe and basket are the main farming tools for farmers in the Municipality.

1.7 Demographic Characteristics

1.7.1 Population Size and Growth

The result of the 2010 Population and Housing Census (PHC) shows that the total population of Ejura-Sekyedumase Municipal as at 26th September, 2010 is 85,446 which accounts for 1.8 percent and 0.4 percent of the population of Ashanti Region and Ghana respectively as indicated in Table 1.7. With this population, the Ejura-Sekyedumase Municipal is the twenty-second populous municipal in the region with Kumasi Metropolis (2,035,064) recording the highest and the least is Offinso North Municipal (56,881). In comparison, the 2010 PHC (85,446) decreased by 3,307 to that of 2000 PHC (88,753).

The result indicates that the Municipality's population decreased by 3.7 percent over the 2000 population figure. The reason for the shortfall may be attributed to the fact that the Municipality serves as the immediate- tie between the north and the south so harbours most northern extracts that are in search of greener pastures. The timing of the census (September, 2010) was a lean season when farmers especially those from Northern extraction have moved to their respective regions to start the farming season there.

However, between 2000 and 2010, the Municipality recorded an annual average intercensal growth rate of 0.4 percent decreasing rate which is lower compared to the regional average of 2.7 percent and national average of 2.5 percent. Even though, the population is increasing at a decreasing rate, an annual average intercensal growth rate of 0.4 percent was recorded between 2000 and 2010. Using the annual average intercensal growth rate, the population of the Municipality is projected at 88224 in 2018 and 89289 in 2021 (using the exponential method). This means that the Municipality has the potential to increase in size and grow to support any development in the Municipality despite the decreasing rate.

1.7.2 Population Density

The total land area of the Municipality is approximately 1,340.1 square kilometres. This gives population density of 66 persons per square kilometer for 2000 and reducing to 64 persons per square kilometer in 2010 as denoted in Table 1.6. This means that there is a change of two persons per square kilometer over the period of 10 years. However, the 2010 Municipality's population density is considerably lower compared to the regional average of 196 persons per square kilometers and the national average of 103 persons per square kilometers. Similarly, in 2000, the Municipality recorded the lowest population density. The implications of the population growth and density reflect in demand and pressure on infrastructure, food supply, energy, water and other basic services.

Table 1.2: Population Characteristics, 2000-2010

Categories	Year						
	2000		2010				
	Number	Populati on Density	Number	Muni cipal Share	Percenta ge Increase	Intercensa l Growth Rate	Populat ion Density
Ghana	18,912,079	79	24,658,823	0.4	30.4	2.5	103
Ashanti Region	3,612,950	148	4,780,380	1.8	32.3	2.7	196
Ejura- Sekyedumas e Municipal	88,753	66	85,446	-	(3.7)	0.4*	64

Source: Ghana Statistical Service, 2000 and 2010 Population and Housing Census and MPCU-ESMA, 2014

NB: *Intercensal Growth Rate increasing at decreasing rate

1.7.3 Population Distribution of Urban and Rural Localities

In Ghana, the classification of a locality as urban or rural is based on population size. Localities with population of 5,000 or more are classified as urban and those below 5,000 as rural. Based on this criterion, the Ejura-Sekyedumase Municipal is therefore predominantly rural as more than halve (51.6%) of the population reside in the rural localities, with 48.4 percent staying in the urban localities (Table 1.7). Out of the 75 communities, only Ejura and Sekyedumase are urban localities constituting 2.7 percent as against the remaining 97.3 percent as rural localities.

Table 1.3: Population by Age, Sex and Type of Locality

Age Group	Total Country	Ashanti Region	Ejura-Sekyedumase Municipal				Type of Locality	
			Both Sexes	Sex		Sex Ratio	Urban	Rural
				Male	Female			
All Ages	24,658,823	4,780,380	85,446	42,892	42,554	100.8	42,944	42,502
0-4	3,405,406	638,464	12,580	6,727	5,853	114.9	5,869	6,711
5-9	3,128,952	588,287	11,808	6,081	5,727	106.2	5,551	6,257
10-14	2,916,040	577,167	10,743	5,400	5,343	101.1	5,493	5,250
15-19	2,609,989	514,803	9,638	4,896	4,742	103.2	5,152	4,486
20-24	2,323,491	473,522	8,046	3,819	4,227	90.3	4,289	3,757
25-29	2,050,111	413,165	6,761	3,117	3,644	85.5	3,452	3,309
30-34	1,678,809	335,754	5,360	2,535	2,825	89.7	2,778	2,582
35-39	1,421,403	284,107	4,507	2,254	2,253	100.0	2,322	2,185
40-44	1,186,350	231,454	3,678	1,863	1,815	102.6	1,863	1,815
45-49	938,098	179,600	2,945	1,466	1,479	99.1	1,498	1,447
50-54	833,098	157,382	2,624	1,314	1,310	100.3	1,295	1,329
55-59	523,695	99,984	1,509	789	720	109.6	720	789
60-64	475,849	82,230	1,471	762	709	107.5	714	757
65-69	293,871	51,432	898	454	444	102.3	449	449
70-74	351,330	63,693	1,246	593	653	90.8	640	606
75-79	205,953	35,155	672	348	324	107.4	367	305
80-84	159,084	26,056	506	242	264	91.7	257	249
85-89	83,070	14,515	238	129	109	118.3	137	101
90-94	51,081	9,388	143	71	72	98.6	59	84
95+	23,143	4,222	73	32	41	78.0	39	34
All Ages	24,658,823	4,780,380	85,446	42,892	42,554	100.8	42,944	42,502
0-14	9,450,398	1,803,918	35,131	18,208	16,923	107.6	16,913	18,218
15-64	14,040,893	2,772,001	46,539	22,815	23,724	96.2	24,083	22,456
65+	1,167,532	204,461	3,776	1,869	1,907	98.0	1,948	1,828
Age-Dependency Ratio	75.6	72.5	83.6	88.0	79.4		78.3	89.3

Source: Ghana Statistical Service, 2010 Population and Housing Census and MPCU-ESMA, 2014

1.7.3.1 Population of Twenty (20) Largest Settlements

In order to have equity in terms of development needs, the first 20 most populous settlements in the Municipality were analyzed in Table 1.8. Using 2010 figures, the most populous community is Ejura (33,500) followed by Sekyedumase (7,869) and the least is Sekyedumase (661). This means that there are two urban settlements in the Municipality (Ejura and Sekyedumase) as compared to 73 rural settlements. However, the communities are growing increasingly at decreasing rate which called for further investigations to establish the causes so as to find remedies.

Table 1.4: Population of Twenty (20) Largest Settlements

No.	Settlement	Growth Rate (%) (2000-2010)	Population		
			2010	2018 Projected	2021 Projected
1	Ejura	0.40	33,500	34,589	35,006
2	Sekyedumase	0.40	7,869	8,124	8,222
3	Anyinasu	0.40	4,325	4465	4,519
4	Dromankuma	0.40	2,334	2,409	2,438
5	Hiawoanwu	0.40	2,265	2,338	2,366
6	Frante	0.40	1,770	1,827	1,849
7	Kasei	0.40	1,755	1,812	1,833
8	Ejura-Nkwanta	0.40	1,373	1,417	1,434
9	Bonyon	0.40	1,325	1,368	1,384
10	Aframso	0.40	1,115	1,151	1,165
11	Drobon	0.40	999	1,031	1,043
12	Asasebonano: Ejuraman	0.40	914	943	955
13	BemiBeposo	0.40	856	883	894
14	MakyereAkura	0.40	844	871	881
15	Papa Kyiaye	0.40	744	768	777
16	TeacherKrom	0.40	708	731	739
17	Grumaline (GaribaKrom)	0.40	697	719	728
18	Kyenkyenkura	0.40	692	714	723
19	Nyamebekyere	0.40	688	710	718
20	Sekyedumase	0.40	661	682	690

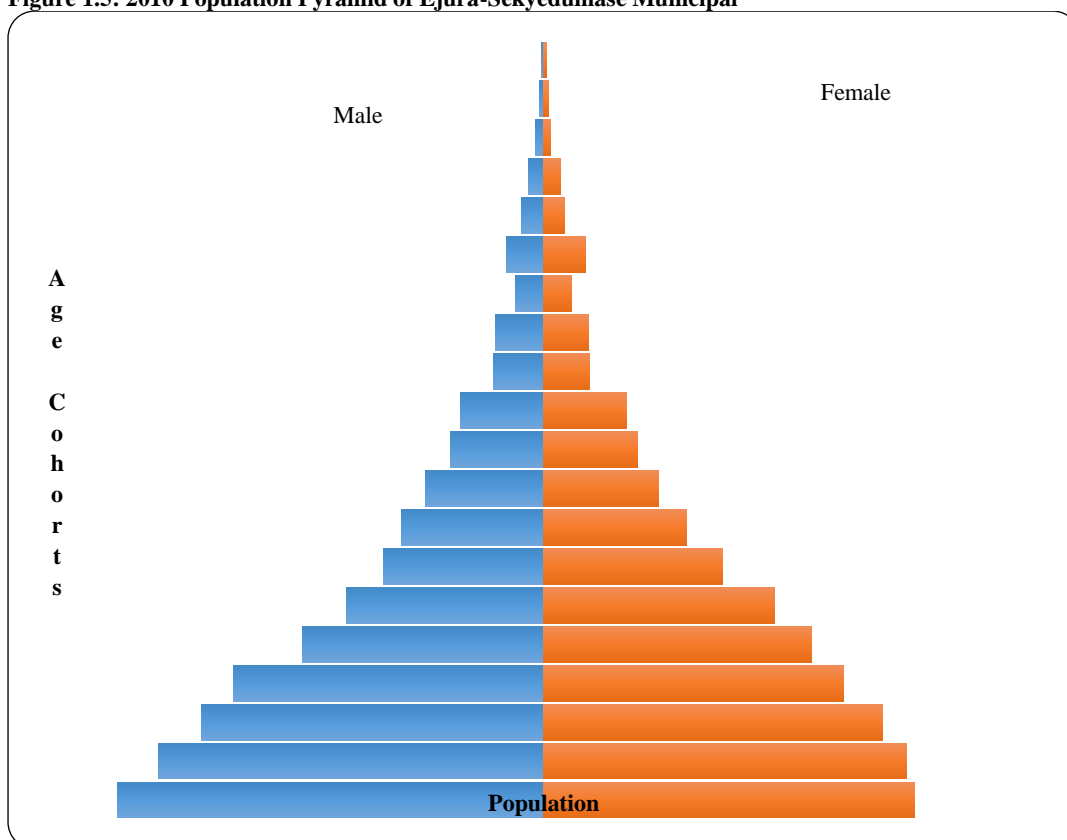
Source: Ghana Statistical Service, 2010 Population and Housing Census and MPCU-ESMA, 2017

1.7.4 Age - Sex Structure

1.7.4.1 Age Structure

The age structure of a population determines the number of population that constitutes a particular age group either young or old. Figure 1.5 shows the 2010 population pyramid of Ejura-Sekyedumase Municipal. The proportions of children (less than 15 years) constitute 41.1 percent, youth (15-24 years) constitute 20.7 percent, and aged (65+ years) constitute 4.4 percent. This means that the young population (0-24 years) accounts for a little more than three-fifth (61.8%) of the Municipal's total population which has a great potential for socio-economic development. Comparatively, the Municipal's population pyramid mirrors that of the regional and national pyramids and is a typical developing and rural Municipality. The Municipal's young population of 61.8 percent is higher than both the region (58.4%) and national (58.3%). Likewise, the proportion of children (less than 15 years) representing 41.1 percent is higher than both regional and national averages of 37.7 percent and 38.3 percent respectively. This implies that there is a high youthful and growing population which has implications on development issues such as education, health, recreation, environment, sanitation, security and safety.

Figure 1.5: 2010 Population Pyramid of Ejura-Sekyedumase Municipal



Source: Derived from 2010 Population and Housing Census and MPCU-ESMA, 2017

1.7.4.2 Sex Composition and Sex Ratio

Out of the Municipal's total population of 85,446, the proportion of male population is 50.2 percent (42,892) and that of female population is 49.8 percent (42,554) (see Table 1.7). This gives a sex ratio of 100.8 (the sixth in the Ashanti Region) indicating that for every 101 males there are 100 females. The male population (50.2%) in the Municipality is higher compared to the regional average of 48.4 percent and national average of 48.8 percent. This may be explained by the presence of maize farm plantations, other farms and marketing activities which attract predominantly male workers.

1.7.4.3 Age Dependency Ratio

Age dependency ratio may be used to study the support needed to be given to young and/or older population relative to working age population. Table 1.7 contains the distribution of age dependency ratio of Ejura-Sekyedumase Municipal. In totality, the Municipal's proportion that form the dependency age group (less than 15 years and 65+ years) is 45.5 percent compared to working age group (15-64 years) of 54.5 percent. The age dependency ratio of the Municipality is 83.6 percent which is higher than the regional average of 72.5 percent and national average of 75.6 percent. This implies that every 100 persons aged 15-64 years (working age group) support about 84 dependents (children and aged) in the Municipality. This suggests that those in the working age group carry a heavier burden of supporting many dependents in the Municipality.

1.8 Spatial Analysis (Settlement Systems)

1.8.1 Settlement Functionality Matrix (Scalogram) Analysis

To identify the presence or absence of services and facilities within the Municipality, a Settlement Functionality Matrix (Scalogram) is used. The Scalogram is a matrix showing selected settlements and the respective functions they perform within a particular geographical area. The analysis provides an in-depth knowledge about the adequacy and variety of functions performed by a settlement. It also helps in the determination of hierarchy of settlements and the nature of spatial integration they exhibit in the Municipal. By this, settlements can be ranked based on the different types of facilities available in them.

For the Scalogram analysis, the population sizes of 50 communities were used to arrange settlements in a descending order. Based on the population, the levels of settlements were identified. Level One comprises settlements with 5,000 and above, Level Two has population between 3,000 and 4,999, Level Three comprises communities with population between 1,000 and 2,999 and Level Four has

population ranges of 100 to 999. When weights were given to the various services and facilities, the total centrality index which represents the degree to which each of the settlements provides functions to people in other areas was obtained by calculation. The various centrality indices were then plotted on a histogram to help cluster the settlements in hierarchies. Five hierarchies were identified from the 50 communities used. Again, 'X' sign is used to identify the facilities in each settlement, where there is no 'X' sign indicates that particular settlement has no such facilities.

Settlements with centrality indices of 200 and above formed the First Hierarchy. Settlements in the group of indices 150-199 formed the Second Hierarchy while the Third Hierarchy comprises settlements with centrality index of 100-149. The Forth Hierarchy of settlements has index range of 50-99 while the Fifth Hierarchy comprises of settlements with centrality index of below 50.

Table 1.16 shows the centrality of settlements in terms of the hierarchy based on the centrality index. It was however realized that, only Ejura and Sekyedumase fell into the First Hierarchy comprising four percent of the 50 communities. Anyinasu and Dromankuma were found in the Second Hierarchy and only one community (Kasei) was found in the Third Hierarchy. In addition, eight communities were found in the Fourth Hierarchy representing 16.0 percent. Majority of the settlements (37) were found in the Fifth Hierarchy accounting for 74.0 percent. The detailed distribution of the selected facilities is shown in Table 1.17.

- **Implication for Development**

In terms of development, the Scalogram analysis reveals that majority of the settlements lacked most basic functions or facilities and rely on other settlements for their service requirements. It is therefore important to ensure equitable distribution of facilities in the settlement within the plan period (2014-2017). Moreover, two of the five Zonal Councils' capitals were developed with the selected facilities to provide basic services to the other surrounding communities. Hence, in order to have equity in surface accessibility to basic services, the remaining three capital communities of the Zonal Councils should be developed with at least the selected facilities to serve the other surrounding communities to reduce traveling and walking distances in the Municipality.

Table 1.10: Centrality of Settlements

Hierarchy/Level		Weight	No. of Settlements	Name of Settlements	Percentage (%) of Settlements
1 st		200 +	2	Ejura, Sekyedumase	4.0
2 nd		150-199	2	Anyinasu, Dromankuma	4.0
3 rd		100-149	1	Kasei	2.0
4 th		50-99	8	Hiawoanwu, Frante, KyenkyenkuraAframso etc.	16.0
5 th		Below 50	37	All Others	74.0
Total		-	50		100

Source: MPCU-ESMA, 2017

Table 1.11: Scalogram Analysis

S/ N	Name of Community	Projected Population (2018)	Health Facilities		Education Facilities										Electricity	Water and Sanitation Facilities								Security	Total Weight	Rank	
			Public Education					Private Education					Water System				Sanitation Facilities										
			H	HC	CH	PS	MC	KG 1	KG 2	TH m	JHS	SHS	KG 1	KG 2		TH m	JHS	BH	W	PS	WC	KVI	P				HVI
1	Ejura	34,589	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	386.0	1 st
2	Sekyedumase	8,124		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	328.5	2 nd
3	Anyinasu	4,465				X	X	X	X						X	X	X		X	X	X	X			161.9	3 rd	
4	Dromankuma	2,409					X	X	X	X					X	X				X	X	X	X		161.8	4 th	
5	Hiawoanwu	2,338			X		X	X	X	X					X	X		X	X	X	X	X			59.5	10 th	
6	Frante	1,827			X		X	X	X	X					X	X				X	X	X	X		59.5	10 th	
7	Kasei	1,812	X				X	X	X	X					X	X		X	X	X	X	X			60.9	9 th	
8	Ejura-Nkwanta	1,417					X	X	X	X					X	X		X	X	X	X	X			79.5	7 th	
9	Bonyon	1,368					X	X	X	X					X	X				X	X	X	X		17.8	19 th	
10	Aframso	1,151			X		X	X	X	X					X	X					X	X	X		67.8	8 th	
11	Drobon	1,031					X	X	X	X					X	X					X	X	X		17.8	19 th	
12	Asasebonano : Ejuraman	943					X	X	X	X		X	X	X	X	X		X	X	X	X	X			51.2	12 th	
13	Bemi Beposo	883														X						X	X		51.2	12 th	
14	Makyere Akura	871																				X	X		34.5	16 th	

1																							9			
3	Sunkway	482																					39.1	14 th		
2	No.2							X	X	X																
3	Hawoanmu	467																					10.6	41 st		
3																										
3	Nkrampo	467																								
4				X		X	X	X																		
3	Babaso	464																								
5											X	X	X													
3	Ebuom	455																								
6								X	X	X	X															
S/N	Name of Community	Projected Population (2014)	Health Facilities				Education Facilities								Electricity	Water and Sanitation Facilities							Security	Total Weight	Rank	
			H	HC	CHPS	MC	Public Education				Private Education					Water System			Sanitation Facilities				Police			
							KG1	KG2	Prim	JHS	SHS	KG1	KG2	Prim	JHS		BH	HDW	PS	WC	KVIP	HVIP	PL			
3	Dwenewoho	452																								
7							X	X	X								X									
3	Nyinase	446																								
8							X	X	X								X									
3	Nsopea	425																								
9																										
3	Baware	411																								
4							X	X	X																	
4	Atta Akura	392																								
1	No.1						X	X	X								X									
4	Miminaso	382															X									

2	No.1																							7 th		
4 3	Afa Halidu No.1	369														X				X	X			14.1	31 st	
4 4	Samari Nkwanta	360					X	X	X	X						X					X			10.7	40 th	
4 5	Kabre Akura	353														X				X	X			10.9	33 rd	
4 6	Mesuo	353					X	X	X							X					X			6	47 th	
4 7	Bompa	352					X	X	X							X					X			6	47 th	
4 8	Yabraso	341					X	X	X	X						X				X	X			6	47 th	
4 9	Boayabe (Boayase)	338					X	X	X						X						X			8.3	45 th	
5 0	Asuoyeboa (YeboaAkosua)	333					X	X	X												X			10.9	33 rd	
	Total Functions		2	6	4	2	6	6	4	3	2	2	2	3	3	25	50		4	5	29	26	25	2	2192	
	Total Centrality		10	10	10	10	10	10	10	10	10	10	10	100	100	100	100	100	100	100	100	100	100	100	100	
	Weighted Centrality		50	16.7	25	50	16.7	16.7	2.3	2.6	50	50	33.3	33.3	3.7	2	100	24	20	3.4	3.8	4	50	582.5		

1.8.2 Nature and Distribution of Settlements in the Municipality

There are 75 known settlements in the Municipality. In respect to approximately 1,340.1 square kilometres land area, the 75 communities cover about 85.0 percent (1,139.09km²) of the total land area of the Municipality with Forest Reserves covering the remaining 15.0 percent (201.11km²). This suggests that activities for the present generation and future generation are preserved.

In Ghana, settlements with a population of 5,000 and above are classified as urban. Based on this criterion, only Ejura and Sekyedumase can be classified as urban representing 2.7 percent. This means that 97.3 percent of the Municipal's communities are rural. The rural nature of the Municipal implies that poverty reduction interventions in the Municipality have to focus on rural development strategies, especially the promotion of agriculture, agro-processing, marketing, feeder roads improvement, provision of basic social and economic infrastructure as well as group and community empowerment.

In order to ensure that governance reach the doorstep of the people, all the communities are subdivided into five Zonal Councils and 43 Electoral Areas. This has helped to boost community participation in the democracy and decentralisation processes in the Municipality.

1.8.3 Transportation Network (Classification of Roads)

The Municipality has a general problem regarding transport and connectivity, many services and infrastructure remain very hard to access for several communities, and these communities are ever isolated during the rainy season. Despite the distances not being very long, the connectivity is low and with the exception of few roads, most of them are in bad condition accounting for 87.7 percent. In some instances, embarking on short trips is sometime expensive and time consuming. This whole issue undermines development in deprived areas, constraining the local inhabitants to develop themselves.

It is still possible to say, on one side, that most of the problems regarding the road network are located on the south-west of the Municipality, where the network is smaller and many communities are inaccessible. However, on the other side, the north has more roads, but also populated by small settlements. This suggests that in spite of a broader network, the accessibility for most of the people is low. Moreover, during the rainy season there are still many other communities that remain disconnected since the road network cannot cope with the rains and running water. In addition, inadequate and unreliable public transport remains a major factor that undermines and endangers the

quality of life of many inhabitants. The major road network, surface type, their lengths and the road condition in the Municipality are shown in Table 1.18.

- **Implication for Development**

The current transportation network (roads and other modes of transport) in the Municipality do not meet all the standard criteria to facilitate efficient intra-Municipal movement for socio-economic exchanges. For instance, apart from the main trunk road, which passes through the Municipal from Kumasi through Mampong to Atebubu and Aframso through to Sekyedumase and Ejura through to Nkoranza are tarred; all other roads in the Municipality are un-tarred and very rough. Vehicular movement on these roads are patchy and far between accumulating to waiting time of about four hours and over more than 70.0 percent of the rural roads. Besides, more than 80.0 percent of farmers still use footpaths carrying farming implements, fuel wood, water and farm produce on their heads to various destinations in the Municipality.

Table 1.8: Condition of Transportation Network in the Municipality

Name of Road	Length (km)	Surface Type (km)			Condition Type		
		Asphalt	Laterite	Bitumen	Good	Fair	Poor
Aframso – Kasei	29.0	29.0	-	-	29.00	-	2.40
Ejura – Adiembra	18.0	-	-	18.0	18.0	-	13.50
Aframso – Sekyedumase	25.0	-	-	25.0	25.0	10.70	-
Ejura – Asuogya	25.0	-	25.0	-	-	25.0	-
Sekyedumasi – Anyinasu	10.0	-	10.0	-	-	10.0	0.50
Anyinasu – Beme	8.0	-	8.0	-	-	8.0	-
Sekyedumasi – Ahiaim	15.0	-	15.0	-	-	15.0	-
Sekyedumasi – Drobon	7.2	-	7.2	-	11.10	7.2	-
Sekyedumasi – Juaho	7.3	-	7.3	-	-	7.3	-
Dromankoma – Kyenkyenkura	9.5	-	9.5	-	10.30	9.5	-
All Other Roads	449.0	-	-	-	29.00	33.5	386.50
Total	603.0	29.0	82.0	43.0	122.4	126.2	402.9

Source: MPCU ESMA, 2017

1.8.4 Social Infrastructure/Amenities in the Municipality

- ***Education Infrastructure***

There are 367 basic schools (143–pre-schools, 145–primary schools and 79–Junior High Schools (JHS)) in the Municipality in the 2016/2017 academic year. These are grouped into seven educational circuits in the Municipality. There are five Senior High Schools (SHS), one Technical/Vocational and one College of Agriculture in the Municipality. All these institutions are made up of public and private all under the Ghana Education Service (GES).

- ***Health Infrastructure***

Health delivery in the Municipality is through 12 public health facilities made up of two hospitals, two health centres and eight CHPS Compounds. As at 2016, the Doctor Population Ratio is 1:16,263 and Nurse Population Ratio is 1:552. This means that the Ejura-Sekyedumase Municipal with a current population of 97,579 can boast of only two hospitals and six medical doctors which make health service delivery difficult. The Municipality has a Municipal Health Insurance Scheme called Ejura-Sekyedumase Municipal Mutual Health Insurance Scheme.

- ***Water Infrastructure***

The water supply coverage in the Municipality currently stands at 77.0 percent. Five communities have pipe borne water and 89 households are served under Small Town Projects. The number of households with small town pipe project for Domestic purpose is 1,317 and for commercial purpose is 19. There are 232 boreholes, and 60 public stand pipes in the Municipality and 16.6 percent of the population depends on unimproved water sources including ponds, rivers and streams as sources of drinking water.

- ***Sanitation Infrastructure***

Only 10.8 percent of households in the Municipality have toilet facilities in or around the house and in most cases are shared with other households in another house. There are 1,388 known household latrines (WC, VIP, KVIP, Pit Latrine, Septic Latrine and Aqua Privy) in all the five Zonal Councils and 297 are public toilets (WC, VIP, KVIP, Pit Latrine, Septic Latrine and Aqua Privy). Pit latrines are the dominant household method of liquid waste disposal among the rural communities. In most rural communities, there is usually only one pit latrine for the whole community. There are no drains and culverts in the communities to manage household liquid waste. These inadequate sanitary facilities for the disposal of solid and liquid waste are the major causes of diseases like malaria, cholera and diarrhoea in the Municipality. However, the Municipality has a Municipal Environmental Management byelaw to regulate activities in the built environment.

- ***Housing Infrastructure***

Within the built environment, most houses in the Municipality are built with either landcrete or swish walls and also roofed with either roofing sheet or thatch. Most essential housing facilities such as toilet, water and electricity are woefully lacking. Compound houses constitute most of the housing stock.

- ***Roads Infrastructure***

The Municipality has estimated road network coverage of 603.0km. Out of this, 154.0km are engineered (tarred) and 449.0km are unengineered (feeder roads). These feeder roads (Second Class Roads and Third-Class Roads) linked up agricultural production centres and major settlements in the Municipality. There are also truck roads linking the Municipal's Capital to the Kumasi-Atebubu road and the Kumasi-Nkoranza road.

- ***Market Infrastructure***

There are three market facilities in the Municipality in three market centres. Markets provide avenues for transactions in the buying and selling of goods services. They also contribute significantly to the Assembly's Internally Generated Fund (IGF). The Municipality has over 15 market centers but there are three major market centres namely Ejura, Sekyedumase and Anyinasu. Farmers and traders transport their goods and produce during the market days and do brisk commerce. The major market days in the Municipality are Mondays (Ejura market), Thursdays (Sekyedumase market) and Tuesdays (Anyinasu market).

- ***Energy Infrastructure***

Most occupied households in the Municipality use firewood as their major source of domestic energy. With respect to electrification, all the communities along the main Kumasi-Mampong-Atebubu-Nkoranza trunk road from Afranso to Petechiase have been connected to the national electricity grid with about 34.3 percent of the communities totalling 26 communities are yet to be connected.

- ***Security Infrastructure***

In term of security, the Municipality has two police stations at Ejura and Sekyedumase, one Municipal Police Headquarters and one Municipal Magistrate Court all at Ejura. The number of personnel in the Municipality is 46 giving Police Citizenry Ratio of 1:1,858 compared to the standard of 1: 2,000. However, the staff currently working in the Municipality is short of the number required. The shortage of staff makes mobility to promote law and maintaining order in the Municipality very difficult.

- ***Postal Services Infrastructure***

The Municipality has one major Post Office situated at Ejura. In addition, there are two Postal Agencies at Sekyedumase and Anyinasu and 205 letter boxes which serve the neighbouring communities. These Post Offices serve the people in the various communities. The only problem is permanent offices for the personnel.

- ***Banking Infrastructure***

There are two established public or commercial financial institutions in the Municipality made up of GCB and ADB all located in Ejura. However, there four rural banks that have opened agencies in the Municipality. Among these are Ejura Community Rural Bank at Ejura, Sekyedumase Rural Bank at Sekyedumase and Ejura, Amantin- Kasei Community Bank at Ejura and Otuasekan Rural Bank at Ejura. There is also emergence of Microfinance Companies in the Municipality. Accessibility to bank facilities is very high as these banks are prepared to give financial assistance to their numerous customers.

- ***Agricultural Extension Services***

Currently the Extension Farmer Ratio is 1:1,058 (compared to the standard 1:500) which makes it difficult to offer efficient and effective services. This translates into 29 extension officers and two veterinary officers in the Municipality. The Ministry of Food and Agriculture (MOFA) Department of the Municipality have identified this human resource gap as affecting the agricultural productivity in the Municipality. The few officers also face with the problem of inadequate logistics such as motor bikes for regular field inspection and visits. In order to deliver effective and efficient services to clients, the Municipal Department of Agriculture under the MOFA has administratively divided the Municipality into 32 operational areas manned by the 29 Agricultural Extension Agents. The services normally rendered to farmers are geared towards sustainable agricultural production and modern farming technologies.

- ***Commodity Flow***

There are two main inflows for the Municipality namely foodstuffs (maize, grains, legumes and tuber crops) and manufactured goods. This can be grouped into endogenous and exogenous for manufactured and agricultural respectively. This explains that Municipality is mainly an importer of manufactured products and an exporter of agricultural ones. However, most of the communities of the Municipality remain in isolation and they cannot make use of the advantage of commerce.

1.8.5 Accessibility to Services

Accessibility is highly determined by the quality and type of roads; however, this is also determined by the means of transport, distance and cost. Therefore, it is necessary to update the map of road infrastructure, but also collect information about public transport services and costs in order to perform a proper analysis of accessibility to services in the Municipality.

Accessibility to services in the Municipality appears not to be a problem, as far as the main road that connects the Municipality with the rest of the country remains with an acceptable level of congestion and in an average condition. However, this road only connects the main settlements of the Municipality with other parts of the country. Figure 1.6 shows the accessibility of the Municipality.

Accessibility to services and infrastructure inside the Municipality is still low and not easy, particularly to people living in distant communities, where roads are not in good condition, and sometimes communicated just with foot paths, where it is not possible to transit by cars.

1.8.6 Poverty Profiling

The economy of the Municipality is basically based on agriculture. Farmers in the Municipal are mainly peasant cultivating food and cash crops. Incomes that accrue from their produce are meagre. Most of the foodstuffs produced are meant for family consumption. Only few farmers have access to marketing their produce. They also rely on natural rain for the cultivation their crops, hence the failure of the rains sometimes lead to poor production thereby perpetuating their poverty.

Most of the communities on the other hand lack services like good drinking water, educational facilities, health, sanitation and other facilities. It is interesting to note that poverty manifest itself in almost all the communities. As a result, they find it difficult to send their children to school or access the few amenities in the Municipality due to their low productive level. Most of the people, on the other hand, are gullible and illiterates and therefore cannot meet the modern trends in their way of life.

In spite of the manifestations of poverty in the Municipality, the Municipality has embarked on a number of interventions all aimed at reducing poverty through the implementation of Ghana Poverty Reduction Strategy I (2002-2005) and Ghana Poverty Reduction Strategy II (2006-2009) and Ghana Shared Growth Development Agenda (2010-2013) prepared out of MDGs (2000-2015).

1.8.7 Linkage with Other Districts

Public-Private Partnership (PPP) among the districts could be instituted with sister towns on Sanitation, Waste Management and Industrial Development. A strong linkage when established could earn or improve revenue generation of the districts.

1.9 Information Communication and Technology (ICT)

1.9.1 Telecommunication Networks

Telecommunication in the Municipality is poorly developed as there are no land fixed telephone lines in the Municipality. In the case of Mobile/Cellular Phone coverage, Ejura and the surrounding communities enjoy the services of TIGO, Airtel and Vodafone from Ejura through the communities on the main trunk road in the Municipality. The most extensively coverage is MTN which go to the interior part of the Municipality.

1.9.2 Television and Radio Transmission Networks

Television coverage in the Municipality is quite good as most communities in the Municipality have good reception for Ghana Television, TV3 and Metro TV provided one is able to erect a pole with a height of about 15 meters and above. However, the receptions for Multi TV programs are also very good.

1.10 Environment, Climate Change and Green Economy Situation

There is a great need to integrate environmental concerns in planning in the light-of competing need of urbanization, agriculture and industrialization and their impact on the environment. Since the mainstay of the Municipal's economy is agrarian, there is the need to ensure sustainability in the use of agricultural land.

1.10.1 Conditions of Built Environment

Within the built environment, out of the 16,817 dwelling units (occupied housing unit and vacant housing unit), 54.1 percent of materials used for construction most houses in the Municipal are built with either cement blocks/concrete and also roofed with metal sheet (71.6%). These settlements also lack proper settlement schemes/layouts. The houses have poor or no drains at all, unkempt surrounding, leaking roof and exposed foundations due to erosion. The gullies created by soil erosion

collect stagnant waters which serve as breeding sites for mosquitoes and other disease causing organisms giving rise to a high risk and prevalence of malaria and other diseases. The main housing problem of the Municipality is the poor quality of houses. Most essential housing facilities are woefully inadequate.

1.10.2 Climate Change

The ozone layer is fast depleting as a result of human activities such as gas emission from the industries, bush fires, sand winning and a host of others. In the Ejura-Sekyedumase Municipal, the climate change is seriously affecting the Municipality. It is one aspect or explanation of how the livelihood especially the farmers or farming activities are threatened. Due to human activities as aforementioned, the end results are extreme heat and drought. There are visible evidences that climate change results in the loss or reduced quality of crops thereby decrease the income of farmers and threaten food security in the Municipality. This makes the people more vulnerable against the background of the already existing poverty.

1.10.3 Green Economy

Green Economy on the other hand, is the best approach to curb the menace or dangers of climate change in the Municipality. It is one that results in reducing environmental risk and ecological scarcities. It is a model based on sustainable development and knowledge of ecological economy. The main priorities are:

- To reduce carbon emissions and pollution;
- To enhance energy and resource efficiency and
- To prevent the loss of biodiversity and ecosystem services.

In view of this, Climate Change and Disaster Risk Management Plans will be implemented from 2014 to 2017 purposely to offset the consequences of the shocks. The plans captured activities to avert the situation and to project the development of Ejura-Sekyedumase Municipal. These include the nursing and planting of seedlings and trees respectively to embark on afforestation drive. There was also the formation of Fire Volunteer Fighters and Municipal Afforestation Team. There are however on-going programmes to replant and green some of the degraded lands. There is also the need for the Municipality to look for private investors to turn all the garbage or refuse into power generation. This will help reduce the energy deficit in the Municipality.

1.10.4 Deforestation in the Municipality

Even though the Municipality abounds in natural forest resources, the rate of reforestation has not matched up with the rate of exploitation. The situation has been compounded by bush-fires, firewood extraction, lumbering, framing, and other agricultural activities. Efforts have to be made to intensify re-afforestation and encourage good agricultural practices. Lumbering activities by large charcoal firms in the Municipality have impacted negatively on the environment. The effects of human activities on the environment include:

- Depletion of economic trees as a result of rapid lumbering and inadequate re-afforestation programs.
- Deterioration of the already poor condition of feeder roads in the Municipality as a result of excessive pressure exerted on the roads by the heavy trucks that ply these roads.
- Destruction of crops through the indiscriminate felling of trees and careless carting or haulage of timber through farmlands.

Indiscriminate bush-burning has led to destruction of forest reserve in the Municipality thus affecting the eco-system and green economy. As a result of the abuse of natural and environmental resources in the Municipality, some settlements are experiencing environmental degradation. A significant portion of the land, forest, wildlife and water resources are seriously threatened by this degradation.

To contain the situation and restore the Municipal ecological balance, there is the need to expand and intensify the on-going conservation activities. Environmental conservation bye-laws of the Assembly must be enforced without fear or favour to the letter to help reduce the pressure on the environment, climate change and green economy.

1.11 Municipal Economy

1.11.1 Economic Activity Status

The economic activity status is grouped into two: economically active population and economically not active population. The proportion of persons 15 years and older representing 50,315 form 58.9 percent of the entire Municipal's population (85,446) comprising 24,684 males (49.1%) and 25,631 females (50.9%). The proportion of the economically active population (74.6%) is considerably higher than economically not active population (25.4%).

1.11.2 Major Economic Activities

1.11.2.1 Agricultural Sector (Agriculture)

The Municipal's economy is regarded as agrarian, largely due to the sector's contribution to employment generation and employing 60.2 percent of the economically active persons 15 years and older. Thus, agriculture plays a vital role in the socio-economic development of the Municipality. The key agricultural sub-sectors include crops, livestock, fisheries, Agro-forestry and non-traditional commodities. The farming practices in the Municipality include mono-cropping, mixed cropping and mixed farming.

Table 1.29 is on the distribution of agricultural households in the Municipality by type of locality. Out of the 16,403 households, 69.7 percent representing 11,431 households are engaged in agriculture in the Municipality. Comparatively, the Municipal's proportion (69.7%) is considerably higher than the regional average of 36.6 percent and national average of 45.8 percent. In terms of localities, the proportion of rural households (85.9%) engaged in agriculture is significantly higher than urban households (55.5%). This indicates that the Municipality is purely an agrarian, a typical feature occupation for rural communities in Ghana.

The majority (97.4%) of the agricultural households are involved in crop farming with 31.9 percent is rearing livestock. Very few households are engaged in tree growing (0.6%) and fish farming (0.1%) in the Municipality. In addition, 32.5 percent of all households engaged in agriculture are into multiple farming activities in the Municipality (Table 1.29). For both urban and rural localities, crop production ranks first in farming activities, followed by animal rearing and tree planting. However, most of the fish farming activities are undertaken in the urban localities (0.1%).

- ***Crop Farming***

Three main types of crop farming are practiced in the Municipal namely; mono-cropping, mixed cropping and plantation cropping. The mechanised farming method in which tractor mounted with plough is the most common implement used in the preparation of the land is widely practiced. However, there is slash and burn practices in some forested areas. Continuous cultivation with crop rotation is the most wide spread farming method. The Municipality is comparatively endowed with migrant labour that is available throughout the year. However, some farming activities are normally undertaken by family members including children.

Land for agriculture may be obtained through hiring, outright purchase or share cropping which is the most common. There are two main types of share cropping/holdings namely: “Abunu/Abusa” where payment for a piece of land is made with part of the produce as “Abunu” or “Abusa” where either half or one-third of the farm produce is paid the land owner. A piece of land may be hired and money is given to the custodian for use of a piece of land within a particular agreed period.

The Municipality has the potential to produce raw materials for agro-processing if the needed attention can be paid to the development of agriculture. The land is generally fertile and suitable for production of a variety of crops. It is also endowed with a population whose primary occupation is farming. Farming, fishing and hunting are mainly financed from individual small saving which accounts for the low output despite its potential.

Table 1.30: Major Agriculture Crop Productivity/Acreage Farm Size

Crops	Cassava			Cowpea			Groundnut			Maize			Plantain			Rice			Yam		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
No. holder cultivating	3952	-	1816	7068	-	6952	2060	-	7016	13222	-	14085	1905	-	1622	1184	-	3013	4287	-	4082
Average Cropped area / holder (ha)	0.42	-	0.61	0.61	-	0.64	0.5	-	0.41	1.02	-	1.44	0.33	-	0.45	0.84	-	0.57	0.43	-	0.87
Estimated Cropped area(Ha)	1659.8	3250	1108	4311	-	4449	1030	4356	2877	13486	17500	20282	628.6	785	730	994	850	1537	1843	9680	3306
Yield crop (mt/Ha)	10.27	6.74	15.6	0.63	-	0.64	0.73	1.45	1.23	2.14	1.25	2.47	8.46	8.84	9.33	0.94	1.2	1.23	17.92	14.68	19.07
Estimated crop production (mt)	17046	21898	17281	2716	-	2847	751.9	63165	3539	28861	21875	50097	5318	6940	6810	934	1020	3539	33034	142102	63053

From Table 1.30, several types of crops are cultivated in the Municipality, prominent among which are maize, yam, beans, rice, plantain, cassava, groundnuts and among others. Crops grown are mostly for subsistence. However, crops such as beans and water melon are mainly for commercial purpose. Maize is the dominant food crop cultivated in the Municipality. In relation to the other crops, a large proportion of the average cropped area/holder is used for the cultivation of maize. It could therefore be said that, the soil type in the Municipality supports the production of maize more than any other food crop. It is, therefore, not surprising the Ejura Farms is preoccupied with the cultivation of maize. As a result, any investment in agriculture should be targeted at improving output level of maize.

- ***Marketing and Processing of Agricultural Produce***

Middlemen mainly from all over the country play very important role in the marketing of agricultural produce in the Municipality. Most of the farmers sell their produce to the middlemen on market days. They in turn sell them in the urban markets within and outside the Municipality. However, these middlemen dictate the prices of the agricultural produce and in most cases the prices are unfavourable to the farmers. Even though, farmers always complain about this situation, they do not have any alternate choice since most of the items they produce are perishable lacks storage facilities. This worsen the pride of most farmers in terms of income generation as the agriculture sector employs more than three-fifth (60.2%) of employed population in the Municipality. This has tantamount to the strife poverty levels in the Municipality.

1.11.2.2 Industry

Table 1.24 indicates that agriculture, forestry and fishing is the largest industrial sector, employing 60.9 percent of the economically active population. The other two major industries are wholesale and retail trade, repair of motor vehicles and motorcycles (15.3%) and manufacturing (6.5%). Nevertheless, less than four percent of the employed persons is engaged in other industrial activities.

The proportion of males in skilled agricultural, forestry, and fishing (68.0%) is higher than that of females (53.7%), while the opposite is the case for wholesale and retail trade (22.7% of females and 7.9% of males) and manufacturing (8.6% of females and 4.5% of males). Also, the proportion of females in accommodation and food service activities (6.2%) are more than their males' counterpart (0.9%). This implies that most males are into agriculture, forestry and fishing activities and most females are into wholesale and retail trade, manufacturing and accommodation and food services industries in the Municipality.

Table 1.34: Industry of Employed Population 15 Years and Older and Sex

Industry	Both sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
Total	36,548	100.0	18,294	100.0	18,254	100.0
Agriculture forestry and fishing	22,248	60.9	12,443	68.0	9,805	53.7
Mining and quarrying	49	0.1	36	0.2	13	0.1
Manufacturing	2,386	6.5	820	4.5	1,566	8.6
Electricity gas steam and air conditioning supply	22	0.1	20	0.1	2	0.0
Water supply; sewerage waste management and remediation activities	70	0.2	38	0.2	32	0.2
Construction	415	1.1	392	2.1	23	0.1
Wholesale and retail; repair of motor vehicles and motorcycles	5,584	15.3	1,440	7.9	4,144	22.7
Transportation and storage	1,141	3.1	1,090	6.0	51	0.3
Accommodation and food service activities	1,298	3.6	161	0.9	1,137	6.2
Information and communication	25	0.1	21	0.1	4	0.0
Financial and insurance activities	110	0.3	75	0.4	35	0.2
Real estate activities	1	0.0	1	0.0	0	0.0
Professional scientific and technical activities	102	0.3	64	0.3	38	0.2
Administrative and support service activities	52	0.1	35	0.2	17	0.1
Public administration and defense; compulsory social security	308	0.8	246	1.3	62	0.3

Education	1,214	3.3	805	4.4	409	2.2
Human health and social work activities	298	0.8	156	0.9	142	0.8
Arts entertainment and recreation	43	0.1	40	0.2	3	0.0
Other service activities	1,129	3.1	387	2.1	742	4.1
Activities of households as employers; undifferentiated goods - and services - producing activities of households for own use	53	0.1	24	0.1	29	0.2

Source: Ghana Statistical Service, 2010 Population and Housing Census

- ***Manufacturing Sector***

Manufacturing activities in the Municipality are light manufacturing, lumbering and agro-processing concerns. These industries are practised on small scale and are next in importance to agriculture, commerce and trading in the Ejura-Sekyedumase Municipal. The manufacturing sector is the fast growing local economy which employs 6.5 percent of the economically active population. The Municipality can boast of small scale or ago-based industries like palm oil extraction, gari processing and kente weaving. There are other small scale sectors such as wood-based industries (carpentry), metal works, block moulding and metal-based industries are mostly blacksmithing which are scattered in the Municipality.

Apart from relying on unpaid apprentices, entrepreneurs in these industries employ few people to facilitate the production processes. The average size of Small Scale Manufacturing in terms of members is about three people and in the case of Medium Scale, it is about ten people in the Municipality. Table 1.34 shows the distribution and location of manufacturing industries in the Municipality.

