



GOVERNMENT OF GHANA
MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT
KUMASI METROPOLITAN ASSEMBLY



-DEVELOPMENT PLAN FOR KUMASI METROPOLITAN AREA
(2018-2021)

ACKNOWLEDGEMENT

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Medium Term Development Plans (MTDP) are prepared by all District Assemblies in the Country with guidelines issued by the National Development Planning Commission (NDPC). Among others, the rationale is to ensure that plans are prepared along the lines of the National Development Policy Framework (NDPF) to achieve set goals and objectives. The plans so prepared by the District Assemblies are harmonized by the Regional Co-ordinating Councils (RCCs) before submission to the NDPC. It is for these reasons that the KMA is grateful to these two bodies, the NDPC and the Ashanti Regional Co-ordinating Council.

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EXECUTIVE SUMMARY

(a) Background

After independence, several policies and programmes to accelerate the growth of the economy and raise the living standards of the people have been pursued by all Governments with varying degrees of success. The 1992 Constitution provides for a long-term national development imperative for Ghana under the Directive Principles of State Policy. It envisages that every Government must pursue policies that would ultimately lead to the “establishment of a just and free society”, where every Ghanaian would have the opportunity to live long, productive, and meaningful lives.

The assembly system of local governance was introduced in 1988 with the passage of PNDCL 207 bringing into being local authorities known as metropolitan, municipal and district assemblies. Assemblies were given legislating, executing, budgeting, planning and rating authority. Provisions for representation of the people included elected and appointed memberships of assemblies. Between 1988 and 1992, the efficacy of these arrangements for fostering bottom-up, participatory development was tested. The experience also yielded lessons for improving the design. Other reforms were to make provision for members of parliament in the local government system and for development resources through the District Assemblies’ Common Fund (DACF). These provisions were enshrined in the Fourth Republican Constitution.

(b) Constitutionality of Decentralization for Accelerated Development

Chapter 20 ‘Decentralisation and local government’, of the constitution of Ghana, Article 240 (1) enjoins that Ghana shall have a system of local government and administration which shall, as far as practicable be decentralized. The Constitution identified political, administrative and financial decentralization as a channel for fostering democracy and popular participation in governance.

Article 34 section 5 (d) of the 1992 constitution enjoins the state to “make democracy a reality by decentralizing the administrative and financial machinery of government to the regions and districts

and by affording all possible opportunities to the people to participate in decision- making at every level in national life and in government”.

The constitution provided broad guidelines on the institutional arrangements, functions of different entities in the decentralized administration, key actors, their roles and responsibilities as well as resources. It identified some imperatives for achieving the envisaged decentralization, namely

- The transfer of functions, powers, responsibilities and resources from the centre to local government;

- Measures to build the capacity of local authorities to plan, initiate, coordinate, manage and execute policies;

- Establish a sound financial base with adequate and reliable sources of revenue;

- Vest control of persons in the service of local governments in local authorities, as far as possible; and

- Create opportunities for people to participate effectively in governance to ensure the accountability of local authorities.

(c) Legality of Local Governments as Planning Authorities

In 1993, the passage of Act 462 provided a legal framework for operationalizing these constitutional provisions. Other laws, including Act 455 (the District Assemblies Common Fund Act), Act 480 (the National Development Planning Systems Act), Act, 479(the National Development Planning Commission Act), the legislative instrument 1589 and the establishing instruments of the different assemblies gradually rolled out the framework within which local authorities would work. Guidelines were developed to facilitate the conduct of business within the assembly system.

Government of Ghana Policies on Decentralization has given MMDAs mandate to develop plans & implement programmes & projects. Section 83 sub-sections 1 & Sections 86 sub – section 1 of the Local Governance Act 936 (2016) has given MMDAs the mandate to carry out administrative, political and planning roles to bring about development in their respective areas. MMDAs are therefore given the authority to formulate policies and develop plans as well as implement programmes and projects for development purposes.

On this basis, the National Development Planning Commission (NDPC) System Act 1984, Act 480, sections 1 to 11 and regulation, 2016 (LI 2232) provides guidelines which provide focus and direction on National Development practices and enhance harmonization and rationalization of development programmes, projects and activities initiated from the community, district and national levels respectively. In preparing these plans, MMDAs respond to the constitutional injunction (1992 Constitution Chapter 20, section 240 & 245), which requires that policies leading to the establishment of a just and free society are pursued by the state.

(d) Establishment of Kumasi Metropolitan Assembly (KMA)

Kumasi Metropolitan Assembly is one of the thirty (30) districts in Ashanti Region. It is at the center of the region. The metropolis shares boundaries with Kwabre East and Afigya Kwabre Districts to the north, Atwima Kwanwoma and Atwima Nwabiagya Districts to the west, Asokore Mampong and Ejisu-Juaben Municipalities to the east and Bosomtwe Districts to the south. It is approximately 270km north of the national capital, Accra. According to the 2010 Population and Housing Census, Kumasi recorded 1,730,249 representing 47.8% males and 52.2% females in the metropolis.

The goal of the Assembly is to create a human settlement that attracts, accelerates and sustains private sector development as well as meets the socio-economic needs of residents without compromising the ability of the future generation to meet their development needs.

The implementation of Medium-Term Development Policy Framework is the responsibility of the Ministries, Departments and Agencies (MDAs) as well as the Metropolitan, Municipal and District

Assemblies (MMDAs), Civil Society Organisations (CSOs), the private sector, etc. These organizations are required to formulate their policies, strategies, programmes and actions into District or Sector Medium-Term Development Plans (MTDP) in line with the Medium-Term Development Policy Framework as the case may be to improve the living conditions of Ghanaians. It is against this backdrop that MMDAs were enjoined to prepare a Four – Year MTDP spanning 2014 to 2017 under seven Thematic Areas of the Ghana Shared Growth & Development Agenda II (GSGDA).

The thematic areas are:

- Ensuring and sustaining macroeconomic stability
- Enhanced competitiveness of Ghana’s private sector.
- Accelerated agricultural modernisation and natural resource management.
- Oil & Gas
- Infrastructure and human settlement development.
- Human development, employment and productivity.
- Transparent and accountable governance.

(e) Performance Review

The programmes and projects planned in the 2014-2017 MTDP were implemented by the Kumasi Metropolitan Assembly using the GSGDA II. However, the 2014 – 2017 MTDP of the Assembly was based on six (6) out of the seven thematic areas, thus excluding the fourth thematic area, “oil and gas”.

The six thematic areas include:

- Ensuring and sustaining macroeconomic stability.
- Enhanced competitiveness of Ghana’s private sector.
- Accelerated agricultural modernisation and natural resource management.

- Infrastructure and human settlement development.
- Human development, employment and productivity.
- Transparent and accountable governance.

