

KUMASI METROPOLITAN ASSEMBLY

-2020-

ANNUAL PROGRESS REPORT

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

PREPARED BY:

METROPOLITAN PLANNING COORDINATING UNIT (MPCU)

JANUARY 2021

Table of Contents

Table of Content.....	i
List of Tables.....	iii
List of Figures.....	iv

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction	1
1.2 Purpose of Monitoring and Evaluation for the stated period	1
1.3 Summary of achievements of the implementation of the Medium Term Development Plan 2018 - 2021	2
1.4 Challenges encountered in the implementation of the MTDP:.....	4
1.5 Processes Involved.....	4
1.5.1 Format of the Report.....	4

CHAPTER TWO

MONITORING AND EVALUATION (M&E) ACTIVITIES REPORT

2.1 Introduction	5
2.2 Programme/Project Status for the Year	5
2.2.1 Physical Projects	5
2.2.2 Programmes/ Non - physical Activities.....	5
2.3 Update on Funding Sources	5
2.3.1 Challenges with Regards to Revenue Generation.....	6
2.4 Update on Disbursements.....	7
Source: Budget & Ratings Office, December, 2020	7
2.4.1 Challenges with Regards to Disbursement.....	7
2.5 Update on Indicators and Targets	8
2.5.1 Challenges	8
2.5.2 Strategies.....	8
Table 2.6: Performance of District Specific Indicators	11

2.6 Update on Critical Development and Poverty Issues.....	12
2.7 Update on activities by the Environmental Health	13
2.8 Ghana School Feeding Programme (GSFP)	14
2.9 Gender Mainstreaming.....	14
The following activities were implemented during the period under review:.....	14
2.10 Tree Planting	15
2.11 Activities Carried out in view of COVID 19	15
2.12 Update on Evaluations Conducted	18
2.13 Participatory Monitoring and Evaluation	18
The Metro Planning Co-ordinating Unit (MPCU) is mandated by section 46, sub-section 3 of the Local Governance Act, 2016, Act 936 to execute planning functions. The NDPC (Systems) Act, 1994, Act 480 defines the MPCU’s planning, programming, M&E and co-ordinating functions.....	18

CHAPTER THREE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

3.1 Introduction	20
3.2 Key Findings	20
3.2.1 Key Issues to Be Addressed.....	20
3.3 Recommendations	21
3.4 Conclusion.....	21

APPENDICES

Appendix III - List of Stakeholders Consulted	23
--	-----------

List of Tables

Table 1. 1 Proportion of annual action plan implemented.....	2
Table 1. 2 Proportion of DMTDP Implemented	3
Table 2. 1: Update on Funding Sources	6
Table 2. 2: Update on expenditure	7
Table 2.3 IGF Performance Analysis	7
Table 2.4: Performance of Core Indicators at the District Level	8
Table 2.5: Performance of Core Indicators at the District Level	9
Table 2.6: Performance of District Specific Indicators	11
Table 2. 7: Update on Critical Development and Poverty issues in 2020	12
Table 2.8: update on programmes for the year	13
Table 2.8: Activities carried out in view of COVID 19.....	17
Table 2.9: Update on Evaluations Conducted.....	18

List of Figures

Figure 1. 1: Implementation Status of Projects/Programmes in the 2020 AAP.....3

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

The preparation of the Annual Progress Report (APR) has been necessitated by the desire to monitor and evaluate the implementation of programmes and projects outlined in the 2018 – 2021 Medium Term Development Plan (MTDP) to ensure the achievement of set targets and objectives within the period. The document is a product of broad consultation and participation of all stakeholders including heads of departments of the Metropolitan Assembly.

It is in the light of this, that heads of departments were called upon to provide some data/information on quarterly basis to serve as inputs for the preparation of the Monitoring & Evaluation (M&E) report which also feeds into the preparation of the Regional Report for onward submission to the National Development Planning Commission (NDPC) in Accra.

The 2020 Annual Progress Report (APR) has been compiled based on the achievements of the programmes and projects implemented by the Kumasi Metropolitan Assembly (KMA) including all the departments up to the end of December, 2020. It provides the level of achievements among certain indicators including but not limited to the following:

- Enrolment rate
- Net Admission Rate in Primary Schools
- No. of crimes
- Street Naming and Properties Addressing Project
- Increase in Internally Generated Funds (IGF), etc.

1.2 Purpose of Monitoring and Evaluation for the stated period

Monitoring is the day-to-day follow up of activities to measure progress and ensure that activities are occurring according to plan and are on schedule.

Evaluation on the other hand, is an assessment of overall achievements and impacts of the implementation of policies, programmes/projects and their effects on the beneficiaries.

Implementation of policies, plans, programmes, rules, regulations and processes as contained in the 2018-2021 MTDP are assessed through monitoring and evaluation and to determine if the implementation has succeeded and has had the desired impact and if not, why? Monitoring

and evaluation helps to track resources/inputs, outputs, outcomes and impacts to ensure that policies and programmes are proceeding according to plan and design.

The following outlines some of the reasons for embarking on the M&E for the stated period:

- Fulfils the legal underpinnings (Act, 479, 480, 936 and the 1992 Const.)
- To define appropriate indicators and set achievable targets in relation to the MTDP goals and objectives.
- To enable KMA work more effectively and efficiently towards achieving set goals and objectives.
- It outlines specific strategies and tools to encourage informed decision making.
- It engages a wider body of stakeholders both internally and externally ensuring that the process is participatory

1.3 Summary of achievements of the implementation of the Medium Term Development Plan 2018 - 2021

The 2018-2021 Medium-Term Development Plan of the Kumasi Metropolitan Assembly was prepared based on the Coordinated Programme of Economic and Social Development Policies (2017-2024) with “Agenda for Jobs: Creating Prosperity and Equal Opportunity for All” as its main theme. The main thematic areas of the framework include:

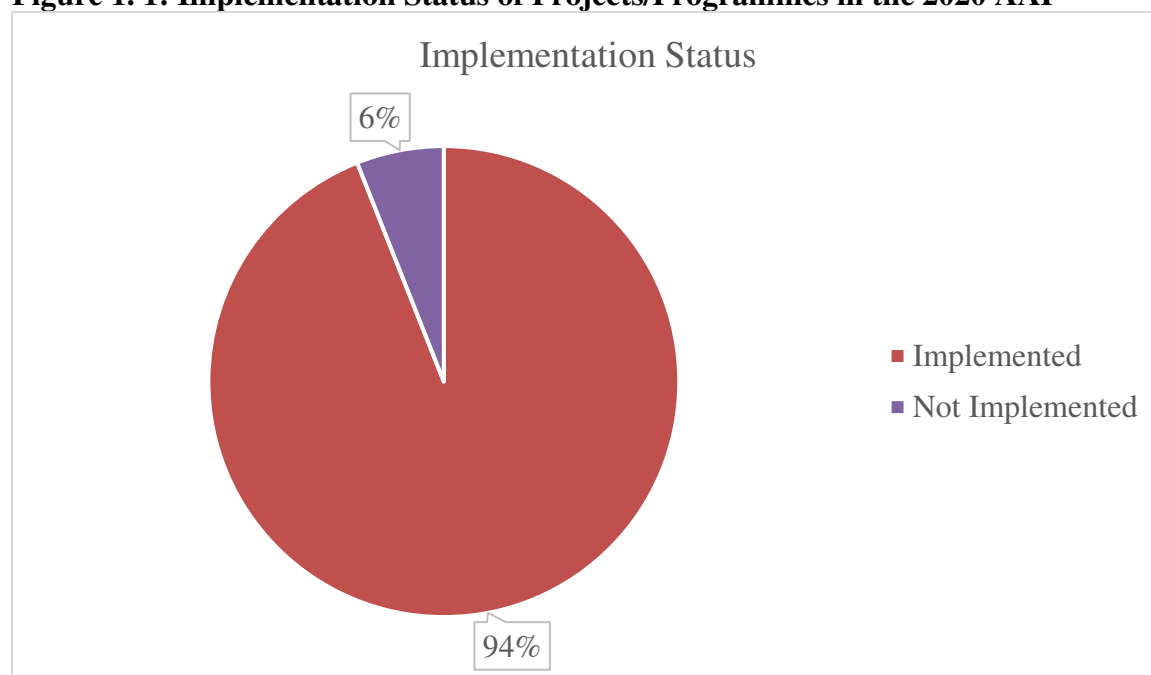
- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient, built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

Table 1. 1 Proportion of annual action plan implemented

S/N	Development Dimension	2019		2020	
		Plan	Exec	Plan	Exec
1	Economic Development	36	30	27	27
2	Social Development	79	62	58	54
3	Environment, Infrastructure and Human Settlement	39	29	31	28
4	Governance, Corruption and Public Accountability	32	28	22	22
5	Strengthen Ghana's Role in International Affairs	2	2	2	2
	TOTAL	188	151	142	133

From figure 1.1 below, it is evident that the assembly performed well in executing planned programmes and projects with the aim of enhancing the socio-economic lives of the people in the metropolis. In all 142 projects/programmes were earmarked for implementation in 2020 by the Assembly. At the end of the plan period, 133 representing 94% was implemented and 9 representing 6% was not implemented due to financial constraints amongst others.

Figure 1. 1: Implementation Status of Projects/Programmes in the 2020 AAP



Source: Planning Unit, January, 2021.

Table 1. 2 Proportion of DMTDP Implemented

Indicators	Baseline 2017	Target 2019	Actual 2019	Target 2020	Actual 2020
Proportion of the annual action plans implemented by the end of the year					
a. Percentage Completed	80%	85%	90%	85%	87.3%
b. Percentage of On-going interventions	20%	15%	10%	15%	6.3%
c. Percentage of Interventions abandoned	0%	0%	0%	0%	0%
d. Percentage of interventions yet to start	0%	0%	0%	0%	0%
e. Percentage of interventions executed outside the plan	0%	0%	0%	0%	0%
1. Proportion of the overall Medium Term Development Plan Implemented	85%	50%	45%	75%	73.3%

1.4 Challenges encountered in the implementation of the MTDP:

- Inadequate logistics for monitoring purposes
- Untimely release of funds
- Untimely provision of information by some of the Decentralized Departments and Agencies.
- Inadequate cooperation on the part of some of the stakeholders.
- Inconsistencies in some of the data collected.

1.5 Processes Involved

Both quantitative and qualitative methods were used to gather the data for the preparation of the 2020 APR. Information was obtained from decentralized departments, on the spot checks, focus group discussions with opinion leaders, Assembly members and community members as well as from official documents. Financial information was obtained from both the Budget and Finance Offices of the Metropolitan Assembly.

The preparation of the final report was coordinated by the Development Planning Unit of KMA. Periodic and quarterly visits were undertaken by the monitoring team to monitor the implementation of all physical projects. The outcomes of such visits were included in preparing this report.

1.5.1 Format of the Report

The 2020 APR has been compiled according to the guidelines provided by the National Development Planning Commission (NDPC) under the various thematic areas of the Agenda for Jobs: Creating Prosperity and Equal Opportunity for all policy framework. The ensuing report has therefore been organized according to the thematic areas that the Assembly focused on in the year 2020.

CHAPTER TWO

MONITORING AND EVALUATION (M&E) ACTIVITIES REPORT

2.1 Introduction

The M&E activities report provides an effective and efficient system for tracking the progress of programmes and projects being implemented in the Kumasi Metropolis and to generate timely reports to the NDPC and other stakeholders through the Regional Planning Coordinating Unit (RPCU) of the Regional Coordinating Council.

The M&E activities report further assists to:

- Assess whether Assembly targets in 2020 were met
- Identify achievements, constraints and failures so that improvements could be made to the MTDP (2018-2021) such that projects could be designed to achieve better impact
- Improve service delivery and influence allocation of resources in the Metropolis and demonstrate results as part of accountability and transparency.
- Reinforce ownership of the MTDP (2018-2021) and build M&E capacity within the Metropolis.

2.2 Programme/Project Status for the Year

2.2.1 Physical Projects

The status of implementation of physical projects as at December 2020 has been presented in Appendix 1. The projects have been categorized according to the funding sources.

Physical projects that were initiated during the year under review included; construction of educational facilities, drilling of boreholes, etc.

2.2.2 Programmes/ Non - physical Activities

The non-physical projects that were undertaken have been attached as appendix II. The various departments within the Assembly submitted their status reports on activities that were undertaken within the reporting period. This has been summarized in the attached table.