From Table 1.34, labour-intensive methods are used by entrepreneurs in most of the production processes, except in some few cases where chemical (petrol, diesel) and electric energies are used. Through various interventions, the drudgery associated with gari production has been eliminated in some pilot communities through the supply of gari-processing machines. Most production processes are financed through personal savings and support from relatives and friends.

The main problems inhibiting the growth of the manufacturing industries are access to credit; small market size for products. The sector must be encouraged to play a more meaningful role in the Municipal Economy. In spite of the factors militating against growth in the sectors, manufacturing industries have the prospects to: utilize local raw materials and thereby provide market for agricultural produce, generate employment and improving income level for the rural people and improve growth and development.

Table 1.35: Classification and Location of Major Manufacturing Industries

Industry	Type of Business	Number			Location	Size
		Total	Male	Female		
Manufacturing	Carpentry Shops	212	205	7	Municipal wide	Medium
	Furniture	312	310	2	Municipal wide	Small
	Buildings	122	121	1	Municipal wide	Small
	Metal Works/ Fittings	115	113	2	Municipal wide	Small
	Gari-processing	89	4	85	Municipal wide	Small
	Lumbering/sawmilling	380	316	64	Municipal wide	Small
	bakery products	85	2	83	Municipal wide	Small
	vegetable and animal oils and fats	253	43	210	Municipal wide	Small
	malt liquors and malt	189	126	63	Municipal wide	Small
	Weaving and Finishing of Textiles	265	236	29	Municipal wide	Small
	Footwear	29	28	1	Municipal wide	Small
	Hairdressing and other beauty treatment	1,020	966	54	Municipal wide	Small
	Restaurants and Food Services	1,004	54	950	Municipal wide	Small

Source: MPCU-ESMA,2017

1.11.2.3 Service/Commerce Sector

The service/commerce sector in the Municipality is not developed. Commercial activities are small scale and are scattered throughout the Municipality. In the commerce/service sector, the Government sector dominates with teachers taking the lead. Incomes from the commerce/service sector are quite moderate and are above the poverty level employing 18.3 percent of the population 15 years and above. Table 1.35 shows the distribution of the sector.

Table 1.36: Distribution of Service/Commercial Activities

Commerce/ Service	Type of Business	Number	Location	Size
Banking	Commercial Banks	2	Ejura	Large
	Rural Banks	4	Selected communities	Medium
	Micro Finance Inst.	4	Selected communities	Small
Hospitality	Guest Houses	2	Selected communities	Small
Communication	Fixed Lines	-	-	-
	Cellular Telephone Coverage (MTN, Airtel, Vodafone, Expresso)	4	Municipal wide	Medium
		5	Municipal wide	-
Government Sector	Teachers, Assembly Workers, Police Services, Health workers etc.	-	Municipal wide	-
Commerce	Traders	-	Municipal wide	-

Source: MPCU-ESMA, 2014

1.11.2.4 Inter/Intra Trade

Trade activities are active in the Municipal due to the availability of market facilities where the people buy and sell goods in these markets. The existing market facilities are found in Ejura, Sekyedumase and Anyinasu. In addition to these recognized markets, every community has a small market where they undertake their everyday transactions (buying and selling of vegetables, meat, fish, salt, and among others). The predominate market days in the Municipality are Mondays at Ejura, Tuesdays at Anyinasu and Thursdays at Sekyedumase. With respect to intra trade, most people have a lot of their commodities (especially in large quantities) sold and bought in Kumasi, Mampong and Atebubu due to the Municipal's proximity to these towns. It is estimated that 50.0 percent of the traded materials made up of manufactured goods and fish are brought from Kumasi, Mampong and Atebubu. The remaining 50 percent which is mainly agricultural produce come from the Municipality. Income from inter/intra trade are quite moderate and are above the poverty level.

1.11.2.5 Financial Institutions in the Municipality and their Roles

Financial Institutions play tremendous roles in the development of every community. They give loans and financial advice to businesses and livelihood enhancement and poverty reduction activities. The Financial Institutions in the Municipality include:

- **Ghana Commercial Bank (GCB)**

The bank is located in Ejura Township. Its main functions are to accept and give out loans to individuals who meet specific requirements. It also gives farmers and entrepreneurs financial advice.

1.11.3 Revenue and Expenditure Situation of the Municipality

1.11.3.1 Main Revenue Sources of the Assembly

Sources of revenue for the Seaman be divided into two broad categories. These are the internal and external revenue sources.

- **Internal Revenue Sources**

The Internally Generated Funds (IGF) are derived from seven main items. The following are the seven main revenue heads and their sub-heads.

1. **Rates:** with sub-heads as Basic Rate, Property Rate and Special Rate.
2. **Lands:** with sub-heads as Land and Timber Royalties and Building Permits.
3. **Fees and Fines:** with sub-heads as Exportation of Commodities, Lorry Park Fees, etc.
4. **Licences:** with sub-heads as Herbalist, Contractors, Liquor Distillers, Banking, etc.
5. **Rent:** with sub-heads as Assembly Quarters and Properties.
6. **Investment Income:** with sub-heads as Hiring of Assembly Grader/Assembly Hall.
7. **Miscellaneous:** with sub-heads as Sale of Tender Documents.

The rationale behind improved IGF collection is to make the Municipal Assembly self-financing not only in its recurrent expenditures but also to spend at least 20.0percent of its IGF on capital expenditure. Since the creation of the Municipality, the IGF, otherwise referred to as “traditional sources of income” has been beset with difficulties such as:

- No revenue mobilisation vehicle.
- Inadequate permanent collectors.

- Low morale among revenue staff.
- Poor supervision of revenue staff.
- Over reliance on commission collectors.
- Lack of legal basis to prosecute defaulters (Gazetting).
- Poor monitoring of performance of revenue collectors.
- No valuation list of commercial, industrial and residential properties.
- Uncooperative attitude of some community leaders in revenue mobilisation.
- Non-functional sub-Municipal structures, making it difficult for them to support revenue mobilisation.

Most of these problems have to be addressed vigorously to improve revenue collection levels tremendously. The Assembly needs to institute other corrective measures such as the following to improve revenue collection.

- Marketing the Municipal's investment potentials.
- Motivation and logistical support for effective collection including mobility.
- Registering all establishments operating in the Municipal and establishing a Revenue Sources Database.
- Localization of revenue collection by entrusting the collection of rates into the hands of Zonal Councils and Unit Committees because they are familiar with the people and environment.
- ***External Revenue Sources***

The external sources of revenue are made up of the following items:

- Central Government Grants-Municipal Assemblies Common Fund (DACF)
- Central Government Grants-Municipal Development Facility (DDF)
- Central Government Grants-School Feeding Programme
- Central Government Grants-National Health Insurance Scheme
- Central Government Grants-GET Fund
- Central Government Grants-MP's Common Fund
- Central Government Grants-Monthly Salaries to Workers
- Interest on the Municipal Assemblies Common Fund (DACF)

Among these sources, the DACF remains the major source of revenue from the external sources. However, the records show that the unplanned or source deductions from the DACF affected the implementation of planned programmes and projects. The implication is that most budgeted programmes, projects and activities worth about GH¢300,000.00 could not be executed.

1.11.3.2 Expenditure Controls of the Assembly

There are two main expenditure headings of the Assembly which include recurrent expenditure and development/capital expenditure. The DACF and all intervention funds are used to finance development programmes and projects. IGFs on the other hand are used to finance both recurrent and development expenditures. As a planning authority, the Assembly is mandated to generate funds internally to discharge its planned programmes. Funds such as the DACF, royalties and among others are also received from the Central Government to complement funds generated internally.

Expenditures on which these funds applied are fundamentally guided by the MTDP and are subjected to rules and regulations as contained in the Financial Administration Act (FAA) and its accompanying Financial Memorandum (FM). Disbursement of DACF is strictly in accordance with approved guidelines of the Administrator of the DACF and the Minister of Local Government and Rural Development (MLGRD).

In order to ensure that funds received by the Assembly are properly accounted for there is periodic audit of the financial accounts and books of the Assembly by personnel of the Audit Services and the Internal Audit Section of the Controller and Accountant General's Department. These and other internal controls guarantee financial accountability and diligence. Since the creation of the Municipality, the DACF receipts of the Assembly have been disbursed on projects in the under listed areas:

- Economic: Energy, Markets, Roads and Private Sector.
- Social: Education, Health, Water, Housing, Sports and Recreation.
- Administration: Human Resource Development, Accommodation, Office Equipment and Project Management.
- Environment: Sanitation, Tree Planting, and strengthening of Local Government structures.
- Miscellaneous.

Locally generated revenue of the Assembly is usually spent on:

- Personal Emolument
- Travelling and Transport
- General Expenditure
- Maintenance, Repairs and Renewals
- Miscellaneous
- Capital Expenditure

1.11.4 Local Economic Development Potentials/Investment

1.11.4.1 Tourism and Aesthetic Features

There are number of tourism opportunities in the Municipality which are of historic and aesthetic importance. The known ones are Pru Shelter at Ebuom, the Kogyae Strict Nature Reserve, the waterfalls and rapids at Kasei, deep well of a portion of Kyeredede stream at Drobon, the habitat for crocodiles near Miminaso and the striking landscape like naturally-made oware and bridge at Anyinasu and Hiawoanwu respectively. These sites are not developed as their potentials are hindered by lack of investment. However, there is the need for the Municipality to develop a Protective Programme at the Kogyae Strict Nature Reserve to protect the flora and fauna. There is also a greater need of the Assembly to draw up an Ecotourism Plan and develop business proposal/plan to attract tourists into the Municipality.

1.11.4.2 Mineral and Natural Resources Deposit

Ejura-Sekyedumase Municipal is endowed with a great number of natural resources including gold, stone, gravel and sand. There are also clay deposits found around Frante, Aframso, Nkwanta, Dukukrom, Teacherkrom and Kwaseakan. Clay, which serves as a major material used in the construction industry, is basically used to construct mud and brick houses as well as land Crete houses in the Municipality.

In addition, stone deposits are found in Dukukrom, Bonyon and Kropo. At Anyinasu, stone quarrying is a very important economic activity which provides jobs for young men and women. Middlemen transport the sharpening stones to Kumasi. Again, gravel deposits are also found in and around Nkwanta, Miminaso, Drobon, Kyenkyenkura, Babaso, Bemi, Ejura, Frante and Adiembra. Sand deposits are found around Ejura, Frante, Nkwanta and Bonyon. However, all these mineral deposits remain unexploited in large scale.

It can therefore be expected that the exploitation of these minerals in the Municipality will greatly energize the development of the Municipality through job creation, improved household incomes and the much needed revenue in the form of royalties to the Municipal Assembly.

1.11.4.3 Agricultural Farmlands

The soils in the Municipality are generally suitable for agriculture as the vegetation and the climate status is just conducive to the Municipality in its quest to go in front the world in food production. Soils in the Municipality are of the Savannah Ochrosol type which is mainly made up of sandy loam or clay. The major characteristics of this soil type is that they are well drained, deep, light in colour, well aerated and rich in organic matter and plant nutrients as well as high water retaining capacities. They are easy to till and especially suit mechanized farming. The type of soils found in the forest zones of the Municipality are the Forest Ochrosol type. These soil types are deep and can support a wide range of cash crops like cocoa, coffee, citrus, oil palm and cola; and food crops like cassava, cocoyam, yam, maize, beans, plantain, rice, sugarcane and vegetables. This explains why maize and yam are two of the major crops grown in the Municipality. It is therefore not surprising that agriculture is the highest employer of the population in the Municipality (60.2%) higher than regional average (36.6%) and national average (45.8%).

In addition, with the maize plantation in the Municipality, 68.8 percent of the employed are engaged in maize farming. 97.4 percent of employed are also engaged in crop farming in the Municipality. Almost all the communities in the Municipality are farming communities with Agricultural Extension Agents (AEAs) ratio of 1:1,058. The major food crops cultivated by farmers include maize, yams and beans. However, irrigation farming is an untapped potential in the Municipality where there are large expanse of flat lands around river bodies for most especially all year round farming. The major livestock reared in the Municipality is Poultry (50.6%) followed by goat rearing (17.6%), sheep rearing (14.6%), guinea fowl (5.5%) and cattle (5.2%).

1.11.4.4 Road Infrastructure

The Municipality has estimated road network coverage of 603.0km. Out of this, 154.0km are engineered (tarred) and 449.0km are unengineered (feeder roads). These feeder roads (Second Class Roads and Third Class Roads) linked up agricultural production centres and major settlements in the Municipality. There are also truck roads linking the Municipal's Capital to the Kumasi-Atebubu road and the Kumasi-Nkoranza road.

1.11.4.5 Market Infrastructure

There are three market facilities in the Municipality in three market centres. Markets provide avenues for transactions in the buying and selling of goods services. They also contribute significantly to the Assembly's Internally Generated Fund (IGF). The Municipality has over 15 market centers but there are three major market centres namely Ejura, Sekyedumase and Anyinasu. Farmers and traders transport their goods and produce during the market days and do brisk commerce. The major market days in the Municipality are Mondays (Ejura market), Thursdays (Sekyedumase market) and Tuesdays (Anyinasu market).

1.11.4.6 Strategic Investment Proposals

Based on the investment potentials in the Municipality, there are a proposed number of strategic investment projects which include establishment of Maize Production Milling Industries, Palm Oil Processing and Extraction Industries, construction of silos and revamping of Ejura Farms and other farmlands. Moreover, most of the artisans in the Municipality are scattered all-over with some operating along the main trunk roads hence endangering the lives of these artisans. In order to achieve sustainable employment and improve the income levels of the people in the Municipality it is therefore recommended that the construction of industrial site for artisans in the Municipality will help to bring on board all the artisans to operate from one location. However, these laudable project proposal slack adequate investment for their establishments in the Municipality.

1.12 Governance in Ejura-Sekyedumase Municipal Assembly

This section discusses the political and administrative structure of the Municipal Assembly, its operational and institutional procedures and arrangement linking the private sector and the public/civil society organizations with the Assembly and how Assembly plans for development.

1.12.1 Political Structure of Ejura - Sekyedumase Municipal Assembly

The Ejura-Sekyedumase Municipal Assembly derives its authority as the highest administrative and political body exercising deliberative, legislative and executive functions from the Local Government Act, 1993 (Act 462) and was established by Legislative Instrument 1400 (1988) in 1988 and was raised to a Municipal status by L.I 2098 (2012) in 2012. The Municipality has one constituency (Ejura-Sekyedumase Constituency) and 43 Electoral Areas.

The Assembly currently has 64 Members and composed of one Municipal Chief Executive, one Member of Parliament, 62 Elected Assembly Members from 43 Electoral Areas and 16 others appointed by the Government in consultation with the Traditional Authorities and other Opinion Leaders in the Municipality. The Member of Parliament is an Ex-officio Member with the Heads of Department providing technical direction for policy formulation and implementation. The Municipal Chief Executive is both the political and administrative head of the Municipality.

1.12.2 Administrative Structure of Ejura - Sekyedumase Municipal Assembly

With the enactment of LI 1961, 2009, the Municipality is supposed to have 13 Departments but currently there exist 11. Only Transport and Urban Roads Departments do not exist in the Municipality. The relationship between the Assembly and these departments is consultative as shown in the organogram in Figure 1.7 and Figure 1.8.

The Municipality has put in place 11 Advisory Committees to provide advisory roles to the Municipal Chief Executive on policy matters relating to service delivery and specific programmes. These include: Security (MUSEC), Education (MEOC), Tender Committee (MTC), Statutory Planning (MSPC), Health (MHC) and AIDS (MAIDSC). The rest are Child Protection (MCPC), Disability (MABD), LEAP Implementation (MLIC) and Implementation on School Feeding Programme (MICSFP).

Figure 1.7

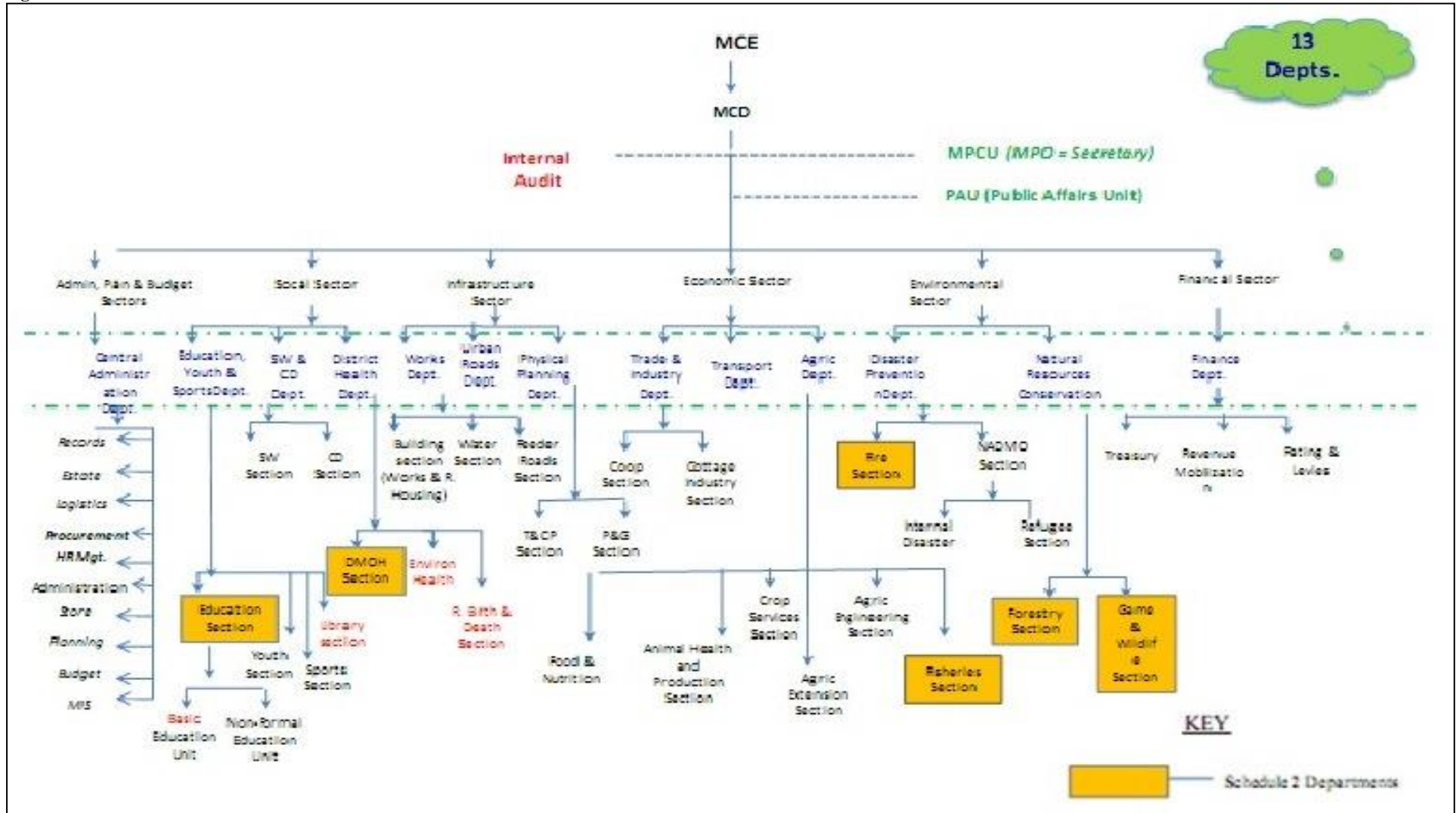
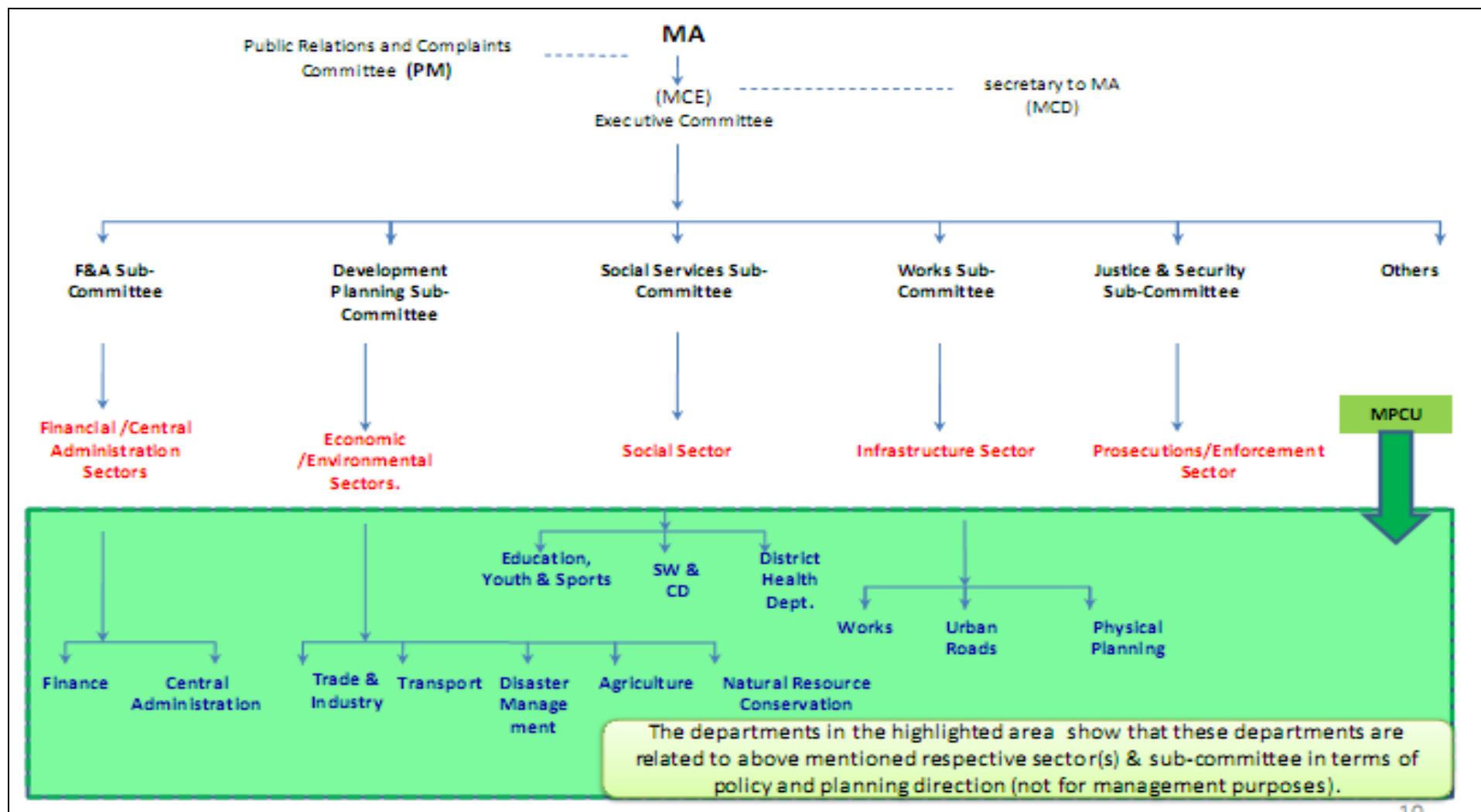


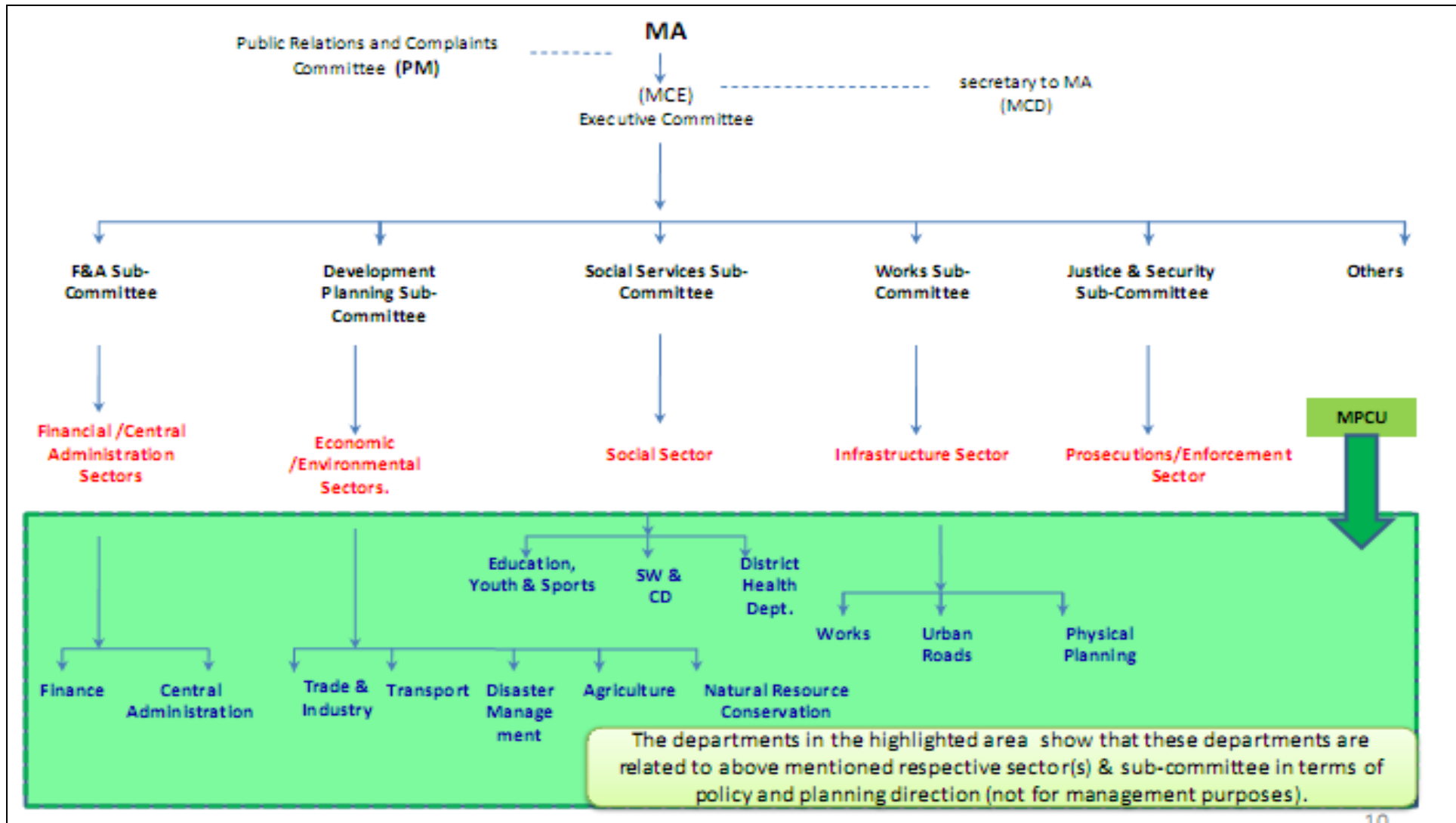
Figure 1.7: Organogram of Ejura-Sekyedumase Municipal Assembly



Source:

Figure1.8

2017



Source:

MPCU-ESMA,

2017

1.12.3 Zonal Councils

The Municipality has five Zonal Councils with a total community of 75 which is sub-divided into 43 Electoral Areas. To make the Zonal Councils function properly, there are 43 Unit Committees with 180 membership and 62 Assembly Members.

All the Zonal Councils in the Municipality have offices which are either built by the Municipal Assembly or provided by the community. However, lack of staff to man these offices has gradually reduced some of them to just a name. In a bid to revamp the activities of these councils, National Service Personnel should be assigned to manage the day-to-day activities of the office as secretaries. In addition, the council's offices must be equipped with basic office equipment. The Municipal Assembly assisted the five Zonal Councils to draw-up their own plans and implement them. The harmonisation of these inputs from the various Zonal Councils will form the basis for the preparation of the Medium Term Development Plan 2018-2021.

1.12.4 Social Accountability (Inter-Organisational Relationship and Planning Procedures)

The programmes and projects planning in the Municipality occur at two levels: the Community and the Municipal Planning Coordinating Unit (MPCU).

At the local level, communities organise general meetings where traditional authorities and community members discuss and evaluate their development needs. Through these consultations, communities are able to select their priority needs by consensus. At such forum, the people also discuss the various demands that they can contribute toward the execution of the programmes and projects in the form of finance, labour, materials among others. It is worth noting that all the five Zonal Councils have been trained in problem identification, project planning and facility management planning and have therefore prepared Community and Facility Management Plans. These processes involved the traditional authorities and community members in public hearings throughout the planning, budgeting and financial management processes of the MTDP. This will help the communities to own the plan and provide the necessary support for its execution.

Following the Project Planning and Selection at the community level, the various communities submit their selected projects to the Municipal Assembly for discussion, appraisal and approval. Comments of the Assembly and the Executive Board are reported

back to the electorate for review if necessary. One criterion for approval is that the programmes and projects submitted should fall within the Municipal and national development priorities.

At this level, the technical expertise of the decentralised institutions is brought to bear on the debate and choices of the Assembly. After the debate, the Executive Board takes the final decision on the programmes and projects.

The Assembly may contribute to the implementation of the selected community programmes and projects by giving cash inputs such as building materials, machineries, equipment, skilled personnel among others. The community members are mobilized through communal labour for implementation of the programmes and projects. Monitoring of programmes and projects in some cases is done by the Technical Staff of the Assembly and Community Project Implementation Teams. It is important to note that the final approval of programmes and projects, regardless of source of initiation, lies with the Assembly. A Composite Budget is prepared for its execution. The MPCU of the Assembly goes through the following operational procedures in producing Annual Composite Action Plans and Budget.

- MPCU prepares Annual Composite Action Plans and Budget as directed by the NDPC, after consultation with sector agencies in the Municipality and submits these to the Executive Board of the Assembly.
- The Executive Board discusses the Annual Composite Action Plans and Budget prepared by the MPCU and tables them with or without amendments during the General Assembly meeting.
- The General Assembly discusses the Annual Composite Action Plans and Budget and adopts them with or without amendments.
- The MPCU presents the adopted Annual Composite Action Plans and Budget to the RPCU for review and harmonization.

1.12.5 Participation of Traditional Authorities

Traditional authorities act as a link between the Assembly and their communities. They are invariably consulted on major issues concerning the welfare of their people. Periodically, fora are held with these traditional authorities to create avenue for them, the Assembly Members, Heads of Department and the Municipal Assembly to come together to deliberate on issues pertaining to the development of the Municipality to enhance its progress. In addition, during

General Assembly Meetings, some of the Chiefs are invited to take part in the deliberations of the meetings.

1.12.6 Participation of Citizenry

For effective development in the Municipality, there is the need for citizenry participation in decision making and implementation. In this light, the Municipality involves the citizens in the development decision making and implementation through community durbars to identify problems and strategies to fulfil the development agenda of the Municipal.

1.12.7 Participation of Private Sector

The participation of this sector generates employment and improves the revenue of the people as they serve as the engine of growth in the Municipality.

1.12.8 Accountability and Transparency of the Municipality

Accountability and transparency has been the major characteristics of Ejura-Sekyedumase Municipal. This has been possible by strengthening the democratic and decentralised institutions through civic involvement and increased community advocacy.

The Capacity Building Fund from the Municipal Development Facility (DDF) is also assisting the Municipal Assembly's staff, Assembly Members, Administration and Management Officials and other Service Officials to enhance and build their capacities through the training programmes. Apart from this, the Assembly's projects and programmes are explained to the people during the General Assembly Meetings and meet the Press Series which are organised yearly to take stock of the Assembly's performance.

1.12.9 Application of Communication Strategy during the Preparation of MTDP

- *Role of Heads of Department and MPCU*

In the course of the preparation of the plan, the Heads of Department and the MPCU are to participate fully during the data collection exercise and public hearings. The members have to meet as how and when it becomes necessary in order to facilitate the preparation of the MTDP, a smaller team would be formed within the MPCU to be led by the Municipal

Planning Officer to provide technical support to the plan preparation exercise. The total output of this team would be discussed during the meeting.

- ***First Public Forum***

During the preparation of the 2018-2021 Medium Term Plan, the First Public Forum will be held. The purpose is to launch its importance to the people as well as the stakeholders in the Municipality. In addition, socio-economic data shall be collected from the people to update the already existing data to serve as the bases for the preparation.

- ***Second Public Forum***

The Second Public Forum is to identify the Community Problems, Challenges, Constraints and Potentials so as to solicit the community needs and aspirations from the five Sub-structures.

- ***Third Public Forum***

The Third Public Forum is to finalise the Preparation of the Municipal Medium Development Plan for 2018-2021. It seeks to meet all the stakeholders by providing recommendations for further deliberations.

1.13 Enrolment Levels of Schools in the Municipality (2016/2017)

The analysis shows that the enrolment levels from the schools in the Municipality from Kindergarten to Senior High School level have increased tremendously with the enrolment of males out numbering that of the females. One of the reasons is that some parents have still not understood the essence of sending their girl-child to school as they are seen as helping their parents in their farming and marketing activities.

- **Pre-School (KG 1& KG 2) Enrolment Level (2016/2017)**

Total Pre - school enrolment stood at 12,138 out of which 6,118 were boys while 6,020 were girls which translates into 50:50 ratio. This shows that enrolment of boys and girls at pre - school level is almost at par. There is however the need to intensify general school enrolment in the Municipality.

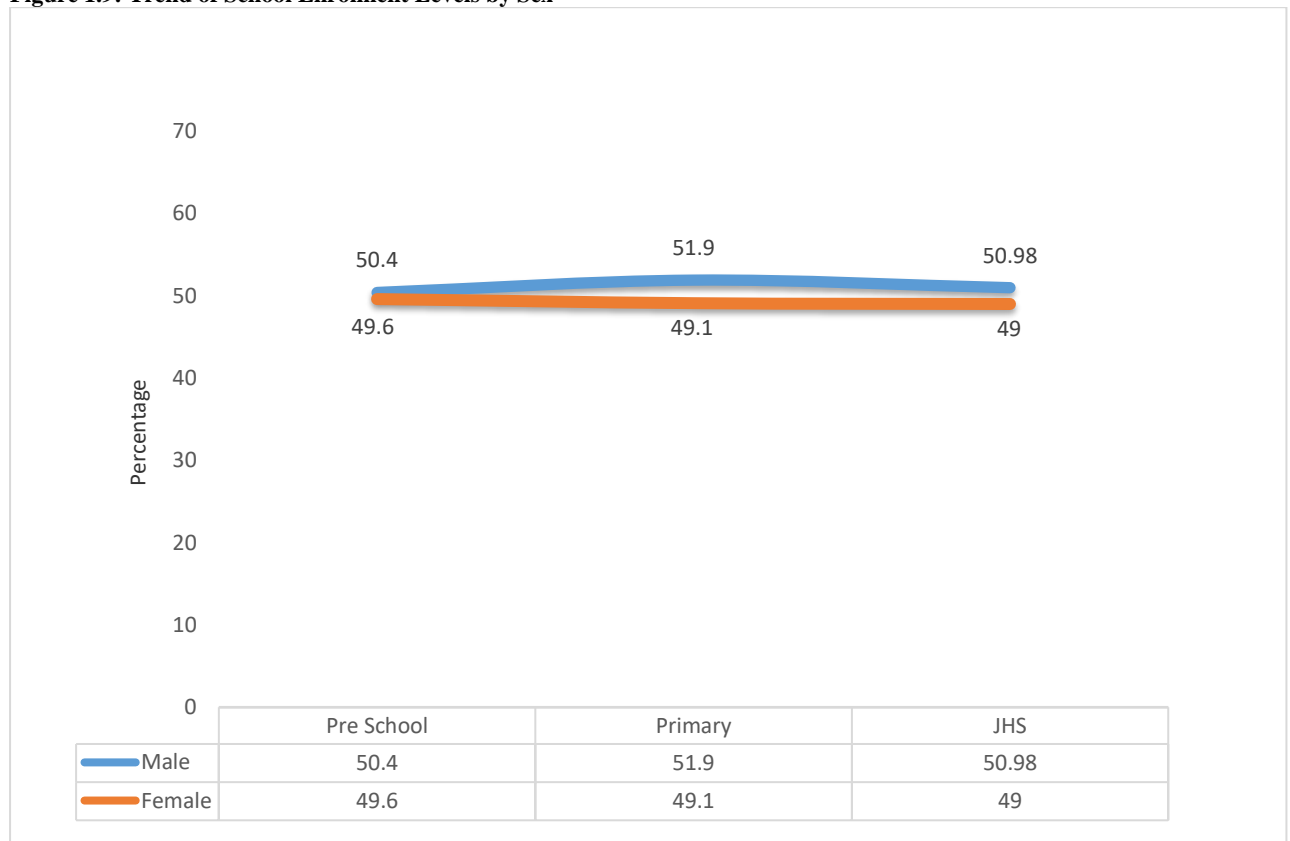
- **Junior High School Enrolment Level (2016/2017)**

At the JHS level, total enrolment stood at 7,871 out of which 4,013 representing 50.98 percent were males while the remaining 3,858 representing 48.9 percent were females.

- **Trend of School Enrolment Levels and Implication for Development**

A trend analysis of the school enrolment figures revealed that as pupils/students climb up the educational ladder to the top, the girls’ dropout tends to be higher than boys as shown in Figure 1.10. There is therefore the need to embark on girl-child education to encourage more girls into the JHS as well as the SHS level. Also, education on teenage pregnancy and other sex education programmes should be intensified in the Municipality.

Figure 1.9: Trend of School Enrolment Levels by Sex



Source: GES – ESMA, 2017

1.13.1 School Feeding Programme

The Free Compulsory Universal Basic Education (fCUBE) took effect from the 2016/2017 academic year, which gave all children free access to basic education. In addition, a pilot School Feeding Programme was also initiated in 2016/2017 academic year to give one nutritious meal per child in selected schools in the Municipality. All these policies were aimed at encouraging parents to send their wards to school to increase school enrolment.

Table 1.48 shows the number of communities benefiting from the School Feeding Programme. A total of 10 schools were enrolled in the programme by the 2012/2013 academic year. Moreover, an addition of 35 schools was enrolled in the programme up to

2016/2017 academic year Apart from few challenges confronted by the programme especially the untimely release of the feeding grants to the cooks, the programme has been successful. It has increased the number of enrolment in the schools in which the programme is being run. It is envisaged that by the year 2020 more schools would be added to the existing ones.

1.13.2 Municipal Health Insurance Scheme (MHIS)

In order to have financial access to health care delivery system in the Municipality, the Municipal Health Insurance Scheme (MHIS) was introduced for all citizens in the Municipality to have access to quality health care without financial barrier. About 75% of are beneficiary to this insurance.

1.14 Vulnerability and Social Protection Analysis

Vulnerability is the insecurity of the well-being of the individual, household or community in the face of changing environment. It is also means the feeling of being exposed to emotional hurt, being taken advantage off or abused or opening of oneself to the possibility of being taken advantage off by another person in a relationship. In regards to this, social protection programmes have been outlined to safeguard the interest of the vulnerable in the Municipality.

- ***Who are Vulnerable***

Ghana Living Standards Survey 4 and Participatory Poverty Assessments survey identify the extreme poor or vulnerable and the excluded to include the following:

- a) Rural agricultural producers, particularly migrant farm hands, settlers and traditional fishermen and food crop farmers in the country are extremely poor. In addition, food crop farmers contribute nearly two-thirds of total extreme poverty; almost double its share of the total population.
- b) Children in difficult circumstances, including the quarter of children under five who are malnourished, victims of child labour, street children, about a quarter of children of school going age who are not in school, about a fifth of boys and a third of girls who have dropped out of primary school, children living in institutions and children orphaned by PLHIV.

- c) People living with PLHIV, including infected persons and families of people living with PLHIV.
- d) Displaced communities, particularly those subjected to periodic flooding/drought, negative effects of mining and tourism and ethnic conflicts.
- e) Disadvantaged women, particularly single mothers, malnourished rural pregnant and nursing mothers, teenage mothers, Kayayei and commercial sex workers.
- f) Residents of urban slums, including groups negatively affected by reform programmes of the 1980s and 1990s, particularly redeployed workers and unemployed youth, and areas affected by relocation/decline of economic activities, including indigenous low-income neighbourhoods.
- g) The elderly who have no access to family care and pension.
- h) Physically-challenged persons, particularly those with no employable skills.
- i) People suffering from chronic diseases, including victims of debilitating diseases such as tuberculosis, buruli ulcer, guinea worm, trachoma, bilharzia and breast cancer.
- j) Victims of abuse, particularly children and women suffering from sexual abuse and battery and Drug Addicts.
- k) Victims of harmful traditional practices, especially victims of harmful widowhood rites, early marriage, servitude, fosterage and perceived witchcraft.
- l) Unemployed, especially unskilled retrenched workers and the unemployed youth.

In an attempt to narrow down the wider scope of the concept of vulnerability as mentioned, the following specific groups were considered for the analysis.

1.14.1 Shocks

One major component of vulnerability is shock, which is the probability of an event happening. The evidence shows that most households in the Municipality are faced with variety of shocks, which are either due to natural or manmade causes. Among the natural causes of shock identified is pest invasion that causes harvest failure.

Table 1.74 indicates the risks and shocks associated with pest invasion. From the analysis, it is realized that the shocks from plant pests and diseases affected crop yield by 25.0 percent thereby reducing storage of production by 10.0 percent. These shocks in totality affected the household income generation by 32.8 percent compared to the national average.

Table 1.59: Types of Risk and Shock in the Municipality from 2014-2017

Types	Periods/ Occurrence	Effects
1. Plant Pests and Diseases Invasion	1. Production Stage 2. Harvest Stage 3. Post-Harvest Stage	1. Reduction of Crop Yield by 25.0 percent 2. Storage Losses by 10.0 percent 3. Low Monthly Household Income of GH¢40.00 as compared with the National Monthly Household Income of GH¢122.00
2. Animal Pests and Diseases Invasion	1. Production Stage 2. Maturity Stage	1. Low Production of 15% 2. Low Monthly Household Income of GH¢40.00 as compared with the National Monthly Household Income of GH¢122.00

Source: MOFA – ESMA, 2017

- ***Child Labour***

There are many cases of child labour in the Municipality. In the marketing communities like Ejura, Sekyedumase and Anyinasu, where commerce thrive most, many school going age children are found doing menial jobs like head porters during market days. Also, a great number of them are used as farm hands by parents/ guardians in the farming communities. Ghana Education Service is trying to educate the public, but still child labour is very high, especially on market days. The Municipal Social Welfare Department is also making efforts to tackle the problem of child labour in the Municipality.

1.14.2 Persons with Disabilities

Persons with disabilities (PWDs) have been defined as those who are unable to or are restricted in the performance of specific tasks/activities due to loss of function of some part of the body as a result of impairment or malformation. As a result, PWDs face a wide range of life challenges because disability, in whatever form or type, can reduce an individual's ability to function to his/her full potential. Estimates from the World Health Organization (WHO) estimates that there are more than 600 million PWDs in the world, of which approximately 80 percent live in low-income countries.

The prevention of disability and ensuring care for people with disabilities (PWDs) and helping them to become productive citizens is an important aspect of national development. The government has enacted the Disability Act, 2006 (Act 715) to address issues of high poverty among PWDs due to low levels of education and lack of employable skills;

inaccessible public transport; and unfriendly environmental facilities such as the widespread absence of ramps for PWDs and uncovered drains and gutters.

1.14.2.1 Population with Disability

The distribution of population by disability and sex is presented in Table 1.80. The total population of the Municipality is 85,446 out of which 97.6 percent (83,403) are without disability and 2.4 percent (2,043) have some form of disability. Among the sexes, 2.5 percent and 2.3 percent of males and females respectively have some form of disability indicating no marked variation in disability among the sexes. The Municipality's proportion (2.4%) of persons with Disability is lower than to the regional average of 2.6 percent and national average of three percent. For inclusive national development, there is the need for the Municipality to take into account the needs of persons with disabilities when providing programmes and projects to make them disability friendly.

1.14.2.2 Type of Disability

The six major types of disability reported by the population with disability in Ghana during the 2010 PHC are shown in Table 1.80. Out of the 2,043 PWDs representing 2.4 percent of the population in the Municipality, 29.7 percent have sight or visual impairments, which is the most common type of disability, followed by physical disability (21.2%) and the rest are less than 20.0 percent (hearing impairments - 13.1%, speech impairments - 10.7%, emotion impairments - 10.5%, and intellect impairments – 7.4%).

In addition, there are narrow variations between sexes as indicated Table 1.80. The females' proportions for four impairments (sight, physical and emotion) representing 63.4 percent are more than males (59.5%). Conversely, with respect to speech impairments, intellect and hearing, males (32.6%) dominate females (29.8%). Based on this analysis, even though, the male PWDs slightly dominate the female PWDs; there is a possibility of more females having multiple disabilities.