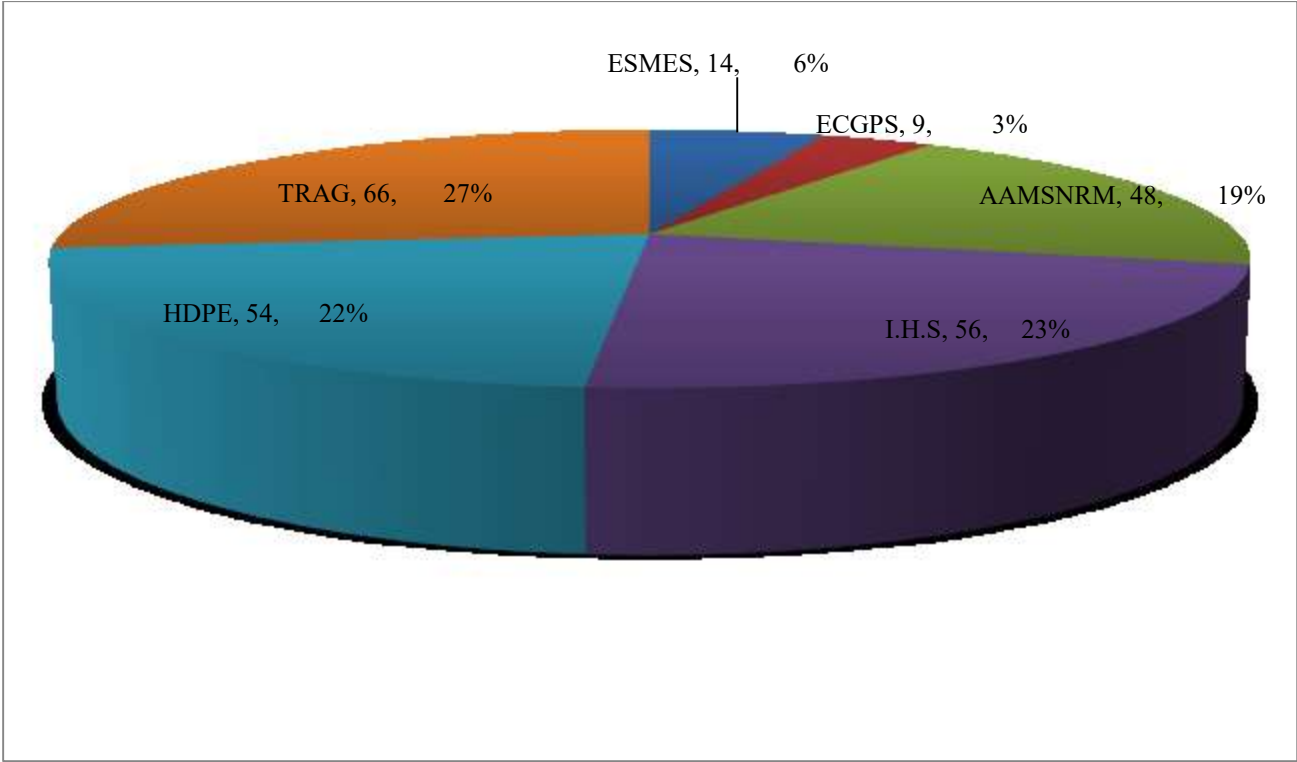
The review also took into consideration Performance of the cross –cutting issues suchas HIV/AIDS, LEAP. Gender, Climate Change, Environment and Local Economic Development.

From figure ‘A’ below it can be observed that, a total of 247 projects were implemented during the period under review where 14 projects/programmes representing (6%) were planned under Ensuring and Sustaining Macroeconomic Stability, 9 projects/programmes representing (3%) were planned under Enhanced Competitiveness of Ghana’s private sector, 48 projects/programmes representing (19%) were planned under “Accelerated Agricultural Modernisation and sustainable Natural resource management”. The rest were 56 projects/programmes representing (23%) under Infrastructure Energy and Human settlement development, 54 projects/programmes representing (22%) under Human Development, Productivity and Employment and lastly, 66 projects/programmes representing (27%) were planned under Transparent and Accountable Governance.

The chart below illustrates the projects/programmes under the respective thematic areas of the GSGDA II:

Figure A: Projects/programmes under the Various Thematic Areas

Projects/Programmes in the MTDP 2014-2017 under Respective Thematic Areas



Source: Planning Unit, 2017

- ESMES:** Ensuring and Sustaining Macro Economic Stability
- ECGPS:** Enhancing Competitiveness of Ghana’s Private Sector
- AAMSNRM:** Accelerated Agriculture Modernization and Sustainable Natural Resource Management
- I.H.S:** Infrastructure and Human Settlements
- HDPE:** Human Development, Productivity and Employment
- TRAG:** Transparent, Responsive and Accountable Governance

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CHAPTER ONE

PERFORMANCE REVIEW/PROFILE/CURRENT SITUATION/BASELINE

1.1 Performance Review of District Medium Term Development Plan 2014 – 2017

1.1.1 Introduction

The Kumasi Metropolitan Assembly's principal aim is to implement programmes and projects to address the needs of the people in the Metropolis. These goals must go in line with the National Development Policy Framework of Ghana. The policy guidelines for the country between the period under review (2014 and 2017) were based on the Ghana Shared Growth and Development Agenda II (GSGDA). Therefore, the development plan which spanned from 2014 – 2017 was prepared and implemented on the basis of the GSGDA II. Programmes and Projects implemented had to undergo a review process to ascertain the implementation status of planned programmes/projects and the achievement of set goals and objectives for the period.

1.1.2 Vision

The vision of Ghana as contained in the Long-Term National Development Plan (LTNDP, 2018-2057) is a “just, free, and prosperous nation with high levels of national income and broad based social development”. The vision is to be accomplished through the formulation and implementation of ten 4-year Medium-Term Development Plans (MTDP).

However, the vision of the Kumasi Metropolitan Assembly is ‘To develop Kumasi into a safe and vibrant city driven by sustained environmental and broad-based socio-economic development.’

1.1.3 Mission

‘The Kumasi Metropolitan Assembly is committed to improving the quality of life of the people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city’.

1.1.4 Functions

The functions of the Assembly as given by the Local Governance Act 936, 2016 section 12 is as follows.

- Exercise political and administrative authority in the district
- Be responsible for the overall development of the district;
- Formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- Sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
- Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- Be responsible for the development, improvement and management of human settlements and the environment in the district;
- In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
- Ensure ready access to courts in the district for the promotion of justice;
- Act to preserve and promote the cultural heritage within the district;
- Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment;

The Local Governance Act 936 serves as a legal backing to the Assembly providing authority to the Assembly to perform the above listed functions. The functions of the Assembly as indicated

1.1.5 Core Values

To provide timely, open and accountable services to our clients; interest groups, companies, individuals and all other stakeholders.

in Act 936 are performed in tandem with the Vision, Mission and Core Values of the Assembly. The core values support the vision and mission of the Assembly reflecting the Assembly's values

1.1.6 Review Process of MTDP 2014-2017

The level of implementation of the programmes and projects captured in the MTDP (2014-2017) were considered under the following:

- Fully implemented
- On-going (indicating the level of implementation)
- Started but abandoned (indicating level of implementation)
- Suspended (indicating whether started and level of implementation)
- Not implemented; and
- Implemented but not in the MTDP

The review process looked at:

- The success rate of planned goals and objectives
- Reasons for non-achievement of goals and objectives
- Problems and constraints that inhibited the project implementation process
- The Lessons learnt out of the process and their implication for future planning

1.1.7 Broad Metropolitan Goal

To create a human settlement that attracts, accelerates and sustains private sector development as well as meets the socio-economic needs of residents without compromising the ability of the future generation to meet their development needs

1.1.8 Objectives under the Thematic Areas of the GSGDA II:

(a) Enhancing Competitiveness of Ghana's private sector.

- To improve efficiency and competitiveness of MSMEs
- To ensure rapid industrialization driven by strong linkages to agriculture and other natural resource endowment.
- To promote domestic tourism to foster national cohesion as well as redistribution of income.

(b) Accelerated Agricultural Modernization And Sustainable Natural Resource Management

- Improved agricultural productivity
- Increase agricultural competitiveness and enhance integration into domestic and international markets.
- Reverse forest and land degradation.
- To manage waste, reduce pollution and noise.

(c) Infrastructure, Energy and Human Settlements Development

- To create and sustain an efficient transport system that meets users' needs
- To accelerate the provision of affordable and safe water
- To accelerate and improve environmental sanitation
- To ensure the development and implementation of health education as a component of all water and sanitation programmes.
- To promote resilient urban infrastructure development, maintenance and provision of basic service.
- To develop recreational facilities and promote cultural heritage and nature conservation in urban areas.