2.3 Update on Funding Sources

The funding sources of the Assembly has been the Central Government transfers to MMDAs (GOG Grants), the District Assembly Common Fund (DACF), the District Development Facility (DDF), and the Assembly's own Internally Generated Funds (IGF).

Though for all the given years, the target could not be met, IGF still remained the highest source of revenue for KMA. From 2019, it reduced from **22,537,582.94** to **24,288,400.15** in 2019 and

reduced to 20,952,314.52 in 2020. This shows a marginal increase from the previous. This increase could be attributed to the fact that, more revenue sources were identified during the period under review.

The other sources of funding include DACF, PWDs CF, DDF, GoG, HIPC, Central Gov't Treasury, CIDA and GUMPP. From the figures given, it is realized that, DDF has been very consistent. The table below shows the end of year revenue performance of the 2020 composite budget.

Table 2. 1: Update on Funding Sources

ANNEX 5: UPDATE ON REVENUE SOURCES					
Expenditure Item	Baseline (2017)	Target (2019)	Actual (2019)	Target (2020)	Actual (2020)
IGF	35,198,392.32	25,596,000.00	24,288,400.15	24,000,000.00	20,952,314.52
DACF	4,834,256.34	6,759,439.00	2,789,826.55	8,846,799.28	5,561,010.12
MP'S CF		1,500,000.00	2,386,533.09	2,144,359.71	1,694,601.35
PWDs CF	5,040.00	352,000.00	198,022.86	512,339.96	77,805.53
MAG	-	67,459.78	71,361.38	67,459.78	146,317.1
TRANS. To DEPTs	241,679.59	96,769.47	49,846.00	105,395.83	61,321.12
SIF	436,623.50	100,000.00	39,625.00	125,000.00	80,000.00
GSPF	-	-	-	-	-
SR WSP	-	-	-	-	-
DDF	1,490,356.16	10,608,919.32	1,522,160.83	844,615.38	288,054.07
GSO P	-	-	-	-	-
SANITATION CHALLENGE	-	-	772,452.00	2,600,000.00	253,105.98
GKMA	0	-	-	5,000,000.00	-
UNFPA	-	-	-	-	-
UDG	18,391,489.24	-	-	-	-
GUMPP	2,840,325.23	1,000,000.00	822,584.14	2,739,400.00	261,395.40
GOG SALARIES	12,631,429.90	9,915,426.45	8,402,792.13	11,987,418.84	13,844,243.48
Total	76,069,592.28	55,996,014.02	40,571,152.13	58,867,392.95	43,220.168.67

Source: Metro Finance Office, January, 2021

2.3.1 Challenges with Regards to Revenue Generation

The first challenge is the low inflows of external support and lack of updated data for domestic revenue generation. There is also the general unwillingness of citizens to pay rates and levies, especially recalcitrant individuals due to poor social amenities in their various communities and the effect of COVID 19 pandemic. A database management system dLRev is underway to resolve the low revenue mobilizations in year 2021.

2.4 Update on Disbursements

The expenditure chart shows the expenditure items of the Assembly which is Compensation of Employees, Good and Services, investments and assets. The following table shows end of year expenditure performance of KMA as at 31st December, 2020

Table 2. 2: Update on expenditure

ANNEX: UPDATE ON EXPENDITURE					
EXPENDITURE ITEM	Baseline (2018)	Target (2019)	Actual (2019)	Target (2020)	Actual (2020)
COMPENSATION	22,209,166.02	13,498,301.74	11,639,170.29	16,836,606.5	18,538,277.09
GOODS AND SERVICE	17,093,707.34	19,908,129.57	22,835,226.37	20,817,911.59	18,381,261.31
INVESTMENT	-	-	-	-	-
ASSETS	10,374,224.65	22,589,582.72	6,096,755.47	21,212,874.86	10,480,284.62
TOTAL	49,677,098.01	55,996,014.03	40,571,152.13	58,867,392.95	47,399,82302

Source: Budget & Ratings Office, January, 2021

The following table shows end of year IGF expenditure performance of KMA as at 31st December, 2020

Table 2.3 IGF Performance Analysis

DESCRIPTION EXPENDITURE	APPROVED BUDGET FOR 2020	ACTUAL BUDGET AS AT DECEMBER, 2020	% ANNUAL PERFORMANCE
COMPENSATION	4,954,583.49	4,729,033.61	95.45
GOODS & SERVICES	12,355,416.51	10,876,557.76	88.03
CAPITAL EXPENDITURE	6,690,000.00	5,314,364.78	79.44
TOTAL	24,000,000.00	20,919,956.15	87.17

Source: Metro Finance Office, January, 2020

2.4.1 Challenges with Regards to Disbursement

- a) Adequacy of Funds

The funds for development programmes in the Assembly are inadequate due to the fact that, various deductions are made at source. This makes funds insufficient for development activities planned and based on the felt needs of the people. In view of this, the Internally Generated Funds are used to supplement that of the DACF in the provision of development projects.

2.5 Update on Indicators and Targets

The Matrix below shows the list of twenty (20) core indicators, their baseline data for 2017, and their targets for 2019 and 2020 as well as actual performance for the reporting year.

Table 2.4: Performance of Core Indicators at the District Level

NO.	INDICATOR	Baseline (2017)	Target (2020)	Actual (2020)
	ECONOMIC DEVELOPMENT			
	AGRICULTURE			
1	Change in yield of selected crops, livestock and fish (%)			
2	RICE	3.8 tonnes	10 tonnes	6 tonnes
3	MAIZE	74.2 tonnes	140 tonnes	110.5 tonnes
4	LETTUCE	12.9 tonnes	15 tonnes	16.1 tonnes
5	Spring Onion	158 tonnes	150 tonnes	133.2 tonnes

Source: Agriculture Departure, January, 2021.