Table 1.65 Population by Disability and Sex

Disability Type	Both Sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
All localities						
Total	85,446	100.0	42,892	100.0	42,554	100.0

Without disability	83,403	97.6	41,840	97.5	41,563	97.7
With disability	2,043	2.4	1,052	2.5	991	2.3
Sight	770	29.7	384	28.9	386	30.6
Hearing	340	13.1	177	13.3	163	12.9
Speech	277	10.7	145	10.9	132	10.5
Physical	548	21.2	270	20.3	278	22.0
Intellect	192	7.4	111	8.4	81	6.4
Emotion	272	10.5	137	10.3	135	10.7
Other	191	7.4	105	7.9	86	6.8

Source: Ghana Statistical Service, 2010 Population and Housing Census and MPCU-ESMA, 2017

1.14.2.3 Disability and Activity

This section spells out the relationship that exist between disability and economic activity status. Out of 2,043 PWDs, 81.4 percent representing 1,663 are persons with disability 15 years and older as seen Table 1.81.

From Table 1.81, the proportions of economically not active PWDs (720) account for 43.3 percent and economically active PWDs (943) account for 56.3 percent. It can also be seen from Table 1.81 that with regards to the economically active population (943 – (56.3%)), the proportion of employed PWDs (95.7%) is greater than unemployed PWDs (4.3%). Nevertheless, the higher proportion of both employed and unemployed PWDs falls under sight or visual impairments followed by physical disabilities. This means most of the PWDs regardless of their disabilities are employed proofing that “disability is not inability”. This pattern is similar between PWDs males and females in the Municipality.

1.14.2.4 Disability and Educational Level Attainment

Generally, education enhances the employment opportunities of all persons in Ghana, including persons with disability. This section describes the level of education and literacy among persons with disability who are three years and older. Out of 2,043 PWDs, 96.6 percent accounting for 1,973 are PWDs three years and older of which males are 1,011 representing 51.2 percent and females are 962 representing 48.8 percent (Table 1.82).

Table 1.82 shows that more than two-thirds (66.4%) of persons with disability in the Municipality have never attended school, while 33.6 percent have been to school before. Out of 663 PWDs, who have attended school before, a higher proportion of them have attained the basic education level (80.1%), secondary/SSS/SHS constitute 5.3 percent, vocational/technical/commercial education (0.5%) and tertiary education (3.6%). This means that a higher proportion of PWDs have attained some levels of education with considerable proportion reaching only the basic education level. However, if more than two-thirds of PWDs have never attended school before their impact may be low with more than four-fifth reaching the basic education level demanding policy interventions to boost the education status of PWDs in the Municipality.

For both sexes, in the context of the basic education (nursery, kindergarten, primary and middle/JSS/JHS), the proportion of PWDs males (89.8%) is lower than females (94.2%). Conversely, with respect to higher education, males (10.2%) are more than females (5.8%) (Table 1.84). This means that basic education level is skewed towards PWDs females and higher educational level is skewed towards PWDs males. There is therefore the need for policy interventions to address these disparities among PWDs in the Municipality.

Table 1.66: Population 3 Years and Older by Sex, Disability Type and Level of Education

Sex/Disability Type	Total	Educational Level Attained									
		Never Attended	Nursery	Kindergarten	Primary	Middle /JSS/ JHS	Sec. /SSS /SHS	Voc./ Tech./ Comm.	Post sec	Bachelor degree	Post graduate (Cert. Diploma Masters PHD ect)
Total	77,882	26,075	2,390	9,852	31,761	33,569	4,344	430	1,528	300	33
No disability	75,909	24,765	2,362	9,746	31,203	32,665	4,259	418	1,483	294	33
With a disability	1,973	1,310	28	106	558	904	85	12	45	6	0
Sight	749	517	9	30	147	345	35	3	24	0	0
Hearing	336	237	5	17	69	84	3	2	4	0	0
Speech	266	175	11	19	73	77	5	3	7	0	0
Physical	532	385	8	24	177	268	23	4	14	5	0
Intellectual	189	140	8	7	64	98	6	2	7	0	0
Emotional	257	162	6	10	87	126	6	3	4	0	0
Other	179	133	8	16	75	118	16	2	8	1	0
Male											
Total	38,732	10,426	1,229	5,005	15,835	18,949	2,920	252	1,051	224	28
No disability	37,721	9,872	1,218	4,951	15,521	18,377	2,858	246	1,016	219	28
With a disability	1,011	554	11	54	314	572	62	6	35	5	0
Sight	374	199	3	14	82	210	30	0	18	0	0
Hearing	173	105	1	9	35	52	2	2	4	0	0
Speech	137	93	5	10	37	49	4	3	7	0	0
Physical	260	153	5	12	105	180	19	0	13	5	0
Intellectual	108	69	1	3	37	72	4	2	4	0	0
Emotional	130	81	1	4	41	68	4	3	4	0	0
Other	98	60	4	8	46	70	5	2	7	0	0
Female											
Total	39,150	15,649	1,161	4,847	15,926	14,620	1,424	178	477	76	5
No disability	38,188	14,893	1,144	4,795	15,682	14,288	1,401	172	467	75	5
With a disability	962	756	17	52	244	332	23	6	10	1	0
Sight	375	318	6	16	65	135	5	3	6	0	0

Hearing	163	132	4	8	34	32	1	0	0	0	0
Speech	129	82	6	9	36	28	1	0	0	0	0
Physical	272	232	3	12	72	88	4	4	1	0	0
Intellectual	81	71	7	4	27	26	2	0	3	0	0
Emotional	127	81	5	6	46	58	2	0	0	0	0
Other	81	73	4	8	29	48	11	0	1	1	0

Source: Ghana Statistical Service, 2010 Population and Housing Census and MPCU-ESMA, 2017

1.14.3 Victims of Abuse

This involves people who are verbally abused, sexually abuse/harassed and any act that infringe upon one's human rights. The people who fall in these categories are vulnerable. From Table 1.83, children are mostly victimized followed by women (33.0%) and aged (9.3%). However, the least molested in the Municipality are men. This indicates that the most venerable (children, women and aged) are victimized in the Municipality which should be factored in the social protection programmes of the Assembly.

Table 1.67: Reported Cases of Victims of Abuse

Groups	Municipal (%)	Reported Cases
Children	51.5	Defilement , Merciless Beating, Assault, Rape
Men	6.2	Merciless beating by wives, Assaults, Suppression
Women	33.0	Merciless Beating By Husbands, Sexual Abuse, Rape, Assaults, Suppression
Aged	9.3	Cases Of Insanity And Isolation
Total	100	

Source: DSW–ESMA, 2017

1.14.4 People Living PLHIV

This section describes the age cohort to which PLHIV is mostly affected. From Table 1.84, Adult's age cohort that is from 18 to 64 years are mostly affected PLHIV followed by Aged (65 years and above) and children (0-17 years) recorded the least. However, females are affected by PLHIV more than males in the Municipality in the age cohorts. This means that most of the interventions should be skewed in addressing PLHIV especially among females. In addition, girl-child education, sex education and other interventions in reducing PLHIV should be strongly intensified to reduce the trend of spread of PLHIV among females in the Municipality.

Table 1.68: Groups of People Living With PLHIV

Year	Children (0-17 Years)			Adult (18-64 Years)			Aged (65+ Years)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2007	3	3	6	44	62	106	2	1	3
2008	6	2	8	48	75	123	3	1	4
2009	3	3	6	79	95	174	6	4	10
2010	4	3	7	93	91	184	13	4	17
2011	0	0	0	12	35	47	0	0	0
2012	4	1	5	65	93	158	0	0	0
2013	4	5	9	93	91	184	3	7	10
Total	22	17	39	434	542	976	27	17	44

Source: GHS–ESMA, 2017

1.15 Gender Analysis in the Municipality

Gender according to John Money (1955), is a set of characteristics that distinguish between male and female particularly men and women. In analysing gender, the idea behind is how effective the two are involved in decision making in our homes, communities as well as our nation. Due to the nature of third world countries where women are marginalized, advocates of gender tend to direct their effort to empower women. Impediments to progress in the fight against gender discrimination includes, lack of good quality data disaggregated by sex, the paucity of financial and technical resources for women's programmes and lack of representation in the political sphere. Gender discrimination in the Municipality would be addressed as stated in the Millennium Development Goals of promoting gender equality and empower women within the plan period.

Programmes such as economic empowerment in agriculture sector through credit facilities for women farmers, sensitization of women on domestic violence bills, disability bills and encouraging the women to accept public office in our local government structures would be pursued. More girl-child enrolment in second cycle and possibly third cycle schools/colleges would be pursued for them to serve as role models.

1.15.1 Gender Situation in the Municipality

The total population of the Municipality according to the 2000 PHC was 88,753 made up of 51.7 percent males and 48.3 percent females. The 2010 PHC conducted by the GSS put the Municipality population at 85,446 with 42,892 males representing 50.2 percent and 42,554 females accounting for 49.8 percent. The Municipality has almost half (49.8 percent) of its population to be females.

However, there is high disparity between males and females in almost all institutions. This is more serious in the field of governance. The Municipal Assembly currently has 52 members composed of one Municipal Chief Executive, one Member of Parliament, 36 Elected Assembly Members from 36 Electoral Areas and 16 others appointed by the Government in consultation with the Traditional Authorities and Other Opinion Leaders in the Municipality. This is made up of 46 males representing 88.5 percent and six females accounting for 11.5 percent. This always makes decision making "bias's" since most policies would favour males in the Municipality.

In the educational institutions, the case is virtually same. If you consider both Primary and JHS levels, the number of females as against males is far lower. Out of the 18,829 pupils, 9,139 representing 48.5 percent are females with the majority (51.5 percent) representing males (9,690). This is more pronounced at the JHS level where only 42.5 percent of the total JHS students in the Municipality are females with majority (57.5 percent) making up the males.

- **Implication for Development**

The analysis implies that, the level of women participation in decision making as well as carrying out development activities is very low. This however tends to hinder development in the Municipality since women are focal point when it comes to human development. Policies emanating from decision making processes tend to favour males since they are the majority in the Municipality. The Assembly should therefore embark on women empowerment programmes so as to engage more women in all institutions in the Municipality.

1.15.2 Demographic Gender Analysis

- ***Sex Composition and Sex Ratio***

Out of the Municipal's total population of 85,446, the proportion of male population is 50.2 percent (42,892) and that of female population is 49.8 percent (42,554). This gives a sex ratio of the Municipality is 100.8 (the sixth in the Ashanti Region) indicating that for every 101 males there are 100 females. The male dominance is within the age brackets of 35 to 69 years. This may be due to selective migration of males to work in the farming industry in the past as men tend to dominate the sector.

- ***Age Dependency Ratio***

In terms of sex, the male's age dependency ratio is 88.0 percent which is higher compared to the female's age dependency ratio of 79.4 percent. This difference may be attributed to the fact that the male population in the Municipality is more than the female population. This may also be explained by the presence of maize farm plantations and other farming activities which attract predominantly male workers. The real dependency burden may be higher since the employable ages include a greater proportion of the unemployed and those in school or acquiring some skills. Measures are therefore required to increase employment so as to support and cater for the dependent population.

- ***Household Size and Headship***

The average household size is 5.1 which is higher than the regional and national averages of 4.1 and 4.4 respectively. This indicates that one head of household in the Municipality accommodates approximately five persons (5.1). Disaggregating the heads into male and female sexes, the male heads (27.3%) dominates the female heads (11.7%). This means that most households in the Municipality are headed by males which greatly affect the females' decisions making in most households.

It can be established that nuclear and extended families are the two major family ties in the Municipality with extended family (53.0%) dominating. This is in line with the region as extended family (53.0%) tie dominates nuclear family tie. In addition, it is worth mentioning that single parent both nuclear and extended constitutes 23.2percent of the households which is of high value especially among females (26.7%) which need to be researched to establish the causes and provide the necessary social protection and intervention policies in the Municipality.

The male household composition accounts for 50.2 percent as against female household composition of 49.8 percent. Female spouses constitute a higher percentage (19.5%) compared with male spouses (0.8%). This denotes that males do not normally reside with a female head in Municipality. However, with respect to other relations to the head of household apart from spouse have slight difference in terms of gender characteristics.

1.15.3 Education Gender Analysis

- ***Pre-School Enrolment (2012/2013)***

The total pre-school enrolment stood at 9,589 out of which 4,812 were boys while 4,777 were girls which translates into 50:50 ratio. This shows that enrolment of boys and girls at pre-school level is almost at par. There is however the need to intensify general school enrolment in the Municipality.

- ***Primary School Enrolment (2012/2013)***

At the primary schools level, the total enrolment stood at 18,829 out of which, 9,690 (51.5 percent) were males while 9,139 (48.5 percent) were females. This shows that, the enrolment of girls fall short of that of the boys and indicates the need to intensify girl-child education in the Municipality.

- ***Junior High School Enrolment (2012/2013)***

At the JHS level, the total enrolment stood at 5,341 out of which 3,070 representing 57.5 percent were males while the remaining 2,271 representing 42.5 percent were females. This indicates that there are considerably more boys than girls in the JHS level. This shows that, the enrolment of girls fall short of that of boys and indicates the need to intensify girl-child education in the Municipality.

- ***Trend of School Enrolment and Implication for Development***

A trend analysis of the school enrolment figures revealed that as pupils/students climb up the educational ladder to the top, the girls' dropout tends to be higher than boys. There is therefore the need to embark on girl-child education to encourage more girls into the JHS as well as the SHS level. Also, education on teenage pregnancy and other sex education programmes should be intensified in the Municipality.

- ***Primary School Gross Enrolment Ratio by Sex (2012/2013)***

The survey further revealed that there were 21,399 children in the Municipality who are within the 6 – 11 years age cohort in 2012/2013. Out of this figure a total of 18,829 representing 88.0 percent children were enrolled in primary schools for the 2012/2013 academic year. Also gross enrolment rate 88.5 percent for boys was relatively higher than that of females representing 87.5 percent. This still buttresses the need for the intensification of girl-child education in the Municipality.

- ***Primary School Net Enrolment Ratio by Sex (2012/2013)***

The total primary school enrolment in the Municipality for the 2012/2013 academic year stood at 18,829 pupils out of which 13,841 were between the ages of 6 – 11 years, representing 64.6 percent of the total population of 21,399 in the Municipality who are in that age group. From this, the female rate (61.2%) is relatively lower than the male rate (68.0%). Though the Net Enrolment Rate in general is devastating, yet the concern on females (girl-child) should be dealt critically with. It is suggested that in order to boost school enrolment in the Municipality, government policies/programmes regarding basic education such as the School Feeding Programme, Capitation Grant, scholarships and others should be actively expanded.

- ***Performance at BECE***

The general performance of Basic Education Certificate Examinations (BECE) candidates has been decreasing since 2011 academic year from overall pass rate of 76.5 percent to 62.5 percent in 2012 and drastically to 42.9 percent in 2013. A trend analysis of the pass rate shows a downward sloping from 2011 to 2013. In term of sexes, the males performed

(52.0%) better than the females (42.1%) throughout the years which demands intensification of girl-child education in the Municipality.

1.15.4 Health Care Gender Analysis

- ***Municipal Health Facilities and Management***

The Municipal Health Management Team (MHMT) manages the health services in the Municipality. Health delivery in the Ejura-Sekyedumase Municipal is through six Government and two Non-government (Mission) facilities: two hospitals, one health centre and five CHPS/Clinics. In addition, outreach clinical activities are organised in all communities by the staff of the Sub-Municipal facilities through 91 outreach points. With respect to health personnel, the Municipality has three doctors, 23 nurses, two pharmacists/dispensaries and three physician assistants providing health services in the health institutions.

This shows that health personnel in the Municipality are highly overstretched; with the current population of 85,446. The implication is that only three medical officer's serve 85,446 people translating into 1:28,482. The nurse/population ratio is about 1:3,715. While the Doctor/Population ratio is more than the required standard of 1:25,000, the Nurse/Population ratio is higher than the required standard of 1:2,000 which is negatively affecting health delivery in the Municipality. There is therefore the need to bridge the equity gap in both financial, geographical and personnel access to quality health services in the Municipality. These deficiencies have limited access to health facilities and health personnel most especially in the fight against maternal and infant mortality in the Municipality.

- ***Incidence Diseases***

Among the top 10 diseases, Malaria (46.1%) recorded the highest followed by Acute Respiratory Tract Infection (10.5%), Diarrhoea Diseases (4.9%) and Typhoid Fever (1.1%) recorded the least. Most of the diseases are due to poor environmental sanitation and Malaria continues to be on top of the list with 46.1percent of all diseases in the Municipality in 2013. In addition to the "common" diseases tabulated, other diseases such as Buruli Ulcer, Guinea worm, Yaws and Yellow fever are of great concern in the Municipality.

In terms of sex disaggregation, the number of females (70.0%) suffering from the major diseases in the Municipality outnumbers the males (30.0%). This indicates that female related

health services issues should be taken into consideration in terms planning for health services in the Municipality.

- ***Maternal and Infant Mortality***

From the analysis, the statistics reveals that there is a presence of maternal and under-five mortality in the Municipality. With maternal mortality, the results show that the deaths rates among females are higher than those of males among the age groups 15-49 years indicating a possible relatively high maternal mortality.

The under-five mortality rate (infant and child mortality) of the Municipality is 22 per 1,000 live births indicating that for every 1,000 live births in the Municipality, 22 may possibly not survive. In regards to sex, the under-five mortality for males (0.021) is slightly lower than females (0.022) indicating that for every 1,000 live births males survive more than females.

- ***Reproductive Health***

Concerning reproductive health, the total number of Ante-Natal Care (ANC) Registrants in 2010 were 5,276 (144.5%). Though in 2011 and 2012 there was an increase in terms of numbers the percentage difference was rather diminishing. For instance there was an increase of 18.9 percent of ANC registrants from 2010 to 2011 but in 2012 the increment accounted for 15.9 percent which is less. In 2013, however, though out of the set target, 127 percent was achieved, it was 52.2 percent less as compared to the 2012 figure. There is a possibility that as a result of the education on family planning, fewer women are giving birth. Another probability could be that pregnant women resort to other facilities. This situation needs to be investigated further. This analysis is the same for ANC registrants receiving IPTI (anti-malaria treatment). It presupposes that if the numbers of ANC registrants are reducing as the years go by definitely there will be a reduction in the number taking the IPTI.

- ***Municipal Health Insurance Scheme (MHIS)***

The survey indicates that the number of subscribers increased from 32,389 in 2010 to 38,531 in 2011 from 37.9 percent to 44.9 percent respectively. It dropped to 35,633 in 2012 representing 41.4 percent and rose again to 39,043 in 2013 representing 45.1 percent, the highest ever. This suggests that the Assembly should intensify educational campaigns on NHIS in the Municipality. However, the Municipal Assembly has supported the MHIS with logistics and finance since the establishment of the MHIS. Sensitisation and mobilisation exercises on the scheme have been undertaken throughout the Municipality courtesy Municipal Information Service. This is however affected by high intensity of campaign on the essence of Health Insurance on the livelihoods of the people. In terms of gender

disparities, the females are at par with males in addition to the introduction of free registration of maternal health services.

- ***PLHIV Gender Analysis***

This section describes the age cohort to which PLHIV is mostly affected. From analysis, Adult’s age cohort that is from 18 to 64 years are mostly affected PLHIV followed by Aged (65 years and above) and children (0-17 years) recorded the least. However, females are affected by PLHIV more than males in the Municipality in the age cohorts. This means that most of the interventions should be skewed in addressing PLHIV especially among females. In addition, girl-child education, sex education and other interventions in reducing PLHIV should be strongly intensified to reduce the trend of spread of PLHIV among females in the Municipality.

1.15.5 Support for Gender Mainstreaming

The Municipal Assembly included Gender planning in its Medium Term Development Plan 2010-2013 to bring women into development on equal terms with men, both as agents of change and as beneficiaries.

It recognised that there is a gender division of labour and that most women in the communities have less access to resources, power and control over their lives. Thus, in the interest of the society, the Assembly deems it essential to bring women into the mainstream of development. Furthermore, the Municipal Assembly prepared a programme of activities to support Gender Mainstreaming as indicated in Table 1.85.

Table 1.69: Support for Gender Mainstreaming 2018-2021

No.		Activity	Location	Time Frame	Target Beneficiaries	Indicator
1		DEOC embark on school monitoring and enrolment drive	Municipal wide	2018-2021	Girls and boys in basic school	% of DEOC activity supporting girl’s education. (b) No of schools attaining gender parity of enrolment
2		Provide funds for needy but brilliant students	Junior and Senior High Schools	2018-2021	Thirty-five (35) girls & boys	% increase in gender parity at the basic and senior high school level

3		Organise workshop on women empowerment	Municipal level	2018-2021	500 women selected from Area Councils	Number of women participate effectively
4		Organise Girls Education week	Municipal Wide	2018-21	Girls in the various circuits	Number of Girl child participate effectively

Source: GES–ESMA, 2017

1.16 Municipal PLHIV Analysis

1.16.1 Number and Proportion of PLHIV Reported Cases by Sex

PLHIV because of its pervasive nature affects every line of community development including social, economic and political development. PLHIV awareness level in the Municipality is quite high but this is yet to be translated into behavioural change on safe sex practices and abstinence. Table 1.88 show the number of reported cases in the Municipality which show an increasing rate from year to year. This may not be the true reflection of the situation in the Municipality because it is believed that, most infected persons prefer to seek services from Kumasi and other private health facilities outside the Municipality for fear of stigmatization.

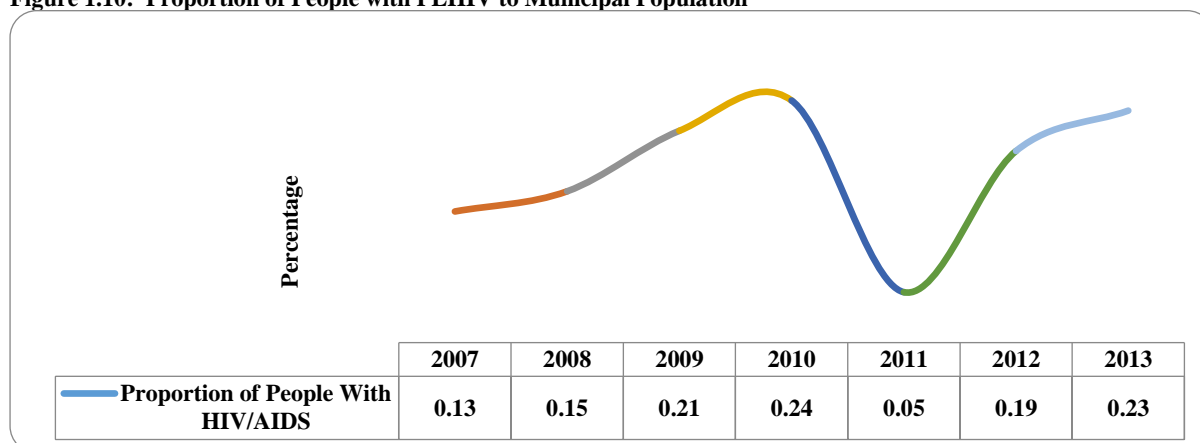
It is observed from Table 1.86 and Figure 1.14 that, the rate at which PLHIV is spreading in the Municipality is on the increase. However, the issue with females is escalating since in every year the number of reported cases among them is two or three times that of the males.

Table 1.70: Number of PLHIV Reported Cases by Sex

Year	Number			Proportion of People With PLHIV to Municipal's Population
	Male	Female	Total	
2007	49	66	115	0.13
2008	57	78	135	0.15
2009	88	102	190	0.21
2010	110	98	208	0.24
2011	12	35	47	0.05
2012	69	94	163	0.19
2013	100	103	203	0.23

Source: GHS–ESMA, 2017

Figure 1.10: Proportion of People with PLHIV to Municipal Population

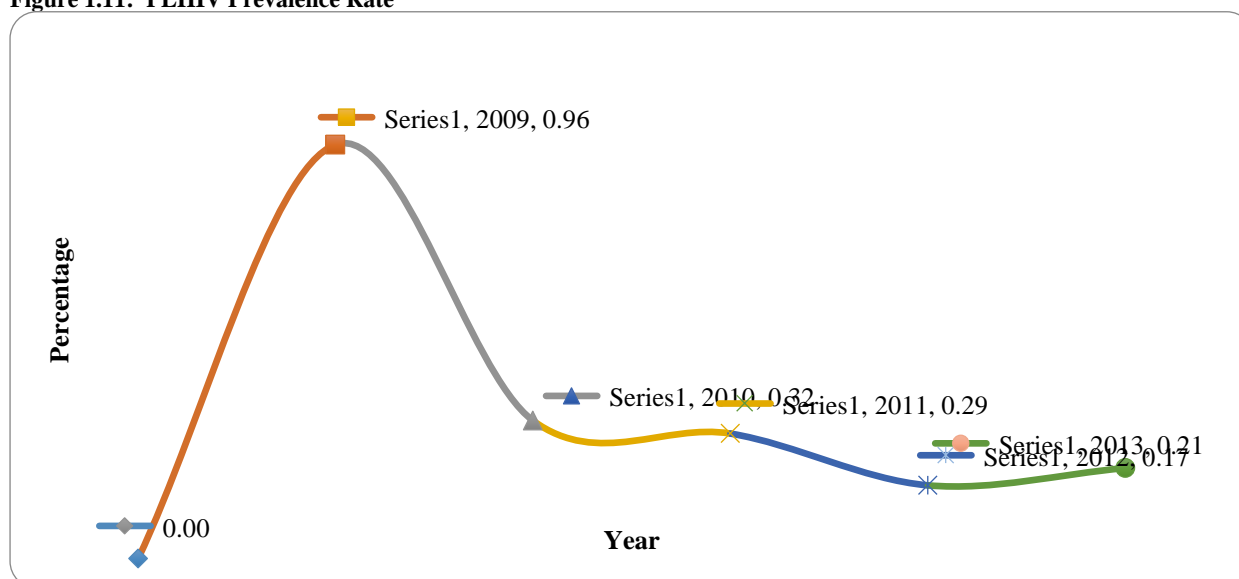


Source: GHS–ESMA, 2017

1.16.2 PLHIV Prevalence Rate

Figure 1.15 depicts the trend of PLHIV prevalence rate from 2008 to 2013 in the Municipality. In 2009 the Municipality recorded the highest prevalence rate of 0.96 percent followed by 2010 (0.32%), 2011 (0.29%) and the lowest prevalence rate is recorded in 2012. The current prevalence rate that is 0.21 percent is lower as compared to the regional rate of 0.39 percent. The means that from 2009 to 2012, the prevalence rate was reducing rapidly with steadily upward in 2013. This indicates that the Municipality has benefited progressive over the past four years from the interventions implemented within the planned period.

Figure 1.11: PLHIV Prevalence Rate



Source: GHS–ESMA, 2017

1.16.3 Groups of People Living With PLHIV

This section describes the age cohort to which PLHIV is mostly affected. From Table 1.87, Adult's age cohort that is from 18 to 64 years are mostly affected PLHIV followed by Aged (65 years and above) and children (0-17 years) recorded the least. However, females are affected by PLHIV more than males in the Municipal in the age cohorts. This means that most of the interventions should be skewed in addressing PLHIV especially among females.

Table 1.71: Groups of People Living With PLHIV

Year	Children (0-17 Years)			Adult (18-64 Years)			Aged (65+ Years)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2007	3	3	6	44	62	106	2	1	3
2008	6	2	8	48	75	123	3	1	4
2009	3	3	6	79	95	174	6	4	10
2010	4	3	7	93	91	184	13	4	17
2011	0	0	0	12	35	47	0	0	0
2012	4	1	5	65	93	158	0	0	0
2013	4	5	9	93	91	184	3	7	10
Total	22	17	39	434	542	976	27	17	44

Source: GHS-ESMA, 2017

1.16.4 Awareness Rate of PLHIV in the Municipality

About 70.0 percent of the population is aware of PLHIV and the various modes of transmission. This means that most of the people in the Municipality are aware that PLHIV is prevailing in the Municipality, the region and the nation as a whole.

1.16.5 Modes of Transmission of PLHIV in the Municipality

Table 1.88 shows the factors have been identified as the major causes of the PLHIV pandemic in the Municipality. These responses are from People Living with PLHIV in the Municipality.

Table 1.72: Modes of Transmission of PLHIV in the Municipality

S/N	Causes	Responses from People With PLHIV
1	Poverty	The poor economic conditions in the Municipality has led to the indulgence of illicit sex on the part of many young girls to make extra money which often result in teenage pregnancies and PLHIV infection.
2	Peer Pressure	The youth have been identified as being susceptible to peer-pressure to engage in sex due to lack of proper sex education by

		parent, teachers, churches etc.
3	Multiple Sex Partners	People still keep multiple sex partners. Some of the married couples especially the males engage in extra marital sexual activities damming the consequences of PLHIV.
4	Low Condom use	Condom use especially the female one has been low with the general response from respondents that they do not enjoy sex with condom.
5	Mobile commercial sex workers	It was also identified that there is commercial sex going on in the Municipality. Some young girls are believed to engage in commercial sex and have sexual relationship with their regular boyfriends.
6	Stigmatization	The continued stigmatization of People Living with PLHIV makes them go underground to infect others. It is known that they do not want to go alone hence their diabolical plan to infect other people before they die.

Source: GHS–ESMA, 2017

1.16.6 Impact of PLHIV in the Municipality

Table 1.89 shows the impact of PLHIV in the Municipality. This helps to identify the sectors affected by PLHIV in the Municipality.

Table 1.73: Impact of PLHIV in the Municipality

S/N	Sector	Impact
1	Health	<ul style="list-style-type: none"> • Increased health budget on PLHIV at the expense of the social services. • Increased workload on health personnel. The region already has acute shortage of health personnel, especially doctors and nurses. The pandemic, if unchecked, can add more strains on health facilities and delivery. • Reduction in Life Expectancy. • High morbidity and Mortality from PLHIV and related diseases.
2	Education	<ul style="list-style-type: none"> • Low enrolment in all schools as a result of death of pupils/students and their parents. • Orphans may not be supported to pursue education. Therefore their flair or natural academic endowment will be truncated. • Loss of manpower (Teachers will either die or be too ill to put up their best). • Poor performance of pupils due to ill health, deprivation, stigmatization and other variables.

		<ul style="list-style-type: none"> • Inefficient utilization of educational infrastructure. In most parts of the Municipality, school infrastructure is already deplorable, and this can be worsened by the effects of PLHIV.
3	Municipal Economy	<ul style="list-style-type: none"> • Labour Turn over will be high. • Production and productivity will be reduced to the barest minimum. • The already poor region will likely be in abject poverty, thus perpetuating the vicious cycle of poverty and probably PLHIV. • Low standard of Living, High cost of living and therefore poor quality of life. • Increased dependency ratio.
4	Family	<ul style="list-style-type: none"> • Family Poverty levels are worsened due to increased medical bills. • Social stigma regarding the infection, and probably death from AIDS. • Possible Divorce and its consequences. • Orphans to take care of.
5	Agriculture	<p>Ejura-Sekyedumaseis largely agricultural in terms of occupation. PLHIV can impact negatively on the Agriculture sector through:</p> <ul style="list-style-type: none"> • Low productivity in food (food insecurity). • Low income, low investment, poverty. • Poor nutritional status. • Fall in revenue collection. • High dependency ratio.

Source: GHS–ESMA, 2017

1.16.7 Municipal AIDS Committee (MAC) and Municipal Response Initiative Management Team (MRIMT)

The Municipality has formed the Municipal AIDS Committee (MAC) and a Municipal Response Initiative Management Team (MRIMT). The membership of these committees cutting across religious bodies, market women, farmers’ representative, Ghana Health Service, Department of Education and Agriculture, Information Service and technical staff from the Central Administration of the Municipality. These committees are responsible for monitoring and coordination of PLHIV activities in the Municipal. Voluntary Counselling and Testing (VCT) and Prevention of Mother to Child Transmission (PMTCT) services are available at all the health institutions in the Municipality.

The health facilities have identified some of the people who are living with PLHIV. These people are being supported by the Municipal Assembly and some NGOs. They are receiving Anti-retroviral treatment at the Okomfo Anokye Teaching Hospital in Kumasi. Conscious efforts and measures are however required to change behaviours such as indiscriminate and unsafe sexual practices especially among the youth.

1.16.8 Health Institutions for PMTCT Sites

The Municipality has 15 PMTCT sites in the Municipality as shown in Table 1.90. This has increased the testing of PLHIV in the Municipality.

Table 1.74: PMTCT of Health Facilities in the Municipality

Type of Facility	Location	Key Activities
Hospital	1. Ejura Municipal Hospital	<ul style="list-style-type: none"> • Routine PMTCT services • Blood quality testing • ART SERVICES • Health education on PLHIV/TB • Stakeholders meeting • Review meeting
	2. Kasei Hospital	
Health Centres	3. Sekyedumase Health Centre	
CHPS/Clinic	4. Homako CHPS/Clinic	
	5. Nkwanta CHPS/Clinic	
	6. Nyamebekyere CHPS/Clinic	
	7. Anyinasu CHPS/Clinic	
	8. Zambrama CHPS/Clinic	
Total		

Source: GHS – ESMA, 2017

1.17 Science, Technology and Innovation

Science and Technology are being taught as subjects from Basic Schools to Senior High School levels. The introduction of these innovations in schools is gradually improving the well-being of the people in the Municipality. Science and Technology are so important in the world today that it makes it imperative for every school-going child to be literate and competent in order to fit well into this modern highly competitive world of socio-economic activities. This knowledge competency has become a prerequisite for every social, educational, economic and political opportunity in the Municipality. With the introduction of Science and Technology, new breeds of crops are introduced into the Agricultural Sector to meet the high demands of the increasing population.

1.18 Food Security

The term food security was established as a formal concept. Originally, it was understood to apply at the national level, with the state being food secured when there was sufficient food to ‘sustain a steady expansion of food consumption and to offset fluctuations in production and prices’. Since 1996, a new definition by World Food Programme lays emphasis on individuals enjoying food security rather than the nation. When people at all times have sufficient access to safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life, clearly food security is achieved.

In Ghana, food security is said to be the availability and access to food at all times (all year round) in the Municipality at affordable prices. Food security is assured and sustained in the Ejura-Sekyedumase Municipal due to mixed cropping practices and the Ejura Farms. Foods are produced in excess in the Municipality. The problem that confronts the Municipality is how to store the food most especially during the bumper harvest. The Government should make budgetary allocation or commitment of at least 10.0 percent of national expenditure to agriculture so that part will be channelled to build more storage facilities in the Municipality. However, in times of bumper harvest, foods are left to rot because farmers do not get ready market for their produce. During the dry season, food become relatively scarce as there are no storage facilities.

1.19 Baseline Indicators of Development of the Municipality

Table 1.92 shows the indicators for the implementation of the MTDP 2014-2017. This will serve as measure of setting indicators for the implementation of the MTDP 2018-2021 as so as to assess the performance of the Municipality in subsequent performance.

Table 1.75: Baseline Indicators of Development of the Municipality

Information	Baseline Indicators
1.19.1 Achievements (2014 – 2017)	
Projects/Programmes/Activities Proposed	97 under Six (6) Thematic Areas of GSGDA 2010-2013
Projects/Programmes/Activities Initiated	86 (88.7%)
Projects/Programmes/Activities Fully Implemented	75 (77.4%)
Projects/Programmes/Activities On-Going	11 (11.3%)
Projects/Programmes/Activities Not Implemented	11 (11.3%)
1.19.1 Demography Characteristics	
Population	85,446 [Males – 42,892 and Females – 42,554]
Annual Average Intercensal Growth Rate	0.38%
Population Density	64 persons per km ²
Sex Ratio	100.8 [101 Males is to 100 Females]
1.19.2 Social Characteristics	
Education	<ul style="list-style-type: none"> • Pre-Schools – 100 • Primary Schools – 103 • Junior High Schools – 52 • Senior High Schools – Two • Average Walking Distance – About 2.5km • KG Under Trees or Wooden Sheds – 91

	<ul style="list-style-type: none"> • Primary Schools Under Trees or Wooden Sheds – 96 • JHSs in Dilapidated Structures – 22 • Girl-Boy Child Current Attending School (Pre-School)–50:50 • Girl-Boy Child Current Attending School (Primary)–48:52 • Girl-Boy Child Current Attending School (JHS+) – 42:58
Health	<ul style="list-style-type: none"> • Hospital Facility – Two • Health Facilities – Eight • CHPS Compounds – Five (5) • Doctor-Population Ratio – 1:28,482 • Professional Nurse-Population Ratio – 1:3,715 • Average Distance to Health Facility – About 8.5km
Water	<ul style="list-style-type: none"> • Coverage of Portable Water – 77.0% • Boreholes – 221 • Hand Dug Wells – Two • Small Town Water System – Three
Sanitation	<ul style="list-style-type: none"> • Public Pit Latrines – 33 • Public KVIPs – 49 [168 squat holes] • Public Water Closet Toilet Facilities – One • Aqua Privy Toilet Facilities – 15 • VIP Toilet Facilities – 114 • Septic Latrine – 85
Market	<ul style="list-style-type: none"> • Fully Constructed Market – Three • Satellite Markets – One • Major Markets – Three
Road	<ul style="list-style-type: none"> • Total Estimated Road Network Coverage – 603 km • First Class Road Network Coverage – 122.4 km • Feeder Road Network Coverage (Second and Third Class) – 529.1 km • Average Travelling Waiting Time – Three Hours
Housing	<ul style="list-style-type: none"> • Total Housing Stock – 9,670 • Average Population Per House – 8.7 • Average Household Per House – 1.7 • Average Household Size – 5.1 • Rooms Occupancy Rate – 3 Persons Per Room • Source of Cooking Fuel – 89.5% Wood
Energy/Electrification	<ul style="list-style-type: none"> • Communities Connected to National Grid – 65.7% • Communities Yet to Be Connected to National Grid – 34.3%
Security Facilities	<ul style="list-style-type: none"> • Police Station – Two • Police Headquarters – One • Fire Station – One
Information Communication and Technology (ICT)	<ul style="list-style-type: none"> • Ownership of Mobile Phones (12 years+) – 39.2% • Household Ownership of Desktop or Laptop Computer – 3.1% • Use of Internet (12 years+) – 3.0%
1.19.3 Economic Characteristics	
Employed	Economically Active Population Employed (15 years +) – 97.4%

Unemployed	Economically Active Population Unemployed (15 years +) – 2.6%
Youth Unemployment (15 – 29 years)	2.0% of 68,172 (15 years+)
Predominant Occupation and Industry	Skilled Agriculture, Forestry, and Fishing – 60.2%
Predominant Employment Sector	Informal Private Sector – 92.9%
Major Farming Type	97.4% Crop Farming
Major Cash Crop	Maize [69.0% Engaged in Maize Farming]

Source: MPCU-ESMA, 2017

1.20 Community Perspective on Current Needs and Aspirations

The collation of current needs and aspirations of the various communities were through the collaboration with the local community prepared through participatory processes. To assess the current situation of each community in terms of development, community members under the leadership of their respective Unit Committees were brought together in a community forum. The focus on the fora was with the five Zonal Councils. During the process, other key development actors such as Chiefs, Zonal Council Members, Women Groups, Religious Groups, Assembly Members, Opinion Leaders and other interested Community Members were roped in. As part of the process, the community members analysed the problems affecting their communities. The problem analysis was followed by the identification and assessment of community needs. These views collated from the communities form the basis of the current needs and aspirations of the Municipality. Based on the prioritised needs, programmes, projects and activities were identified and action plans for their implementation developed. Table 1.93 presents the communities' needs and aspirations with their respective development problems by the various Zonal Councils.

Table 1.76: Zonal Councils Development Issues

S/N	Development Issues	Community Needs and Aspirations	Zonal Councils
1	Deplorable nature of roads	Construction and rehabilitation of roads	All Zonal Councils
		Construction of Town Roads	
		Construction of Bridge	
		Construction of drainage facilities	
		Construction of speed ramps	
2	Inadequate educational	Construction and rehabilitation of	All Zonal

	infrastructure	educational infrastructure	Councils
		Provision of school furniture	
		Provision of Teachers Quarters	
3	Lack of ICT centres in schools	Provision of ICT centres in schools	All Zonal Councils
4	Inadequate teachers	Recruitment of teachers	All Zonal Councils
5	Inadequate School Feeding Programme	Establishment of school feeding Programme	All Zonal Councils
6	High rate of youth unemployment and inadequate access to handy craft jobs	Creation of job avenues for the unemployed especially the youth	All Zonal Councils
7	Inadequate market and sanitary facilities	Construction of markets and provision of sanitary facilities	All Zonal Councils
8	Low level of agricultural productivity	Provision of agrochemicals and other farm inputs	All Zonal Councils
		Construction/Rehabilitation of Silos	All Zonal Councils
9	Inadequate electricity coverage	Extension of electricity	All Zonal Councils
		Connection of electricity to National Grid	
		Provision of street bulbs	
10	Inadequate health facilities	Provision and Expansion of health facilities	All Zonal Councils
11	Inadequate water facilities	Provision of water facilities	All Zonal Councils
12	Poor sanitary and environmental conditions	Provision of refuse dump sites	All Zonal Councils
		Reshaping of Engineering land filled site	Ejura Zonal Council
		Evacuation of refuse dump sites	All Zonal Councils

13	Inadequate toilet facilities	Provision of toilet facilities	All Zonal Councils
14	Inadequate community centres	Provision of community centres	All Zonal Councils
15	Inadequate security facilities	Provision of security facilities	All Zonal Councils
16	Lack of support for Community Initiated Projects	Provision of materials for Community Initiated Projects	All Zonal Councils
17	Inadequate Streets and Lanes in communities	Provision of Settlement Layouts/Planning Schemes	All Zonal Councils
		Provision of names to streets in urban communities	
18	Weak functioning of Zonal Councils	Strengthening the institutional capacity of Zonal Councils	All Zonal Councils

Source: MPCU-ESMA, 2017

1.21 Summary of Community Needs and Aspirations

S/N	Development Issues/Problems/Gaps	Community Needs and Aspirations
1	Deplorable nature of road networks	Improving the nature of road networks
2	Inadequate supply of potable water facilities	Provision of adequate supply of potable water facilities
3	Inadequate access to employment and trading skills especially among youth	Increasing access to employment and trading skills especially among youth
4	Inadequate community centres	Provision of community centres
5	Inadequate educational infrastructure and teachers	Improving educational infrastructure and teachers
6	Inadequate electricity power supply	Extension of electricity power supply
7	Inadequate functional markets and sanitary facilities	Improving functional markets and sanitary facilities
8	Inadequate health infrastructure and personnel	Improving health infrastructure and personnel
9	Inadequate ICT facilities	Improving ICT facilities
10	Inadequate sanitation facilities	Improving sanitation facilities
11	Inadequate security facilities and safety assurance	Improving security facilities and safety assurance
12	Inadequate substructure infrastructure and support	Improving substructure infrastructure and support
13	Inadequate support for community initiated projects	Provision of support for community initiated projects
14	Low level of agricultural productivity	Increasing agricultural productivity level
15	Lack of support for sporting activities	Provision of adequate support for sporting activities
16	Inadequate housing, streets and lanes	Improving housing conditions, streets and lanes

Source: MPCU-ESMA, 2017

After collating the needs and aspirations by the various Zonal Councils and the Municipality as a whole, it was realized that some development issues (needs and aspirations) were found (cross-cutting) under almost all the Zonal Councils. To avoid duplication of issues, there was the need to come with a summarized needs and aspiration which will represent a concrete community needs and aspiration for the Municipality. Table 1.94 therefore shows the summary of community needs and aspirations.

CHAPTER TWO

PRIORITISATION OF DEVELOPMENT ISSUES

2.1 Introduction

In order for the Municipal goals to be consistent and to determine harmony with the national goals, community needs and aspirations with identified development problems/issues from the review of performance and profiling from 2014 to 2017 were subjected to compatibility analysis with the Thematic Areas of the GSGDA II

This chapter therefore presents the harmonisation process of the community needs and aspirations with the review of Thematic Areas of the GSGDA II (2014-2017) in order to determine their consistencies with the pillars of the national development policy documents. The harmonized Municipal needs and problems have been prioritised and subjected to POCC and Sustainability Analysis.

2.2 Identified Key Development Gaps/Problems/Issues (Performance Review and Profile)

Table 2.1 shows the comparative analysis of the development gaps/problems/issues identified from the performance review of the 2014-2017 MTDP and the Municipal profile. From the analysis, 27 development gaps/problems/issues were identified which need to be addressed in the 2014-2017 MTDP.