(d) Human Development, Productivity and Employment

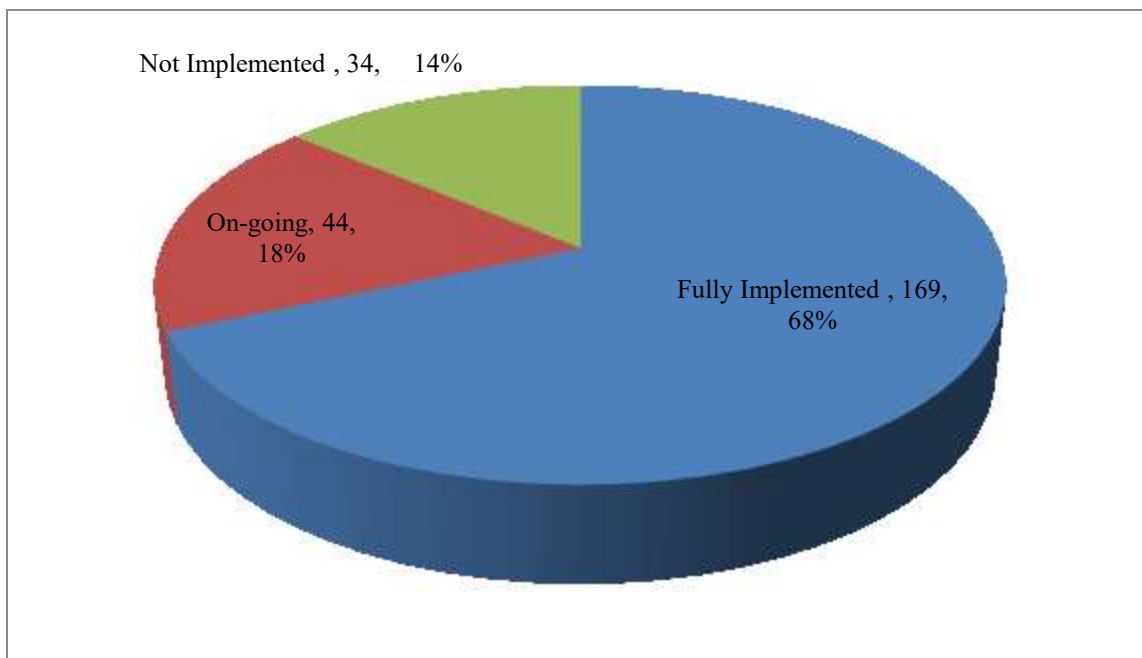
- To increase equitable access to and participation in education at all levels.
- To bridge gender gap in access to education.
- To bridge the equity gaps in access to health care and nutrition services and ensure sustainable financing arrangements that protect the poor.
- To ensure the reduction of new **HIV and AIDS/STI/TB/Malaria.**
- To ensure co-ordinated implementation of new youth policy.
- Ensure a more effective appreciation of and inclusion of disability issues both within the formal decision- making process and the society at large.
- To promote effective child development in all communities, especially deprived areas.

(e) Transparent and Accountable Governance

- To enhance civil society and private sector participation in governance.
- Ensure efficient internal revenue generation and transparency in local resource
- Integrate and institutionalize district level planning and budgeting through participatory process at all levels
- To strengthen functional relationship between the Assembly Members and citizens
- To strengthen and operationalize the sub- district structures and ensure consistency with local government laws.
- To upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective and service delivery
- Mainstream development communication across the public sector and policy cycle
- Empower women and mainstream gender into socio- economic development
- To enhance women's access to economic resources.
- Increase national capacity to ensure safety of life and property.
- Improve the capacity of the security agencies to provide internal security for human safety and protection.

From figure 1.1, it is evident that the assembly performed remarkably well in executing planned programmes and projects with the aim of enhancing the socio-economic lives of the people in the metropolis. In all 247 projects/programmes were earmarked for implementation in the 2014-2017 MTDP by the Assembly. At the end of the plan period, (169) 68% were fully implemented, (44) 18% are on-going, (34) 14% were not implemented.

Figure 1.1: Implementation Status of Projects/Programmes in the MTDP 2014-2017



Source: Planning Unit, 2017

TABLE 1.1: 2014-2017 PERFORMANCE

The table 1.1 shows the performance of the Assembly in the implementation of planned programmes and projects for the period 2014 - 2016

Thematic Area 1: Ensuring and Sustaining Macroeconomic Stability						
Policy Objective: Improve fiscal resource mobilization						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Revenue	Revenue Management	Revenue Improvement Plan reviewed annually		Review Revenue Improvement Plan annually	Revenue improvement plan reviewed for 4 years	100%
		Revenue database updated annually		Update revenue database annually	Database updated for 4 years	100%
		Fee Fixing Resolution prepared annually		Prepare annual Fee Fixing Resolution	Fee fixing resolution prepared for 4 years	100%
		Annual Revenue Improvement Plan prepared		Prepare Revenue Improvement Plan annually	Revenue improvement plan prepared for 4 years	100%
Policy Objective: Improve Public expenditure management						
Revenue	Public expenditure management	Monthly trial balance reviewed		Review monthly trial balance	Monthly trial balance reviewed	100%
		Budget Committee meetings held		Facilitate the holding of quarterly Budget Committee meetings	Budget committee meetings held every quarter	100%
		Payment vouchers pre-audited		Pre-audit payment vouchers	Pre-audited payment vouchers	100%
		All sub metros, Kejetia terminal and Procurements, post-audited		Post-audit procurements, Kejetia terminal and all the sub metros	All sub metros, Kejetia terminal and Procurements, post-audited	100%
		physical projects & goods monitored and inspected		Embark on monitoring and inspections of physical projects and goods	All projects/goods were monitored	100%
Revenue	Public expenditure management	Expenditure warrants for all Assembly expenditure prepared		Prepare expenditure warrants for all Assembly expenditure	Expenditure warrant prepared	100%
		Capacity of the Internal Audit, Finance and Budget & Rating Departments improved		Build the capacity of the Internal Audit, Finance and Budget & Rating Departments with effective budgeting mechanisms	Internal Audit, Finance and Budget & Rating Departments trained on effective budgeting mechanisms	100%
		Prepare supplementary estimates for DACF annually		Prepare annual supplementary estimates for DACF	Annual supplementary estimates prepared	100%
		Budget revised annually		Revise budget annually	Revised budget	100%
		Composite Budget prepared annually		Prepare Composite Budget annually	Annual composite budget prepared	100%

Thematic Area 2: Enhancing competitiveness in Ghana's Private Sector						
Policy Objective: To improve efficiency and competitiveness of MSEs						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Private Sector	MSEs	Data on SMEs updated annually	Data on SMEs was updated	Update data on SMEs annually	Date on SMEs updated	100%
		Sensitization workshop for SSEs on Assembly Bye-Laws and FFR organized annually		Organize a -2-day sensitization workshop for SSEs on Assembly Bye-Laws and FFR annually	-2-day sensitization workshop for SSEs on Assembly Bye-Laws and FFR organized every year	100%
		public-private sector forum organized	1	Organize one day public –private sector forum	1 day public-private sector forum organized	100%
Policy Objective: To Ensure rapid industrialization driven by strong linkages to agriculture and other natural resource endowment						
Private Sector	Industrial Development	0.6-U-drain of 2km length of drains at Sokoban wood Village (Newly acquired site) constructed		Construction of 0.6-U-drain of 2km length of drains at Sokoban wood Village (Newly acquired site)	2km length 0.6 U-drain constructed	100%
		Radio-talk Show on local tourism on the potentials organized quarterly	4	Organize Quarterly Radio-talk Show on local tourism on the potentials		Not implemented
Tourism	Domestic Tourism promotion	Metro Tourism Development Board formed		Form Metro Tourism Development Board		
		Craft village constructed		Construct a craft village		Not implemented
		Urban Regeneration of Post Office Square Harper road Adum Phase I completed		Urban Regeneration of Post Office Square Harper road Adum Phase I		
		Okomfo Anokye Sword building at KATH refurbished		Refurbishment of Okomfo Anokye Sword building at KATH		