2.5.1 Challenges

- Arable lands are being overtaken by estate developers due to urbanization
- Farmers face the problem of getting good prices for their produce

2.5.2 Strategies

- Farmers should come together to form functional and effective associations to lead the crusade of being “price stackers” of their produce but not “price takers”

Table 2.5: Performance of Core Indicators at the District Level

	Indicator	Baseline (2017)	Target 2019	Actual 2019	Target 2020	Actual 2020
	SOCIAL DEVELOPMENT					
5	Net Enrolment Ratio					
	(i) Kindergarten	55.0	62.6	58.9	62.6	58.9
	(ii) Primary	51.3	60.2	55.4	60.2	55.4
	(iii) JHS	38.0	52.2	43.1	52.2	43.1
		32.4	42.0	36.2	42.0	36.2
6	Gender Parity Index	1.05	1.05	0.98	1.05	0.98
	(i) Kindergarten	0.98	1.05	0.98	1.05	0.98
	(ii) Primary	0.68	0.85	0.72	0.85	0.72
	(iii) JHS	0.80	0.95	0.72	0.95	0.72
	(iv) SHS					
7	Completion rate	86.6	90.0	89.8	90.0	89.8
	(i) Kindergarten	59.2	75.5	67.8	75.5	67.8
	(ii) Primary	58.4	80.2	62.9	80.2	62.9
	(iii) JHS	45.6	65.5	50.8	65.5	50.8
	(iv) SHS					
8	Number of Operational Health facilities	-	-	-	-	-
	(i) CHP Compound	31	33	31	33	31
	(ii) Clinic	3	5	3	5	3
	(iii) Health Centre	26	27	26	27	26
	(v) Hospital					
9	Proportion of population with valid NHIS card	M=250,356 F=364,880	250,000 350,000	M 255,944 F=370,109	250,000 350,000	M=309,939 F=443,032
	(i) Total (by sex)	75,652	5000	2,474	5000	6,206
	(ii) Indigents	190,876	200000	226,247	200000	312,749
	(iii) Informal	23,923	25000	26,793	25000	29,589
	(iv) Aged	220,388	230000	284,087	230000	497,993
	(v) Under 18years	51,970	50000	39,801	50000	35,433
	(vi) Pregnant women					
10	Number of births and deaths registered	2392			5732	4,200
	(i) Birth (Sex)	222		412	1,911	380
	(ii) Death (sex, age group)					
11	Percent of Population with sustainable access to safe drinking water sources	100%	100%	100%	100%	100%
	(i) District					
	(ii) Urban					
	(iii) Rural					

	Indicator	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019
	SOCIAL DEVELOPMENT					
12	Proportion of population with access to improved sanitation services (i) District (ii) Urban (iii) Rural	20%	30	25%	30	28%
13	Maternal mortality ratio	340		488		722
14	Malaria Case Fatality (i) Sex (Total) (ii) Age Group (Under 5)	14 3	10 3	1 1	5 1	0 0
15	Number of recorded cases of child trafficking and abuse (i) Child trafficking (sex) (ii) Child abuse (sex)	- - 587 694 M F	- -	- - 152 530 M F	- -	- - 406 457 M F
16	Percentage of road network in good condition Total Urban Feeder	34.78% - -		37.78% - -		44.28% - -
17	Percentage of communities covered by electricity District Rural Urban	100%	100%	100%	100%	100%
18	Reported cases of crime (i) Men (ii) Women (iii) Children	1,413 544	1,650 500	1,894 439	1,750 500	2,431 572
19	Percentage of Annual Action Plan implemented	-	70%	66%	75%	80%
20	Number of communities affected by disaster (i) Bushfire (ii) Floods	- 70	- 70	- 68	- 60	- 36

Table 2.6: Performance of District Specific Indicators

	Indicator	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
SOCIAL WELFARE & COMMUNITY DEVELOPMENT								
1	No. of Day Care Centres: Registered : Renewed : Monitored	23 13 91	40 10 50	10 5 20	40 50 150	14 28 147	40 50 150	4* 5* 15*
2	No. of Households to benefit from LEAP	524	600	524	600	524	600	501
3	No. of NHIS registration and renewal for LEAP Beneficiaries	64	100	30	100	50	100	-
4	No. of PWDs given free NHIS	251	250	100	300	136	300	65
HEALTH								
5	Number of health staff trained on TB treatment procedures	150	200	-	200	400	0	0
6	Under 5 mortality ratio (per 1,000 live births)	1.6		5.9		6.1		0.3
7	Institutional Maternal Mortality Ratio (per 100,000LBs)	488	140	722	140	754	125	61
ROADS								
8	Total length of roads maintained (Pothole patching)					7,516m 2		
9	Total length of resealing works undertaken					15km		
WASTE MANAGEMENT								
10	% of solid waste collected and disposed at the final disposal site	90%	100%	90%	100%	90%		
AGRIC								
11	Total number of beneficiary farmers with access to various agriculture technologies	30	40	25	45	35		
12	Percentage reduction in rabies cases	3%	5%	4%	5%	4%		
BUDGET								
13	Percentage of DA expenditure within Budget	85%	86%	89%	89	93%		

2.6 Update on Critical Development and Poverty Issues

The matrix below shows key critical poverty development issues for the period under review.

Table 2. 7: Update on Critical Development and Poverty issues in 2020

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No. of Beneficiaries	
			Target (2020)	Actual (2020)
Ghana School Feeding Programme	-	-	30,000	34,802
Capitation Grants	2,313,573.78	2,313,573.78	122,878	122,878
National Health Insurance Scheme				
Livelihood Empowerment Programme	74,039.00	74,039.00	2,211	501
One District-One Factory Programme				
One Village-One Dam Programme	N/A	N/A	N/A	N/A
One Constituency-One Million Dollars Programme				
Planting for Food and Jobs Programme			10,000	10,734
Free SHS Programme				
National Entrepreneurship and Innovation Plan (NEIP)				
Implementation of Infrastructural for Poverty Eradication Programme (IPEP)				
Other	N/A	N/A	N/A	N/A

2.7 Environmental Health

The Environmental Health Office undertook several activities for the year. The table below shows the update on intended programmes for the year.