Table 2.1. Development Gaps

GSGDA II Thematic Areas 2014-2017	GSGDA II 2014-2017 Development Issues/Gaps/Problems
1. Ensuring and sustaining macroeconomic stability	1. Inadequate functional markets and sanitary facilities
	2. Inadequate financial resource mobilization in the Municipality
2. Enhance competitiveness of Ghana's private firms	3. Inadequate Public and Private Partnership (PPP) initiatives
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management	4. Low level of agricultural productivity
	5. Low development of tourism sites
4. Infrastructure and Human Settlement	6. Deplorable nature of road networks
	7. Inadequate electricity power supply
	8. Inadequate supply of potable water facilities
	9. Inadequate sanitation facilities
	10. Inadequate ICT facilities
	11. Inadequate housing, streets and lanes
5. Human Development, Productivity and Employment	12. High use of wood for fuel
	13. Inadequate educational infrastructure
	14. Low academic performance

	15. Inadequate sporting facilities
	16. Inadequate health infrastructure and personnel
	17. Incidence of maternal and under-five mortality
	18. High incidence of HIV, other STIs and TB
	19. High incidence of early marriages, pre-marital sex and teenage pregnancies
	20. High incidence of child labour
6. Transparent and Accountable Governance	21. Inadequate access to employment and trading skills especially among youth
	22. Inadequate community centres
	23. Inadequate security facilities and safety assurance
	24. Inadequate support to vulnerable and marginalized people
	25. Inadequate support for Community Initiated Projects
	26. Inadequate substructure infrastructure and support

Table 2.2 Identified Development Issues under GSGDA II (2014-2017) and NMTDPF (2018-2021)

THEMATIC AREA	KEY ISSUES UNDER GSGDA II - 2014-2017	GOALS	KEY ISSUES 2018-2021
Enhancing Competitiveness Of Ghana's Private Sector	<ol style="list-style-type: none"> 1. Inadequate functional markets and sanitary facilities 2. Inadequate financial resource mobilization in the Municipality 	Build an industrialized, inclusive and resilient economy.	<ul style="list-style-type: none"> • Expensive utilities especially water and energy • Inadequate Infrastructure such as roads, etc. • Inadequate managerial and technical skills. • Poor entrepreneurship culture • Inability to meet international requirements • Lack of structured coordination between government and private sector.
Accelerated Agriculture Modernization And Sustainable Natural Resource Management	<ol style="list-style-type: none"> 1. Provision of credit facilities and agricultural inputs 2. Organize training programmes for Extension Officers. 3. Construct storage facilities 4. Construct Agro-Processing facilities in the District seminar 5. Graduate apprentices support with equipment 6. Client trade and 	Build an industrialized, inclusive and resilient economy.	<ul style="list-style-type: none"> • High cost of agriculture machinery and equipment' • High dependence on seasonal and erratic rainfall. • Low diversification and competitiveness in staples and cash crops • Low application of technology especially among small holder farmers

	<p>exhibition show</p> <ol style="list-style-type: none"> 7. Plantation development in degraded forest reserves 8. Educate communities on environmental conservation 		
Infrastructure and Human Settlement Development	<ol style="list-style-type: none"> 1. Deplorable nature of road networks 2. Inadequate electricity power supply 3. Inadequate supply of potable water facilities 4. Inadequate sanitation facilities 5. Inadequate ICT facilities 6. Inadequate housing, streets and lanes 7. High use of wood for fuel 	Build Safe well-planned communities while protecting the natural environment	<ul style="list-style-type: none"> • Poor and inadequate road transport networks • Limited and poor rail networks • Early deterioration of road networks • Inadequate funding from public sources for construction, maintenance and management for all modes of transport • Inadequate ICT centers within communities • Inability to access financial opportunity capacity and payment delays • Poor and inadequate maintenance of infrastructure • Indiscriminate dumping • Poor drainage system
Human Development, Productivity and Employment	<ol style="list-style-type: none"> 1. Inadequate educational infrastructure 2. Low academic performance 3. Inadequate sporting facilities 4. Inadequate health infrastructure and personnel 5. Incidence of maternal and under-five mortality 6. High incidence of HIV, other STIs and TB 7. High incidence of early marriages, pre-marital sex and teenage pregnancies 	Create an equitable, healthy and discipline society	<ul style="list-style-type: none"> • High levels of unemployment and under-employment amongst the youth • Low levels of Technical/vocational skills • Lack of entrepreneurial skills for self-employment • Inadequate apprenticeship opportunities • Inaccessibility to markets, technology, credit and information • Inadequate job creation. • Inadequate funding sources for education • Poor quality of teaching and learning and assessment skills at the basic level • High number of untrained teachers at the basic level • Low levels of teacher commitment • Inadequate use of teacher-learner contact time in schools • Change negative perception of TVET • low participation in Non-Formal

	8. High incidence of child labour 9. Inadequate access to employment and trading skills especially among youth		education The low prominence accorded Languages learning in the school system. <ul style="list-style-type: none"> • Huge gaps in geographical access to quality health care • Wide gaps in health service data • Inadequate and inequitable distribution of critical staff mix inadequate capacity. • High fertility rate. • High stigmatization and discrimination of HIV and AIDs. • Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups. • Inadequate supply support for household sanitation demand. • Poor planning for water at MMDA • Inadequate maintenance of facilities • Absence of a well-structured post construction support by MMDAs
Transparent and Accountable Governance	1. Inadequate community centres 2. Inadequate security facilities and safety assurance 3. Inadequate support to vulnerable and marginalized people 4. Inadequate support for Community Initiated Projects 5. Inadequate substructure infrastructure and support	Strengthen Ghana's role in international affairs	1.Threats of global terrorism 2.Transnational organized crime (cartels engaged in narcotics and arms smuggling, human trafficking, money laundering, and piracy) 3.Conflicts and wars 4. Political instability in the West-African sub-region. 5.Occasional internal contestations and repudiation of electoral outcomes 6. Growing bulge of unemployed youth across the sub-region 7.Influx of illegal foreign workers

		Build Effective, Efficient and Dynamic Institutions	1.Limited implementation of fiscal decentralization policy 2.Weak financial base and management capacity of the Municipal Assemblies 3.Non-functioning sub-municipal structures 4.Committing assembly to irrelevant expenditures 5.Frequent interference in statutory funds allocation
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Adopted Goals and Issues of DMTDP of MDAs

2.3 Harmonisation of Community Needs and Aspirations with Identified Key Development Gaps/Problems/Issues

To ensure harmony, each community’s needs and aspirations were scored against the key gaps/problems/issues identified under the review of performances of the GSGDA II. However, three rates were used in the scoring. Table 2.2 exhibits the scoring for the harmonization.

Table 2.3: Scoring for Harmonisation

Definition	Score
Strong Relationship	2
Weak Relationship	1
No Relationship	0

Source: GSGDA II Framework, 2014-2017

The harmonization was done by raking all the 16-summarized community needs and aspirations and the 27 identified key development gaps/problems/issues from the performance review and profile of the GSGDA II. The detailed of the harmonization is represented in Table 2.3.

From Table 2.3, after the scores have been added together and divided by the number of community needs and aspirations, the highest average score recorded 3.19 and the lowest average score was 1.88. This suggests that all the average scores are higher than one score indicating that there is strong harmony of community needs and aspirations and identified key development gaps/problems/issues in the Municipality.

Table 2.4: Harmonisation of Community Needs and Aspirations with Identified Development Problems/Issues from Performance Review and Profiling 2014-2017

Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues (from the Performance Review and Profile)																											Total	Average	Rank		
	1. Markets facilities	2. Financial mobilization	3. PPP	4. Agricultural productivity	5. Wood fuel	6. Low tourism sites	7. Deplorable road	8. Drainage facilities	9. Electricity supply	10. Water facilities	11. Sanitation facilities	12. ICT facilities	13. Poor housing	14. Education	15. Academic perf.	16. Sporting facilities	17. Health infrastructure	18. Maternal& under-5	19. HIV, STIs &TB	20. Early marriages	21. Child labour	22. Unemployment	23. Community centres	24. Security facilities	25. Vulnerable people	26. Support for CIP	27. Substructure					
1. Deplorable nature of roads	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	53	3.31	2nd	
2. Inadequate potable water facilities	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	52	3.25	4th
3. Access to employment and handy craft jobs	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	1	1	2	2	2	2	51	3.19	7th	
4. Lack of community center	1	2	2	1	1	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	50	3.13	9th	
5. Educational infrastructure and teachers	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	54	3.38	1st	
6. Inadequate electricity power supply	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	52	3.25	4th	
7. Market and sanitary facilities	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	1	2	2	2	1	49	3.06	10th	
8. Inadequate health infrastructure and personnel	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	53	3.31	2nd	
9. Lack of ICT centres in schools	1	2	2	2	1	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	1	48	3.00	12th	
10. Poor sanitation facilities	2	2	2	2	0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0	2	2	2	1	2	2	2	2	49	3.06	10th	
11. Inadequate security facilities	2	2	2	1	2	2	2	2	2	2	2	2	1	1	1	2	1	1	2	2	1	1	2	2	1	1	2	44	2.75	13th		
12. Inadequate substructure infrastructure and support	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	52	3.25	4th		
13. Inadequate support for CIP	2	2	2	2	0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	51	3.19	7th		
14. Low level of agricultural productivity	2	2	2	2	2	0	2	2	2	1	1	2	2	2	2	0	2	2	2	2	2	2	0	0	2	1	0	41	2.56	14th		
15. Lack support for sporting activities	1	1	1	1	0	1	2	2	2	2	2	1	2	2	2	1	0	0	1	1	2	0	1	1	1	0	32	2.00	16th			
16. Inadequate housing, streets and lane	2	2	2	1	2	1	2	2	2	2	2	2	1	1	1	2	1	1	1	1	1	1	1	1	1	2	1	40	2.50	15th		

Source: MPCU-ESMA, 2014

2.4 List of Key Development Problems/Issues Harmonised under the Appropriate Thematic Areas of the GSGDA II.

From Table 2.3, the list of community needs and aspiration were proved to have strong relationship with the identified key development problems/issues/gaps, hence Table 2.4 shows the list of the harmonized key development issues under the appropriate Thematic Areas of the **GSGDA II**

Table 2.5: Development Problems Harmonised under Thematic Areas of GSGDA II.

Harmonized Key Development Issues/Gaps/Problems under (GSGDA II 2014-2017)	(GSGDA II Thematic Areas)
1. Inadequate financial resource mobilization in the Municipality	1. Ensuring and sustaining macroeconomic stability
2. Inadequate Public and Private Partnership (PPP) initiatives	2. Enhance competitiveness of Ghana's private firms
3. Low development of tourism sites	
4. Inadequate functional markets and sanitary facilities	3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management
5. Low level of agricultural productivity	
6. Deplorable nature of road networks	4. Infrastructure and Human Settlement
7. Inadequate drainage facilities	
8. Inadequate ICT facilities	
9. Inadequate community centres	
10. Inadequate electricity power supply	
11. High use of wood for fuel	
12. Poor housing conditions, streets and lanes	
13. Inadequate supply of potable water facilities	
14. Inadequate sanitation facilities	
15. Inadequate educational infrastructure	
16. Low academic performance	
17. Inadequate sporting facilities	
18. Inadequate health infrastructure and personnel	
19. Incidence of maternal and under-five mortality	
20. High Incidence of HIV, other STIs and TB	
21. Inadequate access to employment and trading skills especially among youth	
22. High incidence of child labour	
23. Inadequate support to vulnerable and marginalized people	
24. Inadequate substructure infrastructure and support	6. Transparent and Accountable Governance
25. Inadequate support for Community Initiated Projects	
26. High incidence of early marriages, pre-marital sex and teenage pregnancies	
27. Inadequate security facilities and safety assurance	

Source: MPCU-ESMA, 2017

STEP 5: LINKING HARMONIZED KEY DEVELOPMENT PROBLEMS / ISSUES UNDER 2014-2017 TO NMTDPF 2018-2021 THEMATIC AREAS

2.5 Adopted Issues of NMTDPF 2018 - 2021 Linked to Harmonise Issues of GSGDA II 2014-2017

In order to have uniformity in the MTDP and the GSGDA II, the identified harmonized issues were linked to the NMTDPF 2018-2021. This will facilitate the adaption of the issues of the NMTDPF 2018-2021 to address identified issues in the Municipality. Table 2.5 presents the adopted issues of NMTDPF linked to the harmonized issues of GSGDA II (2014-2017).

Table 2.6: Adopted Issues of NMTDPF 2018-2021 Linked to Harmonise Issues of GSGDA II 2014-2017

Pillars	DMTDP SUB-GOALS	ADOPTED ISSUES
Build a Prosperous Society	<ol style="list-style-type: none"> 1. Strong and Resilient Economy 2. Industrial Transformation 3. Private Sector Development 4. Agriculture and Rural Development 5. Tourism and Creative Arts Development 	<ol style="list-style-type: none"> 1. Failure of donor-funded private sector development programmes to attain their stated objectives 2. Unreliable and expensive utilities especially water and energy 3. Inadequate Infrastructure such as roads, etc. 5. Inadequate managerial and technical skills. 6. Poor entrepreneurship culture 7. Inability to meet international requirements 8. Lack of structured coordination between government and private sector. 9. Limited exploitation of potentials in the tourism sector 11. Inadequate access to

		<p>appropriate financial products.</p> <p>12. Low application of technology especially among small holder farmers</p>
Create Opportunities for all	<ol style="list-style-type: none"> 1. Education and Training 2. Health and Health services 3. Food and Nutrition 4. Population Management 5. Water and Sanitation 6. Poverty and inequality 7. Child and Family Welfare 8. Gender Equality 9. Social Protection 10. Disability and Development 11. Employment and Decent Work 	<ol style="list-style-type: none"> 1.Huge gaps in geographical access to quality health care 2. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 3.Poor quality of healthcare services 4.Uneven attention to the development needs at different levels of education 5.Poor attainment of literacy and numeracy 6.Absence of clear policy direction in addressing educational needs of disability, vulnerable and marginalized learners 7.Poor quality of teaching and learning and assessment skills at the basic level 8.High number of untrained teachers at the basic level 9.Low levels of teacher commitment 10.Inadequate use of teacher-learner contact time in schools 11.Change negative perception of

		<p>TVET</p> <p>12. Low participation in Non-Formal education</p> <p>13. The low prominence accorded Languages learning in the school system</p> <p>14. High stigmatization and discrimination of HIV and AIDs</p> <p>15. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups</p> <p>16. Inadequate coverage of reproductive health and family planning services</p> <p>High fertility rate.</p> <p>9. Non-availability of a comprehensive Informal Employment Policy</p> <p>10. Policy and institutional framework for youth development</p> <p>11. Youth and vulnerability</p>
<p>Safeguard the natural environment and ensure resilient environment</p>	<ol style="list-style-type: none"> 1. Protected Areas 2. Transport Infrastructure 3. Climate Variability and Change 4. Disaster Management 5. Science, Technology and Innovation 6. Drainage and Flood Control 7. Human Settlements and Housing 	<ol style="list-style-type: none"> 1. Poor and inadequate road transport networks 2. Limited and poor rail networks 3. Early deterioration of road networks 4. Inadequate funding from public sources for construction, maintenance and management for all modes of transport 5. Inadequate ICT centers within communities 6. Limited use of local building materials in construction

		<p>7. Inability to access financial opportunity capacity and payment delays</p> <p>8. Poor and inadequate maintenance of infrastructure</p> <p>9. Poor land-use and management</p> <p>10. Indiscriminate dumping</p> <p>11. Wildfire</p> <p>12. Prevalence of fires, floods, and other disasters</p> <p>13. Poor drainage system</p>
Maintain a stable, united and safe society	<ol style="list-style-type: none"> 1. Democratic Governance 2. Local Government and Decentralization 3. Public Institutional Reform 4. Human Security and Public Safety 5. Law and Order 6. Attitudinal Change and Patriotism 7. Culture for National Development 	<ol style="list-style-type: none"> 1. Limited implementation of fiscal decentralization policy 2. Weak financial base and management capacity of the Municipal Assemblies 3. Non-functioning sub-municipal structures 4. Committing assembly to irrelevant expenditures 5. Frequent interference in statutory funds allocation

Source: MPCU-ESMA, 2017

STEP 6: PRIORITISATION

2.6 Prioritisation of Adopted Issues

After identifying the adopted issues from the NMTDPF 2018-2021, the next stage involved setting priorities for the interventions earmarked for implementation through consensus organized at the stakeholders' workshop in the Municipality. Priority setting is based on the principle of multiplier, widespread and linkage effects. These tools were applied on the following criteria for effective prioritization.

- Impact on a large proportion of the citizens especially, the poor and vulnerable;
- Significant linkage effect on meeting basic human needs / rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.
- Significant multiplier effect on the economy e.g. attraction of investors, job creation, increases in incomes and growth, etc.
- Impact on even development (the extent to which it addresses inequality).
- Impact relating to spatial location of investment and activities with the aim of either reducing or bridging the rural-urban disparities/gaps in relation to access to public goods and services or with respect to ecological zones in pursuance of growth and poverty reduction objectives.
- Promotion of cross-cutting issues including HIV and AIDS, gender equality, environmental concerns, climate change, population, Green Economy and any other emerging sustainable development issues, etc.

Prioritization of issues under each Thematic Area, using the multiplier, impact of large proportion of the citizens and linkage effects on the set criteria is shown in Table 2.6. The result of the prioritization is presented in Table 2.7.

Table 2.7: Prioritisation Key

Definition	Score
Strong Linkage	3
Moderate Linkage	2
Weak Linkage	1
No Linkage	0
Negative Linkage	-1

Source: NMTDPF, 2018-2021

Table 2.8: Prioritisation of the Adopted Issues

Thematic Areas (GSGDA II) Adopted Issues	Criteria						Total Score	Rank
	Impact on a large proportion of the citizens especially, the poor and vulnerable	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on the economy	Impact on even development	Impact relating to spatial location	Promotion of cross-cutting issues		
BUILD A PROSPEROUS SOCIETY								
1. Weak financial base and management capacity of the municipal Assemblies	3	3	3	3	1	3	16	10 th
2. Informal nature of businesses	3	2	3	3	3	2	16	10 th

									^h
3. Inadequate investment in the tourism sector	1	0	2	2	3	2	10	23	rd
4. Uncongenial environment for trading in local markets	3	3	3	3	1	2	15	13 ^t	h
5. Inadequate access to appropriate financial products	3	2	3	3	1	2	14	17 ^t	h
Sub-Total								29	4^t
SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT ECONOMY									
6. Early deterioration of road networks	3	3	3	3	3	3	18	18	1 st
7. Inadequate drainage facilities	3	3	3	3	3	3	18	18	1 st
8. Inadequate ICT infrastructure base across the country	2	2	2	2	2	0	10	23	rd
9. Inadequate community/social centers especially in the urban areas	2	1	2	2	2	2	11	20 ^t	h
10. Inadequate infrastructure to support the delivery of energy services	3	3	3	3	3	3	18	18	1 st
11. Over dependence on wood fuel	3	1	-1	-1	-1	0	1	26 ^t	h
12. Poor quality of rural housing	3	3	2	2	3	2	15	13 ^t	h
13. Inadequate access to quality and affordable water	3	3	3	3	3	3	18	18	1 st
14. Inadequate access to environmental sanitation facilities	3	3	3	2	3	3	17	17	5 th
15. Inadequate and inequitable access particularly after the basic level and for persons with special needs	3	3	3	3	3	3	18	18	1 st
16. Poor quality of teaching and learning especially at the basic level	3	3	3	3	0	3	15	13 ^t	h
17. Inadequate and poor quality infrastructure and absence of disability-friendly facilities in communities and schools	1	1	2	2	2	2	10	23	rd
18. Huge gaps in geographical and financial access to quality health care	3	3	3	3	3	3	18	18	1 st
19. Persistent high neonatal, infant and maternal mortality	3	2	2	2	0	3	12	18 ^t	h
20. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	2	-1	-1	-1	0	2	1	26 ^t	h
21. High levels of unemployment and under-employment especially among the youth and groups with special needs and low levels of technical/vocational skills	3	3	3	3	0	3	15	13 ^t	h
22. Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour (WFCL)	1	3	2	2	0	3	11	20 ^t	h
23. High incidence of poverty, especially among disadvantaged groups	2	3	2	2	0	3	12	18 ^t	h
Sub-Total								112	2nd
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY									
24. Non-functioning sub-Municipal structures and unsatisfactory working conditions and environment for public sector workers	3	3	3	3	3	2	17	17	7 th
25. Inadequate basic infrastructure and social services in deprived areas	3	3	3	2	3	2	16	10 ^f	h
26. Prevalence and practice of outmoded customs inimical to the rights of women and girls	2	2	2	2	0	3	11	20 ^t	h
27. Inadequate human and institutional capacity and inadequate community and citizen involvement in public safety	3	3	3	2	3	3	17	17	7 th
Sub-Total								61	3rd

Source: MPCU-ESMA, 2017

- **Rank of Prioritised Adopted Issues**

From Table 2.7, the Pillars were prioritized as follows;

1. Build a Prosperous Society
2. Safeguard the Natural Environment and ensure a resilient economy
3. Maintain a stable safe and United Society

The policy implication is that, within the planned period more resources will be channeled towards projects and activities aimed towards Building a prosperous Society, Safeguarding the natural environment as well as maintaining a stable safe and United Society

However, the individual development issues were prioritized as follows;

1. Early deterioration of road networks
2. Inadequate and inequitable access particularly after the basic level and for persons with special needs
3. Inadequate access to quality and affordable water
4. Huge gaps in geographical and financial access to quality health care
5. Inadequate infrastructure to support the delivery of energy services
6. Inadequate access to environmental sanitation facilities
7. Inadequate human and institutional capacity and inadequate community and citizen involvement in public safety
8. Non-functioning sub-Municipal structures and unsatisfactory working conditions and environment for public sector workers
9. Weak financial base and management capacity of the Municipal Assemblies
10. Inadequate basic infrastructure and social services in deprived areas
11. Informal nature of businesses (PPP)
12. Poor quality of rural housing
13. Poor quality of teaching and learning especially at the basic level
14. High levels of unemployment and under-employment especially among the youth and groups with special needs and low levels of technical/vocational skills
15. Uncongenial environment for trading in local markets
16. Inadequate access to appropriate financial products (Farmers)
17. High incidence of poverty, especially among disadvantaged groups
18. Persistent high neonatal, infant and maternal mortality
19. Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour (WFCL)
20. Prevalence and practice of outmoded customs inimical to the rights of women and girls
21. Inadequate community/social centers especially in the urban areas
22. Inadequate investment in the tourism sector
23. Inadequate ICT infrastructure base across the country

24. Inadequate and poor quality infrastructure and absence of disability-friendly facilities in communities and schools
25. Over dependence on wood fuel
26. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups.

The policy implication is that, in solving the various issues much attention is given to early deterioration of road networks, inadequate and inequitable access particularly after the basic level and for persons with special needs, huge gaps in geographical and financial access to quality health care, inadequate access to quality and affordable water and inadequate infrastructure to support the delivery of energy services. These are followed inadequate access to environmental sanitation facilities, inadequate human and institutional capacity and inadequate community and citizen involvement in public safety, non-functioning sub-Municipal structures and unsatisfactory working conditions and environment for public sector workers, over dependence on wood fuel with lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups were prioritized last.

2.7 Application of Potentials, Opportunities, Constraints and Challenges (POCC Analysis)

This segment deals with an analysis of the adopted prioritized issues based on the Municipal's Potentials, Opportunities, Constraints and Challenges (POCC). In solving the various development issues, the potentials and constraints as well as opportunities and challenges concerning the issues must be identified. Therefore, with respect to the MTDP 2018-2021, the following definitions are given;

- **Potentials** refer to factors, advantages and resources within the Municipal which when utilized can enable the Municipal overcome its constraints and enhance its socio-economic development.
- **Opportunities** are external factors that can positively influence the development efforts in the Ejura-Sekyedumase Municipal.
- **Constraints** are the internal impeding factors that can hinder the Municipal's ability to enhance its socio-economic development.
- **Challenges** are the external factors that obstruct (negatively influence) the development efforts of the Municipal.

Table 2.9 shows the application of POCC analysis on the adopted priority issues in Ejura-Sekyedumase Municipal. The output of the POCC analysis will refine the adopted prioritized issues of the Municipality.

Table 2.9 Application of POCC Analysis on Adopted Issues for Ejura-Sekyedumase Municipal

S/N	Adopted Priority Issues	Potentials (Strength)	Opportunities	Constraints (Weakness)	Challenges (Threats)
1	Early deterioration of road networks	<ul style="list-style-type: none"> - Availability of constructional materials - Presence of Department of Urban/Feeder Roads - Availability of skilled and unskilled labour 	<ul style="list-style-type: none"> - Political will and government policy - Proximity to Regional Department of Urban/Feeder Roads - Presence of Rural Roads policy 	<ul style="list-style-type: none"> - Poor maintenance culture - Development of unauthorized structure - Lumbering activities - Low level of IGF 	<ul style="list-style-type: none"> - Inadequate and untimely release of DACF - Low capacity of contractors
<p>Conclusion: The potentials and opportunities listed are adequate to reduce the issue of early deterioration of road networks in the Municipality. However, the identified constraints and challenges could be minimised through policy formulation and programme designs. The Development Partners (DPs) and NGOs should be contacted in order to fund road projects which is very expensive to construct.</p>					
2	Inadequate and inequitable access particularly after the basic level and for persons with special needs	<ul style="list-style-type: none"> - Availability of government lands for educational infrastructure - Communities' willingness to support educational facilities through self-help - High communities' prioritisation of need for school infrastructure 	<ul style="list-style-type: none"> - Existence of education base Donors and NGOs. - GETFund Assistance 	<ul style="list-style-type: none"> - Low community participation in school management - Low appreciation of educational importance - Low level of IGF 	<ul style="list-style-type: none"> - Inadequate and untimely release of DACF - Poor maintenance culture
<p>Conclusion: The identified potentials and opportunities are adequate enough to revitalize the issue with inadequate and inequitable access to educational infrastructure at the basic level in the Municipality. The constraints on one hand should be reduced through programme design. Policy formulation should also be directed towards the minimisation of the identified challenges.</p>					
3	Huge gaps in geographical and financial access to quality health care	<ul style="list-style-type: none"> - Economic access to cheap land - Existence of health related NGOs- Anglican and Catholic Churches etc. - DACF allocation - Communities' willingness to help - Existence of ESMHIS 	<ul style="list-style-type: none"> - Existence of health related NGO's (CHAG), World Vision etc. - Available national funds allocation - Existence of government policies 	<ul style="list-style-type: none"> - Low level of IGF - Low level of household income - Long distance in accessing health facilities 	<ul style="list-style-type: none"> - Low budgetary allocation - Inadequate and untimely release of DACF - Superstition beliefs of health issues - Untimely release of funds from NGOs
<p>Conclusion: There are potentials and opportunities which are adequate enough to eliminate the issue of huge gaps in geographical and financial access to quality health care in the Municipality. However, the identified constraints and challenges should be minimized through policy formulations and programme designs. The DPs and other health related NGOs should be contacted regularly in fulfilling their obligations.</p>					
4	Inadequate access to quality and affordable water	<ul style="list-style-type: none"> - Municipal Assembly willingness to pay its counterpart funding toward capital cost - Communities' willingness to support financially and donate lands - Presence of Municipal Water and Sanitation Team (MWST) - Existence of Unit Committees 	<ul style="list-style-type: none"> - Availability of intervention such as RWSP and support from KfW - Support from DPs - Support from other intervention such as CBRDP etc. - Existence of government policies. - Existence of Community Water and Sanitation Agency (CWSA) 	<ul style="list-style-type: none"> - Low income levels of communities - Poor maintenance of facilities - Difficulty in the payments of counterpart funding - Inadequate financial support locally - Inadequate logistics 	<ul style="list-style-type: none"> - Irregular release of funds from DPs - High cost of maintenance - Inadequate and untimely release of DACF - Ending of Donor Funding Projects
<p>Conclusion: Adequate opportunities and potentials exist to tackle issue of inadequate access to quality and affordable water in the Municipality. Poor management of constraints can jeopardize the sustainability of gains after the project. Environmental concerns should be taken care of in project design and implementation.</p>					

5	Inadequate infrastructure to support the delivery of energy services	<ul style="list-style-type: none"> - Availability of Electricity Sub-stations - Willingness of indigenes and the Assembly to pay their counterpart funding toward capital cost - Communities willingness to support energy programmes 	<ul style="list-style-type: none"> - Existence of the Rural Electrification Project (RuEP) - Existence of Ministry of Energy 	<ul style="list-style-type: none"> - Low level of IGF to electrification projects - Illegal connection and wastage of power - High poverty level of communities 	<ul style="list-style-type: none"> - Insufficient and untimely release of DACF - Inadequate logistics on the part of ECG - Poor maintenance culture
<p>Conclusion: For effective tackling of the issue, the potentials and opportunities must be taken advantage of in addressing the inadequate infrastructure to support the delivery of energy services in the Municipality. However, steps must be taken to solve the constraints and to reduce the level of the challenges. Therefore, program design must be directed towards the solution of the constraints and the challenges.</p>					
6	Inadequate access to environmental sanitation facilities	<ul style="list-style-type: none"> - Availability of MEHU - Availability of lands for sanitation facilities - Communities' willingness to support sanitation facilities 	<ul style="list-style-type: none"> - Donor support towards sanitation problems - Existence of CWSA 	<ul style="list-style-type: none"> - Inadequate dumping sites - Improper management of disposal sites - Low level of IGF 	<ul style="list-style-type: none"> - Irregular flow of funds - General poor sanitation habit - Ending of Donor Funding Projects - Insufficient and untimely release of DACF
<p>Conclusion: The identified potentials and opportunities are adequate enough to revitalize the problem of inadequate access to environmental sanitation facilities in the Municipality. The identified constraints and challenges on the other hand should be reduced through programme design and policy formulation.</p>					
7	Inadequate human and institutional capacity and inadequate community and citizen involvement in public safety	<ul style="list-style-type: none"> - Availability of Police Headquarters - Availability of land for the construction of Police Station - Presence of population threshold 	<ul style="list-style-type: none"> - Existence of National Police Headquarters - Availability of Police Stations in nearby towns like Mampong and Atebubu - Existence of National Policy on security and safety 	<ul style="list-style-type: none"> - Inadequate number of police personnel - Inadequate logistics - Inadequate accommodation - Remoteness of most communities - Inadequate community and citizen involvement in public safety 	<ul style="list-style-type: none"> - Unwillingness of Police personnel to accept posting to remote areas - Insufficient and untimely release of DACF
<p>Conclusion: The identified potentials and opportunities are adequate enough to strengthen the Municipal's security force. The constraints on the other hand should be reduced through programme design. Policy formulation should also be directed towards the minimisation of the identified challenges.</p>					
8	Non-functioning sub-Municipal structures and unsatisfactory working conditions and environment for public sector workers	<ul style="list-style-type: none"> - Availability of land, cheap labour stones, timber etc. - Readiness of staff to work in the Municipality - Availability of religious bodies - Existence of established sub-structures - Local political commitment - Availability of school leavers to work - Budget line for sub-structures with ceded revenues 	<ul style="list-style-type: none"> - Legal backing of Act 462 - Support from CBRI - Support from central government - Support from DPs - Availability of NGOs and CBOs 	<ul style="list-style-type: none"> - Inadequate staff - Inadequate funds and logistics - Unwillingness to dissolve power to sub-structures - Low commitments of community members - Inadequate IGF 	<ul style="list-style-type: none"> - Inadequate and untimely release of DACF - Untimely release of funds from DPs - Untimely releases of funds to support government policies
<p>Conclusion: There are rich potentials and opportunities adequate enough to strengthen the capacity of the Municipal's non-functioning sub-substructures so as to implement the decentralisation policy of the country. Moreover, there are enough potentials and opportunities which when realized, would help eliminate the problem of unsatisfactory working conditions and environment for public sector workers in the Municipality. However, the internal as well as the external impeding factors pertaining to the issue should be minimised through programme design and policy formulation. The Development Partners should be contacted regularly in order to avoid delaying in funding projects.</p>					

9	Weak financial base and management capacity of the Municipal Assemblies	<ul style="list-style-type: none"> - Presence of Ejura Market - Presence of numerous economic activities in the Municipality - Availability of youths 	<ul style="list-style-type: none"> - Existence on legal framework that support the DA to mobilize financial resources - Presence of NGOs and other Development Organizations 	<ul style="list-style-type: none"> - High number of tax evaders - High rate of financial leakage - Inadequate data on taxable individuals, organizations and businesses 	<ul style="list-style-type: none"> - Delay in releasing funds by the NGOs - Generally low tax education
<p>Conclusion: The design policies and programs will be made to reduce the impact of the identified constraints and challenges. However, the identified potentials as well and the opportunities will be adhered to for the revitalization of the issue of weak financial base and management capacity of the Municipality.</p>					
10	Inadequate basic infrastructure and social services in deprived areas	<ul style="list-style-type: none"> - Willingness of communities to start projects - Presence of religious bodies - Availability of IGF - Availability of constructional materials - Availability of labour - High communal spirit 	<ul style="list-style-type: none"> - Availability of DACF - Existence of NGO and Donor Agencies - Availability of MP Common Fund 	<ul style="list-style-type: none"> - High pressure on IGF - Low level of households' income - Presence of political indifference 	<ul style="list-style-type: none"> - High pressure on DACF - Untimely release of funds from the Donor Agencies - Political influence - Inadequate and untimely release of DACF
<p>Conclusion: The identified potentials and opportunities are adequate to minimise the issues affecting basic infrastructure and social services in deprived areas in the Municipality. The identified constraints are therefore to be reduced through programme design and policy formulation.</p>					
11	Informal nature of businesses	<ul style="list-style-type: none"> - Presence of Public Initiatives - Existence of Private Initiatives - Willingness of initiatives in partnership - Existence of businesses - Existence of Municipal Assembly 	<ul style="list-style-type: none"> - Existence on government policies that support Public Private Partnership (PPP) initiatives - Presence of NGOs and other Development Organisations 	<ul style="list-style-type: none"> - Low knowledge in PPP - Low level of income to undertake PPP 	<ul style="list-style-type: none"> - High cost of logistics - Low management of PPP
<p>Conclusion: The identified potentials and opportunities are adequate enough to enhance informal nature of businesses through PPP in the Municipality. However, policies should be put in place to ensure proper management of PPP and measures should be taken to reduce the identified challenges.</p>					
12	Poor quality of rural housing	<ul style="list-style-type: none"> - Availability of cheap land - Existence of well-marked layout of settlements - Existence of Physical Planning Department (Town and Country Planning Department) 	<ul style="list-style-type: none"> - Existence of government policy on housing - Existence of Estate Developers - Existence of Ministry of Water Resources and Works and Housing (MWRWH) 	<ul style="list-style-type: none"> - Poor maintenance culture - Poor materials used for construction of houses - Low income levels 	<ul style="list-style-type: none"> - Unwillingness in support of housing policies - Lack of political will
<p>Conclusion: The identified potentials and opportunities are adequate enough to reduce poor quality of rural housing in the Municipality. However, the identified constraints and challenges should be curbed to to improve housing conditions in the Municipality.</p>					
13	Poor quality of teaching and learning especially at the basic level	<ul style="list-style-type: none"> - Existence of the Municipal GES - Conduct of Municipal Mock Examination - Existence of Municipal Education Oversight Committee (DEOC) - Presence of PTAs 	<ul style="list-style-type: none"> - Support from the GES - Donor support towards education - Political will and government policies 	<ul style="list-style-type: none"> - Poor support from the parents - Low level of households' income - Low level of IGF 	<ul style="list-style-type: none"> - Low competition among other external schools - Inadequate and untimely releases of DACF
<p>Conclusion: Poor quality of teaching and learning especially at the basic level in the Municipality can be improved through the realization of the listed potentials and opportunities. However, the constraints should be minimised as such and competitive activities in the academic field should be organised among external schools to enhance quality of teaching and learning.</p>					

14	High levels of unemployment and under-employment especially among the youth and groups with special needs and low levels of technical/vocational skills	<ul style="list-style-type: none"> - Presence of employable skills among youths - Existence of Municipal Assembly - Existence of NGOs - Vast fertile lands available in the Municipal - Presence of ICCES to train the youth for employment 	<ul style="list-style-type: none"> - Presence of GYEEDA in the country - Presence of training institutes to train youths 	<ul style="list-style-type: none"> - Apathy of the youth to be trained - Limited employable skills among the youth - Low levels of income among people in the Municipal 	<ul style="list-style-type: none"> - Change of government and policies - Inadequate and untimely releases of DACF and Disability Fund
<p>Conclusion: The identified potentials and opportunities are adequate enough to reduce high levels of unemployment and under-employment especially among the youth and groups with special needs and low levels of technical/vocational skills in the Municipality. The stated constraints however should be reduced through programme design. Policy formulation should also be directed towards the minimisation of the identified challenges.</p>					
15	Uncongenial environment for trading in local markets	<ul style="list-style-type: none"> - Economic accessibility of cheap land - Presence of population threshold - Communities' willingness to support local markets - Availability of local markets - Existence of market days 	<ul style="list-style-type: none"> - Existence of external demand from Kumasi and other part of the country - Existence of market days at Mampong and Atebubu 	<ul style="list-style-type: none"> - Presence of deviant acts (Social Vices) - Low level of IGF - Poor road networks 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF - High competitiveness of market in Mampong and Atebubu
<p>Conclusion: There exist sufficient potentials and opportunities to address the issue of uncongenial environment for trading in local markets in the Municipality. However, constraints and challenges should be solved through program design and policy directions.</p>					
16	Inadequate access to appropriate financial products (Farmers)	<ul style="list-style-type: none"> - Availability of cheap land - Vast fertile lands available in the Municipality - High prioritization of agricultural improvement in the Municipality - Presence of cheap labour all year round 	<ul style="list-style-type: none"> - Existence of Agricultural Productivity Policies - Presence of Extension Officers 	<ul style="list-style-type: none"> - Poor agricultural practices - Inadequate access to credit facilities - Poor access to new farming techniques - Low level of household incomes 	<ul style="list-style-type: none"> - Delay in implementing government policy on agriculture - Inadequate supply of farm inputs on credit
<p>Conclusion: The identified potentials and opportunities are adequate enough to enhance adequate access to appropriate financial products to farmers in the Municipality. However, policies should be put in place to minimise identified constraints and to reduce identified challenges.</p>					
17	High incidence of poverty, especially among disadvantaged groups	<ul style="list-style-type: none"> - Existence of Department of Social Welfare - Existence of the Disability Fund 	<ul style="list-style-type: none"> - Existence of NGOs - Availability of government policies on the disadvantaged groups 	<ul style="list-style-type: none"> - High demand on the Disability Fund - Inadequate support for the disadvantaged groups 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF and Disability Fund
<p>Conclusion: The identified potentials and opportunities are adequate enough to enhance adequate access to appropriate financial products to farmers in the Municipality. However, policies should be put in place to minimise identified constraints and to reduce identified challenges.</p>					
18	Persistent high neonatal, infant and maternal mortality	<ul style="list-style-type: none"> - Presence of health facilities - Availability of health officers - Existence of ESMMHIS 	<ul style="list-style-type: none"> - Existence of government policies to reduce maternal and child mortality - Existence of UNFPA programme on child and maternal health 	<ul style="list-style-type: none"> - Inadequate information on child and maternal mortality - Low level of household's income 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF
<p>Conclusion: The identified potentials and opportunities will enhance the reduction of persistent high neonatal, infant and maternal mortality in the Municipality. Policies and programmes should be organised to educate the public on child and maternal mortality and measures should also be put in place to reduce the challenge identified.</p>					

19	Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour (WFCL)	<ul style="list-style-type: none"> - Existence of Department of Social Welfare 	<ul style="list-style-type: none"> - Existence of NGOs - Presence of government strategies to reduce child labour 	<ul style="list-style-type: none"> - Ignorance on the part of parents - Low participation of guardians in child education 	<ul style="list-style-type: none"> - Inadequate efficiency Departments Social Welfare - Inadequate and untimely releases of DACF
<p>Conclusion: The identified potentials and opportunities are adequate enough to reduce the problem of prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour (WFCL) in the Municipality. The identified constraints and challenges on the other hand should be reduced through programme design and effective implementation.</p>					
20	Prevalence and practice of outmoded customs inimical to the rights of women and girls	<ul style="list-style-type: none"> - Existence of the registry of marriages - Existence of Women Groups - Existence of Girl Child Education Unit 	<ul style="list-style-type: none"> - Presence of policies governing marriages and pre-marital sex 	<ul style="list-style-type: none"> - General poverty issue in the Municipality - High access to nude and pornographic images 	<ul style="list-style-type: none"> - Inadequate information on early marriages and pre-marital sex - Inadequate and untimely releases of DACF
<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. Marriage registry Department at the Municipal should also educate the public on prevalence and practice of outmoded customs inimical to the rights of women and girls (early marriages and pre-marital sex).</p>					
21	Inadequate community/social centres especially in the urban areas	<ul style="list-style-type: none"> - Availability of land - Presence of Unit Committees - Existence of Municipal Information Service 	<ul style="list-style-type: none"> - Existence of NCCE Department 	<ul style="list-style-type: none"> - Non-functioning of Area Councils - Low level of IGF 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF
<p>Conclusion: The identified potentials and opportunities are adequate for resolving the issue of inadequate community/social centres especially in the urban areas but the constraints as well as the challenges should be curbed through program designs. NCCE Department at the Municipal should also be provided with adequate logistics to strengthen the capacity.</p>					
22	Inadequate investment in the tourism sector	<ul style="list-style-type: none"> - Availability of tourist sites - Existence of Economic Development Sub-committee 	<ul style="list-style-type: none"> - Availability of the Tourist Board - Availability of government policies on tourism - Large size of market 	<ul style="list-style-type: none"> - Inadequate knowledge on tourist development - Low level of IGF 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF - Inadequate investors
<p>Conclusion: The inadequate investment in the tourism sector can be reduced through the utilization of the identified potentials and opportunities. Workshops should be organised to relay information on tourist development and policies should be made to reduce the challenges and constraints identified.</p>					
23	Inadequate ICT infrastructure base across the country	<ul style="list-style-type: none"> - Availability of electricity - Awareness of the merits of ICT by indigenes - Economic accessibility of cheap land 	<ul style="list-style-type: none"> - Existence of proactive policy on ICT - Availability of Telecommunication networks - Availability of ICT accessories in the country 	<ul style="list-style-type: none"> - Low level of IGF - Inadequate qualified personnel to teach ICT - Poor quality services of telecommunication 	<ul style="list-style-type: none"> - Inadequate and untimely releases of DACF - Delay in implementing government policy on ICT
<p>Conclusion: There are enough potentials and opportunities to address the problem of inadequate ICT infrastructure base across the country. The constraints should be addressed through programs design. Institutions such as MA should lobby to top national/regional officials to reduce challenges. Sustainability tools should be used to design programmes to ensure effectiveness.</p>					
24	Inadequate and poor quality infrastructure and absence of disability-friendly facilities in communities and schools (sports development)	<ul style="list-style-type: none"> - Availability of open spaces for football pitches - Availability of labour force - Availability of sports' talent 	<ul style="list-style-type: none"> - Availability of the National Sports Secretariat - Availability of Football Clubs - Existence of various National Teams 	<ul style="list-style-type: none"> - Low participation of stakeholders - Low level of IGF 	<ul style="list-style-type: none"> - Low investment in sport development - Inadequate and untimely releases of DACF
<p>Conclusion: The identified potentials and opportunities are adequate for resolving the issue of inadequate and poor-quality infrastructure and absence of disability-friendly facilities in communities and schools (sports development). The constraints and challenges should be harnessed for the provision of sporting development in the Municipality.</p>					

25	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	<ul style="list-style-type: none"> - Existence of Municipal hospital - Existence of Information Service Unit - Availability of condoms 	<ul style="list-style-type: none"> -Existence of national programs on HIV and TB -Existence of NGOs 	<ul style="list-style-type: none"> - High desires (lusts) on the part of the people especially among the youth - People show unconcern to the national programs on HIV and TB 	<ul style="list-style-type: none"> - Weak awareness creation system - Unreliable source of funds for PLHIV activities
Conclusion: The design of policies and programs will be made to reduce the impact of the identified constraints and challenges. However, the identified potentials and opportunities will be utilised to revitalize the issue of lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups.					
26	Over dependence on wood fuel	<ul style="list-style-type: none"> - Availability of Forest Guards - Presence of alternative methods of fuel 	<ul style="list-style-type: none"> -Existence of laws on illegal cutting of trees - Availability of LPG Stations 	<ul style="list-style-type: none"> - General poverty issue in the Municipality 	<ul style="list-style-type: none"> - Weak institutional capacity to enforce existing forestry laws
Conclusion: The over dependence on wood fuel can be reduced through the utilization of the identified potentials and opportunities. Policies and programs design should be directed to the minimisation of the identified constraints and challenges.					