Thematic Area 3: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
Policy Objective: Improved agricultural productivity						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Agric		Farm/home visits by Agricultural Extension Agents (AEAs) carried out		Carry out farm/home visits by Agricultural Extension Agents (AEAs)	Farm/home visits by Agricultural Extension Agents (AEAs) carried out	100%
		Field work supervision, planning coordination by District Director of Agriculture carried out.		Carryout field work supervision, planning and coordination by District Director of Agriculture	Field work supervision, planning and coordination by District Director of Agriculture carried out.	100%
		Farmers educated on local food based nutrition, processing and home management (WIAD) activities		Educate farmers on local food based nutrition, processing and home management (WIAD) activities	Farmers educated on local food based nutrition, processing and home management	100%
		Agricultural Extension Agents (AEAs) trained		Train Agricultural Extension Agents (AEAs)	Agricultural Extension Agents (AEAs) trained	100%
		Youth monitored in Agricultural Programme (Block Farming Scheme and Programme under Livestock and Fisheries)		Monitor the Youth in Agricultural Programme	Youth monitored in Agricultural Programme (Block Farming Scheme and Programme	100%
Agric		Demonstration farms established		Establish demonstration farms	Demonstration farms established	100%
		Staff trained and resourced		Train and resource staff on post-harvest technologies	Staff trained and resourced on post-harvest technologies	100%
		Capacity of 400 farmers on non-traditional farming built		Build capacity of 400 farmers on non-traditional farming	Capacity of 400 farmers on non-traditional farming built	100%
		Metro Agric Office furnished		Furnish Metro Agric Office		
		Regular market information to improve distribution of food stuffs provided.		Provide regular market information to improve distribution of food stuffs.	Regular market information to improve distribution of food stuffs provided.	100%
		National Farmers Day celebrated	1	Celebrate National Farmers Day	National Farmers Day celebrated	100%
		slaughter slab constructed		Construct of 1no. slaughter slab		Not implemented

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Market		Additional sheds at Sokoban Wood Village provided		Provision of additional sheds at Sokoban Wood Village		
		4No. satellite markets reconstructed	3	Reconstruct 4No. satellite markets		60%
		Asafo Market reconstructed		Reconstruct Asafo Market		60%
		Krofrom Market completed		Complete the construction Krofrom Market		60%
		kejetia/central markets redeveloped		Redevelopment of kejetia/central markets		40%
Policy Objective: Reverse forest and land degradation						
Natural Resource	Afforestation	20 Basic Schools on importance of tree planting sensitized.		Sensitize 20 Basic Schools on importance of tree planting	20 Basic Schools sensitized on importance of tree planting	100%
		100 Tree planting clubs at 20 Basic Schools formed.		Form 100 Tree planting clubs at 20 Basic Schools	100 Tree planting clubs at 20 Basic Schools formed.	100%
		200 trees each in 20 JHS planted		Plant 200 trees each in 20 JHS	200 trees each in 20 JHS planted	100%
		2,000 trees planted and Land scaping in selected done		Planting of 2,000 trees and Land scaping in selected communities	2,000 trees planted and Land scaping done	100%
Policy Objective: Reverse forest and land degradation						
Natural Resource	Afforestation	200 trees in each of 100 Basic School planted and natured		Plant and nurture to growth 200 trees in each of 100 Basic School	200 trees in each of 100 Basic School planted	100%
		50,000 trees along water bodies weaving through the Metropolis planted and natured		Plant and nurture to growth 50,000 trees along water bodies weaving through the Metropolis	50,000 trees along water bodies planted	100%
		100,000 trees along roads in the metropolis planted and natured		Plant and nurture to growth 100,000 trees along roads in the metropolis	100,000 trees along roads planted	100%
		Consultant procured		Procure consultancy service for the design and construction supervision of the Public Park	Consultant for the design and construction supervision of the Public Park procured	100%
		A Public Park constructed		Construction of a Public Park		
		770 meter length of fence wall around Park at Ridge Nhyiaeso (Phase I) constructed		Construction of 770 meter length of fence wall around Park at Ridge Nhyiaeso (Phase I)	770meter length of fence wall around Park at Ridge Nhyiaeso (phase 1) completed	100%

Policy Objective: To manage waste, reduce pollution and noise						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Waste, Pollution and Noise	Waste Management	Meeting with Private Waste collection contractors organized quarterly	4	Organize Quarterly meeting with Private Waste collection contractors	Meeting with Private Waste collection contractors organized quarterly	100%
		Public educated on Pay-as-dump system	12	Educate the public on Pay-as-dump system	Public educated on Pay-as-dump system	100%
		3,000 Household Toilet system provided		Promote and provide 3,000 Household Toilet system	3,000 Household Toilet system provided	100%
		study on Public Toilet Improvement Scheme carried out		Carryout a study on Public Toilet Improvement Scheme under the Public-Private-Infrastructure-Facility (PPIF)	study on Public Toilet Improvement Scheme under the Public-Private-Infrastructure-Facility (PPIF) carried out	100%
		evacuation of refuse in the metropolis supported		Support the evacuation of refuse in the metropolis	evacuation of refuse in the metropolis supported	100%
		Sanitation improvement package supported		Support sanitation improvement package	Sanitation improvement package supported	100%
		Logistics provided		Provide personnel of ORANGI and night cleaners with adequate PPE logistics	personnel of ORANGI and night cleaners provided with adequate PPE logistics	100%
Waste, Pollution and Noise	Waste Management	procurement and distribution of 8 No. 23m ³ skip Communal Containers completed		Complete the procurement and distribution of 8 No. 23m ³ skip Communal Containers	8 No. 23m ³ communal containers procured	100%
		Waste Transfer Station rehabilitated		Rehabilitation of Waste Transfer Station		70%
		4No. Improved sanitation facilities constructed		Construct 4No. Improved sanitation facilities	4No. Improved sanitation facilities completed	100%
		1No. 20-Seater WC Toilet with a mechanized Borehole constructed		Construction of 1No. 20-Seater WC Toilet with a mechanized Borehole	1No. 20-Seater WC Toilet with a mechanized Borehole completed	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
		5No. 10-seater institutional water closet toilet with Mechanized boreholes constructed		Construct 5No. 10-seater institutional water closet toilet with Mechanized boreholes		Not implemented
		Institutional toilets for 10 no. Basic Schools under the WSUP constructed		Construct Institutional toilets for 10 no. Basic Schools under the WSUP		
		Septic Treatment Plant & 1No. Compost Treatment Plant constructed		Construction of 1No. Septic Treatment Plant & 1No. Compost Treatment Plant		Not implemented
		Const. of Biogas Toilets facilitated		Facilitate the Const. of Biogas in Institutions & Public Toilets		
Policy Objective: To mitigate and reduce natural disasters and reduce risk and vulnerability						
Natural Disasters, Risk reduction & Vulnerability	Disaster Management	public education on how to stop the menace of frequent fire outbreaks in our markets and homes intensified		Intensify public education on how to stop the menace of frequent fire outbreaks in our markets and homes	public educated on how to stop the menace of frequent fire outbreaks in our markets and homes	100%
		Educational campaign on flooding and its impact on communities intensified		Intensify educational campaign on flooding and its impact on communities	Educational campaign on flooding and its impact on communities intensified	100%
		celebration of World Disaster Day organized annually		Organize celebration of World Disaster Day annually	World Disaster Day organized annually	100%
		Fire Service Station for the Suame Magazine at the Breman Central constructed		Construct 1 No. Fire Service Station for the Suame Magazine at the Breman Central	Fire Service station constructed & fully equipped	100%
		choked drains and streams in the Metropolis desilted		Desilt choked drains and streams in the Metropolis	choked drains and streams in the Metropolis desilted	100%
		desilting of River Susan completed		Complete the desilting of River Susan	Desilting completed	100%