Table 2.8: Update on programmes for the year

SN	INTENDED PROGRAMMES FOR THE YEAR	PROGRAMME STATUS	ADDITIONAL INFORMATION
1	Visit 5 radio stations to discuss sanitation issues	Successfully carried out	
2	Organise durbars for 11 town councils on environmental sanitation	Not carried out	Ban on public gatherings due to pandemic
3	Develop and distribute education materials on improved sanitation practices	Materials developed but not distributed	Lack of funds for printing
4	Routinely inspect all food premises at sub-metro level	Food premises inspected across sub-metro level	
5	Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers	Sensitization carried out	
6	Collect, compile and collate data on all food establishments and potential noise emitters	Data compiled	
7	Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories identified and vetted for screening	
8	Organise food handlers into group at the Town Councils to disseminate information of screening and registration	Carried out effectively	
9	Conduct regular fumigation exercise	Successfully carried out	Additional special exercises carried out
10	Intensify promotion on the arrangements for HH toilets and facilitate the enrolment of 100 HH without toilets	Not carried out	To be carried out with the G-KMA project
11	Issue abatement notice to landlords who have not initiated the process of constructing HH toilets and enforce the bye law by prosecuting recalcitrant ones	Not carried out	Focus on pandemic.
12	Construct 5No. WASH and Handwashing facilities in schools	Schools provided with WASH facilities	
13	Procure Solid waste contractors, PPEs, sanitary tools and motorised tricycles	PPEs procured to promote hygiene among staff	
14	Organize Occupational Health and Safety training and Update the Knowledge of EHOs	Training carried out for selected officers instead of all due to the Pandemic and for officers in frontline role	
15	Construct 1No. Environmental Court and rehabilitate 1No. Circuit Court Adum	Court rehabilitated and Resourced with 3 Desktop computers	

Source: Environmental Health, January, 2021

2.8 Ghana School Feeding Programme (GSFP)

The school feeding programme has been in existence since 2005. It is aimed at increasing school enrolment and retention, improving the nutritional status of the children at the basic level as well as boosting local food production. The programme seeks to provide one hot nutritious meal for K.G and Primary school children. The existence of the programme has aided in the improvement of enrolment figures in basic schools and has implication on the Assembly's goals and objectives of reducing poverty and inequality.

The programme currently in the Kumasi Metropolis covers all K.G and Primary schools (109) with a total population of 34, 802 pupils. Out of this total girls dominate with a total of 17,652 representing 51%. In addition to the above benefits, the programme has provided employment to about 122 caterers in the metropolis.

2.9 Gender Mainstreaming

Gender mainstreaming aims at empowering women to be involved in the decentralized local government and other public positions, in order to bridge the inequity gap between men and women.

The following activities were implemented during the period under review:

- Sensitization and empowerment of women groups in local governance skills (8 women groups). In all thirty (30) women participated in the training. Out of this number, the age brackets of 27-33 and 49-56 recorded five participants each with age brackets of 41-48 and 34-40 recording ten (10) participants each,
- Provide training and support for 20 women to acquire skills in artisanal work. A total of Eighteen (18) women participated in the training program. Out of this total number, 14 was between the age brackets of 25-35 and the remaining 4 between 36-46 age brackets.
- Organise a sensitization walk on family planning and child spacing. 53 people participated in the walk made up of 33 females and 20 males. 29 of the participants fell under the 23-35 age bracket, 16 fell within the 36-46 age bracket and the remaining 8 were between the 47-60 age brackets.
- Sensitization on rights that support women in taking leadership positions in society. A total of thirty-seven (37) people participated with nine males and the remaining females

(28). The age brackets of 25-35 recorded a total of 19 participants with 36-46 recording 11 participants and 47-60 having 7 participants.

- Support education on savings/ investment financial management. The total number of participants was Forty -One (41). Males- 16, females-25). Out of this number, 18 fell within the 25-35 age bracket, 11 was under the 36-46 age bracket and 12 under the 47-60 age bracket.
- Train 10 women’s groups in small scale business management. Total Number of participants was thirty nine (39). This was made up of 14 participants under the age bracket of 25-35, with 9 falling under the age bracket of 36-46 and 16 under 47-60.

2.10 Tree Planting

As part of greening the metropolis, a tree planting exercise was initiated through the Keep Kumasi City Clean and Green Project. Under the year of review a total of 16,628 seedling were planted at various places Metro wide. Species of tree planted have been captured in the table with details of their and location.

Table 2.8: Trees been planted and their location

SN	SITE NAME	Mahogany	Ofram	Teak	Cassia	Montalis	TOTAL
1	New Road- Maakro	620	90				710
2	Suame- Pankrono	550	350			8	908
3	KMA Coconut			100			100
4	Danyame Traffic	200	150				350
5	ECG Worksop	100	50				150
6	Golden Tulip	50	120				170
7	Atonsu Ahinsan			800			800
8	Aboabo River			510		50	560
9	Palmer Junction	300	150				450
10	Tech –Aprade Junction	330	150	1240			2120
11	TUC Darkwodwom	50	50				100
12	Anyinam Paraku	50					50
13	Buokrom Estate				170	250	420

14	Moshie Zongo			350	150		500
15	Suame – Sofoline	70	50			50	170
16	Kwadaso River			800			800
17	Daban River			650			650
18	Suame Kronum	290	200				490
19	Dechemso	440	500				940
20	Wiwiso River			650			650
21	Oduom Aprade	50	50	200			300
22	Manhyia Inside	150					150
23	Sokoban Wood V			250	400		650
24	Boko Techiman			1700			1700
25	Apatrapa River			1400			1400
26	Sisa River			1200			1200
27	Asafo - Tech	90	50				140
	TOTAL	3340	2360	9850	720	358	16,628

Source: Environmental Health, Jan, 2021.

2.11 Activities Carried out in view of COVID 19

In reducing the impacts of Covid and improving health of the people in the Kumasi Metropolis during the pandemic, there was a need for some support to the vulnerable and health education and promotion. The table below indicates various activities undertaken by the metro in view of COVID 19

Table 2.8: Activities carried out in view of COVID 19

SN	ACTIVITY	SCOPE	TIMELINES	REMARKS
1	Clean up Exercise	Metro wide	Periodically (February, March, April)	Carried out periodically in collaboration with waste management department
2	Disinfection of public places	Metro wide	Quarterly	Carried out Zoomlion Ghana Ltd and supervised by EHOs
3	Medical screening for food handlers	Metro wide	Yearly	Carried out successfully
4	Distribution of hygiene promotion items against COVID 19 at the workplace	Metro wide	April-December 2020	Hygiene promotion items distributed to staff and placed at vantage points
5	Distribution of hygiene promotion items against COVID 19 at the market centers	Metro wide	April-December 2020	Items distributed at various markets across the metropolis
6	Special disinfection exercise at market places, transport terminals and public toilet	Metro wide	July & November 2020	Successfully carried out
7	Certification of places of worship prior to re-opening	Metro wide	June – July 2020	Over 400 churches
8	Monitoring of places of worship for compliance	Metro wide	June –July 2020	Churches visited randomly for compliance on COVID 19 directives
9	Risk communication on COVID 19 and Environmental Health issues	Metro wide	April – December 2020	Activity successfully carried out
10	Assessing the state of compliance on COVID 19 protocols at public places	Metro wide	June – July 2020	Assessment carried out successfully across markets, transport terminals and workplaces with the help of MSWR
11	Risk communication on COVID 19 and Environmental Health issues through keep the city clean project	Metro wide	October - December	Activity successfully carried out with the help of Zoomlion Ghana Ltd
12	Train and equip burial team for effective and improved service delivery	Main office	April – December	Burial team trained and equipped with needed PPEs for work

Source: Environmental Health Department, 2020.