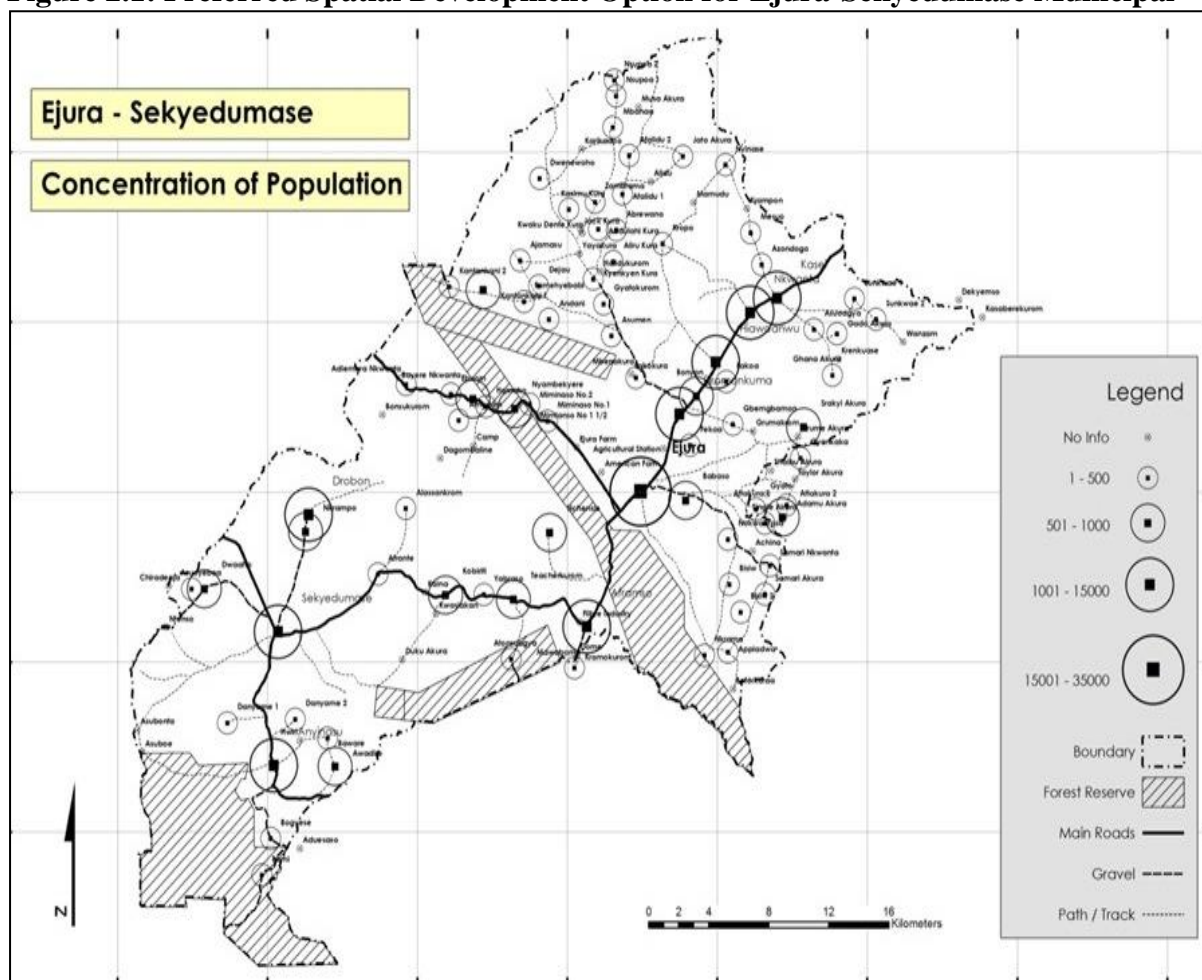
Source: MPCU-ESMA, 2014

STEP 7: SELECTION OF PREFERRED SPATIAL DEVELOPMENT OPTION

2.8 Selection of Preferred Spatial Development Option of Adopted Issues

With reference to Step 6 that is the prioritization of development issues, the MPCU made a sketch of the refined prioritized issues on the base map of the Municipality. Before then, series of meetings were organised among the MPCU and SPC taking into consideration the possibilities of arresting all the issues identified in the Municipality. Figure 2.1 represents the preferred development option on the base map of the Municipality.

Figure 2.1: Preferred Spatial Development Option for Ejura-Sekyedumase Municipal



Source: MPCU-ESMA, 2017

CHAPTER THREE

DEVELOPMENT GOAL, OBJECTIVES AND STRATEGIES

3.1 Introduction

In order to have a co-ordinated and systematic development of the municipality development goal and objectives have been set to give directions to all development activities, clearly defined strategies have also been devised towards the attainment of the goal.

3.2 Municipal Development Focus

A development focus is an aggregation of a set of identified goals and objectives as an entity and indicates the areas the Assembly will direct development emphasis. It represents the issues to be tackled for development and is multi-sector in nature. It is derived by grouping operational/technical goals on the basis of purpose and supportiveness as the main focus for the future. The Municipal Development Focus for (2018-2021) plan period is stemmed from the National Development Focus. Hence, the development focus of the Assembly for the plan period **‘to ensure that agricultural production and micro/small-scale businesses are improved and people have access to basic health care, safe water and quality education’**.

This is achievable through;

1. Creating enabling environment for private business to thrive in the Municipality through provision of support services such as access roads for transportation, electricity, development of ICT and to facilitate acquisition of land for large scale agriculture.
2. Pursuing vigorous human resource development through provision of education infrastructure, health facilities, potable water, sanitation facilities, institutional strengthening, population management and programmes for the vulnerable and excluded.
3. Ensuring improved fiscal resource mobilization, enhanced decentralization by strengthening the sub-Municipal structures, public safety and security, empowering women and promotion of civic responsibility.

STEP 8: MUNICIPAL DEVELOPMENT GOAL

3.3 Municipal Development Goal

A development goal is an anticipated desired state, which reflects a general improvement from a weak or poor state to a better one in the medium to long-term. Hence, the broad development goal set for the Municipality from 2018 to 2021 is **to attain a socially and economically empowered society, through enhanced agriculture, rural industrialization, commerce and human resource development in a stable environment with the full participation of the citizenry.**

3.4 Municipal Development Projections for 2018-2021

Population forms the core issue in all planning exercises and constitutes human resource with needs that vary according to the size, composition and distribution over time, its forecast is a vital tool for development planning. Therefore the areas of food needs, services requirement and finances are projected for the plan period of 2018-2021.

The annual growth rate of 0.40 percent for the Municipality has been used in the projections using the exponential forecasting technique. It has been further assumed that the population cohort will remain unchanged. An underlying assumption is that the Municipal population growth rate is held constant over the plan period. Mathematically, the formula for the exponential forecasting technique is defined as:

$$P_t = P_0 e^{rt}$$

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

3.4.1 Population Projections

Table 3.2 presents the total population and projections from 2011 to 2021 under consideration. The annual intercensal growth rate of 0.40 percent is equal to males and females. Hence, the average annual intercensal growth rate from 2000 to 2010 is 0.40 percent. The 2000 and 2010 population figures: 88,753 and 85,446 respectively were from the Population and Housing Census (PHC) conducted by Ghana Statistical Service (GSS) in 2000 and 2010.

However, from 2011 to 2021 population figures were projected exponentially from 2010 using an annual intercensal growth rate of 0.40 percent. It can be seen from Table 3.2 that throughout the years the male population dominated the female population.

CENSUS DATA

2017			2018			2019			2020			2021		
AGE	MALE	FEMAL E	AGE	MALE	FEMAL E	AGE	MALE	FEMAL E	AGE	MALE	FEMAL E	AGE	MALE	FEMLA E
0-4	8902.26 9	7745.649	0-4	9265.812	8061.959	0-4	9266.853	8391.186	0-4	9645.28 4	8733.857	0-4	10039.1 7	9090.522
5-09	8047.37 6	7578.905	5-09	8376.007	7888.406	5-09	8377.048	8210.545	5-9	8719.14 2	8545.84	5-09	9075.20 7	8894.827
10-14	7146.16 5	7070.733	10-14	7437.994	7359.482	10-14o	7439.035	7660.021	10-14o	7742.82 3	7972.834	10-14o	8059.01 7	8298.422
15-19	6479.19	6275.392	15-19	6743.781	6531.66	15-19	6744.822	6798.394	15-19	7020.26 1	7076.021	15-19	7306.94 8	7364.985
20-24	5053.92 7	5593.859	20-24	5260.314	5822.296	20-24	5261.355	6060.062	20-24	5476.21 4	6307.537	20-24	5699.84 6	6565.118
25-29	4124.92 5	4822.338	25-29	4293.375	5019.268	25-29	4294.416	5224.241	25-29	4469.78 8	5437.583	25-29	4652.32 1	5659.638
30-34	3354.72 8	3738.503	30-34	3491.725	3891.173	30-34	3492.766	4050.077	30-34	3635.4	4215.47	30-34	3783.85 9	4387.618
35-39	2982.86 2	2981.539	35-39	3104.674	3103.296	35-39	3105.715	3230.026	35-39	3232.54 3	3361.931	35-39	3364.55	3499.222
40-44	2465.42 7	2401.906	40-44	2566.108	2499.992	40-44	2567.149	2602.085	40-44	2671.98 4	2708.346	40-44	2781.1	2818.947

45-49	1940.05 2	1957.255	45-49	2019.278	2037.184	45-49	2020.318	2120.376	45-49	2102.82 2	2206.966	45-49	2188.69 5	2297.093
50-54	1738.9	1733.607	50-54	1809.912	1804.402	50-54	1810.953	1878.089	50-54	1884.90 7	1954.784	50-54	1961.88 1	2034.612
55-59	1044.13 4	952.822	55-59	1086.774	991.7325	55-59	1087.814	1032.232	55-59	1132.23 8	1074.385	55-59	1178.47 5	1118.26
60-64	1008.40 3	938.265	60-64	1049.584	976.581	60-64	1050.624	1016.462	60-64	1093.52 9	1057.971	60-64	1138.18 5	1101.176
65+	2473.36 7	2523.655	65+	2574.372	2626.714	65+	2575.413	2733.981	65+	2680.58 5	2845.629	65+	2790.05 3	2961.836
TOTAL	56761.7 3	56314.43	TOTAL	59079.71	58614.15	TOTAL	59094.28	61007.78	TOTAL	61507.5 2	63499.16	TOTAL	64019.3 1	66092.28

3.4.2 Educational Needs Projections

- **Projected Student Enrolment**

Table 3.3 exhibits the actual and projected number of students in the Municipality from 2010 to 2021. At the Nursery and Kindergarten level, the male and female students are at par and the gap widens at the Primary and JHS levels. From the analysis, the projected students' enrolment will be doubled by the end of 2017 which must be addressed critically in the development agenda of the Municipality thereby promoting girl-child education.

Table 3.3: Projected Students' Enrolment

Year	Kindergarten and Nursery			Primary			JHS		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2013	4,812	4,777	9,589	9,690	9,139	18,829	3,070	2,271	5,341
2014	4,812	4,777	9,589*	9,690	9,225	18,915*	3,070	2,271	5,341*
2015	4,812	4,777	9,589*	9,691	9,312	19,003*	3,070	2,271	5,341*
2016	4,813	4,778	9,591*	9,691	9,400	19,091*	3,070	2,271	5,341*
2017	4,813	4,778	9,591*	9,692	9,489	19,181*	3,070	2,271	5,341*
2018	4,866	4,783	9,649*	9,702	9,499	19,200*	3,073	2,274	5,347*
2019	4,871	4,788	9,659*	9,712	9,509	19,221*	3,076	2,277	5,353*
2020	4,876	4,793	9,669*	9,722	9,519	19,242*	3,079	2,280	5,359*
2021	4,881	4,798	9,679*	9,732	9,529	19,263*	3,082	2,283	5,365*

Source: MPCU-ESMA, 2017/ GSS, 2010

NB: * Projected Population

- **Demand for Classrooms**

From Table 3.3, it is expected that the students' enrolment will be increased by 1.1 percent by 2021; hence measures should be put in place to construct about 73 classrooms and rehabilitate the existing ones across all educational levels to meet the demand of educational facilities in the Municipality. Table 3.4 shows that the highest backlog of classrooms exist at the Kindergarten and Nursery (45) followed by Primary (14) and JHS (14) demand the least. However, the demand for basic facilities among which are furniture, water, toilet, teachers' accommodation, ICT continue to persist at the various levels of education in the Municipality.

Table 3.4: Demand for Classrooms

Facilities	Planning Standard Enrolment per Class			No. of Classrooms (2017)			Comment
	Enrolment	Sphere of Influence (walking Distance)	Population	Available	Needed	Backlog	
Kindergarten and Nursery	45	10mins	1,000	300	345	45	Facilities are woefully inadequate and in dilapidated state. This requires the provision of new classrooms and rehabilitation of the existing ones. Inclusive are other basic educational facilities like chairs, table, cupboards, water, toilet, teacher’s quarters, ICT just to mention a few.
Primary	40	5 Miles	1,500	618	632	14	
JHS	40	2 Miles	5,000	156	170	14	

Source: MPCU-ESMA, 2017

- **Pupil-Teacher Ratio (PTR)**

It is expected that more than 80 professional teachers will be needed in the Municipality to bring the PTR to the norm as shown in Table 3.5. In a direct relationship, as it is known that the number of students’ enrolment will be increased by 1.1 percent by 2021, the number of teachers should also be increased by the same margin to improve the level of academic performance in the Municipality. However, there is the need to plan for teachers’ accommodation so as to improve teaching and learning environment in the Municipality.

Table 3.5: Pupils-Teacher Ratio (PTR)

Levels	Existing	Norm	Comment
Kindergarten and Nursery	53:1	25:1	There is high pressure on a teacher since he/she has almost a double class. This requires the recruitment of additional trained teachers and provision of proper accommodation for them especially in the remote areas.
Primary	38:1	35:1	
JHS	27:1	25:1	At the JHS level, more trained teachers must be recruited to absorb the impending population within the transitional stage.

Source: MPCU-ESMA, 2017

3.4.3 Health Needs Projections

Table 3.6 presents health needs projections of the Municipality by the end of 2021. The comments are the explanations attached to each health facility in the Municipality.

Table 3.6: Projected Health Needs

Facility	Population Threshold (127,494)	Health Needs			Comments
		No. Available (2018)	No. Required (2021)	Backlog	
Hospital	1/75,000	2	2	-	There is no pressure on the existing facility since all complicated health cases are addressed there. However, the existing facility also lacks some logistics, bed and other equipment. There is therefore the need to provide adequate logistics and staff to improve health care in the Municipality.
Health Centre	1/10,000	2	8	6	There is pressure on the existing health centres as the number is not adequate using the threshold. Also there is an indication that the sphere of influence of these facilities is less, as, not all the five Zonal Councils have health centres. Again this is compounded by insufficient staff, equipment, beds and accommodation. Hence, the provision of health centres with auxiliary facilities will improve the health status of people in the Municipality.
Community Clinic/ CHPS	1/5,000	8	43	35	Very inadequate and require 43 community clinic/CHPS compound to bridge the gap. In addition, accommodation, equipment, beds for staff should be provided.
Doctors	1/25,000	7	12	5	The doctors are inadequate in the Municipality and as a result the pressure on those available (1:12,206) since he is made to attend to all complicated cases. There is the need to request for extra doctors.
Nurses	1/2,000	126	44	21	The nurses in the Municipality are inadequate and so require more nurses. In addition the provision of nurses' quarters and other motivational incentives.

Source: MPCU-ESMA, 2017

3.4.4 Water Facilities Needs Projections

The water facilities needs of the Municipality by the end of 2017 is shown in Table 3.7. The comments explain the bases upon which the facilities should be provided to address the acute water problem expected within the plan period (2018-2021).

Table 3.7: Projection for Water Facilities

Facility	Population Threshold (89,289)	No. Available	No. Required	Backlog	Comments
Pipe	1/400	60	924	864	Water situation in the Municipality is improved since combination of the three facilities would reduce the deficit. However, the facilities are skewed in some areas with
Borehole	1/300	232	298	72	

Hand Dug Well	1/75	2	1,172	1,170	only three communities accessing all the 95 pipes. To eliminate water borne diseases in the Municipality, the few areas that have limited access to these facilities must be provided with them. Moreover, most of the facilities are needed to be rehabilitated to sustain their usage in the Municipality.
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Source: MPCU-ESMA, 2017

STEP 9: ADOPTION OF MUNICIPAL OBJECTIVES AND STRATEGIES

3.5 Municipal Policy Objectives Adopted from NMTDPF 2018-2021

An objective is the specific aim intended to be achieved within a specified time frame or the immediate future. In order to realize the set goals; specific, measurable, achievable, and realistic and time bound (SMART) objectives are to be set under each of the goals adopted in Section 3.3 to help work towards the attainment of these goals. The adopted Municipal objectives from the NMTDPF 2018-2021 are shown in **Table 3.8**.

3.6 Municipal Strategies Adopted from NMTDPF 2018-2021

A strategy in this context is broad approach, means, ways or method to be used to achieve the expected objective, output or desired results, thus a breakdown of the objective into broad executable actions. The following strategies are adopted from the NMTDPF 2018-2021 to achieve the objectives of the Municipality and national goals indicators. These strategies are the step by step approach to achieving the adopted objectives of the Municipality.

Table 3.8: Adoption of NMTDPF (2018-2021) Issues, Policy Objectives and Strategies

STRATEGIC GOAL	SUB-GOAL	OBJECTIVE	STRATEGY	ACTIVITY
BUILD AN INDUSTRIALISED, INCLUSIVE AND RESILIENT ECONOMY	Promote and sustain microeconomic efficiency.	Improve private sector productivity and competitiveness domestically and globally	Create dedicated quality and reliable energy supply sources for industrial enclaves and zones	<ul style="list-style-type: none"> • Connect communities to the national grid • Provide street lights for communities by 2021
			Reduce significantly the operational inefficiencies in energy supply and distribution	<ul style="list-style-type: none"> • Installation of solar panels • Procure stand- by generator
			Accelerate investment in modern infrastructure development	<ul style="list-style-type: none"> • Creating good environment for Public Private Partnership (PPP)
Develop modern markets and retail infrastructure in	<ul style="list-style-type: none"> • Construction of modern markets and 			

			every municipal to enhance domestic trade	infrastructure
			Ensure strict compliance with existing legislation and regulations in respect to retail trade	<ul style="list-style-type: none"> • Gazette Assembly's bye-laws
			Improve access of information for the private sector	<ul style="list-style-type: none"> • Improving on the Assembly's website • Distribution of scorecards • Effective functioning of the Public Relations and Complaints Unit • Effective functioning of the Sub-structures
	Increase access to affordable credit and capital by business of all sizes	Improve efficiency and competitiveness of SMEs	Develop the national plan for entrepreneurship and innovation in support of young businesses and start-ups	<ul style="list-style-type: none"> • Support graduand apprentices with equipment • Client trade and exhibition show

			Facilitate training and education for MSMES	<ul style="list-style-type: none"> • Organize managerial & skills training for the self employed • Organize Small business management seminar • Organize CBT in Liquid soap and other detergents for existing MSEs
			Invest in human resources with relevant modern skills and competencies	<ul style="list-style-type: none"> • Invest in bee keeping, gari processing • Investing in people through the planting for food and jobs initiative.
		Diversify and expand the tourism industry for economic development	Create enabling environment for tourism to thrive	<ul style="list-style-type: none"> • Market the municipal as a competitive tourist destination • PPP arrangements

	Increase share of high-value services in overall exports		Promote and enforce local tourism and develop available and potential sites to meet international acceptable standards	<ul style="list-style-type: none"> • Incentives for tourism development
		Accelerate technology-based industrialization with strong linkages to agriculture and other natural resource endowments	Implement the “One District, One Factory” initiative	<ul style="list-style-type: none"> • Provision of land • Undertaking of market, pest and diseases survey
			Pursue policies that will reduce interest rate	<ul style="list-style-type: none"> • Tax holidays for local industries
		Develop efficient and competitive local supplier networks for the goods and services that industry needs and that can realistically be sourced locally	<ul style="list-style-type: none"> • Training of farmers for the production of animals and crops (grass cutter, mushroom, ruminant and non-ruminant, Agro-chemical 	

	Increase access to affordable credit and capital by business of all sizes			application etc.)
		Improve agriculture financing	Government support for the agricultural and aquaculture industries	<ul style="list-style-type: none"> • Provision of seeds and seedlings • Recruiting of extension officers
			Provide appropriate framework to ensure adequate flow of financial resources to the agriculture and aquaculture industries with attention to smallholder farmers	<ul style="list-style-type: none"> • Provision of credit facilities to farmers • Support from the financial institutions in the district
	Increase share of high-value services in overall exports	Promote the development of selected staples and horticulture crops	Promote the development of selected staple crops in each ecological zone.	<ul style="list-style-type: none"> • Establish demonstration farms on plantain, cocoyam, cassava etc. • Formation of FBO's in extension zones

			Expand production of grains, particularly maize and soya beans rapidly, to support both human consumption and the domestic poultry industry	<ul style="list-style-type: none"> • Establishment of nursery of seedlings for farmers (citrus, oil palm, maize, rice, beans etc.
CREATE AN EQUITABLE, HEALTHY AND DISCIPLINE SOCIETY	Ensure healthy lives and promote well-being for all at all ages	Ensure sustainable, equitable and easily accessible healthcare services	Accelerate the implementation of the revised CHPS strategy especially in under-served areas	<ul style="list-style-type: none"> • Construction of CHPS compound • Completion of CHPS compounds • Upgrade CHPS compound of KyenKyenKura and Homako to a clinic
			Review and Implement the health sector ICT policy and E-health strategy focusing on under-served areas.	<ul style="list-style-type: none"> • Ensure the implementation of Youth Employment Agency (YEA) • Recruitment of community health nurses in E-health

			Improve access to information on health care	<ul style="list-style-type: none"> • Provision of computers and motor bikes
		Reduce morbidity and mortality and disability	Intensify efforts for the certification of eradication of polio	<ul style="list-style-type: none"> • Encouragement of immunization programme • Undertake acute malnutrition management
			Strengthen maternal and new born care services	<ul style="list-style-type: none"> • Distribute mosquito nets to nursing and pregnant mothers
		Improve universal sustainable and affordable health care financing	Strengthen the municipal and sub-municipal health systems as the bed-rock of the national primary health care strategy	<ul style="list-style-type: none"> • Upgrading of health centre • Rehabilitation of health facilities

			Improve response and management of medical emergencies including road traffic accidents	<ul style="list-style-type: none"> • Provision of ambulance • Purchase & install X-ray & ultra sound machines
		Ensure the reduction of new HIV and AIDs/STIs infections, especially among the vulnerable groups	Expand and intensify HIV counselling and testing (HTC) programmes	<ul style="list-style-type: none"> • Sensitize communities on the availability of VTC
			Intensify behavioural change strategies especially for high risk groups for HIV & AIDs, TB	<ul style="list-style-type: none"> • Formation of AIDS campaign clubs at basic and secondary school levels • Organize health pleasant education talks on PLHIV in schools, churches and identified groups
			Intensify efforts to eliminate mother to child transmission of HIV (MTCTHIV)	<ul style="list-style-type: none"> • Promote safer sexual behaviour • Provide treatment
			Intensify education to reduce stigmatization	<ul style="list-style-type: none"> • Establish income generating activities for PLHIVs

		Improve reproductive health	Revisit, review and implement programmes to reposition family planning in Ghana in collaboration with all relevant partners	<ul style="list-style-type: none"> • Increase subscription of NHIS • Provision of family planning commodities
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities	Enhance inclusive and equitable access to, and participation in education at all levels	Expand free and compulsory education to all Ghanaian children up to Senior High School	<ul style="list-style-type: none"> • Monitoring of the free school policy • Provision of teaching and learning materials
			Bridge the gender gap in access to education at all levels	<ul style="list-style-type: none"> • Provision of scholarships to brilliant but needy students
			Establish well-resourced and functional Senior High institutions in all districts	<ul style="list-style-type: none"> • Construction of libraries and computer laboratories • Construction of teachers quarter

			Expand delivery modes including distance education, open schooling, transition education and competency-based training for Technical and Vocational Education and Training (TVET)	<ul style="list-style-type: none"> • Rehabilitation of Vocational Training center • Standardization of curricula to promote entrepreneurship
	Achieve gender equality and empower all women and girls	Mainstream youth development issues into national development frameworks, plans and programmes in all sectors	Strengthen and harmonize the implementation of evidence-based youth employment programmes for the diverse categories of youth in all sectors	<ul style="list-style-type: none"> • Ensuring the role over of Youth Employment policies
		Provide adequate resources and information to address the youth vulnerability and	Reduce the incidence of drug and substance abuse to the barest minimum among the youth	<ul style="list-style-type: none"> • Provision of support to the police service

		inequality	Ensure adequate capacity and skills development of the youth with disability.	<ul style="list-style-type: none"> • Provision of skills training
		Strengthen the livelihood empowerment against poverty Programme	Provide livelihood creation opportunities for caregivers of LEAP households and vocational skills and start-up funding to enable them to generate income and become self-reliant	<ul style="list-style-type: none"> • Provision start-up kits or capital • Provision of training in MSE activities (Bee keeping, woodcraft, snail rearing, mushroom planting, soap making.)
BUILD SAFE AND WELL-PLANNED COMMUNITIES WHILE PROTECTING THE NATURAL ENVIRONMENT	To create the enabling environment for effective collaboration with the private sector for productive employment and revenue generation	Establish Ghana as a transportation Hub for the West Africa Sub-Region	Improve and develop the physical infrastructure across all modes for transport	<ul style="list-style-type: none"> • Construction of transit terminal
		Create and sustain an efficient and effective transport system that meets user needs	Prioritize the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future	<ul style="list-style-type: none"> • Reshaping of roads • Construction of roads • Spot improvement

			rehabilitation costs	
		Establish a central agency for the development and advancement of a competitive and efficient construction industry	Encourage the standardization and improvement of construction techniques and materials	<ul style="list-style-type: none"> • Ensure the proper exploitation of construction materials (sand weaning)
BUILD EFFECTIVE, EFFICIENT AND DYNAMIC INSTITUTIONS	To improve the quality of human resource through enhanced access to education and quality health care	To increase enrolment levels in schools by 10% by Dec 2021	Award scholarship to needy but brilliant students	<ul style="list-style-type: none"> • Award 2% D A C F sponsorship to students • Extend school feeding Programme to 4 primary schools annually
		To Provide 7 learning Centre(s) in the municipal by 2021	Establish learning centers	Construct a community library and provide ICT centers within

				the library annually
		To Promote Universal Birth and Death Registration from 50% to 70% by 2021.	Enhance the capacity of the Birth and Death Registry Department	Procure 2 computers for the BDR. Procure Motorbikes for the BDR for data collation and monitoring, Fuel for monitoring. Office cabinet Two swivel chairs and tables. Four chairs for registrants and an Office cabinet

				<p>Construction of 11 counselling centres in the District.</p> <p>Train persons as counsellors.</p>
				<p>Request for 2 Doctors, 20 professional Nurses annually</p> <p>Construct 2 -no. bedroom bungalows for Doctors.</p> <p>Provision of support packages for a student doctor in the municipal annually</p> <p>Construction of 1 No. nurses quarters annually</p> <p>Provision of Sponsorship packages for 5 student nurses annually in the Municipality.</p>

		Increase membership of NHIS to 2% annually	Sensitize the people to register with the scheme.	Organize intensive educational campaigns on the need to register with the NHIS Construction of a pavilion for the NHIS waiting subscribers at the municipal office
		To reduce PLHIV prevalence rate from 60 to 20 by 2021.	Promote safer sexual behaviour	Increase persistent use of condom
		To provide employment for 25% of the unemployed youth by 2021	Increase the enrolment of the national youth employment agency in the district	Recruitment of 500 of the unemployed groups under YEA Provision of micro finance to 50 youth in Agric
		To provide skill training for 200 physically challenged by 2021	Provide vocational and technical training for the vulnerable groups	Training of 30 physically challenged in tie and dye making, bead making, Welding, carpentry and grass cutter rearing Training of 20 physically

				challenged in dressmaking Creating awareness about the People With Disability.
		To provide financial assistance to 200 physically challenged by 2021	Provide micro-finance to the vulnerable groups from DACF, banks and NGO's	Provide start-up capital to 100 trained physically challenged Grant 20 needy but brilliant students with scholarship annually Purchase tools and wheel chair for 10 physically challenged by Dec 2021 Facilitate the enjoyment of natural disability and unemployment benefit and the insurance scheme for the vulnerable and excluded.
		To Improve Health, socio economic status of 500 PLHIVs by 2021	Provide treatment and Establish income generating activities for PLHIVs	Train 100 PLHIVs on income generating activities Provide capital for 100 trained PLHIVs Facilitate the provision of anti-retroviral drugs for

				PLHIVs
		To reduce the reported cases of child maintenance from 187 to 50 by 2021	Organize a series of for a on the rights of the child	<p>Organize forum to educate parents on children’s rights, Sensitize communities on child labor</p> <p>Organize forum to educate parents on the need to educate their wards.</p> <p>Grant 20 child laborers with scholarship</p> <p>Provide learning materials for 100 less endowed children</p>
STRENGTHEN GHANA’S ROLE IN INTERNATIONAL AFFAIRS	Enhance participatory governance and effective security through capacity strengthening	To facilitate the resolution of chieftaincy and land disputes by 2021.	Mobilize political and traditional authorities to undertake initiatives and the religious association in peace building	<p>Use of arbitration by the chieftaincy and land site plan to resolve the dispute.</p> <p>Utilization of approved site plans to resolve chieftaincy land disputes.</p> <p>Establishment of a committee of enquiry to facilitate the resolution of land dispute.</p>

		To improve upon security situation in the district	Provide infrastructure and logistics to the police service Expansion of additional police station	Provide a fire station at Sekyedumase Provide one fire tender at Ejura Formation of fire volunteer squad within the municipality Formation and resourcing of community watch committee Formation and resourcing of community Disaster Volunteer Groups
		To increase internally generated funds (IGF) to 10% annually Supervision and monitoring of revenue collectors	To intensify revenue mobilization	Computerize & network Finance, Budget & Administration Block Create a register on income generating sources and update on regular basis Organize Tax education/ pay

				<p>your levy campaign</p> <p>Supervising and monitoring of revenue collectors</p> <p>Building the capacity of revenue collectors</p> <p>Install accounting soft-ware at the finance office</p>
		<p>To Strengthen the institutional capacity of the Assembly</p>	<p>Provide logistics to decentralized departments</p> <p>Provide residential accommodation to the assembly staff</p> <p>Request for a substantive educational director</p>	<ul style="list-style-type: none"> • Network offices/Provide telephone to key Departments and agencies • Procure a vehicle for the MED • Photo copier machine for the MED • Maintenance and furnishing of existing official accommodation

CHAPTER FOUR

DEVELOPMENT PROGRAMMES

4.1 Introduction

This chapter deals with the identification of development programmes and activities that will help realize the desired end of the Municipality. The main aim of the Municipality is to improve the overall standard of living of the people in the Municipality through increasing employment opportunities, increasing access to basic social, economic and technical infrastructures and steady reduction of general level of poverty.

Since the successful implementation of the listed programmes and projects depends on availability of resources, their efficient mobilization as well as their rational use, this section covers the identifiable sources of resources both internal and external. The chapter therefore centres on list of programmes to be implemented under the various thematic areas, the logical framework, sustainability test, implementation schedule of the programme of action and financial plan for the GSGDA II (2018-2021). However, the Municipality is currently implementing Activity Based Budgeting (ABB) and by 2020 the Municipality will move to Programme Based Budgeting (PBB) which is in line with the National Planning and Budgeting Guidelines.

APPLICATION OF SUSTAINABLE TOOLS

4.2 Environmental and Socio-Economic Impact Assessment of MMTDP

2018-2021 Programmes / Projects/ Activities

The programmes and activities (projects) to be implemented in the MMTDP (GSGDA II 2014-2017) were subjected to sustainability test to assess their feasibility levels. Strategic Environmental Assessment (SEA) was the sustainability tool adopted for the test. Most of the activities were identified during the sustainability appraisal to have negative impact on the physical, cultural as well as the socio-economic environment. Mitigation measures are however set to revitalize the state of both the physical and socio-economic environment. The cost of implementing mitigation measures is incorporated in the cost of the MMTDP (GSGDA II/ *SDG 4, 12, 9* 2018-2021). The programmes/projects/activities that have direct link with the environment were assessed through the various tools of sustainability test as shown Table 4.2.

Table 4.1: Application of Sustainable Tools on Programmes/Projects/Activities

	Programmes/Projects/Activities	Strategic Environmental Assessment (SEA)
	BUILD A PROSPEROUS SOCIETY	
1	Organise training programmes for MSMEs annually	The activity has no impact on the criteria, hence its implementation is sustainable
2	Train female entrepreneurs in income generating activities (soap making, gari processing, palm oil processing and fish farming) annually	The activity has no impact on the criteria, hence its implementation is sustainable
3	Organise technology improvement training in grass cutter rearing at Samari-Nkwanta	The activity has no impact on the criteria, hence its implementation is sustainable
4	Technology improvement and packaging training in soap making for soap producing in selected communities.	The activity has no impact on the criteria, hence its implementation is sustainable

5	Organise sensitisation and needs assessments programmes for clients in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
6	Organise stakeholder's fora on preparation of annual work programme and budget for all MSCs and related institutions in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
7	Support business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders, in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
8	Organise 4 sensitisation programmes on BAC activities in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
9	Develop 1 tourist site in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
10	Prepare a Tourism Profile for the Municipality	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
11	Construct 2 satellite markets in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
12	Construct 4 Maize Pavilions/warehouses in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
13	Implement Standardization of maize measurement and other cereals in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
14	Construct 1 slaughter Slab at Sekyedumase.	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
15	Rehabilitate the exiting slaughter house at Ejura	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
16	Construct 1 lorry park at Ejura	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation

17	Maintain the Grounds and Fencing of the 3 major market facilities in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
18	Organise 4 market forum in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
19	Organise Farmers' Day annually	The activity has no impact on the criteria, hence its implementation is sustainable
20	Prepare business proposals/ plans to the ministry of Food and Agriculture to take over the defunct Ejura farms through PPP	The activity has no impact on the criteria, hence its implementation is sustainable
21	Conduct capacity building workshops in climate change and green economy for farmers annually	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
22	Conduct 5 day training workshop for 40 FBO in the Municipality	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
23	Service the conduct of Pest & Diseases Surveillance annually	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
24	Support Agricultural Extension Services annually	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
25	Support the Vaccination and Treatment of 2,000 Sheep and Goat Against PPR and 600 Cattle against CBPP	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
26	Procure farm inputs as incentives to support 1,000 poor and vulnerable peasant farmers in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
27	Facilitate the provision of warehouses for maize, cribs/yam barns in 5 Zonal Councils in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
28	Organise weekly market survey at the 3 main market centres in the Municipality	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable

29	Establish 8 demonstrations on improved livestock housing in the Municipality for livestock farmers	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
30	Establish 32 demonstrations on cow pea, maize, cassava and yam in the Municipality	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
31	Organize monthly technical review meetings for farmers in the Municipality	The activity is favourable with respect to all the criteria and therefore its implementation is sustainable
32	Organize 4 planning sessions with RELC and stakeholders for extension officers	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
33		
34	Conduct crops and livestock survey in the Municipality annually	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
35	Prepare and implement Revenue Improvement Action Plans annually	The activity has no impact on the criteria, hence its implementation is sustainable
36	Organise sensitization programmes for Rate Payers in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
37	Organise stakeholder's fora on fee-fixing resolutions annually	The activity has no impact on the criteria, hence its implementation is sustainable
38	Train 45 revenue collectors annually	The activity has no impact on the criteria, hence its implementation is sustainable
39	Procure 1 No. Revenue Mobilization Van	The activity has no impact on the criteria, hence its implementation is sustainable
40	Compile and update the Municipal Revenue Database annually	The activity has no impact on the criteria, hence its implementation is sustainable
41	Strengthen supervision and monitoring of revenue collection on market days in all the three major markets in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable

42	Provide logistics for revenue collectors for their efficient performance	The activity has no impact on the criteria, hence its implementation is sustainable
43	Pay compensation to established post and non-established post annually	The activity has no impact on the criteria, hence its implementation is sustainable
CREATE OPPORTUNITIES FOR ALL		
44	Construct 2 No. 6-Unit existing classrooms for schools and ancillary facilities in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
45	Construct 20 No. 3-Unit classrooms for schools with ancillary facilities in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
46	Rehabilitate 20 No. Classroom blocks	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
47	Provide 5,000 pieces of Dual/Mono Desks to schools in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
48	Construct 4 No. Teachers Quarters with ancillary facilities in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
49	Conduct 8 Municipal JHS mock examination	The activity has no impact on the criteria, hence its implementation is sustainable
50	Construct 6-unit classroom block with ancillary facilities	6-unit classroom block with ancillary facilities for Church of Christ school Constructed
50	Organise My First Day at School annually	The activity has no impact on the criteria, hence its implementation is sustainable
51	Provide bursary and support for 400 brilliant but needy students especially, girl child education	The activity has no impact on the criteria, hence its implementation is sustainable

52	Organise 8 Public Education and Community Mobilization Programmes in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
53	Provide support to service Municipal Education Oversight Committee (MEOC) annually	The activity has no impact on the criteria, hence its implementation is sustainable
54	Identify and support 20 females/girls in vocational and employable skills (Community Development Technical Institute	The activity has no impact on the criteria, hence its implementation is sustainable
55	Extend electricity to Ejura ICCESS	The activity has no impact on the criteria, hence its implementation is sustainable
56	Support/sponsor JHS Students to participate in STME annually	The activity has no impact on the criteria, hence its implementation is sustainable
57	Construct 1 sports field in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
58	Facilitate the organisation of sports activities, Community Gala and Sports Festival annually in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
59	Expand health infrastructure at the Ejura Municipal Government Hospital	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
60	Construct 8 No. CHPS compounds with auxiliary facilities in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
61	Rehabilitate 4 No. Existing CHPS compound in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
62	Expand the coverage of active membership of NHIS by 5% annually	The activity has no impact on the criteria, hence its implementation is sustainable
63	Facilitate the registration of 600 poor and marginalised on NHIS through the LEAP	The activity has no impact on the criteria, hence its implementation is sustainable

64	Educate the general public on chorale prevention and management Project	The activity has no impact on the criteria, hence its implementation is sustainable
65	Construct 1 No. Office complex for NHIS in Ejura	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
66	Implement roll back malaria campaigns and exercises annually to reduce the incidents of malaria	The activity has no impact on the criteria, hence its implementation is sustainable
67	Refresher Training and motivate 240 TBAs and community volunteers in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
68	Provide support for the organisation of maternal, couples on IPT/ITNs promotions and child health programmes in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
69	Facilitate the registration of 80 pregnant women under NHIS free maternal health annually	The activity has no impact on the criteria, hence its implementation is sustainable
70	Facilitate the sensitisation of 8 communities to create Community Pregnant Women Transportation Fund in the Municipality	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
71	Facilitate the training and promotion of family planning methods and services (male and female condoms, contraceptives etc.) In the Municipality annually	The activity is generally sustainable for the three criteria except on natural resources. Interventions will be made available to ensure full sustainability
72	Sensitize institutional prescribers, nurses, health workers and religious groups in IDSR in the Municipality annually	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
73	Train institutional TBA management team in case detection, management and reporting in the Municipality annually	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
74	Organise 2 workshops on advocacy against perception of PLHIV annually	The activity has no impact on the criteria, hence its implementation is sustainable
75	Screen all infants born to PLHIV positive mothers	The activity has no impact on the criteria, hence its implementation is sustainable

76	Reduce incidence of PLHIV infection among children/ infants born by HIV positive mothers	The activity has no impact on the criteria, hence its implementation is sustainable
77	Ensure availability of Drugs for all infants with HIV positive mothers	The activity has no impact on the criteria, hence its implementation is sustainable
78	Train Health workers especially Midwives and Nurses in early infant Diagnosis	The activity has no impact on the criteria, hence its implementation is sustainable
79	Educate pregnant mothers on the need to know their HIV status before delivery	The activity has no impact on the criteria, hence its implementation is sustainable
80	Ensure the availability of anti-retroviral drugs for the management HIV among infants	The activity has no impact on the criteria, hence its implementation is sustainable
81	Organise 2 educational campaigns on PLHIV (Know-Your-Status) in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
82	Organise 2 educational campaigns on the causes and impacts of PLHIV and other STIs annually	The activity has no impact on the criteria, hence its implementation is sustainable
83	Organise 2 educational campaigns against stigmatisation of PLHIV and AIDS in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
84	Celebrate world AIDS day annually	The activity has no impact on the criteria, hence its implementation is sustainable
85	Support to Youth Apprenticeship Programme for 120 Participants	The activity has no impact on the criteria, hence its implementation is sustainable
86	. Facilitate the employment of 100 youths under Youth in Agriculture Programme	The activity has no impact on the criteria, hence its implementation is sustainable
87	Collate data on child labour especially in the three major market centres in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable

88	Sensitise 20 communities on the dangers and effects of child labour and the Right of the Child	The activity has no impact on the criteria, hence its implementation is sustainable
89	Provide support for children engage in child labour	The activity has no impact on the criteria, hence its implementation is sustainable
90	Celebration of world day against child labour annually	The activity has no impact on the criteria, hence its implementation is sustainable
91	Train and support PWDs in income generating activities annually	The activity has no impact on the criteria, hence its implementation is sustainable
92	Organise 10 sensitization workshops on violence against women and children in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
93	Organise Annual Senior Citizens' Day for the Aged	The activity has no impact on the criteria, hence its implementation is sustainable
94	Facilitate the registration of the Aged under NHIS	The activity has no impact on the criteria, hence its implementation is sustainable
95	Pay beneficiaries under the LEAP project	The activity has no impact on the criteria, hence its implementation is sustainable
SAFEGUARDING THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT ECONOMY		
96	Reshape/Rehabilitate/Spot improvement 158km feeder road in Municipal wide (Ashakoko, Atta-kura No 2, Ejura Anyinofi and Ejura Town Road etc.)	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
97	Construct speed calming devices on Kumasi-Mampong-Ejura-Atebubu road.	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
98	Construct/Rehabilitate 4 No. bridges in the Municipality (Ejura, Sekyedumase, etc.)	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for

99	Construct 20km drains in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
100	Complete 1 No. ICT centre at Ejura	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
101	Procure and install internet facilities within the central administration and other decentralized department to promote E-Governance	The activity has no impact on the criteria, hence its implementation is sustainable
102	Construct 2 No. community centres in the Municipality (Anyinasu and Ebuom) zones	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
103	Complete 1 No. Community Resource Centre at Sekyedumase	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
104	Renovate Ejura Community Centre	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
105	Facilitate the extension and maintenance of electricity to 100 communities in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
106	Procure 500 street light bulbs in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
107	Procure 200 Low Voltage poles in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
108	Facilitate the construction of 2 LPG stations in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
109	Organise educational campaigns on the need to use LPG to preserve the environment in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
110	Organise educational campaigns on land uses in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria

111	Implement urban policy street naming and property addressing system in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
112	Procure street Naming Equipment to facilitate the implementation of the urban policy	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
113	Prepare settlement schemes for 4 communities in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
114	Provide support for the Physical Planning Department annually to promote housing standards, design and constructions	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
115	Construct 20 No. boreholes in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
116	Rehabilitate 20 No. boreholes in the Municipality annually	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
117	Mechanise 3 No. boreholes in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
118	Facilitate the extension of Small Town Pipe Water System in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
119	Pay counterpart funding for water and sanitation projects	The activity has no impact on the criteria, hence its implementation is sustainable
120	Construct 8 No. Aqua Privy in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
121	Construct 3 No. 6 seater KVIP Toilet at Ejura and Mempeasem	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
122	Evacuate 20 refuse dump sites in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria

123	Fumigate the Municipality against diseases annually	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
124	Implement Community- Led Total Sanitation annually	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
125	Procure 20 No. Refuse Containers	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
126	Ensure regular lifting of refuse containers	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
127	Procure refuse management equipment and chemical detergents for the Municipal Environmental Health Unit annually	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
128	Mobilise 1,000 Food/Drink Vendors to undergo medical screening	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
129	De-silt choked drains in the Municipality periodically	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
130	Initiate steps to acquire all sanitary sites in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
131	Maintain and manage final refuse disposal site in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
132	Undertake public health education in 100 communities in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
133	Prosecute 200 sanitary offenders in the Municipality	The activity does favour natural resources and its full sustainability will improve the natural resources and other criteria
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY		

134	Rehabilitate 5 Zonal Councils offices in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
135	Promote Culture and Support Traditional Council in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
136	Organise annual training programmes for Zonal Councils staff and Assembly/Unit Committee Members	The activity has no impact on the criteria, hence its implementation is sustainable
137	Organise Sub-committees, Executive Committee and General Assembly meetings quarterly	The activity has no impact on the criteria, hence its implementation is sustainable
138	Pay compensation to Assembly Members	The activity has no impact on the criteria, hence its implementation is sustainable
139	Renovate 20 Assembly Staff Bungalows and Quarters	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
140	Furnish and Maintain Assembly Office Complex	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
141	Procure 1 No. Heavy Duty Generator for office use	The activity has no impact on the criteria, hence its implementation is sustainable
142	Construct 4No. Semi-detached staff bungalow in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
143	Complete the construction of MCE's residence	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
144	Maintain and Overhaul the Assembly Grader, Tipper Truck, Tractor, Ford Pick-up, Information Service Van	The activity has no impact on the criteria, hence its implementation is sustainable
145		
146	Organise 16 training workshops for staff in the Municipality under Local Training and Seminars	The activity has no impact on the criteria, hence its implementation is sustainable

147	Provide support for capacity building programmes under DACF annually	The activity has no impact on the criteria, hence its implementation is sustainable
148	. Maintain Computers and Install Accounting Software	The activity has no impact on the criteria, hence its implementation is sustainable
149	Procure consultancy services for the Assembly	The activity has no impact on the criteria, hence its implementation is sustainable
150	Repair and Maintain Assembly Assets periodically	The activity has no impact on the criteria, hence its implementation is sustainable
151	Organise MPCU, Monitoring and Budget Committee meetings quarterly	The activity has no impact on the criteria, hence its implementation is sustainable
152	Monitor and evaluate projects and programmes annually in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
153	Prepare Composite Budget and Annual Action Plans annually	The activity has no impact on the criteria, hence its implementation is sustainable
154	Pay monthly utility, postage and telephone bills and bank charges (Electricity, Water, Postage, Phone Credit and Bank Charges)	The activity has no impact on the criteria, hence its implementation is sustainable
155	Provide support for the Decentralised Departments in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
156	Implement constituency projects and programmes under the (MP's) common Fund annually	The activity has no impact on the criteria, hence its implementation is sustainable
157	Provide fuel and lubricants for all Assembly and staff vehicles regularly	The activity has no impact on the criteria, hence its implementation is sustainable
158	Provide accommodation, travel and night allowance for Assembly staff and official guests who officially travel outside the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable

159	Support and honour all National Programmes and Invitations to the Assembly annually	The activity has no impact on the criteria, hence its implementation is sustainable
160	Pay transfer and haulage grants to newly posted staff in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
161	Pay car maintenance allowance to all staff with vehicles annually	The activity has no impact on the criteria, hence its implementation is sustainable
162	Provide funds for social interventions and unanticipated projects and programmes annually.	The activity has no impact on the criteria, hence its implementation is sustainable
163	Disseminate Government policies and Programmes such as LEAP, Annual Budget Statements, Fee-Fixing Resolutions, Assembly Bye-Laws, MMTDP, etc to the Public	The activity has no impact on the criteria, hence its implementation is sustainable
164	Procure building materials for Community Initiated Projects annually in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
165	Facilitate the preparation of building designs, plans and layouts for all Community Initiated Projects in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
166	Organise 20 sensitization programmes to promote Community Initiated Projects in the Municipality	The activity has no impact on the criteria, hence its implementation is sustainable
167	Organise 2 sex educational campaigns in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
168	Organise 2 educational campaigns on the dangers of pre-marital sex and early marriages in the Municipality quarterly	The activity has no impact on the criteria, hence its implementation is sustainable
169	Educate and sensitize the youth on the consequences of teenage pregnancy in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable
170	Construct 6-No. Police Post with ancillary facilities in the Municipality	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for

171	Initiate the construction of 1 No. court building in Ejura	The activity is generally sustainable. However, three components of natural resources will be negatively impacted upon which will be catered for
172	Insure Assembly Vehicles to ensure protection of life and Property	The activity has no impact on the criteria, hence its implementation is sustainable
173	Provide support to the security services in the Municipality all year round	The activity has no impact on the criteria, hence its implementation is sustainable
174	Maintain and Overhaul the Municipal police command vehicle to make them more effective	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
175	Form and promote community policing in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
176	Collate data on all the disaster prone communities in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
177	Procure relief items for disaster victims annually	The activity has no impact on the criteria, hence its implementation is sustainable
178	Organise 4 public educations on disaster prevention and management in the Municipality	The activity is favourable but three components of the natural resources will be impacted upon. Measures will be put in place to address the situation
179	Organise anti-bush fire campaign education to mitigate fire disasters in the Municipality annually	The activity has no impact on the criteria, hence its implementation is sustainable

4.3 Measures to Address Impacts

Improving performance of the policies/activities against the four main criteria certainly will involve practical interventions that will ensure full sustainability of the policies/activities. The overall performance of the 177 programme/projects/activities in the four criteria was quite encouraging. However to attain sound environmental implementation with its attendant sustainability, a few negative impacts revealed through the Sustainability Test ought to be addressed.