Thematic Area 4: Infrastructure, Energy and Human Settlements Development						
Policy Objective: To create and sustain an efficient transport system that meet user needs						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Transportation	Drain Construction	4 No. 0.6km length of U-drains constructed		Construction 4 No. of 0.6km length of U-drains	Construction 4 No. of 0.6km length of U-drains completed	100%
		4 No. 0.5km length of road with its U-shape drains constructed		Construct 4 No. 0.5km length of road with its U-shape drains	1 No. 0.5km length of road with its U-shape drain completed	40%
		1.5 Km length of 0.6-U-drain constructed		Construction of 1.5 Km length of 0.6-U-drain	1.5 Km length of 0.6-U-drain completed	100%
		2km length of road with 1No. 0.9M Box culvert graveled		Graveling of 2km length of road with 1No. 0.9M Box culvert at Kentinkrono	2km length road with 0.9 m Box culvert completed	100%
		12No. 0.9 Diameter Pipe Culvert with approach filling constructed	20	Construction of 12No. 0.9 Diameter Pipe Culvert with approach filling	2 No. 0.9 Diameter Pipe Culvert completed	40%
		2No. 1.2metre box Culvert constructed		Construction of 2No. 1.2metre box Culvert		
		120metre length of retaining Wall & Drains constructed		Construction of 120metre length of retaining Wall & Drains		100%
		Construction of 2No. 3.0m x 3.0m Box culvert completed		Complete the construction of 2 No. 3.0m x 3.0m Box culvert	1No. 3.0m x 3.0m Box culvert constructed at Kaase	
Transportation	Road	2 No. 0.4 km U-drain constructed		Construct 2 No 0.4 km U-drain		50%
		0.45km U-Drain and 8m long concrete culvert at Pankrono Estate constructed		Construct 0.45km U-Drain and 8m long concrete culvert at Pankrono Estate	0.45km U-Drain and 8m long concrete culvert completed	100%
		3 No. 500m length 5.0m x 3.0m open storm drain constructed		Construct 3 No. 500m length 5.0m x 3.0m open storm drain	2 No. 500m length 5.0m x 3.0m open storm drain completed	100%
		500m Length 4.5m x 2.5m Open Storm Drain at Danyame area constructed		Construct 500m Length 4.5m x 2.5m Open Storm Drain at Danyame area	Open storm drain completed	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
		Road networks in selected communities reshaped		Reshape road networks in selected communities	Road networks periodically reshaped	100%
		Regravelling, gravelling, sealing and U-drains across the Metropolis completed		Regravelling, gravelling, sealing and U-drains across the Metropolis		100%
		3 No. Bus Terminals constructed		Construct 3 No. Bus Terminals	On-going	
		50No. Metal foot bridges constructed		Construction of 50No. Metal foot bridges	14 completed	45%
Policy Objective: Promote resilient urban infrastructure development, maintenance and provision of basic service						
Settlement Planning	Asset Management	lease on all lands zoned for public use across the metropolis identified and acquired		Identify, verify and acquire lease on all lands zoned for public use across the metropolis (phase 1)		Not implemented
	Street Naming	Ground truthing and deskwork for street naming organized		Organize ground truthing for street naming and addressing system	Ground truthing for street naming organized	100%
		Media strategy for the public awareness creation on the project designed		Design a media strategy for the public awareness creation on the project	Media strategy for the public awareness creation on the project designed	100%
		Stakeholder consultations to identify and allocate street names organized		Organize stakeholder consultations to identify and allocate street names	Stakeholder consultations to identify and allocate street names on-going	40%
		Community-based enumerators and supervisors recruited and trained		Recruit and train community-based enumerators and supervisors	Community-based enumerators and supervisors recruited and trained	100%
		Street names and property numbers, data collection, processing and cleaning stenciled		Stencil street names and property numbers, data collection, processing and cleaning	Street names and property numbers, data collection, processing and cleaning on-going	40%
		Street signs procured and installed		Procure and install street signs	Procurement of Street signs ongoing	20%

Policy Objective: To develop recreational facilities and promote cultural heritage and nature conservation in urban areas						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Tourism	Recreation	Construction of 1 No. state-of-the-art Rattray Public Park completed		Complete the construction of 1 No. state-of-the-art Rattray Public Park	Rattray park completed and in use	100%
		Regular operation & maintenance of the Rattary Pack executed		Execute regular operation and maintenance of the Rattary Pack	Regular operation and maintenance of the Rattary Pack executed	100%
		Consultant services procured		Procure consultancy services for supervision and management of the Rattray Park	Consultant services for supervision & management of the Rattray Park procured	100%
		Redevelopment of Public Park at Ridge Nhyiaeso completed		Complete the redevelopment of Public Park at Ridge Nhyiaeso	Public park at Ridge completed	100%
		Community park at Dadiesoaba constructed		Construct 1 No. community park at Dadiesoaba		
		10No. Roundabouts constructed and beautified		Construction & Beautification of 10No. Roundabouts	Project on-going	
Policy Objective: To accelerate the provision of affordable and safe water						
Water		20 Community Water Management Committees formed and trained		Form and train 20 Community Water Management Committees (At least 50% being females)		
		72No Mechanized boreholes with overhead tanks constructed		Construct 72No Mechanized boreholes with overhead tanks	72 Mechanized boreholes completed & in use	100%
Policy Objective: To accelerate the provision and improve environmental sanitation						
Environmental Sanitation	Environment	MESSAP reviewed		Review of MESSAP	MESSAP reviewed	100%
		EHU equipped with 5No. computers and accessories and 2No IBM machines		Equip the EHU with 5No. computers and accessories and 2No IBM machines		Not implemented due to inadequate funding
		11No. Digital camera for the MEHU procured		Procure 11No. Digital camera for the MEHU		
		Environmental staff trained on data collection and management		Training of Environmental staff on data collection and management	All Environmental staff trained	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Environmental Sanitation	Environment	200-units of protecting clothing for environmental health staff (Overalls, goggles, nose and mouth masks and Wellington boots) procured		Procure 200-units of protecting clothing for environmental health staff (Overalls, goggles, nose and mouth masks and Wellington boots)	200 protecting clothes, goggles, nose and mouth guard procured	100%
		Equipment and tools (Wheel barrows, rakes, pick-axes etc) for the EHU procured		Procure equipment and tools (Wheel barrows, rakes, pick-axes etc) for the EHU	equipment and tools (Wheel barrows, rakes, pick-axes etc) for the EHU procured	100%
		10-units of Public Address System for EHU procured	2	Procure 10-units of Public Address System for EHU	2-units of Public Address System procured	20%
	Sanitation	Construction of 2 No. 20-seater Water Closet Toilet facilities completed	10	Complete the construction of 2 No. 20-seater Water Closet Toilet facilities	Projects completed and in use	100%
		10No. Institutional Toilets with overhead tanks constructed		Construct 10No. Institutional Toilets with overhead tanks		Not implemented
		11No. Skip pads in selected communities constructed		Construct 11No. Skip pads in selected communities	11 no. skip pads constructed	100%
Policy Objective: To ensure the development and implementation of health education as a component of all water and sanitation programmes						
Sanitation		Public education on environmental sanitation bye-laws organized quarterly		Organize quarterly public education on environmental sanitation bye-laws	Public education on environmental sanitation bye-laws organized quarterly	100%
		5 radio stations Visited to discuss the Assembly's bye laws on sanitation	12	Visit 5 radio stations to discuss the Assembly's bye laws on sanitation	Visit to 5 radio stations	100%
		Community durbar on environmental sanitation at 21 Town Council organized quarterly		Organize quarterly Community durbar on environmental sanitation at 21 Town Council	Community durbar organized 21 Town Council on environmental sanitation	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Sanitation		Data on sanitation facilities updated		Update data on sanitation facilities	data on sanitation facilities updated	100%
		Activities of butchers and meat sellers supervised		Supervise the activities of butchers and meat sellers	Activities of butchers and meat sellers supervised	100%
		Monthly field visit to premises of food vendors carried out	12	Carryout monthly field visit to premises of food vendors	Monthly field visit to premises of food vendors carried out	100%
		All sachet water producers identified and registered		Identify and register all sachet water producers	All sachet water producers identified and registered	100%
		4 documentaries on food hygiene		Develop and distribute 4 documentaries on food hygiene	4 documentaries on food hygiene developed	100%
		Data on all food establishments in the Metropolis collected and compiled		Collect, compile and collate data on all food establishments in the Metropolis	Data on all food establishments in the Metropolis collected and compiled	100%
		Laboratories for the screening exercise identified and certificates to those screened provided		Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories for the screening exercise identified and certificates to those screened provided	100%
		food handlers organized into group at the Town Councils to disseminate information of screening and registration		Organize food handlers into group at the Town Councils to disseminate information of screening and registration	food handlers organized into group at the Town Councils to disseminate information of screening and registration	100%
		Quarterly public sensitization on food hygiene through radio, public announcement vans, information centers organized		Organize quarterly public sensitization on food hygiene through radio, public announcement vans, info centers	Quarterly public sensitization on food hygiene through radio, public announcement vans, information centers organized	100%
		knowledge of EHOs in food hygiene & data collection updated	5	Update knowledge of Environmental Health Officers in food hygiene and data collection	knowledge of EHOs in food hygiene and data collection through training updated	100%
		Regular fumigation exercise conducted		Conduct regular fumigation exercise	Regular fumigation exercise conducted	100%
		Fence wall at Tafo Cemetery constructed		Construction of 800 meters length of fence wall at Tafo Cemetery	800 meters length of fence wall at Tafo Cemetery completed	100%