2.12 Update on Evaluations Conducted

The Metropolitan Assembly in 2020 did not conduct any major evaluation exercise. However, quarterly review meetings were held during which all decentralized departments of the Assembly reviewed the implementation status of the 2020 Annual Action Plan of the Assembly. In addition to this, the Auditor Generals department also embarked on its usual quarterly and annual audit of Assembly’s activities. The Assembly however plans with the help of consultants to conduct a terminal evaluation in the subsequent years.

Table 2.9: Update on Evaluations Conducted

Name of the Evaluation	Policy/ Programme/ Projects involved	Consultants/ Resource persons involved	Methodology used	Findings	Recommendations
Review Meetings	Evaluation of Departmental activities	MPCU	Discussion	Departments were implementing strictly to 2020 Annual action plan. However, some complained of limited funding	Funding should be made available to all departments to ensure 100% implementation of AAP
Auditor Generals Department	Evaluation of Assembly’s financial statement	External Auditors	Desk study	It was observed that KMA followed approved financial management systems	This should be continued and improved further

Source; MPCU, January, 2021.

2.13 Participatory Monitoring and Evaluation

The Metro Planning Co-ordinating Unit (MPCU) is mandated by section 46, sub-section 3 of the Local Governance Act, 2016, Act 936 to execute planning functions. The NDPC (Systems) Act, 1994, Act 480 defines the MPCU’s planning, programming, M&E and co-ordinating functions.

In implementing the M&E plan as mandated by the afore mentioned Acts, the MPCU collaborated with other organizations, agencies, the private sector, Donors, Civil Society

Organizations and other stakeholders whose inputs and contributions were needed and who took part in the development of the M&E Plan.

The monitoring team visited all project sites periodically and were joined by the Assembly Members of the beneficiary communities as well as stakeholders concerned with the implementation of the specific project. The feedback from the stakeholders enhanced the successful implementation of the projects and programs

The Development Planning and the Works sub-committees also undertook regular monitoring visits to the sites of all physical projects. The various departments also have their Monitoring Teams that monitor projects that fall within their respective sectors.

To ensure community members and project beneficiaries are empowered, the Assembly plans to use the community score card next year to assess the quality of services provided. This will go a long way to improve the quality of service delivery in the Metropolis

CHAPTER THREE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

3.1 Introduction

This chapter consist of three sections which consists of the key findings, the recommendation and the conclusion. The key findings summarize some key issues identified in the previous chapter. The recommendation is to show how these issues identified in the key findings will be solved and finally the conclusion to end the report.

3.2 Key Findings

With the preparation of the 2020 Annual Progress Report on the implementation of the MTDP 2018 - 2021, some key issues and recommendations were made to aid the Assembly in its activities. This section therefore reviews some key issues identified and key recommendations made for improved service delivery.

3.2.1 Key Issues to Be Addressed

a) Delay in the Release of Funds

The issue of delay in the release of funds and the deductions from source for revenue sources like the DACF are problems the Assembly is facing. This affects greatly the smooth implementation of planned programmes and projects.

(b) Absence of Dedicated Vehicle for Monitoring

Again, there is an issue of unavailability of a vehicle to enable the MPCU embark on monitoring and evaluation of projects, which makes it difficult for the monitoring team to do its core duties.

(c) Inadequate Police personnel

The recommended United Nations Police Citizen ratio is 1:500. However, the Kumasi Metropolitan Assembly currently has a ratio of 1: 1641 indicating a gap of Police Personnel. There is an urgent need for addition Police personnel to be posted to the Metropolis to augment the existing numbers in improve the security needs of the Metropolis.

(d) Inadequate generation of IGF

Though IGF seem to be increasing over the years, it has not been enough to support the Assembly. This at the long run, makes it difficult for the Assembly to implement planned programmes and projects.

3.3 Recommendations

Additional Staff should be recruited for the Ghana Police Service to support them in their quest to provide maximum security in and around the Kumasi Metropolis.

More revenue sources should be identified to help increase revenue generation. Additionally, the Assembly should integrate fully ICT in revenue management to reduce revenue leakages currently being witnessed due to the manual process. Periodic training should be organized for revenue staff to ensure they are abreast with new dimensions in revenue collection and operations.

The monitoring and inspection exercises conducted by the monitoring team, revealed a number of challenges with the implementation of projects. These challenges included the delay in the implementation of projects and the alteration of project design by some contractors among others. The following recommendations were therefore made on the basis of the challenges identified for the consideration of Management of the Assembly

- Periodic training for Contractors
- Provision of dedicated monitoring vehicles
- Provision of proper technology to track revenue collection
- Black listing of poor performing contractors
- Monthly site meetings to ensure strict adherence to designs and specifications
- Contract and Project Management training for Monitoring Team members

3.4 Conclusion

Development is key in every aspect of life regardless the situation. In ensuring this, it is right to keep track of activities set to achieve the goal and objective. In view of this, the core aim of the Assembly is to address the basic needs and aspirations of the people in the metropolis. In order for the Assembly to effectively and efficiently meet the basic needs of the metropolis, goals and objectives are set at the beginning of the year to serve as a yardstick towards meeting of these needs and aspirations. Effective monitoring and evaluation of these set targets every quarter is key in achieving high success rate with regards to planned projects and programmes.