In general, all the constructional activities impacted negatively on almost all the components of the Natural Resources and one component on Social and Cultural Conditions. Specifically, the activities have some negative influence on Wildlife, Degraded Land, Energy, Pollution, Raw Materials and Rivers/Water bodies (all under Natural Resources) and Access of Poor to Land (under Social and Cultural Conditions).

4.3.1 Natural Resources

None of the programmes/projects/activities will be sited in a conserved area (the one forest reserved in the Municipality) but by virtue of most of them being sited at fringes of existing structures/developed areas; some amount of vegetation will be affected through vegetal clearance.

- **Wildlife and Their Habitats**

The obvious consequence of this will be destruction of wildlife and their habitats. The wildlife likely to be affected in the various communities includes insects, arachnids, rodents, molluscs, earthworms, snakes and others. With regard to interventions to minimise impact, disturbance to adjacent/adjoining lands not yet developed will be avoided as much as possible. Such lands will serve as permanent/temporary refuge for displaced organisms. In this connection, the habitat destruction of the project site will be compensated for by the habitat at the adjoining site.

- **Land Degradation**

To minimise degradation on the land on which the project is sited, proper landscaping will be commissioned and executed by the experts – Parks and Gardens Department. Projects likely to be sited in already degraded lands (no vegetal cover) particularly those in well developed areas will be concurrently landscaped with the constructional activities to minimise any erosion hazards.

- **Energy**

Efficient energy use regarding constructional activities will be difficult to attain owing to dependence on heavy equipment for haulage and excavation – equipment depending solely on fossil fuels. In the short term the use of renewable energy for constructional activities may not be possible. However, the Assembly will take steps to provide conditions for contractors that when complied with, will have benign impact on the environment. These conditions will include among the following:

- a. Full compliance with the Assembly's guidelines on the environment
- b. New or fairly new equipment
- c. Well serviced equipment with little or no smoke emission
- d. Very experienced/credible contractor able to execute contracts within time
- e. Strict maintenance schedule of equipment
- f. Ability/capacity to pre-finance projects in the unlikely event of delays in payments of contract money (ensures activity-associated environmental problems are not kept on hanging)

Compliance of the conditions will no doubt help to minimise environmental concerns linked to the constructional activities.

- **Pollution**

In the case of water pollution, it will be controlled through avoidance of siting of projects near water bodies. The site selection will emphasise on appreciable distances away from water bodies. Visual intrusion associated with land pollution will certainly occur through constructional debris such as pieces of wood, broken blocks, equipment, left over sand, and quarry chippings. The waste product among the lot will be quickly removed as and when generated to a dumpsite of the community. Usable materials on the other hand will be evacuated to new project site to be reused.

- **Raw Materials**

The major raw materials to be used are sand/gravels and timber that will come from the communities which will invariably affect the natural resource standing of the communities. Minimising the impacts will involve the Assembly requesting contractors to sign an undertaking to reclaim/reinstate the lands where borrow pits will be/have been created. With regard to the wood products particularly the boards the principle of reuse will be adopted to ensure efficiency.

4.3.2 Social and Cultural Conditions

- **Access of the Poor to Land**

The predominant problem encountered on Social and Cultural Conditions bothered on Access of the Poor to Land. This will affect people farming at the outskirts/periphery of the communities where some of the projects will be sited. A positive intervention will involve working out satisfactory and acceptable compensation package for the affected farmers.

STEP 11: FORMULATION OF COMPOSITE PROGRAMMES OF ACTION (PoA)

4.4 Formulation of Composite Programmes of Action (PoA) for 2018 - 2021

The composite PoA of the MMTDP under the NMTDPF, 2018-2021 consists of a prioritised set of activities for the achievement of the goal and objectives as well as the location, indicators, time schedule, indicative Budget, and implementing agencies (Lead/Collaborating and their expected roles). This covers the 4-year planning period which is disaggregated into sectors/departments as presented in Table 4.3.

Table 4.2: Composite Programme of Action (POA)

Goals	BUILD A PROSPEROUS SOCIETY												
Municipal Objective	1. Improve fiscal revenue mobilisation and management and improve public expenditure management												
Development Programmes	Sector Programmes / Projects/ Activities	Location	Timeframe				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
			2018	2019	2020	2021			IG F	GO G	Don or	Lead	Collaborating
	Finance Department												
1. Strengthening financial resources mobilisation and public expenditure management	1. Prepare and implement Revenue Improvement Action Plans annually	Ejura					8,000.00	Revenue Improvement Action Plans prepared and implemented annually	100	-	-	Finance Department	MPCU/MBA
	2. Organise sensitization programmes for Rate Payers in the Municipality annually	Municipal wide					12,000.00	Sensitization programmes for Rate Payers organised annually	100	-	-	Finance Department	MPCU/MBA
	3. Organise stakeholder's fora on fee-fixing resolutions annually	Ejura					8,000.00	Stakeholder's fora on fee-fixing resolutions organised annually	100	-	-	Finance Department	MPCU/MBA
	4. Train 45 revenue collectors annually	Ejura					20,000.00	45 revenue collectors trained annually	-	100	-	Finance Department	MPCU/MBA MA

		5. Procure No. 1 Revenue Mobilization Van	Ejura					80,000.00	1 No. Revenue Mobilization Van procured	-	100	-	Finance Department	MPCU/MBA
														MA
		6. Compile and update the Municipal Revenue Database annually	Municipal wide					20,000.00	Municipal Revenue Database compiled and updated	-	100	-	Finance Department	MPCU/MBA
														MA
		7. Strengthen supervision and monitoring of revenue collection on market days in all the three major markets in the Municipality	Ejura					8,000.00	Supervision and monitoring of revenue collection on market days strengthened	100	-	-	Finance Department	MPCU/MBA
														MA
		8. Provide logistics for revenue collectors for their efficient performance	Municipal wide					20,000.00	Logistics for revenue collectors for their efficient performance provided	100	-	-	Finance Department	MPCU/MBA
														MA
		9. Pay compensation to established post and non-established post annually	Municipal wide					5,000,000.00	Compensation to established post and non-established post-paid annually	8	92	-	Finance Department	MPCU/MBA
														MA
		Sub-Total						5,176,000.00				-		

BUILD A PROSPEROUS SOCIETY													
Municipal Objective	2. Improve efficiency and competitiveness of MSMEs												
	4.	5. Promote sustainable tourism to preserve historical, cultural and natural heritage											
Development Programmes (Programme Based Budgeting)	Sector Programmes / Projects/ Activities	Location	Time Frame				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
			2018	2019	2020	2021			IGF	GOG	Donor	Lead	Collaborating
	Trade and Industry Department												
2. Creating opportunities to promote PPPs	10. Organise training programmes for MSMEs annually	Municipal wide				16,000.00	Training programmes for MSMEs organised annually	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs	
	11. Train females entrepreneurs in income generating activities (soap making, gari processing, palm oil processing and fish farming) annually	Municipal wide				16,000.00	Females entrepreneurs in income generating activities (soap making, gari processing, palm oil processing and fish farming) trained	20	30	50	Business Advisory Centre	MSMEs/ MA/ NBSSI/ NGOs	

		12. Organise technology improvement training in grass cutter rearing at Samari Nkwanta	Samari Nkwanta				8,000.00	Technology improvement training in grass cutter rearing organised annually	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs NBSSI
		13. Organise technology improvement and packaging training in soap making for soap producing in selected communities Teacherkrom.	Selected Communities				10,000.00	Technology improvement and packaging training in soap making for soap producing organised annually	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs NBSSI
		14. Organise sensitisation and needs assessments programmes for NBSSI and EDAIF project clients in the Municipality	Ejura				10,000.00	Sensitisation and needs assessments programmes for NBSSI and EDAIF project clients organised	20	30	50	Business Advisory Centre	MSMEs/ MA/ NBSSI/ EDAIF
		15. Organise stakeholder's fora on preparation of annual work programme and budget for all MSEs and related	Municipal wide				16,000.00	Stakeholder's fora on preparation of annual work programme and budget for all MSEs and related institutions	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs NBSSI

		institutions in the Municipality							farming) organised annually					
		16. Support business associations financially such as soap makers, Gari producers, hairdressers, Carpenters, Welders, etc in the Municipality	Municipal wide					16,000.00	Business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders supported annually	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs NBSSI
		17. Organise 4 sensitisation programmes on BAC activities in the Municipality annually	Municipal wide					16,000.00	4 sensitisation programmes on BAC activities annually	20	30	50	Business Advisory Centre	MSMEs/ MA/NGOs NBSSI
3. Increasing access and investment in the tourism sector		18. Develop 1 tourist site in the Municipality	Municipal wide					30,000.00	1 Tourist Site developed	-	80	20	Business Advisory Centre	GTB/EPA MA
		19. Prepare a Tourism Profile for the Municipality	Municipal wide					10,000.00	Tourism Profile prepared	-	100	-	Business Advisory Centre	GTB/EPA MA
		Sub-Total						148,000.00		14.6	44.9	40.5		
		BUILD A PROSPEROUS SOCIETY												
Municipal		4. Develop an effective domestic market												

Objective	5. Improve Agriculture Financing													
	Development Programmes (Programme Based Budgeting)	Sector Programmes / Projects/ Activities	Location	Timeframe				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
				2018	2019	2020	2021			IGF	GOG	Donor	Lead	Collaborating
4. Improving market infrastructure and sanitary conditions	20. Construct 2 satellite markets in the Municipality	Selected Communities					50,000.00	2 Satellite market facilities constructed	-	100	-	Works Department	MA/	
			Market Users											
	21. Construct 4 Maize Pavilions/warehouses in the Municipality	Selected Communities					80,000.00	4 Maize Pavilions/warehouses constructed	-	100	-	Works Department	MA/	
			MOFA/											
			Market Users											
	22. Implement Standardization of maize measurement and other cereals in the Municipality	Selected Communities					10,000.00	Standardization of maize measurement and other cereals implemented annually	100	-	-	Works Department	MA/	
			MOFA											
			MSMEs/ Market Users											
	23. Construct 1 slaughter Slab at Sekyedumase	Sekyedumase					100,000.00	1 slaughter Slab constructed	-	100	-	Works Department	MA/	
			Market Users											
	24. Rehabilitate the existing slaughter house at	Ejura					50,000.00	Existing slaughter house rehabilitated	-	100	-	Works Department	MA/	
Market Users														

		Ejura												
		25. Construct 1 lorry park at Ejura	Ejura				100,000.00	1 lorry park constructed	-	100	-	Works Department	MA/ Transport Unions	
		26. Maintain the Grounds and Fencing of the 3 major market facilities in the Municipality	Selected Market Centres				180,000.00	Grounds and Fencing of the 3 major market facilities maintained	10	90	-	Works Department	MA/ Market Users	
		Health Department (EHU)												
		27. Organise 4 market fora for market users in the Municipality	Selected Market Centres				12,000.00	4 market fora organised for market users	50	50	-	Environmental Health Unit	MHD/MA Market Users	
		Agriculture Department												
Increase agricultural productivity through adequate financing and training		28. Organise Farmers' Day annually	Selected Communities				80,000.00	Farmers' Day organised annually	-	90	10	Agriculture Department	MA/ Farmers/ NGOs/ Fin. Inst.	

		29. Prepare business proposals/ plans to the ministry of Food and Agriculture to take over the defunct Ejura farms through PPP	Ejura					50,000.00	Business proposals/ plans to the ministry of Food and Agriculture to take over the defunct Ejura farms through PPP prepared	10	80	10	Agriculture Department	MA/ Farmers/ NGOs/ MOFA/
		30. Conduct capacity building workshops in climate change and green economy for farmers annually	Municipal wide					16,000.00	Capacity building workshops in climate change and green economy for farmers conducted annually	-	80	20	Agriculture Department	MA/ Farmers/ NGOs/ FBOs
		31. Conduct 5 day training workshop for 40 FBO in the Municipality	Municipal wide					16,000.00	5 day training workshop for 40 FBO conducted annually	100	-	-	Agriculture Department	MA/ FBOs
		32. Service the conduct of Pest & Diseases Surveillance annually	Municipal wide					10,000.00	Pest & Diseases Surveillance services conducted annually	-	70	30	Agriculture Department	MA/ Farmers/ NGOs
		33. Support Agricultural Extension Services annually	Municipal wide					20,000.00	Agricultural Extension Services supported annually	-	70	30	Agriculture Department	MA/ Farmers/ NGOs/ AES

		34. Support the Vaccination and Treatment of 2,000 Sheep and Goat Against PPR and 600 Cattle against CBPP	Municipal wide					80,000.00	Vaccination and Treatment of 2,000 Sheep and Goat Against PPR and 600 Cattle against CBPP supported	-	60	40	Agriculture Department	MA/ NGOs	Farmers/
		35. Procure farm inputs as incentives to support 1,000 poor and vulnerable peasant farmers in the Municipality	Municipal wide					80,000.00	Farm inputs as incentives to support 1,000 poor and vulnerable peasant farmers procured	-	60	40	Agriculture Department	MA/ NGOs	Farmers/
		36. Facilitate the provision of warehouses for maize, cribs/yam barns in 5 Zonal Councils in the Municipality	Municipal wide					40,000.00	Provision of warehouses for maize, cribs/yam barns in 5 Zonal Councils facilitated annually	-	90	10	Agriculture Department	MA/ NGOs/	Farmers/
		37. Organise weekly market survey at the 3 main market centres in the Municipality	Municipal wide					60,000.00	Weekly market survey at the 3 main market centres organised annually	80	20	-	Agriculture Department	MA/ MSMEs/	Farmers/

		38. Establish 8 demonstrations on improved livestock housing in the Municipality for livestock farmers	Municipal wide					80,000.00	8 demonstrations on improved livestock housing for livestock farmers established	20	80	-	Agriculture Department	MA/ Farmers
		39. Establish 32 demonstrations on cowpea, maize, cassava and yam in the Municipality	Municipal wide					320,000.00	32 demonstrations on cowpea, maize, cassava and yam established	20	80	-	Agriculture Department	MA/ Farmers
		40. Organize monthly technical review meetings for farmers in the Municipality	Municipal wide					30,000.00	Monthly technical review meetings for farmers organised annually	20	80	-	Agriculture Department	MA/ Farmers
		41. Organize 4 planning sessions with RELC and stakeholders for extension officers	Selected Communities					10,000.00	4 planning sessions with RELC and stakeholders for extension officers organised annually	20	80	-	Agriculture Department	MA/ Farmers/
														RELC/
														AEO

		42. Conduct crops and livestock survey in the Municipality annually	Municipal wide					40,000.00	Crops and livestock survey conducted annually	20	80	-	Agriculture Department	MA/ Farmers
		Sub-Total						1,514,000.00		13.1	80.7	6.2		
		SAFEGUARD THE NATURAL ENVIRONMENT, AND ENSURE A RESILIENT ECONOMY												
		6. Create and sustain an efficient and effective transport system that meets user needs												
Municipal Objective		7. Promote rapid development and deployment of the national ICT infrastructure												
		8. Develop social, community and recreational facilities												
		9. Provide adequate, reliable and affordable energy to meet the national needs and for export												
		10. Increase the proportion of renewable energy (solar, bio-mass, wind, small and mini-hydro and waste-to-energy) in the national energy supply mix												
		11. Improve and accelerate housing delivery in the rural areas												
		12. Accelerate the provision of adequate, safe and affordable water												
Development Programmes (Programme Based Budgeting)		13. Accelerate the provision of improved environmental sanitation facilities												
		Sector Programmes / Projects/ Activities	Location	Timeframe				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
		(Activity Based Budgeting)		2018	2019	2020	2021			IGF	GOG	Donor	Lead	Collaborating
6. Improving		Works Department												

accessibility of road networks to all communities		43. Reshape/Rehabilitate/Spot improvement 158km feeder road in the Municipality (Ashakoko, Atta kura No 2, Ejura Anyinofi and Ejura Town Road etc.)	Selected Communities				2,000,000.00	158km feeder roads reshaped/rehabilitated	5	90	5	Works Department	MA/NGOs/
				Feeder Roads/									
				Urban Roads									
		44. Construct speed calming devices on Kumasi-Mampong-Ejura-Atetebubu road.	Municipal wide				100,000.00	Speed calming devices on Kumasi-Mampong-Ejura-Atetebubu road constructed	5	90	5	Works Department	MA/NGOs/
				Feeder Roads/									
				Urban Roads/									
				GHA									
		45. Construct/Rehabilitate 4 No. bridges in the Municipality (Ejura, Sekyedumase, etc.)	Municipal wide				500,000.00	4 No. bridges in the Municipality constructed/rehabilitated	5	90	5	Works Department	MA/NGOs/
				Feeder Roads/									
				Urban Roads/									
				GHA									
		46. Construct 20km drains in the Municipality	Municipal wide				900,000.00	20km drains in the Municipality constructed	5	90	5	Works Department	MA/NGOs/
	Feeder Roads/												
	Urban Roads/												

		Eradication of Sand heaps along major roads	Municipal wide					3,000.00		50	50		Works Department	Urban Roads/												
		Develop speed rumps on selected roads						2,000.00		50	50			Urban Roads/												
		Develop feeder roads						800,000.00	km of feeder roads developed	80	10	10		Urban Roads/												
7. Creating opportunities to promote the mass use of ICT		47. Complete 1 No. ICT centre at Ejura	Ejura					280,000.00	1 No. ICT centre constructed	20	70	10	Works Department	MA/NGOs												
	PTA/GES/																									
	MED/MOE																									
8. Increasing access to community and social centres		48. Procure and install internet facilities within the central administration and other decentralized department to promote E-Governance	Ejura					50,000.00	Internet facilities within the central administration and other decentralized department procured and installed	20	80	-	Works Department	MA												
														49. Construct 2 No. community centres in the Municipality (Anyinasu and Eboum)	Anyinasu / Eboum					300,000.00	2 No. community centres zones constructed	20	80	-	Works Department	MA/
																										Zonal Councils

		zones												
		50. Complete 1 No. Community Resource Centre at Sekyedumase	Sekyedumase					100,000.00	1 No. Community Resource Centre completed	20	80	-	Works Department	MA/ Zonal Council
		51. Renovate Ejura Community Centre	Ejura					150,000.00	1 No. community centres renovated	20	80	-	Works Department	MA/ Zonal Council
9. Expanding access to electricity power generation capacity		52. Facilitate the extension and maintenance of electricity to 100 communities in the Municipality	Municipal wide					1,000,000.00	Extension of electricity to 100 communities facilitated	-	90	10	Works Department	MA/ ECG/ NGOs/ DP
		53. Procure 500 street light bulbs in the Municipality	Municipal wide					400,000.00	500 street light bulbs procured	20	80	-	Works Department	MA/ ECG
10. Reducing over dependence on wood fuel		54. Procure 200 Low Voltage poles in the Municipality	Municipal wide					120,000.00	200 Low Voltage poles procured	20	80	-	Works Department	MA/ ECG/
		55. Facilitate the construction	Municipal wide					20,000.00	2 LPG stations constructed	5	5	90	Works Department	MA/NGOs/ DP

		of 2 LPG stations in the Municipality											LPG Company.	
		56. Organise educational campaigns on the need to use LPG to preserve the environment in the Municipality	Municipal wide					20,000.00	Educational campaigns on the need to use LPG to preserve the environment organised	50	40	10	Works Department	MA/NGOs/ DP
													LPG Company.	
11. Increasing access to potable water supply		57. Construct 20 No. boreholes in the Municipality	Municipal wide					400,000.00	20 No. boreholes constructed	20	60	20	Works Department	MA / DP/ CWSA
		58. Rehabilitate 20 No. boreholes in the Municipality annually	Municipal wide					80,000.00	20 No. boreholes rehabilitated	20	60	20	Works Department	MA / DP/ CWSA
		59. Mechanise 3 No. boreholes in the Municipality	Municipal wide					90,000.00	3 No. boreholes mechanised	20	60	20	Works Department	MA / DP/ CWSA
		60. Facilitate the extension of Small Town Pipe Water System in the Municipality	Municipal wide					200,000.00	Extension of Small Town Pipe Water System facilitated	20	60	20	Works Department	MA / DP/ CWSA

		61. Pay counterpart funding for water and sanitation projects	Municipal wide					300,000.00	Counterpart funding for water and sanitation projects paid	15	15	70	Works Department	MA / DP/ CWSA
		62. Construct 8 No. Aqua Privy in the Municipality	Municipal wide					800,000.00	8 No. aqua privy toilet constructed	20	60	20	Works Department	MA / DP/ CWSA
		63. Construct 3 No. 6 seater KVIP Toilet at Ejura and Mempeasem	Ejura/ Mempeasem					300,000.00	3 No. 6 seater KVIP Toilet constructed	20	60	20	Works Department	MA / DP/ CWSA
		64. Evacuate 20 refuse dump sites in the Municipality	Municipal wide					200,000.00	20 refuse dump sites evacuated	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		65. Fumigate the Municipality against diseases annually	Municipal wide					300,000.00	The Municipality fumigated against diseases annually	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA

		66. Implement Community Led Total Sanitation annually	Municipal wide				90,000.00	Community Led Total Sanitation implemented annually	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		67. Procure 20 No. Refuse Containers	Municipal wide				120,000.00	20 No. Refuse Containers procured	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		68. Ensure regular lifting of refuse containers	Municipal wide				100,000.00	Regular lifting of refuse containers ensured	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		69. Procure refuse management equipment and chemical detergents for the Municipal Environmental Health Unit annually	Municipal wide				90,000.00	Refuse management equipment and chemical detergents for the Municipal Environmental Health Unit procured annually	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		70. Mobilise 1,000 Food/Drink Vendors to undergo medical screening	Municipal wide				50,000.00	1,000 Food/Drink Vendors to undergo medical screening mobilised	10	80	10	Health Dept. (Env. Unit)	MA / DP/ Food/Drink Vendors
		71. De-silt choked drains in the Municipality periodically	Municipal wide				50,000.00	Choked drains in the Municipality de-silted periodically	10	80	10	Health Dept. (Env. Unit)	MA / DP

		72. Initiate steps to acquire all sanitary sites in the Municipality	Municipal wide				50,000.00	Steps to acquire all sanitary sites initiated	10	80	10	Health Dept. (Env. Unit)	MA / DP/ TA
		73. Maintain and manage final refuse disposal site in the Municipality	Municipal wide				40,000.00	Final refuse disposal site maintained and managed	10	80	10	Health Dept. (Env. Unit)	MA / DP/ TA
		74. Undertake public health education in 100 communities in the Municipality	Municipal wide				30,000.00	Public health education in 100 communities undertaken	10	80	10	Health Dept. (Env. Unit)	MA / DP/ CWSA
		75. Prosecute 200 sanitary offenders in the Municipality	Municipal wide				20,000.00	200 sanitary offenders Unit prosecuted annually	10	-	-	Health Dept. (Env. Unit)	MA
13. Increasing access to quality housing		Physical Planning Dept											
		76. Organise educational campaigns on land uses in the Municipality	Municipal wide				20,000.00	Educational campaigns on land uses organised	10	80	10	Physical Plg. Department	MA/Works Dept./T&CP/
													DP

		77. Implement urban policy street naming and property addressing system in the Municipality	Ejura/					100,000.00	Urban policy street naming and property addressing system implemented	10	80	10	Physical Plg. Department	MA/Works Dept./T&CP/
			Sekyedumase											DP
		78. Procure street Naming Equipment to facilitate the implementation of the urban policy	Ejura/					160,000.00	Street Naming Equipment to facilitate the implementation of the urban policy procured	10	80	10	Physical Plg. Department	MA/Works Dept./T&CP/
			Sekyedumase											DP
		79. Prepare settlement schemes for 4 communities in the Municipality	Selected Communities					200,000.00	Settlement schemes for 4 communities prepared	30	60	10	Physical Plg. Department	MA/Works Dept./T&CP/
														DP
		80. Provide support for the Physical Planning Department annually to promote housing standards, design and constructions	Selected Communities					60,000.00	Support for the Physical Planning Department annually to promote housing standards, design and constructions provided	30	60	10	Physical Plg. Department	DA/Works Dept.
Thematic Area		Sub-Total						9,790,000.00		11.4	77.6	11		
Municipal Goal		Create an equitable, healthy and disciplined society												
		14. Increase inclusive and equitable access to, and participation in education at all levels												

Municipal Objective		15. Improve quality of teaching and learning a												
		16. Provide adequate and disability friendly infrastructure for sports in communities and schools												
		17. Bridge the equity gaps in access to health care												
		18. Enhance national capacity for the attainment of lagging health MDGs, as well as non-communicable diseases (NCDs) and Neglected Tropical Diseases (NTDs)												
		19. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups												
		20. Create opportunities for accelerated job creation across all sectors												
		21. Protect children against violence, abuse and exploitation												
		22. Develop targeted economic and social interventions for vulnerable and marginalized groups												
Development Programmes (Programme Based Budgeting)		Sector Programmes / Projects/ Activities	Location	Timeframe				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
		(Activity Based Budgeting)		2018	2019	2020	2021			IGF	GOG	Donor	Lead	Collaborating
20. Increasing access to education at all levels		Education Department												
		81. Construct 2 No. 6-Unit existing classrooms for schools and ancillary facilities in the Municipality	Selected Communities					400,000.00	2 No. 6-Unit classrooms constructed	10	80	10	Education Department	MA/DP/MOE
													Works Dept./	
													GETFund	
	82. Construct 20	Selected Communi					3,000,000.00	20 No. 3-Unit classrooms	10	80	10	Education Departme	MA/DP/MOE	

		No. 3-Unit classrooms for schools with ancillary facilities in the Municipality	ties						constructed				nt	Works Dept./
														GETFund
		83. Rehabilitate 20 No. Classroom blocks	Selected Communities				150,000.00	20 No. 3-Unit classrooms rehabilitated	10	80	10	Education Department	MA/DP/MOE	Works Dept./
		84. Provide 5,000 pieces of Dual/Mono Desks to schools in the Municipality	Selected Communities				250,000.00	5,000 pieces of dual and mono desk furniture to schools provided	10	80	10	Education Department	MA/DP/MOE	Works Dept./
														GETFund
		85. Construct 4 No. Teachers Quarters with ancillary facilities in the Municipality	Selected Communities				480,000.00	4 No. Teachers Quarters with ancillary facilities constructed	10	80	10	Education Department	MA/DP/MOE	Works Dept./
		Construct sport field	Municipal wide				100,000.00	number of field constructed	70	30	10			
		86. Conduct 8 Municipal JHS mock examination	Municipal wide				160,000.00	8 Municipal JHS mock examination	10	80	10	Education Department	MA/DP/MOE	

		87. Organise My First Day at School annually	Municipal wide					50,000.00	My First Day at School organised annually	10	80	10	Education Department	MA/DP/MOE
		88. Provide bursary and support to 400 brilliant but needy students especially, girl child education	Municipal wide					100,000.00	Bursary and support to 400 brilliant but needy students especially, girl child education provided	10	80	10	Education Department	MA/DP/MOE
														GETFund
		89. Organise 8 Public Education and Community Mobilization Programmes in the Municipality	Municipal wide					40,000.00	8 Public Education and Community Mobilization Programmes organised	10	80	10	Education Department	MA/DP/MOE
		90. Provide support to service Municipal Education Oversight Committee (MEOC) annually	Municipal wide					50,000.00	Support to service Municipal Education Oversight Committee (MEOC) provided annually	10	60	30	Education Department	MA/DP/MOE

		91. Identify and support 20 females/girls in vocational and employable skills (Community Development Technical Institute)	Municipal wide					50,000.00	20 females/girls in vocational and employable skills identified and supported	10	80	10	Education Department	MA/DP/MOE
		92. Extend electricity to Ejura ICCESS	Ejura					80,000.00	Electricity to Ejura ICCESS extended	10	80	10	Education Department	MA/DP/MOE/ GETFund
22. Expanding sporting facilities and activities		93. Support/sponsor JHS Students to participate in STME annually	Municipal wide					20,000.00	JHS Students to participate in STME supported and sponsored	10	80	10	Education Department	MA/DP/MOE
		94. Construct 1 sports field in the Municipality	Selected community					50,000.00	1 sports field in the Municipality constructed	10	80	10	Education Department	MA/DP/MOE/
		95. Facilitate the organisation of sports activities, Community Gala and Sports Festival annually in	Municipal wide					50,000.00	organisation of sports activities, Community Gala and Sports Festival facilitated	10	10	80	Education Department	MA/DP/MOE/

		the Municipality											
		96. Expand health infrastructure at the Ejura Municipal Government Hospital	Ejura				900,000.00	health infrastructure at the Ejura Municipal Government Hospital expanded	10	80	10	Health Department	MA/DP/MOH/
		97. Construct 8 No. CHPS compounds with auxiliary facilities in the Municipality	Selected Communities				900,000.00	8 No. CHPS compounds constructed	10	80	10	Health Department	MA/DP/MOH/NHIA
		98. Rehabilitate 4 No. Existing CHPS compound in the Municipality	Selected Communities				400,000.00	4 No. CHPS compounds rehabilitated	10	80	10	Health Department	MA/DP/MOH/
													NHIA
		99. Expand the coverage of active membership of NHIS by 5% annually	Municipal wide				20,000.00	Coverage of active membership of NHIS expanded by 5% annually	10	80	10	Health Department	MA/DP/MOH/
													NHIA
		100.	Municipal				20,000.00	Registration	10	80	10	Health	MA/DP/MOH/

		Facilitate the registration of 600 poor and marginalised on NHIS through the LEAP	l wide						of 600 poor and marginalised on NHIS through the LEAP facilitated				Department	NHIA
		101. Educate the general public on chorale prevention and management Project	Municipal wide				20,000.00		General public on chorale prevention and management project educated	10	80	10	Health Department	MA/DP/MOH
		102. Construct 1 No. Office complex for NHIS in Ejura	Ejura				600,000.00		1 No. Office complex for NHIS constructed	10	80	10	Health Department	MA/DP/MOH/ GHS/NHIA
24. Reducing the incidence of maternal and under-five mortality		103. Implement roll back malaria campaigns and exercises annually to reduce the incidents of malaria	Municipal wide				50,000.00		Roll back malaria campaigns and exercises annually to reduce the incidents of malaria implemented	10	20	70	Health Department	MA/DP/MOH/
		104. Refresher Training and motivate 240 TBAs and community volunteers in	Municipal wide				100,000.00		Training and motivate 240 TBAs and community volunteers organised	10	20	70	Health Department	MA/DP/MOH/

		the Municipality											
		105. Provide support for the organisation of maternal, couples on IPT/ITNs promotions and child health programmes in the Municipality	Municipal wide				50,000.00	Training and motivate 240 TBAs and community volunteers organised	10	20	70	Health Department	MA/DP/MOH/ GHS
		106. Facilitate the registration of 80 pregnant women under NHIS free maternal health annually	Municipal wide				40,000.00	registration of 80 pregnant women under NHIS free maternal health facilitated annually	10	20	70	Health Department	MA/DP/MOH/ GHS/NHIA
		107. Facilitate the sensitisation of 8 communities to create Community Pregnant Women Transportation Fund in the	Municipal wide				20,000.00	Sensitisation of 8 communities to create Community Pregnant Women Transportation Fund facilitated	10	20	70	Health Department	MA/DP/MOH/ GHS

		Municipality											
		108. Facilitate the training and promotion of family planning methods and services (male and female condoms, contraceptives etc.) In the Municipality annually	Municipal wide				20,000.00	Training and promotion of family planning methods and services facilitated	10	20	70	Health Department	MA/DP/MOH/ GHS/GAC
		109. Sensitize institutional prescribers, nurses, health workers and religious groups in IDSR in the Municipality annually	Municipal wide				20,000.00	Institutional prescribers, nurses, health workers and religious groups in IDSR sensitized	10	20	70	Health Department	MA/DP/MOH/ GHS
		110. Train institutional TBA management team in case detection, management and reporting in the	Municipal wide				20,000.00	Institutional TBA management team in case detection, management and reporting trained	10	20	70	Health Department	MA/DP/MOH/ GHS

		Municipality annually												
25. Reducing the incidence of HIV, other STIs and improve the health of victims		111. Organise 2 workshops on advocacy against perception of PLWHIV and AIDS annually	Municipal wide				20,000.00	2 workshops on advocacy against perception of PLWHIV and AIDS organised annually	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC	
		112. Screen all infants born to PLHIV positive mothers	Municipal wide				20,000.00	All infants born to PLHIV positive mothers screened	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC	
		113. Reduce incidence of PLHIV infection among children/ infants born by HIV positive mothers	Municipal wide				20,000.00	Incidence of PLHIV infection among children/ infants born by HIV positive mothers reduced	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC	
		114. Ensure availability of Drugs for all infants with HIV positive mothers	Municipal wide				20,000.00	Availability of Drugs for all infants with HIV positive mothers ensured	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC	
		115. Train Health	Municipal wide				20,000.00	Health workers	10	30	60	Health Department	MA/DP/MOH/	

		workers especially Midwives and Nurses in early infant Diagnosis						especially Midwives and Nurses in early infant Diagnosis trained				nt	GHS/GAC
		116. Educate pregnant mothers on the need to know their HIV status before delivery	Municipal wide				20,000.00	Pregnant mothers on the need to know their HIV status before delivery educated	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC
		117. Ensure the availability of anti-retroviral drugs for the management HIV among infants	Municipal wide				20,000.00	Availability of anti-retroviral drugs for the management HIV among infants ensured	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC
		118. Organise 2 educational campaigns on PLHIV (Know-Your-Status) in the Municipality annually	Municipal wide				20,000.00	2 educational campaigns on PLHIV (Know-Your-Status) organised annually	10	30	60	Health Department	MA/DP/MOH/ GHS/GAC
		119. Organise 2 educational	Municipal wide				20,000.00	2 educational campaigns on the causes	10	30	60	Health Department	MA/DP/MOH/

		campaigns on the causes and impacts of PLHIV and other STIs annually							and impacts of PLHIV and other STIs organised annually					GHS/GAC
		120. Organise 2 educational campaigns against stigmatisation of PLHIV and AIDS in the Municipality annually	Municipal wide					20,000.00	2 educational campaigns against stigmatisation of PLHIV and AIDS organised annually	10	30	60	Health Department	MA/DP/MOH/
														GHS/GAC
		121. Celebrate world AIDS day annually	Municipal wide					16,000.00	World AIDS day celebrated annually	10	30	60	Health Department	MA/DP/MOH/
														GHS/GAC
26. Increasing access to employment and trading skills especially among youth		Social Welfare and Community Development Dept												
		122. Support to Youth Apprenticeship Programme for 120 Participants	Municipal wide					120,000.00	Youth Apprenticeship Programme for 120 Participants supported	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/MoYS/MoELR/YES/
														YEA
		123. Facilitate the employment of 100 youths under Youth in Agriculture	Municipal wide					100,000.00	Employment of 100 youths under Youth in Agriculture Programme	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/MoYS/MoELR/
														YEA

		Programme												
27. Reducing the incidence of child labour		124. Collate data on child labour especially in the three major market centres in the Municipality	Municipal wide					40,000.00	Data on child labour especially in the three major market centres	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/ MoGCSP/GSS
		125. Sensitise 20 communities on the dangers and effects of child labour and the Right of the Child	Municipal wide					40,000.00	20 communities on the dangers and effects of child labour and the Right of the Child sensitised	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/ MoGCSP
		126. Provide support for children engage in child labour	Municipal wide					40,000.00	Support for children engage in child labour provided	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/ MoGCSP
		127. Celebration of world day against child labour annually and support the education and health of PWD's	Municipal wide					40,000.00	World day against child labour celebrated	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/ MoGCSP
	28. Providing	128. Trainand	Municipal wide					200,000.00	PWDs trained and supported	10	30	60	Social Welfare	MA/DP/NGOs/

the adequate support to vulnerable and marginalized people		support PWDs with mobility tools annually							in income generating activities				and Comm. Dev't Dept.	MoGCSP
		129. Organise 10 sensitization workshops on violence against women and children in the Municipality	Municipal wide					50,000.00	10 sensitization workshops on violence against women and children organised	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/
														MoGCSP
		130. Organise Annual Senior Citizens' Day for the Aged	Municipal wide					80,000.00	Annual Senior Citizens' Day for the Aged organised annually	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/
														MoGCSP
		131. Facilitate the registration of the Aged under NHIS	Municipal wide					40,000.00	Registration of the Aged under NHIS facilitated	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/
														MoGCSP
		132. Pay beneficiaries under the LEAP project	Municipal wide					100,000.00	Beneficiaries under the LEAP project paid	10	30	60	Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/
														MoGCSP
	Thematic Area		Sub-Total					9,176,000.00		10	71.6	18.4		
			MAINTAIN A SAFE, UNITED AND STABLE SOCIETY											
Municipal Objective		23. Ensure effective implementation of the decentralisation policy and programmes and promote and improve the efficiency and effectiveness of performance in the public and civil services												

		24. Reduce spatial development disparities among different ecological zones across the country												
		25. Safeguard the security, safety and protection of the rights of the vulnerable in society, especially women and the girl child												
Development Programmes (Programme Based Budgeting)		26. Improve internal security for protection of life and property												
		Sector Programmes / Projects/ Activities	Location	Time Frame				Indicative Budget GH¢	Indicators	Source of Funding (%)			Implementing Department	
				2018	2019	2020	2021			IGF	GOG	Donor	Lead	Collaborating
		(Activity Based Budgeting)												
23. Improving substructure infrastructure, staff strength and accommodation		Central Administration Dept												
		133. Rehabilitate 5 Zonal Councils offices in the Municipality	Municipal wide				100,000.00	5 Zonal Councils offices rehabilitated	50	50	-	Central Admin. Dept.	MA/	
				Works Depart./										
				Zonal Councils										
		134. Promote Culture and Support Traditional Council in the Municipality	Municipal wide				40,000.00	Culture and Support Traditional Council promoted	10	80	10	Central Admin. Dept.	MA/DP/NGOs	
		135. Organise annual training programmes for Zonal Councils staff and Assembly/Unit Committee	Municipal wide				90,000.00	Annual training programmes for Zonal Councils staff and Assembly/Unit Committee Members organised	60	40	-	Central Admin. Dept.	MA/	
	Assembly Mem./													
												Unit Comm.		

	Members													
	136. Organise Sub-committees, Executive Committee and General Assembly meetings quarterly	Ejura					60,000.00	Sub-committees, Executive Committee and General Assembly meetings organised	10	-	-	Central Admin. Dept.	MA/ Assembly Mem./ Unit Comm.	
	138. Renovate 20 Assembly Staff Bungalows and Quarters	Ejura					200,000.00	20 Assembly Staff Bungalows and Quarters renovated	20	80	-	Central Admin. Dept.	MA/ Works Depart.	
	139. Furnish and Maintain Assembly Office Complex	Municipal wide					120,000.00	Assembly Office Complex furnished and maintained	10	90	-	Central Admin. Dept.	MA/ Works Depart.	
	140. Procure 1 No. Heavy Duty Generator for office use	Ejura					100,000.00	1 No. Heavy Duty Generator procured for office use	10	90	-	Central Admin. Dept.	MA/ Works Depart.	
	141. Construct 4 No. Semi-detached staff bungalow in the Municipality	Ejura					500,000.00	4 No. Semi-detached staff bungalow constructed	20	80	-	Central Admin. Dept.	MA/ Works Depart.	
	142. Complete the construction of MCE's	Ejura					100,000.00	Construction of MCE's residence completed	10	90	-	Central Admin. Dept.	MA/ Works Depart.	

	residence													
	143. Maintain and Overhaul the Assembly Grader, Tipper Truck, Tractor, Ford Pick-up, Information Service Van	Ejura					100,000.00	Assembly Grader, Tipper Truck, Tractor, Ford Pick-up, Information Service Van maintained and overhauled	10	90	-	Central Admin. Dept.	MA/ Works Depart.	
	144. Organise 16 training workshops for staff in the Municipality under Local Training and Seminars	Ejura					250,000.00	16 training workshops for staff in the Municipality under Local Training and Seminars organised	10	90	-	Central Admin. Dept.	MA	
	145. Provide support for capacity building programmes under DACF annually	Ejura					90,000.00	Support for capacity building programmes under DACF provided annually	10	90	-	Central Admin. Dept.	MA	
	146. Maintain Computers and Install Accounting Software	Ejura					20,000.00	Computers and Install Accounting Software maintained	20	80	-	Central Admin. Dept.	MA	
	147. Procure consultancy services for the Assembly	Ejura					80,000.00	Consultancy services for the Assembly procured	20	80	-	Central Admin. Dept.	MA	

		148. Repair and Maintain Assembly Assets periodically	Ejura					100,000.00	Assembly Assets repaired and maintained periodically	40	60	-	Central Admin. Dept.	MA/ Works Depart.
		149. Organise MPCU, Monitoring and Budget Committee meetings quarterly	Ejura					80,000.00	MPCU, Monitoring and Budget Committee meetings organised quarterly	90	10	-	Central Admin. Dept.	MA
		150. Monitor and evaluate projects and programmes annually in the Municipality	Municipal wide					100,000.00	Projects and programmes monitored and evaluated annually	90	10	-	Central Admin. Dept.	MA
		151. Prepare Composite Budget and Annual Action Plans annually	Ejura					80,000.00	Composite Budget and Annual Action Plans prepared	90	10	-	Central Admin. Dept.	MA/MPCU/ Monitoring Team
		152. Pay monthly utility, postage and telephone bills and bank charges (Electricity, Water, Postage, Phone Credit and Bank	Ejura					70,000.00	Monthly utility, postage and telephone bills and bank charges (Electricity, Water, Postage, Phone Credit and Bank Charges) paid	90	10	-	Central Admin. Dept.	MA/ MPCU/

		Charges)												
		153. Provide support for the Decentralised Departments in the Municipality annually	Municipal wide				220,000.00	Support for the Decentralised Departments provided annually	90	10	-	Central Admin. Dept.	MA/ MPCU	
		154. Implement constituency projects and programmes under the (MP's) common Fund annually	Municipal wide				100,000.00	Constituency projects and programmes under the (MP's) common Fund implemented	5	95	-	Central Admin. Dept.	MA/ MP	
		155. Provide fuel and lubricants for all Assembly and staff vehicles regularly	Municipal wide				100,000.00	Fuel and lubricants for all Assembly and staff vehicles provided	90	10	-	Central Admin. Dept.	MA	
		156. Provide accommodation, travel and night	Municipal wide				80,000.00	Accommodation, travel and night allowance for	90	10	-	Central Admin. Dept.	MA	

		allowance for Assembly staff and official guests who officially travel outside the Municipality annually						Assembly staff and official guests who officially travel outside provided						
		157. Support and honour all National Programmes and Invitations to the Assembly annually	Municipal wide				100,000.00	all National Programmes and Invitations to the Assembly supported and honoured	50	50	-	Central Admin. Dept.	MA	
		158. Pay transfer and haulage grants to newly posted staff in the Municipality annually	Municipal wide				40,000.00	Transfer and haulage grants to newly posted staff paid	90	10	-	Central Admin. Dept.	MA	
		159. Pay car maintenance allowance to all staff with vehicles annually	Municipal wide				80,000.00	Car maintenance allowance to all staff with vehicles paid	90	10	-	Central Admin. Dept.	MA	
		160. Provide funds for social interventions	Municipal wide				400,000.00	Funds for social interventions and	30	70	-	Central Admin. Dept.	MA	

		and unanticipated projects and programmes annually.						unanticipated projects and programmes provided						
		161. Disseminate Government policies and Programmes such as LEAP, Annual Budget Statements, Fee-Fixing Resolutions, Assembly Bye-Laws, MMTDP, etc to the Public	Municipal wide				200,000.00	Government policies and Programmes such as LEAP, Annual Budget Statements, Fee-Fixing Resolutions, Assembly Bye-Laws, MMTDP, etc to the Public disseminated	40	60	-	Central Admin. Dept.	MA	
24. Providing adequate support for community initiated infrastructural projects		162. Procure building materials for Community Initiated Projects annually in the Municipality	Municipal wide				300,000.00	Building materials for Community Initiated Projects procured	10	90	-	Central Admin. Dept.	MA/	
				Works Depart./										
				Physical Plg.										
		163. Facilitate the preparation of building designs, plans and layouts for all Community Initiated	Municipal wide				20,000.00	Preparation of building designs, plans and layouts for all Community Initiated Projects facilitated	60	40	-	Central Admin. Dept.	MA/	
				Works Depart./										
				Physical Plg.										