Thematic Area 6: Human Development, Productivity and Employment						
Policy Objective: To increase equitable access and participation in education at all levels						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Education		Dilapidated school buildings rehabilitated.	20	Rehabilitate 19 No. Schools	13 schools rehabilitated	80%
		Classroom blocks for kindergarten education constructed.	20	Construct 3No. KG Blocks	1 No. 2 unit classroom block completed	30%
		Classroom blocks constructed for primary school education.	15	Construct 46No. 6- unit classroom blocks	23 No. 6-unit classroom block completed	60%
		Classroom blocks constructed for primary /JHS education.	4	Construct 9 No. 3- unit classroom blocks	1 No. 3 unit classroom block completed	30%
		Classroom blocks constructed for primary school education.	1	Construct 2No. 12unit classroom block		60%
		Classroom blocks constructed		Construct 2No. 10unit classroom		70%
		Fence wall constructed around schools	6	Construct 5 No. fence wall around Schools	4 No fence wall completed	85%
		ICT/Library facilities constructed for Public schools	3	Construct 8no. ICT/Library blocks	1 No ICT center and 1 No. Library completed	40%
Education		Community library facilities constructed and furnished	1	Construct 2no. Library facilities	1 completed	80%
		Model school constructed for basic education		Construct 1 No. model school	Model school constructed and in use	100%
		Teacher training resource center constructed		Construct teacher training resource center at North suntreso	Teacher training center completed and in use	100%
		Toilet facility completed		Completion of 1 No. 20 seater toilet facility at Prempeh college	20 No. seater toilet facility completed and in use	100%
		2 No. Assembly hall constructed for SHS		Construct 2 No. Assembly hall	1No. Assembly Hall complex completed and in use	
		2nd floor Anglican girls dormitory constructed		Construct 2 nd floor Anglican girls dormitory	Constructed and in use	100%
		Dual desk and teachers chairs and tables for M/A schools procured		Procurement of 2300 dual desk and teachers chairs and tables for M/A schools.	Furniture distributed	100%

Policy Objective: To bridge gender gap in access to education						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Education	Gender	Celebration of "Stand Up for Girls" day supported annually		Support the celebration of "Stand Up for Girls" day annually	Stand Up for Girls" day organized	100%
		School Feeding Programmes in selected schools carried out annually		Carry out School Feeding Programmes in selected schools annually	School Feeding Programmes in selected schools carried out	100%
		Sponsorship for 200 (150 girls and 50 boys) needy but brilliant students especially girls provided annually	200	Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students especially girl annually	Sponsorship for 130 girls and 35 boys	100%
		Organization of STME Clinic for girls supported	1	Support the organization of STME Clinic for girls to promote Science and Mathematics Education annually	STME Clinic for girls to promote Science and Mathematics Education organized	100%
		Organization of Inter school's cultural festivals, inter district cultural festivals, supported		Support the organization of Inter school's cultural festivals, inter district cultural festivals, independent debate & SHS Coral		
		Organization of Metro Best Teacher's Award supported annually		Support the organization of Metro Best Teacher's Award annually		
		Organization of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils supported annually		Support the organization of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils annually	My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils organized	100%
Policy Objective: To bridge the equity gaps in access to healthcare and nutrition services and ensure sustainable financing					arrangements that protect the poor	
Health		1No. Ward and 1No. Clinic furnished	-	Furnish 1No. Ward and 1No. Clinic	1No. Ward and 1No. Clinic furnished	100%
		1no. Health Centre with staff quarters constructed	-	Construct 1no. Health Centre with staff quarters		
		2 No. 2nd floor 2-bedroom semi-detach self-contained Doctors' Bungalow constructed	-	Construct 2 No. 2nd floor 2-bedroom semi- detach self-contained Doctors' Bungalow Hospital	Construct 2 No. 2nd floor 2-bedroom semi- detach self-contained Doctors' Bungalow completed	100%