The allocation of resources to the monitoring team of the Assembly will ensure effective monitoring of planned programmes and projects leading to effective service delivery. Notwithstanding the challenges encountered, the Assembly remains focused to accelerate the development of the Metropolis and provide enhanced service delivery in the year 2021.

APPENDICES

Appendix III - List of Stakeholders Consulted

NO.	NAME	DEPARTMENT/UNIT
1.	Mrs. Beatrice Asante Mante	Agriculture Department
2.	Mr. Isaac Appiah Nsiah	Budget and Rating
3.	Michael Agyemang	Development Planning Unit
4.	Mr. Isaac Basayinin	Environmental Department
5.	Juliana Nsiah	Estate Department
6.	Prosper Kotoka	Waste Management
7.	Akwasi Agyemang	Physical Planning Unit
8.	Susana Sackey	Social Welfare Department
9.	Susana Sackey	Community Development Dept
10.	Atta Poku	Urban Road Department
11.	Anthony Tuffour	GSFP
12.	Alexander Atta Asante	Education Department
13.	Alberta Nyarko	Health Directorate
14.	Mr. Patrick Adu-Poku	Metro Solicitor
15.	Mr. Frank Duodu	NADMO
16.	Mrs. Yvonne Naboo	Central Administration
17.	Mr. David Ameyaw	Works Department
18.	Hon. Owusu Donkor	Development sub-committee
19.	Hon. Anthony Ameyaw	Works committee
20.	Hon. Michael Adusei Bonsu	F&A committee

NGOs Consulted

No.	NAME	NGO
1.	Christopher Dapaah	Local Government Network
2.	Aba Oppong	Rights & Responsibility Initiatives
3.	Mohammed E. Jalilu	Resource Link Fund/ Ghana Muslim Foundation
4.	Peterson A. Bediako	Centre for the Development of People

2020 ANNUAL PROGRESS REPORT

NO.	PROJECT TITLE	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	PROJECT LOCATION	CONTRACTOR	CONTRACT SUM	FUNDING SOURCE	DATE OF AWARD	DATE STARTED	EXPECTED COMPLETION DATE	EXPENDITURE TO DATE	OUTSTANDING BALANCE	PROJECT IMPLEMENTATION STATUS
1	Construction of 1 No. 3-unit KG Block at Daban Apraman M/A	Social Development	Apraman	Wakasaki Enterprise	311,885.08	DACF/RFG	5th November, 2020	5th November, 2020	19th May, 2021	44,443.62	267,441.46	On-going
2	Construction of 1 No. 3-unit KG Block at Amakom M/A	Social Development	Amakom	Gomens Co. Ltd	199,812.87	DACF/RFG	24-Mar-20	24-Mar-20	24-Jun-20	199,812.00	0.87	completed
3	Construction of 1 No. 6-unit Classroom Block with ancillary facilities at Duase R/C Basic School	Social Development	Duase	Amin & Sons Co. Ltd	148,350.00	IGF	14-Mar-11	14-Mar-11	14-Sep-11		148350	On-going
4	Construction of 1 No. 6-unit Classroom Block with ancillary facilities at Danyame M/A Basic School	Social Development	Danyame	Dream Side Construction	149,650.00	IGF	13-May-11	13-May-11	13-Nov-11		149,650.00	On-going
5	Construction of 1 No. 6-unit Classroom Block with ancillary facilities at Fankyenebra Basic School	Social Development	Fankyenebra	Gomens Co.Ltd	396,567.32	DACF	30th September,2020	30th September,2020	29th March 2021	178,590.60	217,976.72	On-going
6	Construction of 1st Phase (ground floor) of 1 No. 2 Storey Library Complex at State Experimental	Social Development	Ridge Nhyiaeso	Asbeck Works Construction Ltd	79,675.00	IGF	10-Jan-11	10-Jan-11	10-Jun-11	23,263.16	56,411.84	On-going
7	Construction of 1 No. 6-unit Classroom Block for State Experimental Basic School	Social Development	Ridge Nhyiaeso	Vebpo Company Limited	149,000.00	DACF	21/10-11	21/10-11	22/03/12	61,984.13	87,015.87	On-going

NO.	PROJECT TITLE	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	PROJECT LOCATION	CONTRACTOR	CONTRACT SUM	FUNDING SOURCE	DATE OF AWARD	DATE STARTED	EXPECTED COMPLETION DATE	EXPENDITURE TO DATE	OUTSTANDING BALANCE	PROJECT IMPLEMENTATION STATUS
8	Construction of 2-storey 6 unit classroom block for Buokrom Estate	Social Development	Buokrom	Just here company limited	171,162.08	DACF	14-Mar-11	14-Mar-11	14-Sep-11	142,534.65	28,627.43	On-going
9	Construction of 1No.6 unit classroom block for Santasi M/A school	Social Development	Santasi	Yam Zua Ltd	149,500.00	DACF	14-Jul-11	14-Jul-11	19-Dec-11	62,099.54	87,400.46	On-going
10	Construction of 1No. 6 unit classroom block for Adumanu M/A school	Social Development	Adumanu	Dot Sanni Divine Co.Ltd	149,600.00	DACF	14-Jul-11	14-Jul-11	19-Dec-11	11,320.20	138,279.80	On-going
11	Construction of Nhyiaeso Sub-metro office block	Governance, Corruption and Public Accountability	Nhyiaeso	Reggio Construction limited	1,128,722.00	DACF	25-Jun-07	25-Jun-07	25-Dec-07	1,090,430.63	38,291.37	completed
12	Construction of 1 No. 6-unit Classroom Block	Social Development	Abrepo	W&E Company Ltd	135,555.20	IGF	1-Dec-11	1-Dec-11	20-May-12	35,159.85	100,395.35	On-going
14	Paving of 900m2 Dakwadwom Event grounds	Social Development	Dakwadwom	Reggio Company Limited	103,780.95	DDF	4-Jul-19	4-Jul-19	4-Sep-19	103,780.95	-	completed and in use
15	Construction of 945 sq meter Reinforced Concrete Ramp for Septage Head Works Ramp	Social Development	Oti	Reggio Company Limited	264,930.75	DDF	4-Jul-19	4-Jul-19	13-Dec-19	264,930.00	0.75	completed and in use
16	Mechanization of 9No. Boreholes with Over Head Tanks	Social Development	Daban Adoato Kokoso Bohyen Abrepo	Gold Print & Construction Limited	424,952.85	DDF	4-Jul-19	4-Jul-19	13-Dec-19	424,952.85	-	completed and in use