		Projects in the Municipality annually												
		164. Organise 20 sensitization programmes to promote Community Initiated Projects in the Municipality	Municipal wide					40,000.00	20 sensitization programmes to promote Community Initiated Projects organised	20	80	-	Central Admin. Dept.	MA/ Works Depart./ Physical Plg.
25. Reducing the incidence of early marriages and pre-marital sex		165. Organise 2 sex educational campaigns in the Municipality annually	Municipal wide					20,000.00	2 sex educational campaigns organised annually	10	60	30	Central Admin. Dept.	MA/DP/NGOs Health Dept.
		166. Organise 2 educational campaigns on the dangers of pre-marital sex and early marriages in the Municipality quarterly	Municipal wide					20,000.00	2 educational campaigns on the dangers of pre-marital sex and early marriages organised annually	10	60	30	Central Admin. Dept.	MA/DP/NGOs Health Dept.

		167. Educate and sensitize the youth on the consequences of teenage pregnancy in the Municipality annually	Municipal wide					20,000.00	The Youth educated and sensitized on the consequences of teenage pregnancy	10	60	30	Central Admin. Dept.	MA/DP/NGOs
														Health Dept.
26. Providing adequate security facilities and safety assurance		Disaster Prevention Dept												
		168. Construct 4 No. Police Post with ancillary facilities in the Municipality	Selected Communities					500,000.00	4 No. Police Post with ancillary facilities constructed	10	90	-	Disaster Prevention Dept.	MA/
														Works Dept./ GPS
		169. Initiate the construction of 1 No. court building in Ejura	Ejura					200,000.00	The construction of 1 No. court building initiated	10	90	-	Disaster Prevention Dept.	MA/JS/
														Works Dept./ GPS
		170. Insure Assembly Vehicles to ensure protection of life and Property	Ejura					20,000.00	Assembly Vehicles to ensure protection of life and property insured	40	60	-	Disaster Prevention Dept.	MA/DVLA
														GPS

		171. Provide support to the security services in the Municipality all year round	Ejura					50,000.00	Support to the security services provided all year round	60	40	-	Disaster Prevention Dept.	MA/ GPS
		172. Maintain and Overhaul the Municipal police command vehicle to make them more effective	Ejura					20,000.00	Municipal police command vehicle maintained and overhauled	60	40	-	Disaster Prevention Dept.	MA/ GPS
		173. Form and promote community policing in the Municipality	Ejura					20,000.00	Community policing formed and promoted	10	80	10	Disaster Prevention Dept.	MA/DP/NGOs GPS
		174. Collate data on all the disaster prone communities in the Municipality	Municipal wide					20,000.00	Data on all the disaster prone communities collated	10	80	10	Disaster Prevention Dept.	MA/DP/NGOs NADMO/GPS/ GFS
		175. Procure relief items for disaster victims annually	Municipal wide					100,000.00	Relief items for disaster victims procured annually	10	80	10	Disaster Prevention Dept.	MA/DP/NGOs NADMO/GPS/ GFS

		176. Organise 4 public educations on disaster prevention and management in the Municipality	Municipal wide					20,000.00	4 public educations on disaster prevention and management organised	10	80	10	Disaster Prevention Dept	MA/DP/NGOs		
														GPS/GFS/		
														NADMO		
		177. Organise anti-bush fire campaign education to mitigate fire disasters in the Municipality annually	Municipal wide					20,000.00	Anti-bush fire campaign education to mitigate fire disasters organised annually	10	80	10	Disaster Prevention Dept	MA/DP/NGOs		
														GPS/GFS/		
														NADMO		
								Source: ESMA, 2017								Grand Total 28,199,000.00

Table 4.3: Summary of Costs according to the Long Term National Development Policy Framework

GOAL	AMOUNT
Build an inclusive industrialized and resilient economy	6,838,000
Create an equitable, healthy and disciplined society	9,276,000
Build safe and well-planned communities while protecting the natural environment	7095000
Build effective, efficient and dynamic institutions	4,990,000.00
TOTAL	28,199,000

Source: Ejura-Sekyedumase Municipal Assembly, 2017

CHAPTER FIVE

COMPOSITE ANNUAL ACTION PLANS

5.1 Introduction

In order to achieve the objectives set out in the Medium Term Plan 2018-2021, specific interventions have been proposed. Priority projects have also been proposed for the Socio-Economic Development of the District, and a summary of the interventions provided. Priority projects have been selected taking cognizance of the potentials and opportunities that abound in the Municipality. The effective implementation of the 4-Year Municipal Medium Term Development Plan (DMTDP), calls for an approach that seeks to optimize utilization of available internal and external resources.

Consequently, the implementation strategy will be:

- Mobilization of local resources
- Partnership with external agencies
- Prudent use of available resources; and
- Cohesive institutional linkages and networking.

The tables that follow show the Annual Action Plan for Ejura-Sekyere Municipal Assembly indicating specific project intervention for the year 2018 to 2021 as planned

Table 5.1: Composite Annual Action Plan 2018

BUILD A PROSPEROUS SOCIETY													
NO	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
1	1. Strengthening financial resources mobilisation and public expenditure management	Organise sensitization programmes for Rate Payers in the Municipality annually	Municipal wide	Sensitization programmes for Rate Payers organised annually	x	x	x	x	12,000.00			Finance Department	MPCU/M BA
		Organise stakeholder's fora on fee-fixing resolutions annually	Ejura	Stakeholder's fora on fee-fixing resolutions organised annually				x	8,000.00			Finance Department	MPCU/M BA
		Compile and update the Municipal Revenue Database annually	Municipal wide	Municipal Revenue Database compiled and updated					20,000.00			Finance Department	MPCU/M BA
		Strengthen supervision and monitoring of revenue	Ejura	Supervision and monitoring of revenue collection on market days strengthened					8,000.00			Finance Department	MPCU/M BA

		collection on market days in all the three major markets in the Municipality										
		Provide logistics for revenue collectors for their efficient performance	Municipal wide	Logistics for revenue collectors for their efficient performance provided				20,000.00			Finance Department	MPCU/M BA
		Pay compensation to established post and non-established post annually	Municipal wide	Compensation to established post and non-established post-paid annually				5,000,000.00			Finance Department	MPCU/M BA
2	Diversify and expand the tourism	Develop 1 tourist site in the Municipality	Municipal wide	1 Tourist Site developed				30,000.00			Business Advisory Centre	GTB/EPA
3	industry for economic development	Prepare a Tourism Profile for the Municipality	Municipal wide	Tourism Profile prepared				10,000.00			Business Advisory Centre	GTB/EPA
4	Improve efficiency and competitiveness	Organise training programmes for MSMEs annually	Municipal wide	Training programmes for MSMEs organised annually					16,000.00		Business Advisory Centre	MSMEs/

5	s of SMEs	Organise sensitisation and needs assessments programmes for NBSSI and EDAIF project clients in the Municipality	Ejura	Sensitisation and needs assessments programmes for NBSSI and EDAIF project clients organised						10,000.00	Business Advisory Centre	MSMEs/
6	Accelerate opportunities	Construct 1 slaughter Slab	Ejura	1 slaughter Slab constructed				100,000.00			Works Department	MA/
7	for job creation across all sectors	Rehabilitation of Slaughter house	Mempeas em	1 slaughter house rehabilitated							works department	MA
8	Promote agricultural mechanization	Organise Farmers' Day annually	Selected Communi ties	Farmers' Day organised annually				80,000.00	5000		Agriculture Department	MA/ Farmers/ NGOs/ Fin. Inst.
9		Creation of Veterinary Officers office	Ejura	Office created for Veterinary officer				5,000			Central Admin. Dept.	MPCU
10		Conduct capacity building workshops in climate change and green economy for	Municipal wide	Capacity building workshops in climate change and green economy for farmers conducted annually						16,000.00	Agriculture Department	MA/ Farmers/ NGOs/ FBOs

		farmers annually										
11		Conduct 5 day training workshop for 40 FBO in the Municipality	Municipal wide	5 day training workshop for 40 FBO conducted annually						16,000.00	MOFA	MA/ FBOs
12		Service the conduct of Pest & Diseases Surveillance annually	Municipal wide	Pest & Diseases Surveillance services conducted annually						10,000.00	MOFA	MA/ Farmers/ NGOs
13		Facilitate the provision of warehouses for maize, cribs/yam barns in 5 Zonal Councils in the Municipality	Municipal wide	Provision of warehouses for maize, cribs/yam barns in 5 Zonal Councils facilitated annually						40,000.00	Agriculture Department	MA/ Farmers/ NGOs/
14		Organise weekly market survey at the 3 main market centres in the Municipality	Municipal wide	Weekly market survey at the 3 main market centres organised annually						60,000.00	Agriculture Department	MA/ Farmers/ MSMEs/

15		Conduct crops and livestock survey in the Municipality annually	Municipal wide	Crops and livestock survey conducted annually								Agriculture Department	MA/ Farmers
16	Develop an effective domestic market	Development of market centres	Dagomba line and Ejura	market centre developed						400,000			
17	Agriculture Development	Establish 32 demonstrations on cowpea, maize, cassava and yam in the Municipality	Municipal wide	32 demonstrations on cowpea, maize, cassava and yam established					320,000.00	250,000		Agriculture Department	MA/ Farmers

MAINTAIN A STABLE, UNITED AND SAFE SOCIETY

	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
18	Improve local government service and institutionalize	139. Furnish and Maintain Assembly Office Complex	Municipal wide	Assembly Office Complex furnished and maintained					120,000.00			Central Admin. Dept.	MA/

19	municipal level planning and budgeting	140. Procure 1 No. Heavy Duty Generator for office use	Ejura	1 No. Heavy Duty Generator procured for office use						100,000.00	Central Admin. Dept.	MA/
20		Complete the construction of MCE's residence	Ejura	Construction of MCE's residence completed						100,000.00	Central Admin. Dept.	MA/
21		Organise 16 training workshops for staff in the Municipality under Local Training and Seminars	Ejura	16 training workshops for staff in the Municipality under Local Training and Seminars organised						250,000.00	Central Admin. Dept.	MA
22		Provide support for capacity building programmes under DACF annually	Ejura	Support for capacity building programmes under DACF provided annually						10,000	Central Admin. Dept.	MA
23		Procure consultancy services for the Assembly	Ejura	Consultancy services for the Assembly procured				90,000.00			Central Admin. Dept.	MA

24		Monitor and evaluate projects and programmes annually in the Municipality	Municipal wide	Projects and programmes monitored and evaluated annually				80,000.00			Central Admin. Dept.	MA
25		Provide support for the Decentralised Departments in the Municipality annually	Municipal wide	Support for the Decentralised Departments provided annually				100,000.00			Central Admin. Dept.	MA/
26		Implement constituency projects and programmes under the (MP's) common Fund annually	Municipal wide	Constituency projects and programmes under the (MP's) common Fund implemented				220,000.00			Central Admin. Dept.	MA/
27		Disseminate Government policies and Programmes such as LEAP, Annual Budget Statements, Fee-Fixing Resolutions,	Municipal wide	Government policies and Programmes such as LEAP, Annual Budget Statements, Fee-Fixing Resolutions, Assembly Bye-Laws, MMTDP, etc to the Public disseminated				100,000.00			Central Admin. Dept.	MA

		Assembly Bye-Laws, MMTDP, etc to the Public										
28		Procure building materials for Community Initiated Projects annually in the Municipality	Municipal wide	Building materials for Community Initiated Projects procured				200,000.00			Central Admin. Dept.	MA/
29		Facilitate the preparation of building designs, plans and layouts for all Community Initiated Projects in the Municipality annually	Municipal wide	Preparation of building designs, plans and layouts for all Community Initiated Projects facilitated				300,000.00	20,000.00		Central Admin. Dept.	MA/

30		Procure and install internet facilities within the central administration and other decentralized department to promote E-Governance	Ejura	Internet facilities within the central administration and other decentralized department procured and installed						50,000.00		Works Department	MA
31	Enhance public safety	Construct 4 No. Police Post with ancillary facilities in the Municipality	Selected Communities	4 No. Police Post with ancillary facilities constructed						500,000.00		Municipal Works Dept.	GPS/Private Sector
32		Initiate the construction of 1 No. court building in Ejura	Ejura	The construction of 1 No. court building initiated						300,000.00		Municipal Works Dept.	MA/JS/ Private Sector
Goal: Safeguard the natural environment and ensure a resilient built environment													
	Programme and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
33	Promote sustainable water resource	Maintenance of broken boreholes	Ebuom	2 Boreholes repaired					50,000	20,000		Works Department	MA/ ECG/ NGOs/ DP

	development and management												
34	Provide adequate, safe, secure, quality and affordable social housing and private housing solutions that meet the needs and financial capacity of the ordinary Ghanaian	Facilitate the extension and maintenance of electricity to 50 communities in the Municipality	Municipal wide	Extension of electricity to 100 communities facilitated					1,000,000.00			Works Department	MA/ ECG/ NGOs/ DP
35		Procure 500 street light bulbs in the Municipality	Municipal wide	500 street light bulbs procured					400,000.00			Works Department	MA/ ECG
36	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Renovate Ejura Community Centre	Ejura	1 No. community centres renovated					150,000.00			Works Department	MA/
37	Establish Ghana as a	Reshape/Rehabilitate/Spot	Selected Communi	158km feeder roads reshaped/rehabilitated					2,000,000.00			Works Department	MA/NGOs/

	Transportation Hub for the West African Sub-Region	improvement 158km feeder road in the Municipality (Ashakoko, Attakura No 2, Ejura Anyinfia and Ejura Town Road etc.)	ties								ent	
38		Rehabilitate selected roads	Selected Communities	Km of roads rehabilitated				500,000.00			Works Department	MA/NGOs/
39		Construct speed calming devices on Kumasi-Mampong-Ejura-Atebubu road.	Municipal wide	Speed calming devices on Kumasi-Mampong-Ejura-Atebubu road constructed				200,000.00			Works Department	MA/NGOs/
40		Construct/Rehabilitate 4 No. bridges in the Municipality (Ejura, Sekyedumase, etc.)	Municipal wide	4 No. bridges in the Municipality constructed/rehabilitated				500,000.00			Works Department	MA/NGOs/
41		Develop feeder roads	Municipal wide	km of feeder roads developed				200,000.00			Urban Roads	Urban Roads

42		Eradication of Sand heaps along major roads	Municipal wide	Km Stretch of roads catered for					3000				Urban Roads	Urban Roads
43		Develop speed rumps on selected roads	Municipal wide	no of speed rumps developed					2000				Urban Roads	Urban Roads
44	Promote effective disaster prevention and mitigation	Collate data on all the disaster-prone communities in the Municipality	Municipal wide	Data on all the disaster-prone communities collated					20,000.00				Disaster Prevention Dept.	MA/DP/NGOs
45		Organise 4 public educations on disaster prevention and management in the Municipality	Municipal wide	4 public educations on disaster prevention and management organised					20,000.00				Disaster Prevention Dept	MA/DP/NGOs
Goal: Create opportunities for all														
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies		
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating	
46	Improve access to water services for all urban areas	Rehabilitate 20 No. boreholes in the Municipality annually	Municipal wide	20 No. boreholes rehabilitated					80,000.00				Works Department	MA / DP/ CWSA

47		Facilitate the extension of Small Town Pipe Water System in the Municipality	Municipal wide	Extension of Small Town Pipe Water System facilitated					200,000.00			Works Department	MA / DP/ CWSA
48	Intensify public education on improper waste disposal	Prosecute 200 sanitary offenders in the Municipality	Municipal wide	200 sanitary offenders Unit prosecuted annually					20,000.00			Health Dept. (Env. Unit)	MA
49		Prepare settlement schemes for 4 communities in the Municipality	Selected Communities	Settlement schemes for 4 communities prepared					200,000.00			Physical Plg. Department	MA/Works Dept./T&CP/
50		Organise quarterly clean-up exercise	Municipal wide	number of clean-ups organised						5,000.00			MEHU
51	Improve access to sanitation facilities in rural and urban communities	Construct WC toilet facilities	Selected Communities	number of Toilet facilities Constructed					150,000.00			Works Department	MEHU
52		Construct 8 No. Aqua Privy in the Municipality	Municipal wide	8 No. aqua privy toilet constructed					800,000.00			Works Department	MA / DP/ CWSA
53		Procure 20 No. Refuse Containers	Municipal wide	20 No. Refuse Containers procured					120,000.00			Health Dept. (Env.	MA / DP/ CWSA

												Unit)	
54		Procure refuse management equipment and chemical detergents for the Municipal Environmental Health Unit annually	Municipal wide	Refuse management equipment and chemical detergents for the Municipal Environmental Health Unit procured annually				90,000.00				Health Dept. (Env'tal Unit)	MA / DP/ CWSA
55		De-silt choked drains in the Municipality periodically	Municipal wide	Choked drains in the Municipality de-silted periodically				50,000.00				Health Dept. (Env'tal Unit)	MA / DP
56	Enhance quality of teaching and learning	Completion of 3unit classroom block	Model School	3unit Classroom block completed				200,000.00				Works Department	GES
57		Provide 3,000 pieces of Dual/Mono Desks to schools in the Municipality	Selected Communities	5,000 pieces of dual and mono desk furniture to schools provided				250,000.00				Education Department	MA/DP/MOE

58		Construct 4 No. Teachers Quarters with ancillary facilities in the Municipality	Selected Communities	4 No. Teachers Quarters with ancillary facilities constructed				880,000.00			Education Department	MA/DP/MOE
59		Organise 8 Public Education and Community Mobilization Programmes in the Municipality	Municipal wide	8 Public Education and Community Mobilization Programmes organised				40,000.00			Education Department	MA/DP/MOE
60		Identify and support 20 females/girls in vocational and employable skills (Community Development Technical Institute)	Municipal wide	20 females/girls in vocational and employable skills identified and supported					50,000.00		Education Department	MA/DP/MOE
61		Construct 1 sports field in the Municipality	Selected community	1 sports field in the Municipality constructed					600,000.00		Education Department	MA/DP/MOE/

62		Facilitate the organisation of sports activities, Community Gala and Sports Festival annually in the Municipality	Municipal wide	organisation of sports activities, Community Gala and Sports Festival facilitated					50,000.00			Education Department	MA/DP/MOE/
63	Improve reproductive health	Organise 2 sex educational campaigns in the Municipality annually	Municipal wide	2 sex educational campaigns organised annually				20,000.00				Central Admin. Dept.	MA/DP/NGOs
64		Educate and sensitize the youth on the consequences of teenage pregnancy in the Municipality annually	Municipal wide	The Youth educated and sensitized on the consequences of teenage pregnancy				20,000.00				Central Admin. Dept.	MA/DP/NGOs
65	Promote gender equality and equity in political development systems and	Celebration of world day against child labour annually	Municipal wide	World day against child labour celebrated				40,000.00				Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/

66	outcomes.	Organise 10 sensitization workshops on violence against women and children in the Municipality	Municipal wide	10 sensitization workshops on violence against women and children organised				50,000.00				SWCD	MA/DP/NGOs/
67		Facilitate the registration of the Aged under NHIS	Municipal wide	Registration of the Aged under NHIS facilitated				40,000.00				SWCD	MA/DP/NGOs/
68		Pay beneficiaries under the LEAP project	Municipal wide	Beneficiaries under the LEAP project paid				100,000.00				SWCD	MA/DP/NGOs/
69	Improve Quality of health service delivery including mental health	Facilitate the registration of 600 poor and marginalised on NHIS through the LEAP	Municipal wide	Registration of 600 poor and marginalised on NHIS through the LEAP facilitated				20,000.00				Health Department	MA/DP/MOH/
70		Educate the general public on cholera prevention and management Project	Municipal wide	General public on cholera prevention and management project educated				20,000.00				Health Department	MA/DP/MOH
71		Facilitate the training and	Municipal wide	Training and promotion of family planning				20,000.00				Health Department	MA/DP/MOH/

		promotion of family planning methods and services (male and female condoms, contraceptives etc.) In the Municipality annually		methods and services facilitated							ent	
72		Sensitize institutional prescribers, nurses, health workers and religious groups in IDSR in the Municipality annually	Municipal wide	Institutional prescribers, nurses, health workers and religious groups in IDSR sensitized				20,000.00			Health Department	MA/DP/MOH/
73		Construct 1 No. Office complex for NHIS in Ejura	Ejura	1 No. Office complex for NHIS constructed				600,000.00			Health Department	MA/DP/MOH/
74	Ensure the reduction of new HIV and AIDS/STI infections,	Organise 2 educational campaigns against stigmatisation of	Municipal wide	2 educational campaigns against stigmatisation of PLHIV and AIDS organised annually				20,000.00			Health Department	MA/DP/MOH/

	especially among the vulnerable groups	PLHIV and AIDS in the Municipality annually											
75		Celebrate world AIDS day annually	Municipal wide	World AIDS day celebrated annually					16,000.00			Health Department	MA/DP/MOH/
Source: ESMA-2018													

Table 5.2: Composite Annual Action Plan 2019

BUILD A PROSPEROUS SOCIETY												
Programme/Su b-programme	Activities (Operations)	Location	Output Indicators	Quarterly schedule				Indicative Budget			Implementing Agencies	
				1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Strengthening financial resources mobilisation	Prepare and implement Revenue Improvement	Ejura	Revenue Improvement Action Plans prepared and implemented annually					8,000.00			Finance Department	MPCU/ MBA

and public expenditure management	Action Plans annually											
	Procure 1 No. Revenue Mobilization Van	Ejura	1 No. Revenue Mobilization Van procured					200,000.00			Finance Department	MPCU/MBA
Improve efficiency and competitiveness of SMEs	Train females entrepreneurs in income generating activities (soap making, gari processing, palm oil processing and fish farming) annually	Municipal wide	Females entrepreneurs in income generating activities (soap making, gari processing, palm oil processing and fish farming) trained					16,000.00			Business Advisory Centre	MSMEs/
	Support business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders, etc in the Municipality	Municipal wide	Business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders supported annually					16,000.00			Business Advisory Centre	MSMEs/

Accelerate opportunities for job creation across all sectors	Prepare business proposals/ plans to the ministry of Food and Agriculture to take over the defunct Ejura farms through PPP	Ejura	Business proposals/ plans to the ministry of Food and Agriculture to take over the defunct Ejura farms through PPP prepared					50,000.00			Agriculture Department	MA/ Farmers/ NGOs/ MOFA/
	Support to Youth Apprenticeship Programme for 120 Participants	Municipal wide	Youth Apprenticeship Programme for 120 Participants supported						120,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/ MoYS/MoELR/YES/
	Train and support PWDs in income generating activities annually	Municipal wide	PWDs trained and supported in income generating activities					200,000.00			Social Welfare and Comm. Dev't Dept.	MA/DP/ NGOs/ Comm. Dev't Dept.
Promote agricultural mechanization	Construct 4 Maize Pavilions/warehouses in the Municipality	Selected Communities	4 Maize Pavilions/warehouses constructed					80,000.00			Works Department	MA/
	Support the Vaccination and Treatment of 2,000 Sheep and Goat Against PPR and	Municipal wide	Vaccination and Treatment of 2,000 Sheep and Goat Against PPR and 600 Cattle against CBPP supported					80,000.00			Agriculture Department	MA/ Farmers/ NGOs

	600 Cattle against CBPP											
Develop an effective domestic market	Maintain the Grounds and Fencing of the 3 major market facilities in the Municipality	Selected Market Centres	Grounds and Fencing of the 3 major market facilities maintained					200,000.00			Works Department	MA/
	Development of market centre	Alamade	Market centre developed					100,000.00			Works Department	MA/
Accelerate technology-based industrialization with strong linkages to agriculture	Extend Agricultural Extension Services	Municipal wide	No. of farmer Benefiting from Extension services					5000			Agriculture Department	NGOs
Promote seed and planting materials development	Construct 4 Maize Pavilions/warehouses in the Municipality	Selected Communities	4 Maize Pavilions/warehouses constructed					80,000.00			Works Department	MA/
Re-orientate agriculture education and increase access	Support Agricultural Extension Services annually	Municipal wide	Agricultural Extension Services supported annually					20,000.00			Agriculture Department	MA/ Farmers/ NGOs/ AES

to extension services												
Increase agricultural productivity	22. Implement Standardization of maize measurement and other cereals in the Municipality	Selected Communities	Standardization of maize measurement and other cereals implemented annually					10,000.00			Works Department	MA/
Promote livestock and poultry development for food security and income generation	12. Organise technology improvement training in grass cutter rearing at Samarinkwanta	Samarinkwanta	Technology improvement training in grass cutter rearing organised annually					8,000.00			Business Advisory Centre	MSMEs/
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY												
Programme /Sub-	Activities (Operations)	Location	Output Indicators	Quarterly schedule	Time	Indicative Budget			Implementing Agencies			

programme				1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Improve local government service and institutionalize municipal level planning and budgeting	130. Organise Annual Senior Citizens' Day for the Aged	Municipal wide	Annual Senior Citizens' Day for the Aged organised annually						80,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs/
	133. Rehabilitate 5 Zonal Councils offices in the Municipality	Municipal wide	5 Zonal Councils offices rehabilitated						100,000.00		Central Admin. Dept.	MA/
	136. Organise Sub-committees, Executive Committee and General Assembly meetings quarterly	Ejura	Sub-committees, Executive Committee and General Assembly meetings organised						60,000.00		Central Admin. Dept.	MA/
	143. Maintain and Overhaul the Assembly Grader, Tipper Truck, Tractor, Ford Pick-up, Information Service Van	Ejura	Assembly Grader, Tipper Truck, Tractor, Ford Pick-up, Information Service Van maintained and overhauled						100,000.00		Central Admin. Dept.	MA/
	149. Organise MPCU, Monitoring and Budget Committee meetings quarterly	Ejura	MPCU, Monitoring and Budget Committee meetings organised quarterly						80,000.00		Central Admin. Dept.	MA

152. Pay monthly utility, postage and telephone bills and bank charges (Electricity, Water, Postage, Phone Credit and Bank Charges)	Ejura	Monthly utility, postage and telephone bills and bank charges (Electricity, Water, Postage, Phone Credit and Bank Charges) paid					70,000.00			Central Admin. Dept.	MA/
156. Provide accommodation, travel and night allowance for Assembly staff and official guests who officially travel outside the Municipality annually	Municipal wide	Accommodation, travel and night allowance for Assembly staff and official guests who officially travel outside provided					80,000.00			Central Admin. Dept.	MA
158. Pay transfer and haulage grants to newly posted staff in the Municipality annually	Municipal wide	Transfer and haulage grants to newly posted staff paid					40,000.00			Central Admin. Dept.	MA
160. Provide funds for social interventions and unanticipated projects and programmes annually.	Municipal wide	Funds for social interventions and unanticipated projects and programmes provided					400,000.00			Central Admin. Dept.	MA

	164. Organise 20 sensitization programmes to promote Community Initiated Projects in the Municipality	Municipal wide	20 sensitization programmes to promote Community Initiated Projects organised					40,000.00			Central Admin. Dept.	MA/
	166. Organise 2 educational campaigns on the dangers of pre-marital sex and early marriages in the Municipality quarterly	Municipal wide	2 educational campaigns on the dangers of pre-marital sex and early marriages organised annually					20,000.00			Central Admin. Dept.	MA/DP/NGOs
	170. Insure Assembly Vehicles to ensure protection of life and Property	Ejura	Assembly Vehicles to ensure protection of life and property insured					50,000.00			Disaster Prevention Dept.	MA/DV LA
	173. Form and promote community policing in the Municipality	Ejura	Community policing formed and promoted					20,000.00			Disaster Prevention Dept.	MA/DP/NGOs
	175. Procure relief items for disaster victims annually	Municipal wide	Relief items for disaster victims procured annually					100,000.00			Disaster Prevention Dept.	MA/DP/NGOs

SAGEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT ECONOMY

Programme	Activities	Location	Output Indicators	Quarterly	Time	Indicative Budget	Implementing Agencies
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/Sub-programme	(Operations)			schedule				GoG	IGF	Donor	Lead	Collaborating
				1 st	2 nd	3 rd	4 th					
Promote sustainable water resource development and management	57. Construct 20 No. boreholes in the Municipality	Municipal wide	20 No. boreholes constructed					400,000.00			Works Department	MA / DP/ CWSA
	59. Mechanise 3 No. boreholes in the Municipality	Municipal wide	3 No. boreholes mechanised					90,000.00			Works Department	MA / DP/ CWSA
	Maintenance of Broken down boreholes	Selected Communities	No. of boreholes repaired					60,000.00				
	61. Pay counterpart funding for water and sanitation projects	Municipal wide	Counterpart funding for water and sanitation projects paid					300,000.00			Works Department	MA / DP/ CWSA
Provide adequate, safe, secure, quality and affordable social housing and private	49. Construct 2 No. community centres in the Municipality (Anyinasu and Eboum) zones	Anyinasu/ Eboum	2 No. community centres zones constructed					600,000.00			Works Department	MA/
	Extension of electricity	Selected Communities	No. of Communities reached with electricity					200,000.00				

housing solutions that meet the needs and financial capacity of the ordinary Ghanaian	50. Complete 1 No. Community Resource Centre at Sekyedumase	Sekyedumase	1 No. Community Resource Centre completed					100,000.00			Works Department	MA/
	Evacuation of unauthorised buildings	Municipal wide	no. of Evacuation exercises carried out						5000		Works Department	MA/
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	78. Procure street Naming Equipment to facilitate the implementation of the urban policy	Ejura/	Street Naming Equipment to facilitate the implementation of the urban policy procured					160,000.00			Physical Plg. Department	MA/Works Dept./T&CP/
Establish Ghana as a Transportation Hub for the West	Construction of drains along roads	Selected roads	Km of road with drains constructed					200,000			Works Department	MA/
	Provision of 200 street bulbs	Selected communities	number of street bulbs distributed									

African Sub-Region	Construction of bridges along selected roads	Selected roads	No. of Bridges Constructed									
	Development of feeder roads	Old market	Km of feeder roads developed					200,000			Works Department	MA/ ECG

CREATE OPPORTUNITIES FOR ALL

Programme /Sub-programme	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
				1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Improve access to sanitation facilities in rural and urban communities	63. Construct 3 No. 6 seater KVIP Toilet at Ejura and Mempeasem	Ejura/ Mempeasem	3 No. 6 seater KVIP Toilet constructed					300,000.00			Works Department	MA / DP/ CWSA
	66. Implement Community Led Total Sanitation annually	Municipal wide	Community Led Total Sanitation implemented annually					90,000.00			Health Dept. (Env. Unit)	MA / DP/ CWSA
	68. Ensure regular lifting of refuse containers	Municipal wide	Regular lifting of refuse containers ensured					100,000.00			Health Dept. (Env. Unit)	MA / DP/ CWSA
	72. Initiate steps to acquire all sanitary sites in the Municipality	Municipal wide	Steps to acquire all sanitary sites initiated					50,000.00			Health Dept. (Env. Unit)	MA / DP/ TA

Enhance quality of teaching and learning	87. Organise My First Day at School annually	Municipal wide	My First Day at School organised annually						50,000.00		Education Department	MA/DP/MOE
	88. Provide bursary and support to 400 brilliant but needy students especially, girl child education	Municipal wide	Bursary and support to 400 brilliant but needy students especially, girl child education provided						100,000.00		Education Department	MA/DP/MOE
	Construct 6unit Classroom Block with Ancillary facilities	Somdania	6unit classroom block constructed						350,000		Works Department	MA / DP/CWSA
	Construction of Teacher Bungalow	Dwenewo ho, Nokwaresa	Teachers Bungalow Constructed						200,000.00		Works Department	MA / DP/CWSA
Promote adequate consumption of nutritious foods	70. Mobilise 1,000 Food/Drink Vendors to undergo medical screening	Municipal wide	1,000 Food/Drink Vendors to undergo medical screening mobilised						50,000.00		Health Dept. (Env'tal Unit)	MA / DP/
Improve Quality of health service	96. Expand health infrastructure at the Ejura Municipal Government Hospital	Ejura	health infrastructure at the Ejura Municipal Government Hospital expanded						900,000.00		Health Department	MA/DP/MOH/

delivery including mental health	Provision of post-natal clinic	Selected communities	No. Post Natal Clinic constructed									
	99. Expand the coverage of active membership of NHIS by 5% annually	Municipal wide	Coverage of active membership of NHIS expanded by 5% annually					20,000.00			Health Department	MA/DP/MOH/
	105. Provide support for the organisation of maternal, couples on IPT/ITNs promotions and child health programmes in the Municipality	Municipal wide	Training and motivate 240 TBAs and community volunteers organised					50,000.00			Health Department	MA/DP/MOH/
	106. Facilitate the registration of 80 pregnant women under NHIS free maternal health annually	Municipal wide	registration of 80 pregnant women under NHIS free maternal health facilitated annually					40,000.00			Health Department	MA/DP/MOH/
Ensure the reduction of new HIV and AIDS/STI infections,	110. Train institutional TBA management team in case detection, management and reporting in the	Municipal wide	Institutional TBA management team in case detection, management and reporting trained					20,000.00			Health Department	MA/DP/MOH/

especially among the vulnerable groups	Municipality annually										
	112. Screen all infants born to PLHIV positive mothers	Municipal wide	All infants born to PLHIV positive mothers screened				20,000.00			Health Department	MA/DP/MOH/
	117. Ensure the availability of anti-retroviral drugs for the management HIV among infants	Municipal wide	Availability of anti-retroviral drugs for the management HIV among infants ensured				20,000.00			Health Department	MA/DP/MOH/

Table 5.3: Composite Annual Action 2020

BUILD A PROSPEROUS SOCIETY		
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	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
1	1. Strengthening financial resources	Train 45 revenue collectors annually	Ejura	45 revenue collectors trained annually						20,000.00		Finance Department	MPCU/MB A
2	mobilisation and public expenditure management	Procure 1 No. Revenue Mobilization Van	Ejura	1 No. Revenue Mobilization Van procured						200,000.00		Finance Department	MPCU/MB A
3	Diversify and expand the tourism industry for economic development		Municipal wide	Tourism Profile prepared					10,000.00			Business Advisory Centre	GTB/EPA
4	Improve efficiency and competitiveness of SMEs	Organise sensitisation and needs assessments programmes for NBSSI and EDAIF project clients in the Municipality	Ejura	Sensitisation and needs assessments programmes for NBSSI and EDAIF project clients organised							10,000.00	Business Advisory Centre	MSMEs/

5	Accelerate opportunities for job creation across all sectors	Organise technology improvement training in grass cutter rearing at Samari-Nkwanta	Samari-Nkwanta	Technology improvement training in grass cutter rearing organised annually					8,000.00		Business Advisory Centre	MSMEs/
6		Support business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders, etc in the Municipality	Municipal wide	Business associations such as soap makers, Gari producers, hairdressers, Carpenters, Welders supported annually					16,000.00		Business Advisory Centre	MSMEs/
7		Facilitate the employment of 100 youths under Youth in Agriculture Programme	Municipal wide	Employment of 100 youths under Youth in Agriculture Programme					100,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/MoYS/MoELR/
8	Promote agricultural mechanization	Organize 4 planning sessions with RELC and stakeholders for extension officers	Selected Communities	4 planning sessions with RELC and stakeholders for extension					10,000.00		Agriculture Department	MA/Farmers/

				officers organised annually									
9		Procure farm inputs as incentives to support 1,000 poor and vulnerable peasant farmers in the Municipality	Municipal wide	Farm inputs as incentives to support 1,000 poor and vulnerable peasant farmers procured					80,000.00		Agriculture Department	MA/Farmers/NGOs	
10	Develop an effective domestic market	Organise 4 market fora for market users in the Municipality	Selected Market Centres	4 market fora organised for market users					12,000.00		Environmental Health Unit	MHD/MA	
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY													
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
11	Improve local government service and institutionalize municipal level planning and budgeting	Promote Culture and Support Traditional Council in the Municipality	Municipal wide	Culture and Support Traditional Council promoted					40,000.00		Central Admin. Dept.	MA/DP/NGOs	
12		Renovate Assembly Staff Bungalows and Quarters	Ejura	Assembly Staff Bungalows and Quarters renovated					200,000.00		Central Admin. Dept.	MA/	

13		Construct 4 No. Semi-detached staff bungalow in the Municipality	Ejura	4 No. Semi-detached staff bungalow constructed					500,00 0.00		Central Admin. Dept.	MA/
14		Maintain Computers and Install Relevant Software	Ejura	Computers and Install Relevant Software maintained					20,000. 00		Central Admin. Dept.	MA
15		Repair and Maintain Assembly Assets periodically	Ejura	Assembly Assets repaired and maintained periodically					100,00 0.00		Central Admin. Dept.	MA/
16		Prepare Composite Budget and Annual Action Plans annually	Ejura	Composite Budget and Annual Action Plans prepared					80,000. 00		Central Admin. Dept.	MA/MPCU/ Monitoring Team
17		Pay car maintenance allowance to all staff with vehicles annually	Municipal wide	Car maintenance allowance to all staff with vehicles paid					80,000. 00		Central Admin. Dept.	MA
18		Provide support to the security services in the Municipality all year round	Ejura	Support to the security services provided all year round					50,000. 00		Disaster Prevention Dept.	MA/

SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT ECONOMY													
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
19	Provide adequate, safe, secure, quality and affordable social housing and private housing solutions that	Organise educational campaigns on the need to use LPG to preserve the environment in the Municipality	Municipal wide	Educational campaigns on the need to use LPG to preserve the environment organised						20,000.00		Works Department	MA/NGOs/DP
20	meet the needs and financial capacity of the ordinary Ghanaian	Extension of Electricity	Nkwanta, Miminaso, Adiembra, Ebuom	Number of Communities reached with electricity					70,000			Works Department	MA/NGOs/DP
21		Implement urban policy street naming and property addressing system in the Municipality	Ejura/	Urban policy street naming and property addressing system implemented						100,000.00		Physical Plg. Department	MA/Works Dept./T&CP /

22	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Develop feeder roads	Nkyensu, Afiambo, Nkwanta, bonyoan, Sakyikura						100,000			Works Department	MA/NGOs/DP
23	Establish Ghana as a Transportation Hub for the West African Sub-Region	Provide relief items to disaster victims	Selected Communities	No. of victims reached					50,000			NADMO	MPCU/MB A
24	Promote effective disaster prevention and mitigation												
CREATE OPPORTUNITIES FOR ALL													
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
25		Maintenance of broken boreholes	Fakawa										

26	Improve access to water services for all urban areas	Provide Mechanised Borehole	Selected Communities										
27		Undertake public health education in 100 communities in the Municipality	Municipal wide	Public health education in 100 communities undertaken				30,00 0.00				Health Dept. (Env. Unit)	MA / DP/ CWSA
28	Intensify public education on improper waste disposal	Evacuate 20 refuse dump sites in the Municipality	Municipal wide	20 refuse dump sites evacuated				200,0 00.00				Health Dept. (Env. Unit)	MA / DP/ CWSA
29	Improve access to sanitation facilities in rural and urban communities	Fumigate the Municipality against diseases annually	Municipal wide	The Municipality fumigated against diseases annually				300,0 00.00				Health Dept. (Env. Unit)	MA / DP/ CWSA
30		Evacuation of refuse damp	Kasei	Refuce damps evacuated				10,00 0.00				works department	Health Dept. (Env. Unit)
31		Construct 6unit KVIP	Hiwoanwu	6unit KVIP Construct				120,0 00.00				works department	Health Dept. (Env. Unit)
32		Maintain and manage final refuse disposal site in the Municipality	Municipal wide	Final refuse disposal site maintained and managed				40,00 0.00				Health Dept. (Env. Unit)	MA / DP/ TA

33		Provide support to service Municipal Education Oversight Committee (MEOC) annually	Municipal wide	Support to service Municipal Education Oversight Committee (MEOC) provided annually					50,000.00			Education Department	MA/DP/MOE	
34	Enhance quality of teaching and learning	Provide teacher accommodation	Nokwareasa, fakawa, Kropon, Bonyon						540,000.00			Education Department	MA/DP/MOE/	
35		Furnish classrooms with 200 dual desks	Nkyensu						30,000			Education Department	MA/DP/MOE/	
36		Construction of 1unit 6unit classroom	Fakawa						350,000.00			Education Department	MA/DP/MOE/	
37		Extend electricity to Ejura ICCESS	Ejura	Electricity to Ejura ICCESS extended						40,000.00			Education Department	MA/DP/MOE/
38		Implement Standardization of maize measurement and other cereals in the Municipality	Selected Communities	Standardization of maize measurement and other cereals implemented							10,000.00		Municipal Agric Dept	MA/Private Sector

				annually								
39	Promote seed and planting materials development	Construct 8 No. CHPS compounds with auxiliary facilities in the Municipality	Selected Communities	8 No. CHPS compounds constructed				900,000.00			Health Department	MA/DP/MOH/NHIA
40	Improve Quality of health service delivery including mental health	Refresher Training and motivate 240 TBAs and community volunteers in the Municipality	Municipal wide	Training and motivate 240 TBAs and community volunteers organised				100,000.00			Health Department	MA/DP/MOH/
41		Renovation of CHPs compound	Kobriti					20,000.00				
42		Facilitate the sensitisation of 8 communities to create Community Pregnant Women Transportation Fund in the Municipality	Municipal wide	Sensitisation of 8 communities to create Community Pregnant Women Transportation Fund facilitated					20,000.00			Health Department

43		Ensure availability of Drugs for all infants with HIV positive mothers	Municipal wide	Availability of Drugs for all infants with HIV positive mothers ensured					20,00 0.00			Health Department	MA/DP/MOH/
44	Ensure the reduction of new HIV and AIDS/STI infections, especially among the vulnerable groups	Educate pregnant mothers on the need to know their HIV status before delivery	Municipal wide	Pregnant mothers on the need to know their HIV status before delivery educated					20,00 0.00			Health Department	MA/DP/MOH/
ESMA, 2018													

Table 5.4: Composite Annual Action Plan 2021

BUILD A PROSPEROUS SOCIETY													
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
1	Accelerate opportunities for job creation across all sectors	Organise technology improvement and packaging training in soap making for soap producing in selected communities (Nkramah, Teacherkrom, etc.)	Selected Communities	Technology improvement and packaging training in soap making for soap producing organised annually						10,000.00		Business Advisory Centre	MSMEs/
2		Organise 4 sensitisation programmes on BAC activities in the Municipality annually	Municipal wide	4 sensitisation programmes on BAC activities annually						16,000.00		Business Advisory Centre	MSMEs/
3		Form and strengthen 3 MSME sector Association	Municipal wide	3No. of MSMEs sector association to be formed						9,000		NBSSI	Central Adm
4		Organise 3 consultative meetings for MSMEs	Municipal wide	3No. of consultative meeting for MSMEs organised						3,000		NBSSI	Private Sector
5		Organise 2no. fora for stakeholders in	Ejura	2No.of stakeholders' fora organised						4,000		NBSSI	Central Adm