Policy Objective: To ensure the reduction of new HIV and AIDS/STI/TB/Malaria						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Health		Clinics fenced and landscaped		Fencing and landscaping of 2 Clinics	1 clinic fenced and landscaped	
		Construct 4 No. Wards constructed	2	Construct 4 No. Wards for Hospitals	3 completed and in use	
		1 No. CHP compound constructed		Construct 1 No. CHP compound at Kentinkrono		45%
		1No. Maternity Ward constructed	1	Construct 1No. Maternity Ward at Maternal & Child Health Hospital		60%
		public education in 21 Town councils on stigmatization and discrimination against PLWHAs organized	21	Organize public education in 21 Town councils on stigmatization and discrimination against PLWHAs	public education in 21 Town councils on stigmatization and discrimination against PLWHAs organized	100%
		mid-year/end of year review workshop on the implementation status of HIV/AIDS programmes/ activities organized	1	Organize a mid-year/end of year review workshop on the implementation status of HIV/AIDS programmes/ activities	mid-year/end of year review workshop on the implementation status of HIV/AIDS programmes/ activities organized	100%
		workshop for Departmental focal persons organized annually	-	Organize a 2-day workshop for Departmental focal persons on planning and implementation of HIV & AIDS activities annually	2-day workshop for Departmental focal persons on planning and implementation of HIV & AIDS activities organized annually	100%
		100 infected persons to access ART supported annually	200	Support 100 infected persons to access ART annually	100 infected persons to access ART supported annually	100%
		Sensitization activities to rally public support to roll back malaria organized	-	Organize sensitization activities to rally public support to roll back malaria	Sensitization activities to rally public support to roll back malaria organized	100%
		Training for 50 health staff on TB treatment procedures organized	50	Organize training for 50 health staff on TB treatment procedures	30 health staff trained	70%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Health		Public education on TB related issues on radio stations, churches and mosque organized	-	Organize public education on TB related issues on radio stations, churches and mosque	Public education on TB related issues on radio stations, churches & mosque organized	100%
		Training for 80 midwives from public, private and CHAG on live saving skills organized	-	Organize training for 80 midwives from public, private and CHAG on live saving skills.	45 midwives trained	55%
Policy Objective: To progressively expand Social Protection Interventions to cover the poor						
Vulnerable and Excluded		LEAP activities to benefit 1200 beneficiaries carried out	800	To carry out LEAP activities to benefit 1200 beneficiaries	1200 beneficiaries benefited on LEAP activities	100%
		Growth and development of 1300 orphans and street children monitored and supported	1000	To monitor and support the growth and development of 1300 orphans and street children	Growth and development of 1300 orphans & street children monitored & supported	100%
		Hospital welfare services for 1700 patients without support and mental health patients provided	1200	To provide hospital welfare services for 1700 patients without support and mental health patients	Hospital welfare services for 1700 patients without support mental health patients provided	100%
		Personal welfare services to 300 indigents & link to NHIS rendered	-	To render personal welfare services to 300 indigents	Personal welfare services to 300 indigents rendered	100%
		Talks session on child abuse, labour and molestation in 20 schools organized annually	-	Organize talks session on child abuse, labour and molestation in 20 schools annually	Talks session on child abuse, labour and molestation in 20 schools organized annually	100%
Policy Objective: To promote effective child development in all communities, especially deprived areas						
		Responsibilities of the child at home and in school within 20 selected schools highlighted	-	Highlight the responsibilities of the child at home and in school within 20 selected schools	Responsibilities of the child at home and in school within 20 selected schools highlighted	100%
		50 household on educated on parental role on child management	20	Visit and educate 50 household on parental role on child mangt	50 household on educated on parental role on child managt	100%
		Registration as well as renewal of certificates for 50 NGOs conducted and monitored	30	Conduct monitoring and registration as well as renewal of certificates for 50 NGOs	Registration as well as renewal of certificates for 50 NGOs conducted and monitored	100%
		Certificate of 90day care center registered and renewed and training for 50 of them organized	50	To monitor, register and renew certificate of 90day care center and organize training for 50 of	Certificate of 90day care center registered and renewed and training for 50 of them organized	100%

Policy Objective: To ensure co – ordinated implementation of new youth policy						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Youth Development		Monitoring and supervision of 10 out of school youth carried out	10	Conduct monitoring and supervision of 10 out of school youth	10 out of school youth monitored and supervised	
		Monthly training of unskilled youth monitored	5	Monitor the training of the unskilled youth monthly	Monthly training of unskilled youth monitored	100%
		1no. Community Vocational Training Centre constructed	-	Construction of 1no. Community Vocational Training Centre	Project on-going	60%
Policy Objective: To ensure more effective appreciation of and inclusion of disability issues both within the formal decision making process and in the society at large						
Youth Development	PWDs	data on PWDs updated	-	Update data on PWDs	data on PWDs updated	100%
		50 students with disabilities sponsored at various educational institutions	50	Sponsor 50 students with disabilities at various educational institutions	50 students with disabilities sponsored at various educational institutions	100%
		start-up kits for 40 graduate apprentice with disabilities provided	30	Provide start-up kits for 40 graduate apprentice with disabilities	start-up kits for 40 graduate apprentice with disabilities provided	100%
		Programmes for 480 persons with disabilities within 5 groups (PWDs) and link them up to NHIS organized	-	To organize Programmes for 480 persons with disabilities within 5 groups (PWDs) and link them up to NHIS annually	350 persons with disabilities linked to NHIS	70%
		Identify the needs of 178 persons with disability and support them	100	Identify the needs of 178 persons with disability and support them	178 persons with disability supported	100%

Thematic Area 7: Transparent and Accountable Governance						
Policy Objective: To enhance civil society and private sector participation in governance						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Governance	private sector participation	All civil society organization registered	-	Register all civil society organizations operating in the Metropolis	all civil society organization in the metropolis registered	100%
		Monitoring and registration as well as renewal of certificates for 50 NGOs conducted	30	Conduct monitoring and registration as well as renewal of certificates for 50 NGOs	Monitoring & registration as well as renewal of certificates for 50 NGOs conducted	100%
		Quarterly review meeting between the Assembly and CSO coalition organized	4	Organize quarterly review meeting between the Assembly and CSO coalition	Quarterly review meeting between the Assembly and CSO coalition organized	100%
Policy Objective: Strengthen and operationalize sub-district structures and ensure consistency in Local Government Laws						
Governance	Sub-district structures	Town Council staff trained in their functional areas	-	Train Town Council staff and unit Committee members in their functional areas	Town Council staff trained in their functional areas	100%
		Offices of the Assembly equipped with computers and accessories.	-	Equip the sub-metro Offices with computers and accessories	Some Offices (IT, HR, Admin) provided with computers	50%
		Quarterly General Assembly meetings for deliberation and legislation by members organized	8	Organize quarterly General Assembly meetings for deliberation and legislation by members	Quarterly General Assembly meetings for deliberation and legislation by members organized	100%
		3 meetings for each of the 9 sub-committees every month organized	32	Organize 3 meetings for each of the 9 sub-committees every month	3 meetings for each of the sub-committees organized each month	100%
Governance		Assembly members Electoral Area Assist Funds established	-	Establish Assembly members Electoral Area Assistance Funds	Electoral Area Assistance Funds established	100%
		Office accommodation for Nhyiaeso Sub-Metro completed	-	Complete the office accommodation for Nhyiaeso Sub-Metro		50%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Policy objective: Ensure efficient internal revenue generation and transparency in local resource management						
Governance	Internal revenue generation	Quarterly revenue mobilization campaign on FM Stations organized	4	Organize quarterly revenue mobilization campaign on Local FM Stations	Quarterly revenue mobilization campaign on FM Stations organized	100%
		Street naming and property addressing system carried out	-	Carryout Street Naming and Property Addressing System	Project on-going	60%
		Quarterly audit of the activities of private revenue collection firms conducted	4	Conduct quarterly audit of the activities of private revenue collection firms	Quarterly audit of the activities of private revenue collection firms conducted	100%
Policy Objective: Integrate and institutionalize district level planning and budgeting through participatory process at all levels						
Governance		Sub-metro activities audited quarterly	4	Audit Sub-metro activities quarterly	Sub-metro activities audited quarterly	100%
		Internal Audit unit equipped with 3No. computers and accessories	-	Equip Internal Audit Unit with 3No. Computers and Accessories	Internal Audit unit equipped with 3No. computers and accessories	100%
Governance	Participatory Planning & Budgeting	Planning Unit equipped with 3 No. laptops, 1 No. Scanner, 1 No. Photocopier, 1 No. Com-binding machine, 1 No. LED project, 2 No printers and 2 No. Digital cameras	-	Equip the Planning Unit with 3 No. laptops, 1 No. Scanner, 1 No. Photocopier, 1 No. Com-binding machine, 1 No. LED project, 2 No printers and 2 No. Digital cameras	1no. laptop & 2no. digital cameras provided	40%
		Action Plan of the Assembly prepared annually	1	Prepare Action Plan of the Assembly annually	Action Plan of the Assembly prepared annually	100%
		2018 - 2021 MTDP prepared	2010-2013	Prepare 2018 - 2021 MTDP	2018 - 2021 MTDP prepared	100%
		GIZ Training on Development of realistic MTDP organized	-	Organize GIZ Training on Development of realistic MTDP		
Policy Objective: To strengthen functional relationship between the Assembly members and citizens						
Governance		Quarterly meet-the-citizens session for all the Assembly members at the Town Councils organized	4	Organize quarterly meet-the-citizens session for all the Assembly members at the Town Councils	Quarterly meet-the-citizens session for all the Assembly members at the Town Councils organized	100%