NO.	PROJECT TITLE	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	PROJECT LOCATION	CONTRACTOR	CONTRACT SUM	FUNDING SOURCE	DATE OF AWARD	DATE STARTED	EXPECTED COMPLETION DATE	EXPENDITURE TO DATE	OUTSTANDING BALANCE	PROJECT IMPLEMENTATION STATUS
17	Completion of Mechanized Borehole for Waste Stabilization Pond	Social Development	Oti	Gold Print & Construction Limited	104,409.90	DDF	4-Jul-19	4-Jul-19	4-Sep-19	104,409.90	-	completed and in use
18	Rehabilitation of 1No. Circuit Court Building	Governance, Corruption and Public Accountability	Adum	De- Geons Inv. LTD	215,583.11	DDF	8/14/2019	8/14/2019	3/14/2020	215,583.11	-	completed and in use
19	Construction of 1no. 6-Unit Classroom Block At Duase M/A School	Social Development	Duase	Builders Consult Construction Co. Ltd	449,999.39	GETFUND		6/26/2019				Completed
20	Construction of 1no. 6-Unit Classroom Block At Duase R/C School	Social Development	Duase	Joyflux Construction Company Ltd	449,995.59	GETFUND		6/26/2019				Completed
21	Construction of 1no. 6-Unit Classroom Block At Asafo School	Social Development	Asafo	Mcapp Ghana Ltd	449,995.59	GETFUND		7/3/2019				On-going
22	Construction of Kindergaten Block At ST. Augustine's Anglican	Social Development	Asem	Danny Boy Ventures Ltd	299,985.84	GETFUND	4-Jul-19	5/24/2019	12/13/2019			On-going
23	Construction of 1no. 3-unit Classroom Block At Amankwatia	Social Development	Amankwatia	Jaborah Const. Ltd	266,864.85	GETFUND	4-Jul-19	5/24/2019	12/13/2019			On-going
24	Construction of Kindergarten Block At Bantama M/A	Social Development	Bantama	Jaborah Const. Ltd	298,587.85	GETFUND	4-Jul-19	5/24/2019	12/13/2019			On-going
25	Re-roofing of Buokrom M/A primary and JHS (Block A & B)	Social Development	Buokrom	Perfectly Clean Ghana Ltd.	92,853.10	GETFUND	4-Jul-19	9/6/2019	12/13/2019			On-going

NO.	PROJECT TITLE	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	PROJECT LOCATION	CONTRACTOR	CONTRACT SUM	FUNDING SOURCE	DATE OF AWARD	DATE STARTED	EXPECTED COMPLETION DATE	EXPENDITURE TO DATE	OUTSTANDING BALANCE	PROJECT IMPLEMENTATION STATUS
26	Construction of 1No. 6 – Seater Toilet with ancillary facilities at Hwidiem	Social Development	Hwidiem	Kingsley Atta Ent.	476,935.28	GETFUND	11/27/2019	11/27/2019	5/27/2020			Completed
27	Construction of 1No. 6-Unit Classroom Block with ancillary facilities at Hwidiem	Social Development	Hwidiem	Fiikan Co. Ltd	449,921.22	GETFUND	11/27/2019	11/27/2019	5/27/2020			Completed
28	Construction of Kindergarten Block at Hwidiem	Social Development	Hwidiem	Fiikan Co. Ltd	299,935.02	GETFUND	11/27/2019	11/27/2019	5/27/2020			Completed
29	Construction of 2No. 10 seater W/C Institutional Toilet with Mechanized Boreholes and Overhead Tanks at Banatama State Boys and Anyaano Cluster of schools	Social Development	Bantama Moshie Zongo	Royboa Co. Ltd.	540,544.40	DFID-UK	12/17/2019	12/17/2019	6/23/2020	540,544.40	-	Completed
30	Construction of 2No. 10 seater W/C Institutional Toilet with Mechanized Boreholes and Overhead Tanks at Amankwatia and St. Cyprians School	Social Development	Amankwatia Fante Newtown	Aeon Complex Ltd	539,851.62	DFID-UK	12/17/2019	12/17/2019	6/23/2020	539,851.62	-	Completed
31	Supply of 136No. Dual Desk	Social Development	Krofofrom	Perfectly Clean GH	34,000.00	DACF/RFG	10-Apr-20	10-Apr-20	12-May-20	34,000.00	-	Supplied
32	Construction of 1No. Mechanized Borehole with Overhead Tank	Social Development	Buokrom	Perfectly Clean GH	54,093.00	DACF/RFG	10-Apr-20	10-Apr-20	10-Jul-20	51,000.00	3,093.00	Completed
33	Furnishing of Rehabilitated KMA Circuit Court Building	Governance, Corruption and Public Accountability	Adum	Gold Print and Allied	99,910.00	DACF/RFG	10-Jun-20	10-Jun-20	10-Jul-20	99,910.00	99,910.00	Supplied

34	Procure 370No. Veronica Buckets with Stands for Distribution in the Kumasi Metropolis	Social Development	Metro Wide	Gold Print and Allied	110,000.00	DACF/RFG					110,000.00	110,000.00	Supplied
NO.	PROJECT TITLE	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	PROJECT LOCATION	CONTRACTOR	CONTRACT SUM	FUNDING SOURCE	DATE OF AWARD	DATE STARTED	EXPECTED COMPLETION DATE	EXPENDITURE TO DATE	OUTSTANDING BALANCE	PROJECT IMPLEMENTATION STATUS	
35	Construction of 1No. Metal Footbridge at Buokrom Truba and Construction of 900mm Diametre U-drain at Krofrom	Environment, Infrastructure and Human Settlement	Buokrom Truba Krofrom	De- Geons Inv. LTD	199,726.01	DACF/RFG	5-Nov-20	8-Dec-20	12-Feb-21		199,726.01	On-going	
36	Construction of 2No. Metal Footbridges within the Kumasi Metropolis	Environment, Infrastructure and Human Settlement	Buokrom South Africa Kokoso Asubonteng	Gold Print and Allied	184,899.35	DACF/RFG	5-Nov-20	8-Dec-20	12-Feb-21		184,899.35	On-going	