		MSMEs											
6	Promote agricultural mechanization	38. Establish 8 demonstrations on improved livestock housing in the Municipality for livestock farmers	Municipal wide	8 demonstrations on improved livestock housing for livestock farmers established					80,000.00		Agriculture Department	MA/ Farmers	
7		40. Organize monthly technical review meetings for farmers in the Municipality	Municipal wide	Monthly technical review meetings for farmers organised annually					30,000.00		Agriculture Department	MA/ Farmers	
8		Conduct capacity building workshops in climate change and green economy for farmers annually	Municipal wide	Capacity building workshops in climate change and green economy for farmers conducted annually						16,000.00	Agriculture Department	MA/ Farmers/ NGOs/ FBOs	
9		Conduct 5 day training workshop for 40 FBO in the Municipality	Municipal wide	5 day training workshop for 40 FBO conducted annually						16,000.00	Agriculture Department	MA/ FBOs	
10		Service the conduct of Pest & Diseases Surveillance annually	Municipal wide	Pest & Diseases Surveillance services conducted annually						10,000.00	Agriculture Department	MA/ Farmers/ NGOs	
11		Facilitate the provision of warehouses for maize, cribs/yam	Municipal wide	Provision of warehouses for maize, cribs/yam barns in 5 Zonal						40,000.00	Agriculture Department	MA/ Farmers/ NGOs/	

		barns in 5 Zonal Councils in the Municipality		Councils facilitated annually										
12		Organise weekly market survey at the 3 main market centres in the Municipality	Municipal wide	Weekly market survey at the 3 main market centres organised annually						60,000.00	Agriculture Department	MA/ Farmers/ MSMEs/		
13	Develop an effective domestic market	Development of market centre	Alamade	Market centre developed					100,000.00		Works Department	MA/		
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY														
1	MDA	Activities (Operations)	Location	Output Indicators	Quarterly schedule				Time	Indicative Budget			Implementing Agencies	
	Programmes and Sub-programmes				1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating	
14	Improve local government service and institutionalize municipal level planning and budgeting	Organise annual training programmes for Zonal Councils staff and Assembly/Unit Committee Members	Municipal wide	Annual training programmes for Zonal Councils staff and Assembly/Unit Committee Members organised						90,000.00		Central Admin. Dept.	MA/	
15		Pay compensation to Assembly Members	Municipal wide	Compensation to Assembly Members paid						60,000.00		Central Admin. Dept.	MA/	
16		Support and honour all National Programmes and Invitations to the Assembly annually	Municipal wide	all National Programmes and Invitations to the Assembly supported and honoured						100,000.00		Central Admin. Dept.	MA	

17		Maintain and Overhaul the Municipal police command vehicle to make them more effective	Ejura	Municipal police command vehicle maintained and overhauled					20,000.00		Disaster Prevention Dept.	MA/
18		Organise anti-bush fire campaign education to mitigate fire disasters in the Municipality annually	Municipal wide	Anti-bush fire campaign education to mitigate fire disasters organised annually					20,000.00		Disaster Prevention Dept	MA/DP/NGOs
19		Pay transfer and haulage grants to newly posted staff in the Municipality annually	Municipal wide	Transfer and haulage grants to newly posted staff paid				40,000.00			Central Admin. Dept.	MA
20		Provide funds for social interventions and unanticipated projects and programmes annually.	Municipal wide	Funds for social interventions and unanticipated projects and programmes provided				400,000.00			Central Admin. Dept.	MA
21		Organise 20 sensitization programmes to promote Community Initiated Projects in the Municipality	Municipal wide	20 sensitization programmes to promote Community Initiated Projects organised				40,000.00			Central Admin. Dept.	MA/
22		Organise 2 educational	Municipal wide	2 educational campaigns on the				20,000.00			Central Admin.	MA/DP/NGOs

		campaigns on the dangers of pre-marital sex and early marriages in the Municipality quarterly		dangers of pre-marital sex and early marriages organised annually								Dept.	
23		Insure Assembly Vehicles to ensure protection of life and Property	Ejura	Assembly Vehicles to ensure protection of life and property insured					20,000.00			Disaster Prevention Dept.	MA/DVLA
SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT ECONOMY													
	MDA Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
24	Provide adequate, safe, secure, quality and affordable social housing and private housing solutions that meet the needs and financial capacity of the ordinary Ghanaian	Provide support for the Physical Planning Department annually to promote housing standards, design and constructions	Selected Communities	Support for the Physical Planning Department annually to promote housing standards, design and constructions provided					60,000.00			Physical Planning Department	DA/Works Dept.
25	Promote sustainable land management	Organise educational campaigns on land uses in the Municipality	Municipal wide	Educational campaigns on land uses organised					20,000.00			Physical Plg. Department	MA/Works Dept./T&CP/

26	Establish Ghana as a Transportation Hub for the West African Sub-Region	Construct 1 lorry park at Ejura	Ejura	1 lorry park constructed					500,000.00			Works Department	MA/			
27		Development of feeder roads	Municipal wide	Km of roads developed					700,000.00			Urban Roads	MA/			
28		Develop Speed rumps	Municipal wide	Speed rumps developed					70,000.00			Urban Roads	MA/			
29		Green Area Maintenance	Municipal wide	Km2 of grass cut					7,000.00			works department	MA			
30	Promote effective disaster prevention and mitigation	Procure and distribute relief items to Disaster Victims	Municipal Wide	Amount of relief items delivered					100,000			NADMO	MPCU			
CREATE EQUAL OPPORTUNITIES FOR ALL																
	Programmes and Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly schedule				Time			Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating			
31	Improve access to water services for all urban areas	provision of mechanised boreholes	Municipal wide	Number of Community with boreholes					100,000			Works Department	CWSA			
32		Maintenance of Broken down boreholes	Municipal wide	No. of Boreholes repaired					80,000			Works Department	CWSA			

33	Intensify public education on improper waste disposal	Enforce of Sanitation laws	Municipal wide					30,000.00			Works Department	CWSA
34	Improve access to sanitation facilities in rural and urban communities	Evacuate/Level up 2 identifiable refuse mountains/dumps	Municipal Wide	2 refuse dumps evacuated				80,000			MEHU	Central Adm
35		Procure 30no. septic containers	Municipal Wide	30 skip containers obtained				60,000.00			MEHU	Works Dept
36	Enhance quality of teaching and learning	Construct 20 No. 3-Unit classrooms for schools with ancillary facilities in the Municipality	Selected Communities	20 No. 3-Unit classrooms constructed				3,000,000.00			Education Department	MA/DP/MOE
37		Support/sponsor JHS Students to participate in STME annually	Municipal wide	JHS Students to participate in STME supported and sponsored				20,000.00			Education Department	MA/DP/MOE
38		Construct 1No. 3-unit classroom block	Hiawoanwu	3-unit school block constructed				100,000			Municipal Educational Directorate	Works Dept
39		Construct 1No. 4 unit KG blocks	Selected Communities	1No. 4 unit KG blocks				100,000			Municipal Educational Directorate	Works Dept
40		Construct 1No. 4 Unit semi-detach Teachers' bungalow	Kyenkyenkura	1No. 4 Unit Teachers' quarters completed				200,000			Works Dept	GES

41	Reduce morbidity and mortality and disability	Collate data on child labour especially in the three major market centres in the Municipality	Municipal wide	Data on child labour especially in the three major market centres					40,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/
42		Sensitise 20 communities on the dangers and effects of child labour and the Right of the Child	Municipal wide	20 communities on the dangers and effects of child labour and the Right of the Child sensitised					40,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/
43		Provide support for children engage in child labour	Municipal wide	Support for children engage in child labour provided					40,000.00		Social Welfare and Comm. Dev't Dept.	MA/DP/NGOs /
44	Improve Quality of health service delivery including mental health	Rehabilitate 4 No. Existing CHPS compound in the Municipality	Selected Communities	4 No. CHPS compounds rehabilitated					400,000.00		Health Department	MA/DP/MOH/
45		Implement roll back malaria campaigns and exercises annually to reduce the incidents of malaria	Municipal wide	Roll back malaria campaigns and exercises annually to reduce the incidents of malaria implemented					50,000.00		Health Department	MA/DP/MOH/
46		Train Health workers especially Midwives and Nurses in early infant Diagnosis	Municipal wide	Health workers especially Midwives and Nurses in early infant Diagnosis trained					20,000.00		Health Department	MA/DP/MOH/

47	Ensure the reduction of new HIV and AIDS/STI infections, especially among the vulnerable groups	Support PLWs with food supplies	Municipal-wide	PLWs supported with food supplies						5,000.00		PLHIV Focal Person	PLWs and MRMT Members
48		Celebrate World Aids Day	Municipal-wide	World Aids Day Celebrated						9,000.00		PLHIV Focal Person	MAC Members and General Public
49		Build capacity of Assembly women & JHS in advocacy and lobbying in the area of PLHIV (0.5%)	Selected Communities	capacity building workshop for Assembly women in advocacy and lobbying in the area of PLHIV organised						3,000.00		PLHIV Focal Person	MAC Members and General Public
50	Ensure accessibility to the built environment, goods, services and assistive devices for PWDs	Support PLWs with food supplies	Municipal-wide	PLWs supported with food supplies						7000		Social Welfare and Comm. Dev't Dept.	NCCE

CHAPTER SIX

MONITORING AND EVALUATION PLAN

6.1 INTRODUCTION

In 1995, Government presented to Parliament the Coordinated Programme of Economic and Social Development Policies with the theme, Ghana: Vision 2020, aimed at making Ghana a middle-income country in 25 years. The First Medium-Term Development Plan (1997-2000) based on Vision 2020 focused on the following priority areas: Human Development, Economic Growth, Rural Development, Urban Development, Infrastructure Development, and an Enabling environment. The Vision 2020 was followed by the Ghana Poverty Reduction Strategy (GPRS I, 2003-2005) and the Growth and Poverty Reduction Strategy (GPRS II, 2006-2009).

The focus of the GPRS I was on poverty reduction. It focused on the following themes: Production and Gainful Employment, Human Resource Development and Basic Services, Special Programmes for the Poor and Vulnerable, and Governance. Across these themes, five areas were selected for priority action: Infrastructure, Rural Development based on Modernized Agriculture, Enhanced Social Services, Good Governance, and Private Sector Development.

The GPRS-II placed emphasis on growth as the basis for sustained poverty reduction “so that Ghana can achieve middle-income status within a measurable planning period”. Its thematic areas were: Continued Macroeconomic Stability, Private Sector Competitiveness, Human Resource Development, and Good Governance and Civic Responsibility

Under GPRS I and GPRS II substantial progress was made towards the realization of macroeconomic stability and the achievement of poverty reduction goals. However, structural challenges also emerged, characterized by large fiscal and balance of payment deficits.

The national long term development policy framework, the current medium-term development was introduced to address the challenges that had emerged at the end of 2008. The current framework, national long-term development framework, is based on seven thematic areas:

- Build a prosperous Society
- Create equal Opportunities for all
- Safeguard the natural Environment and Ensure a resilient economy
- Maintain a stable, United and safe society.
- Strengthening Ghana's Role in international Affairs

6.2 Goal and Objectives of Municipal Medium Term Development Plan.

The Goals and objectives as outlined in the Ejura Sekyedumase Municipal Assembly Medium Term Development Plan are categorized under the five thematic areas, namely:

Pillar 1: Build a Prosperous Society

- Ensure regular availability of petroleum products
- Diversify and expand the tourism industry for economic development
- Improve efficiency and competitiveness of SMEs
- Improve public expenditure management and budgetary control
- Formalize the informal sector
- Accelerate opportunities for job creation across all sectors
- Promote agricultural mechanization
- Develop an effective domestic market
- Accelerate technology-based industrialization with strong linkages to agriculture and other natural resource endowments

Goal 2: Maintain a stable, United and Safe Society

- Ensure full political, administrative and fiscal decentralization
- Improve local government service and institutionalize municipal level planning and budgeting
- Promote democratic devolution of executive power
- Ensure full political, administrative and fiscal decentralization
- Enhance public safety

Goal 3: Safeguard the Natural Environment and Ensure a Resilient Economy

- Promote sustainable water resource development and management
- Provide adequate, safe, secure, quality and affordable social housing and private housing solutions that meet the needs and financial capacity of the ordinary Ghanaian

- Promote a sustainable, spatially integrated, balanced and orderly development of human settlements
- Promote sustainable land management
- Establish Ghana as a Transportation Hub for the West African Sub-Region
- Promote effective disaster prevention and mitigation

Goal 4: Create Equal Opportunities for all

- Improve access to water services for all urban areas
- Intensify public education on improper waste disposal
- Ensure sustainable sources of financing for education
- Improve access to sanitation facilities in rural and urban communities
- Enhance quality of teaching and learning
- Promote adequate consumption of nutritious foods
- Improve reproductive health
- Promote full participation of PWDs in the society and ensure that they enjoy all the benefits of Ghanaian citizenship
- Promote gender equality and equity in political development systems and outcomes.
- Improve efficiency and competitiveness of SMEs gait
- Promote seed and planting materials development
- Re-orientate agriculture education and increase access to extension services
- Increase agricultural productivity
- Improve agricultural financing
- Promote livestock and poultry development for food security and income generation
- Strengthen environmental governance
- Enhance disaster preparedness for effective response
- Intensify the promotion of domestic tourism
- Improve access to sanitation facilities in rural and urban communities
- Reduce morbidity and mortality and disability
- Improve Quality of health service delivery including mental health
- Ensure the reduction of new HIV and AIDS/STI infections, especially among the vulnerable groups
- Eliminate infant malnutrition
- Ensure accessibility to the built environment, goods, services and assistive devices for PWDs
- Enhance the role of chieftaincy and religious institutions in national development

Goal 5: Strengthen Ghana's role in international affairs

6.3 Purpose of M&E

The rationale of Monitoring and Evaluation is to ensure the continually improved social and economic services delivery that result in high yielding benefit to the people of the Ejura Sekyedumase Municipal Assembly. Effective and efficient M&E framework is the core evidence for prudent resource management in the wake of transparency and accountability.

Effective monitoring and evaluation depends mainly on strengthening and empowering key stakeholders and institutions to lead the process and sustain the system with continuous flow of timely, reliable, accurate and relevant information that will be used to track progress. The performances and outcomes of the MTDP will enable decision and policy makers, notably the NDPC and other Ministries, Departments and Agencies (MDAs) to feed the analysis from the Municipality's APRs directly into policy and decision making processes.

M&E in the MMDAs has therefore shifted from being implementation based (concerned with the implementation of activities) to being results-based (assessing if real changes have occurred). Major issues to monitor include the development of work plans, materials supplies and schedules, financial flow, technical details of construction, progress of work among others. The rationale for developing M&E Plan for implementation of MTDP is summarized as follows

1. Assess whether DMTDP developmental targets were being met.
2. Identify achievements, constraints and failures so that improvement can be made to the DMTDP and project designs to achieve better impact.
3. Provide information for effective coordination of municipal development at the regional level.
4. Provide Metro authorities, the government, development partners, community project management teams and the general public with better means for learning from past experience.
5. Improve service delivery and influence allocation of resources in the Municipal and demonstrate results as part of accountability and transparency to stakeholders.
6. Reinforce ownership of the DMTDP and build M&E capacity within the Municipal.

6.4 MONITORING AND EVALUATION ACTIVITIES

Stakeholders Analysis

A stakeholder is any individual, community, group or organization who has vested interest in the outcome of a programme, either as a result of being affected by it positively or negatively, or by being able to influence the activity in a positive or negative way. Stakeholders are all those who need to be considered in achieving project goals and whose participation and support are crucial to its success. Stakeholder analysis identifies all primary and secondary stakeholders who have a vested interest in the issues with which the project or policy is concerned. There are three main types of stakeholders to consider. They are;

- **Key stakeholders:** Those who can significantly influence or are important to the success of an activity.
- **Primary stakeholders:** Those individuals and groups who are ultimately affected by an activity, either as beneficiaries (positively impacted) or non-beneficiaries (adversely impacted)
- **Secondary stakeholders:** All other individuals or institutions with a stake, interest intermediary role in the activity.

Importance of Stakeholder Analysis

The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most.

Stakeholder Analysis is used in the design and management of development programmes to identify:

- The interests of all stakeholders who may affect or be affected by a programme.
- Potential conflicts and risks that could jeopardize a programme.
- Opportunities and relationships to build upon in implementing a programme to help make it a success.
- The groups that should be encouraged to participate in different stages of the activity cycle.

- Ways to improve the programme and reduce, or hopefully remove negative impacts on vulnerable and disadvantaged groups.

When to do Stakeholder Analysis

Stakeholder Analysis can be undertaken at every principal stage of the Activity Cycle, and should be undertaken at the Identification, Design and Appraisal stages. One reason for undertaking Stakeholder Analysis throughout the life of an activity is because it fulfils different functions at different stages.

- Identification, the purpose is to undertake preliminary identification of key stakeholders. Here, it is important to identify important and influential stakeholders and decide how to involve them in design and appraisal.
- Design and Appraisal, undertaking detailed Stakeholder Analysis, involving all key stakeholders, is used as a basis for design and risk analysis.
- Inception, Stakeholder Analysis is used to plan the involvement of different stakeholders in starting up the activity.
- Implementation, Stakeholder Analysis is used to ensure the effective involvement of key stakeholders who support the programme, and to monitor key stakeholders who are opposed to it.
- Evaluation, it is important to review any analysis undertaken, and use them to plan the involvement of different stakeholders in reviewing and evaluating the activity.

Table 6.1 Stakeholder capacity Assessment

Stakeholders	Classification	Needs/Interests/Responsibility	Involvement in M&E Activities
NDPC	Primary	<ul style="list-style-type: none"> • Provides policy direction • Support in M&E capacity building and trainings • Provides feedback on M&E results Conduct Evaluations	<ul style="list-style-type: none"> •
Development partners	Secondary	<ul style="list-style-type: none"> • To monitor utilization of fund inflow • To monitor impacts of interventions 	<ul style="list-style-type: none"> • Timely release of funds • Support capacity building • To monitor utilization of resources
DACF Secretariat	Primary	<ul style="list-style-type: none"> • Provides Financial Resources • Offer Advisory services 	<ul style="list-style-type: none"> • Supports in M&E seminars and meetings • Participates in Supervision and Evaluations
RCC	Primary	<ul style="list-style-type: none"> • Offer Advisory services • Conduct capacity building and other trainings on M&E • Provide Performance Targets 	<ul style="list-style-type: none"> • Build Capacities • Coordination of activities
Municipality Sub-structures (ZCs, UC,AM)	Primary	<ul style="list-style-type: none"> • Provide Information • Dissemination • Community Mobilization 	<ul style="list-style-type: none"> • Disseminate information

Municipal Assembly	Primary	<ul style="list-style-type: none"> • Preparation of M&E Plans • Monitor and Evaluate MTDPs • Support in M&E Capacity Building for members of MPCU 	<ul style="list-style-type: none"> • M&E Plan preparation • Participate in M&E seminars, meetings and training workshops • Undertake periodic monitoring and
Civil Society Groups	Secondary	<ul style="list-style-type: none"> • To demand accountability and transparency, information dissemination. 	<ul style="list-style-type: none"> • To demand accountability and transparency, information dissemination and advocacy
Traditional authorities	Primary	<ul style="list-style-type: none"> • To track development in their localities 	<ul style="list-style-type: none"> • Provide resources • Advocacy and lobbying • Commitment
Member of Parliament	Primary	<ul style="list-style-type: none"> • Support in Policy Formulation • Support implementation of programmes and projects with MPs common fund 	<ul style="list-style-type: none"> • Undertake project inspection and supervision • Support in disseminating M&E information • Support financially

6.5 Monitoring and evaluation conditions and capacity needs

An assessment of the institutional conditions and capacities of existing departments in the Municipality indicate that the required resources including human, financial, material and physical inputs are needed to carry out an effective M&E activity.

A key area of assessment was in the area of personnel, staffing position, qualification, experience, availability and utilization of funds, office space, equipment, skills, motivation and provision of incentives. Only 11 of the 13 statutory decentralized departments are well established in the Municipality. Almost all positions in these departments are occupied with highly qualified personnel. The M&E needs and Capacity Index of the Municipality are discussed into details in Tables 2.2.

Among them are the Health Department (HD), Education Department (ED), Agriculture Department (AD), Social Welfare and Community Development Department (SWCDD), Disaster Prevention, Finance Department, Central Administration Department (CAD), Works Department, Trade and Industry Department, Physical Planning Department and Natural Resource Conservation Department. Majority of these departments, however, require additional logistic support such as computer accessories, vehicles, scanners, photocopying machines, fax machines and other office equipment to improve upon performance.

Different kinds of training programmes will have to be organized for all categories of staff in the various Departments to develop and improve their expertise and effectiveness. Training of needs assessments in M&E are conducted at the beginning of every year in almost all the Departments to refresh already learned ideas and identify gaps for further training.

Table 6.2: Monitoring and evaluation conditions and capacity needs

Capacity Indicator	Score=1	Score=5	Score=10
1. Operationalization of DMTDP	Most of the projects in the DMTDP are not considered	Some of the projects in the DMTDP are considered	All the projects in the DMTDP are considered
2. Monitoring the DMTDP implementation	There is no budgetary allocation for M&E activities.	Budgetary allocation for M&E activities is inadequate	There is adequate budgetary allocation for M&E activities
3. Stakeholder Expectation on DMTDP	Little improvement in socio-economic infrastructure and the general lives of all social groups	Better socio-economic infrastructural development and improvement in the lives of the people	Massive changes in infrastructural development and the living standard of the people
4. Qualifications of personnel	Most staff do not have the required education	Some staff have the required education, but not all	All staff have the required education levels some exceed
5. Skills and Knowledge	Most staff do not have the requisite skills and knowledge to complete basic M&E tasks	Some staff have requisite skills and knowledge in some areas but not all	All staff have requisite skills and knowledge to complete even advanced job tasks
6. 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 activities in the M&E plan	Funds available meet basic costs, as well as enable DPCU to carry out all activities in the M&E plan
7. Timely access to funds	Funds released up to 12 months behind schedule	Funds released up to 6 months behind schedule	Funds released on schedule
8. Management	The full complement of management is not available, and what is present does not have the skills to direct DPCU activities	Management is present but not able to handle all management functions e.g. planning, budgeting, financial reporting, M&E etc.	Management is technically skilled in all components

9. Workload	Workload is high that staff have to work overtime to complete even basic administrative tasks	Workload forces staff to work overtime to complete administrative and programming functions	Staff are able to complete their jobs within regular working hours
10. 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 partner incentives exist
11. Equipment/ Facilities	Office space, furniture, computers and accessories, photocopier and vehicle are not available to run M&E	Office space is available but furniture, computers and accessories, photocopier and vehicle are still lacking	Office space, furniture computers and accessories, photocopier and vehicle

Table 6.2b: SCORING

Capacity Indicator	Score 1-10	Remarks
1. Operationalization of DMTDP	6	All projects are considered but some may be altered to meet current needs.
2. Monitoring the DMTDP implementation	5	Budgetary allocation for M&E activities in place but inadequate.
3. Stakeholder expectation on DMTDP	5	Socio-economic infrastructure is provided to stakeholders but it still not enough to improve their standard of living drastically.
4. Qualifications of personnel	9	Majority of staff have the required education levels
5. Skills and knowledge	9	Majority of staff have the requisite skills and knowledge to execute a given task
6. Availability of funds	6	Funds available to meet basic costs, but will not allow DPCU to carry out activities in the M&E plan.
7. Timely access to funds		M&E Team does not easily access vehicle

	4	and fuel for job tasks
8. Management	7	Management is present and functional but not at all time supportive.
9. Workload	5	Workload forces staff to work overtime to complete administrative and programming functions hence no regular M&E activities.
10. Motivation/ incentives	4	Basic central government motivation/incentives exist but are not accessible
11. Equipment/ Facilities	6	Office space is available but furniture, and vehicle are still lacking

TOTAL SCORE= 66; AVERAGE SCORE= 6.0

The average score indicates that the Assembly has the capacity to implement M&E activities in the Municipality; however efforts should be made to improve the current situation. It is therefore recommended that:

- Management and political leadership should commit to the participatory M&E activities and should demand quarterly results
- Management should commit requisite funds to implement the M&E Plan.
- Required logistics and equipment must be provided to ensure the sufficient implementation of the M&E Plan.
- M&E Reports must be put on the Assembly's Meeting Calendar
- Capacity building should be undertaken to impart skills required by stakeholder for effective performance.

TABLE 6.3: MONITORING AND EVALUATION (M&E) MATRIX

GOAL 1: Build a Prosperous Society										
MTDP Objective 1: Diversify and expand the tourism industry for economic development										
Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
1.Number of tourism profile prepared	Output	Tourism profile available	0	0	1	0	0	Northern part of the sector	Semi-annually	BAC,GTB,E PA,MA
2. No. of tourist sites developed	Output	Tourism site developed	0	0	1	0	0	Northern part of the sector	Semi-annually	BAC,GTB,E PA,MA
MTDP Objective2: Improve efficiency and competitiveness of SMEs										
. No. of training programme for MSMEs organized	Output	Training programme organized	8	1	1	1	1	Interested entrepreneurs	Annually	BAC, MSMEs ,REP, NBSSI, MA
4. Number of females trained in income generated activities	Output	Females trained in income generated activities	58	2	2	2	2	Females in the district	Semi-annually	BAC, MSMEs ,REP, NBSSI, MA
MTDP Objective 3: Promote agricultural mechanization										

5. Construct 4 Maize Pavilions/warehouses in the Municipality	Output	4 pavilions constructed	5	1	1	1	1	Maize farmers	Annually	Works Department, MA
No. of yearly standardization of maize measurement And other cereals implemented	Output	Yearly standardization measured	8	1	1	1	1	Maize farmers	Semi-annually	MOFA, MA, Works Department, Market
7. No. of slaughter slab constructed and rehabilitated	Output	Slaughter slab constructed and in good shape	1	0	1	0	0	Sekyedumase And Ejura	Annually	Works Department, MA
9. No. of demonstrations established for farmers		Demonstration established	40	5	5	5	5	Agricultural famers	Semi-annually	MAD, MA, Farmers
10. No. of FBO's trained	Output	FBO's trained	30	4	4	4	4		Semi-annually	MAD, MA, FBOs

MTDP Objective 4: Develop an effective domestic market

8. Construct 2 satellite markets in the Municipality		2 Satellite markets constructed	2	0	1	0	1	Northern sector of the district Southern sector of the district	Annually	Works Department, MA
GOAL 2: Maintain a stable, United and Safe Society										
MTDP Objectives 1: Ensure full political, administrative and fiscal decentralization										
9. No. of Zonal Councils offices furnished and Rehabilitated	output	Zonal office in good conditions	3	1	1	1	1	Zonal councils	Semi-annually	MA, Works Depart. Zonal Councils
10. No. of training workshops for Unit Committee Member organized	Output	Workshop for unit committee	4	1	1	1	1	Unit committee members	Semi-annually	MA, Assembly Mem. Area Councils
MTDP Objectives 2: Improve local government service and institutionalize municipal level planning and budgeting										

11. Procure of Heavy Duty Generator for office use	Output	Heavy duty generator procured	0	0	1	0	1	Office use	Annually	Procurement department, budget department
12. No of MCE's residence constructed	Output	MCE residence constructed	0	1	0	0	0	MCE	Annually	Works department, MA
MTDP Objective 3: Enhance public safety										
13. No. of Police Post with ancillary facilities constructed	output	Police post constructed	2	1	0	1	0	Police officers	Annually	Works department, MA
14. No. of court building constructed	Output	Court building constructed	1	0	0	1	0	Communities members Civic society	Annually	Works department, MA
15. No. of communities prone to disaster collated	Output	Disaster prone communities collated	6	1	2	2	2	Disaster prone communities	Semi annually	MA, DP ,NGOs ,GFS NADMO, GPS

16. No of public education on disaster prevention and management organized	Output	Public education on disaster prevention organized	4	1	1	1	1	Community members	Semi annually	MA, DP, NGOs, GFS, NADMO, GPS

Objectives 3		Improve Access to sanitation facility in the rural communities								
Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring evaluation	Responsibility
				2018	2019	2020	2021			
No. of aqua privy toilets constructed	Output	Aqua privy toilets constructed	10	0	1	1	2	Selected communities	Annually	MA,DP,CWSA
No. of institutional KVIP constructed	output	KVIP constructed	12	1	1	1	1	Selected communities	Annually	MA,DP,CWSA
No. of Refuse Container procured	output	Refuse container procured	14	2	2	2	2	Selected communities	Annually	Env. Unit, MA,DP

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring evaluation	Responsibility
				2018	2019	2020	2021			
No. of yearly refuse management equipment and chemical detergents procured for the Municipality Environmental Health Unit	Output		6	1	1	1	1	Selected communities	Annually	Env. Unit, MA,DP
No. of Regular lifting of refuse containers ensured	output	Regular lifting of refuse containers	12	1	1	1	1	Selected communities	Annually	Env. Unit, MA,DP

Objectives 4

Enhance quality of teaching and learning

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring evaluation	Responsibility
				2018	2019	2020	2021			
No. of 6-Unit classrooms constructed	Output	Classrooms block constructed	3	0	1	1	1	Selected schools	Annually	Education Depart, MA
No. of 3-Unit classrooms constructed	output	Classrooms block constructed	20	2	2	2	2	Selected communities	Annually	Education Depart, MA,
No. of dual and mono desk provided	output	desk provided	4000	100	100	100	100	Selected communities	Annually	Env. Unit, MA,DP

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring evaluation	Responsibility
				2018	2019	2020	2021			
No. of Teachers Quarters constructed	impact	Teachers quarters constructed	6	0	0	1	1	Selected schools	Annually	Works dep. , MA
No. of mock examination conducted for JHS	output	Mock exams conducted	4	2	2	2	2	Selected schools	Annually	Education Depart, MA
No. of brilliant but needy students provided with Bursary and financial support	output	Brilliant students assisted	200	50	50	50	50	Selected students	Annually	Education Depart, MA

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Target				Disaggregation	Monitoring evaluation	Responsibility
				2018	2019	2020	2021			
No. of training programmes or organised for Pregnant mothers on the need to know their HIV status before delivery	Output	Pregnant women trained	3	1	1	1	1	Pregnant women	Semi annually	Health Dept, MA,DP, MOH,GHS,GAC
No. of educational campaigns on the causes and Impacts of PLHIV and other STIs organized	impact	Campaign organized	4	2	2	2	2	Southern sector Northern sector	Annually	Health Dept, MA,DP, MOH,GHS,GAC

OBJECTIVE 4: Promote agricultural mechanization				
Construct 4 Maize Pavilions/warehouses in the Municipality	Aug. to Sep.	Survey, Municipality Records Review	Works Department, MA and maize farmers	5% decrease in post-harvest loss annually
No. of yearly standardization of maize measurement And other cereals implemented	Aug. to Sep.	Survey, Municipality Records Review	Male stakeholders Male stakeholders	10% increase in Agricultural output annually
No. of slaughter slab constructed and rehabilitated	Aug. to Sep.	Survey, Municipality Records Review	Male Market Users Female Market Users	5% increase in Domestic market infrastructure annually
No. of demonstrations established for farmers	Aug. to Sep.	Survey, Municipality Records Review	Male Market Users Female Market Users	10% increase in farm produce annually
No. of FBO's trained	Aug. to Sep.	Survey, Municipality Records Review	Male Market Users Female Market Users	5% increase in Farm produce annually

OBJECTIVE 5 Develop an effective domestic market

Construct 2 satellite markets in the Municipality	Aug.to Sep.	Survey, Municipality Records Review	Male farmers Female farmers	5% increase in domestic infrastructure agriculture financing annually
GOAL 2 Maintain a Stable, United and Safe Society				
MTDP Objectives 1: Ensure full political, administrative and fiscal decentralization				
No. of Zonal Councils offices furnished and Rehabilitated	May to Jun	Survey, Municipality Records Review		10% increase in efficient and dynamic institutions
No. of training workshops for Unit Committee Member	Aug.to Sep.	Survey, Municipality Records Review	MPCU, Unit committee	10% increase in efficient and dynamic institutions
Procure of Heavy Duty Generator for office use	Aug.to Sep.	Survey, Municipality Records Review	Assembly workers	10% increasing In local government service
No of MCE's residence constructed	Sept to oct.	Survey, Municipality Records Review	MCE	10% increasing In local government service
MTDP Objective 3: DP Objective 3: Enhance public safety				

No. of Police Post with ancillary facilities constructed	June - July	Survey, Municipality Records Review	Community members.	50% increase in public safety
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No. of court building constructed	Aug.to Sep.	Survey, Municipality Records Review	Works dep.	50% increase in public safety
No. of communities prone to disaster collated	Oct to Nov	Survey, Municipality Records Review	NGOs NADMO,GPS	50% increase in public safety
No of public education on disaster prevention and management organized	Aug.to Sep.	Survey, Municipality Records Review	NGOs NADMO	50% increase in public safety

GOAL 3: Build safe and well-planned communities while protecting the natural environment

OBJECTIVE 1: Promote sustainable water resource development and management				
No. of communities extended with Small Town Pipe Water System	Sep.to Oct.	Survey, Municipality Records Review	MA,DP,CWSA	20% increase in sustainable water resource development and management transport

OBJECTIVE 2 : Promote a sustainable, spatially integrated, balanced and orderly development of human settlements

No. of settlement lay out for Prepared communities	Sep.to Oct.	Survey, Municipality Records Review	Physical planning department	15% increase in spatially integrated, balanced and orderly development of human settlements
No. of Community Initiated Projects supported with Building designs, plans and layouts	Sep.to Oct.	Survey, Municipality Records Review	Household heads	15% increase in orderly development of human settlements

No. of Urban policy street naming and property Addressing system implemented	Jun. to Jul	Survey, Municipality Records Review	Physical planning department	15% increase in balanced and orderly development of human settlement
OBJECTIVES 2: Promote effective disaster prevention and mitigation				
No. of communities prone to disaster collated	Sep.to Oct.	Survey, Municipality Records Review	Disaster prone area	5% increase in effective disaster prevention and mitigation
No. of public education on disaster prevention and management	Sep.to Oct.	Survey, Municipality Records Review	Household head	5% increase in effective disaster prevention and mitigation
GOAL 4 : Create Equal Opportunities for all				
OBJECTIVE 1 : Improve access to water services for all urban areas				
No. of boreholes constructed	Jun.to Jul.	Survey, Municipality Records Review	Male stakeholders Female stakeholders	10% increase in water service in urban areas
No. of boreholes rehabilitated	May-June	Survey, Municipality Records Review	Male stakeholders Female stakeholders	20% increase in water service in the society

No. of boreholes mechanized	Sep.to Oct.	Survey, Municipality Records Review	Male stakeholders Female stakeholders	20% increase in water service in the communities
OBJECTIVE 2 : Ensure sustainable sources of financing for education				
No. of brilliant but needy students provided with Bursary and financial support	Sept -Oct	Survey, Municipality Records Review	Brilliant students	10% increase in financing for education

OBJECTIVE 3: Improve Access to sanitation facility in the rural communities

No. of aqua privy toilets constructed	Sep.to Oct.	Survey, Municipality Records review	Community members	5% increase in improve sanitation facility
No. of institutional KVIP constructed	Oct-Nov	Survey, Municipality Records review	Community members	5% increase in improve sanitation facility
No. of Refuse Container procured	March -April	Survey, Municipality Records review	Household heads	10% increase in improve sanitation facility

No. of yearly refuse management equipment and chemical detergents procured for the Municipality		Survey, Municipality Records review	Selected communities	5% increase in improve sanitation
No. of Regular lifting of refuse containers ensured	Feb-March	Survey, Municipality Records review	Household heads	5% increase in improve toilet facility
Objective 4: Enhance quality of teaching and learning				
No. of 6-Unit classrooms constructed	Sept.-Oct	Survey, Municipality Records review	Selected schools	40% increase in quality teaching and learning
No. of 3-Unit classrooms constructed	Sept-Oct	Survey, Municipality Records review	Selected schools	40% increase in quality teaching and learning
No. of dual and mono desk provided	Sept-Oct	Survey, Municipality Records review	Selected schools	40% increase in quality teaching and learning
Objective 5: Improve reproductive health				

No. of pregnant registered women under NHIS free maternal	Jun-July	Survey, Municipality Records review	Pregnant women	30% increase in improve reproductive Health
No. of institutional prescribers, nurses, health workers and religious groups sensitization	Mar. to April.	Survey, Municipality Records review	Stakeholders	30% increase in improve reproductive health
No. of CHPS compounds constructed	Sept to Oct	Survey, Municipality Records review	Community members	30% increase in improve reproductive health
Objective 6 : Ensure the reduction of new HIV and AIDS/STI infections, especially among the vulnerable groups				
Percentage of incidence of PLHIV infection among children/infants born by HIV positive mothers reduced	June-July	Survey, Municipality Records review	People living with HIV	10% decrease in HIV infections among children

No. of educational campaigns on PLHIV (Know-Your-Status) organized	Aug.- Sept	Survey, Municipality Records review	People Living with HIV Stakeholders	5% increase in HIV education campaigns
No. of training programmes organised for Pregnant mothers on the need to know their HIV status before delivery	June-July	Survey, Municipality Records review	People Living with HIV Stakeholders	20% reduction on new HIV infections
No. of educational campaigns on the causes and Impacts of PLHIV and other STIs organized	June-July	Survey, Municipality Records review	People Living with HIV Stakeholders	20% reduction on new HIV infections
Objective 7: Reduce morbidity and mortality and disability				
No. of PWDs supported and trained In income generating	Oct-Nov	Survey, Municipality	People living with disability	10% reduction on issues

No. of sensitization workshops Organized on violence against women and children	Oct.to Nov.	Survey, Municipality Records Review	Male stakeholders Female stakeholders	5% increase in social interventions activities annually
No. of vulnerable and marginalized people supported financially under LEAP	Oct.to Nov.	Survey, Municipality Records Review	Male stakeholders Female stakeholders	5% increase in social interventions activities annually

6.6. Evaluation Matrix

Evaluation plays a vital role in the life of every project implementation as the feedback always determines the success or failure of the project. Therefore, the evaluation of the achievements of the MTDP will be carried out annually as indicated in the M&E calendar and budget. This will be performed by the MPCU with support from the collaborating Agencies and Stakeholders.

The procedure for the evaluation will involve scrutinizing the status-quo reports and the analyzed data from both primary and secondary sources, comparing them with appraisal reports during and after projects/programmes implementation under the Annual Action Plan (AAP). In order to ensure that the AAP achieve its goal, ex-ante, mid-term and terminal evaluations would be conducted by MPCU and other stakeholders. The MPCU will evaluate each project before, during and after completion to ascertain if the intervention achieved its original objectives and assess the overall changes caused by the intervention.

Some of the key steps to be considered include the following (details are provided in the National M&E Manual):

Assessing the need for an evaluation (provide the background).

- ii. Developing clear ideas on the rationale and objectives of the evaluation.
- iii. Determining the type of evaluation to undertake.
- iv. Specifying the methods, scope and timing of the evaluation.
- v. Identifying and analyzing stakeholders.
- vi. Estimating the costs involved which should be factored into the budget of the AAP.
- vii. Preparing Terms of Reference (TOR) and contractual agreements based on items (i) to (iv) above.

The TOR should be prepared by the DPCU in collaboration with stakeholders. It is important to have a broad agreement on the TOR because it will form the basis for the evaluation exercise. More importantly, the TOR will be the formal reference for the consultant or team of consultants to be recruited.

- viii. Recruiting a consultant or a team in accordance with the provisions of the Procurement Act, 2003 (Act 663).
- ix. Organizing meetings to discuss the inception and draft reports with stakeholders.
- x. Organizing a validation meeting with stakeholders before submission of the final report.

xi. Disseminating the results and acting on the findings and recommendations as part of the dissemination and communications strategy (see Annex 12 for general evaluation norms and standards).

EVALUATION CRITERIA	EVALUATION QUESTIONS		DATA NEEDED	DATA SOURCES	DATA COLLECTION METHODS
	MAIN QUESTIONS	SUB QUESTIONS			
Relevance	Will the project benefit it's intend beneficiaries?	How will the beneficiaries contribute to achieve it success? Will the beneficiaries patronize the project?	Impact of the project Beneficiaries of the project	Beneficiaries stakeholders	Survey, Municipality Records Review
Efficiency	Did the project meet its intended purpose?	How will the project be accepted by stakeholders? When will the funds be available?	Acceptance of the project Achieved intended purpose Environmentally friendly	Beneficiaries Stakeholders	Survey, Municipality Records Review, environmental impact assessment

			Timely release of funds		
Effectiveness	How will the project be effective?	When will the funds be release? Will the project be achieved within the stated period?	Time bound Timely release of funds	Stakeholder Beneficiaries	Survey, observation, Municipality Records Review
Impact	Can the project achieved it intended purpose?	What is the positive affect of the project? What is the negative affect of the project?	Positive affect Negative affect	Stakeholder Beneficiaries Environment	Environmental impact assessment, ARAP, survey and Municipality Records Review

Sustainability	How will the project be sustained?	<ol style="list-style-type: none"> 1. Will the project last a period of time? 2. What mechanisms will use be to maintain the project? 	<p>Environmentally friendly</p> <p>Practice maintenance culture</p>	<p>Natural resource</p> <p>Stakeholders</p> <p>Beneficiaries</p>	<p>Environmental impact assessment, survey and observation</p>
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Table 6.4: Evaluation Matrix

CHAPTER SEVEN

COMMUNICATION STRATEGY

7.1 Introduction

This chapter details out the process to disseminate what is contained in Assembly's Medium-Term Development Plan (DMTDP) to the various players relevant to the implementation of the Plan. This chapter also spells out the various responsibilities of the various stakeholders. The Communication Strategy will promote dialogue to generate feedback from the public regarding the provision of socio-economic infrastructure and related services are also discussed

In order to generate support funding, logistic, and human resources for effective implementation of the DMTDP, the following strategies will be pursued by the Assembly:

Awareness Creation:

Public hearing would be done to communicate the various Goals, Objectives, Strategies and activities that has been put in place to the Municipality. All stakeholders at the zonal Council and Unit Committee levels will be enlightened on the content of the medium-term development plans to enable them carry the message to the people at the grass root. This will be done through community durbars, seminars and workshops.

Production and Distribution of Copies of the MTDP

It is important to disseminate the plans beyond the borders of the Municipal so as to serve as a means of informing the public/private institutions, and the general public on the potentials that exist in the Municipal. This approach will also serve as a means of soliciting for financial and material supports for the plan implementation. This will also involve the members of parliament in the Municipality.

Organise Corporate Meetings with Development Partners

The Municipal Assembly would also promote the plans through workshops and seminars to attract financial agencies and other corporate bodies support to the implementation of the plan. Investment opportunities in the Municipality would be promoted to enable the private sector and development partners to be attracted to the plan

Table 7.1 The Communication Strategy for Ejura Sekyedumase Municipal Assembly is detailed below

Activity		Purpose	Audience	Tools/Methods	Time Frame	Responsibility
Meeting with Traditional Authorities	•	<ul style="list-style-type: none"> • To help in the appreciation of the DMTDP by the Traditional Authorities (TA) • To create awareness on the role of TAs in the implementation of DMTDP 	Chiefs, Traditional councils	Dialogue, meeting	Annually	MCE, MPCU,
Community sensitization	•	<ul style="list-style-type: none"> • To create awareness of the DMTDP • To create awareness on the role of a community members in implementing DMTDP 	Community members, Assembly members, Traditional Authorities, Unit committee members	Community durbars, drama, Mobile vans	Annually	MPCU, Information Service Department

Meeting with Political leadership	•	<ul style="list-style-type: none"> To get them appreciate the content of the MTDP To update them on the implementation of the MTDP 	MCE, Presiding Member, MPs, Conveners of various sub-committees	Round table discussion and power point presentation	Annually	MPCU
Review implementation of MTDP	•	<ul style="list-style-type: none"> To update stakeholders on the implementation Stage of MTDP To draw out lessons for future plans and corrective measures for the current plan 	Heads of Department, Presiding Member, Assembly members	Power point presentation and round table meeting	Mid-year	MPCU
Organise talk shows on Community Information centres	•	<ul style="list-style-type: none"> To sensitize the public on development projects from the MTDP especially non-physical projects Solicit community views and inputs to subsequent plans 	Public	Panel discussion, phone in sessions	Quarterly	MPCU, Information department and Traditional Authorities

Publication of DMTDP	•	<ul style="list-style-type: none"> • To make available AAPs to the public • To improve accessibility to public documents • To ensure transparency and accountability 	Public, NDPC, RCC	Posted documents on notices, printed documents at registry and public offices and submitted copies to NDPC and RCC	Plan period	MPCU
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7.2 Conclusion

The consultative participatory nature of the plan preparation process will mean that all relevant stakeholders and development partners will be very keen and show commitment in the implementation of the plan. The document should be seen as the Manifesto. All stakeholders should ensure that all planned strategies or interventions are strictly implemented. This will help improve the socio-economic wellbeing of the people in the Municipality.

To achieve the set objectives of the MTDP of Ejura Sekyedumase Municipal Assembly, adequate resources must be mobilized both internally and externally to fund the planned activities through effective communication of the plan.