Policy objective: To upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery						
Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Governance	Capacity Building	Five engineers trained on project management		Train five Engineers on project management	Five engineers trained	100%
		2014-2017 MTDP prepared	2010-2013	Prepare 2014-2017 MTDP	2014-2017 MTDP prepared	100%
		M&E plan on MTDP prepared	2010-2013	Prepare M&E Plan on the MTDP	2010-2013 M&E Plan prepared	100%
		Senior Officers of the Assembly sponsored to attend job-related refresher courses		Sponsor Senior Officers of the Assembly to attend job-related refresher courses	Senior Officers of the Assembly sponsored to attend job-related refresher courses	100%
		Participation of officers/Assembly member in sister city collaborations supported	-	Support participation of officers/Assembly member in sister city collaborations	Some Officers and Assembly members participated in sister city collaborations	100%
		Training on contract mgt for Officers at Planning Unit, Procurement Unit, Internal Audit, Finance Dept and Works Dept organized	-	Organize training on contract management for Officers at Planning Unit, Procurement Unit, Internal Audit, Finance Department and Works Department	Officers at Planning Unit, Procurement Unit, Internal Audit, Finance Department and Works Department trained on contract management	100%
		Sponsorship package for Junior Officers of the Assembly to upgrade themselves instituted	-	Institute sponsorship package for Junior Officers of the Assembly to upgrade themselves	Sponsorship package for Junior Officers of the Assembly to upgrade themselves instituted	100%
Governance	Capacity Building	Capacity building workshops for the Assembly members organized	2	Organize capacity building workshops for the Assembly members	Capacity building workshops for the Assembly members organized	100%
		Furniture, fittings and office electronic accessories to furnish the Marriage Unit procured	-	Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit		
		Data management capacity building workshop for personnel at Records Unit of the Assembly organized	-	Organize a data management capacity building workshop for personnel at Records Unit of the Assembly		

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Governance		ICT Infrastructure improved		Improve ICT Infrastructure	Process on-going	60%
	Office/Staff Accommodation	Staff quarters completed	-	Complete Staff quarters	Staff quarters completed	100%
		City Hall (New Assembly Complex) phase-1 constructed	-	Construction of a City Hall (New Assembly Complex) phase-1		
		5No Assembly staff bungalow rehabilitated	6	Rehabilitate 5No Assembly staff bungalow		100%
		Office accommodation constructed	-	Construct office accommodation for 2 Sub-Metros		
	Revenue	Revenue mobilization station constructed	-	Construct 1 No. revenue mobilization station		
		Prempeh Assembly Hall refurbished	-	Refurbishment of Prempeh Assembly Hall		50%
Policy Objective: Mainstream development communication across the public sector and policy cycle						
Governance		Assembly's Newsletter produced	-	Production of Assembly's News Letter (Kumasiano)	Assembly's Newsletter produced	100%
		Assembly's website updated quarterly		Update Assembly's website every quarter	Assembly's website updated quarterly	100%
		Mailing system developed	-	Develop Mailing system		
		Four IT staff trained in programming, system administration, & web devt	-	Train four IT staff in programming, system administration, and web development		
		Town Hall meetings on Planning and budgeting processes organized	1	Organize Town Hall meetings on Planning and budgeting processes	Town Hall meetings on Planning and budgeting processes organized	100%
		public awareness on the activities of the Assembly through Local FM Stations created	-	Create public awareness on the activities of the Assembly through Local FM Stations	public awareness on the activities of the Assembly through Local FM Stations created	100%
		Quarterly inspection/commissioning ceremony on Assembly projects organized	5	Organize quarterly inspection/commissioning ceremony on Assembly projects	Quarterly inspection/commissioning ceremony on Assembly projects organized	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Governance		Souvenir of the Assembly produced and distributed	-	Produce and distribute souvenir of the Assembly	Souvenir of the Assembly produced and distributed	100%
		Regular press soiree/socialization with MCE organized	-	Organize regular press soiree/socialization with MCE	Regular press soiree/socialization with MCE organized	100%
		Quarterly press conference on Assembly programmes, projects & activities organized	-	Organize quarterly press conference on Assembly programmes, projects & activities	Quarterly press conference on Assembly programmes, projects & activities organized	100%
Policy Objective: Empower women and mainstream gender into socio - economic development						
Gender		Gender strategic action plan updated		Update Gender Strategic Action Plan	Gender strategic action plan updated	100%
		Training for HODs on gender mainstreaming organized	-	Organize a -3-day training for Departmental Heads on gender mainstreaming	3-day training for Departmental Heads on gender mainstreaming organized	100%
		training for women in local governance on decentralization organized	-	Organize a two-day training for women in local governance on decentralization	Two-day training for women in local governance on decentralization organized	100%
		Capacity building training for 10No. women economic groups organized	-	Organize capacity building training for 10No. Women Economic Groups	Capacity building training for 10No. women economic groups organized	100%
		women groups on Local Governance sensitized and empowered	-	Sensitize and empower 8 women groups on Local Governance	women groups on Local Governance sensitized and empowered	100%
Gender		women groups sensitized on their rights and in legislations that support them in taking leadership positions in society	-	Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society	8 women groups sensitized on their rights and in legislations that support them in taking leadership positions in society	100%
		Sensitization walk on family planning and child spacing undertaken organized	-	Organize a sensitization walk on family planning and child spacing undertaken	Sensitization walk on family planning and child spacing undertaken organized	100%
		Gender Strategic Action Plan updated	-	Update Gender Strategic Action Plan	Gender Strategic Action Plan updated	100%

Programmes	Sub-Programme	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
Policy Objective: To enhance women's access to economic resources						
Gender		Training and support for women to acquire skills in artisanal work provided	-	Provide training and support for 20 women to acquire skills in artisanal work	Training and support for 20 women to acquire skills in artisanal work provided	100%
		Women groups trained in small scale business management.	-	Train 10 women groups in small scale business management.	10 women groups trained in small scale business management	100%
		Education on savings/ investment financial management supported	-	Support education on savings/ investment financial management	Education on savings/ investment financial management supported	100%
Project Objective: Improve the capacity of the security agencies to provide internal security for human safety and Protection						
Security		Security services supported		Support for security services	Security services supported	100%
		Capacity of metro security guards built	1	Build the Capacity of Metro Security Guards	Risk identification & security management training provided for Metro City Guards	100%
		Ino. Fire Service Station constructed	-	Construct Ino. Fire Service Station	Fire Service Station with Mechanized Borehole constructed	100%
		Physical security & risk management training for 128 Metro Guards of the Assembly organized	-	Organize physical security & risk management training for 128 Metro Guards of the Assembly	Physical security & risk management training for 128 Metro Guards of the Assembly organized	100%
		Semi-detached quarter for the District Magistrate (First Floor) constructed	-	Construct 1 No. semi-detached quarter for the District Magistrate (First Floor)		40%
		Police Station constructed	1	Construction of Police Station at Buokrom Estate	Police Station completed and in use	100%
		Police stations and ancillary facilities constructed	1	Construction of 2no. police stations and ancillary facilities	1No. Police station under construction at subin valley	60%
		Police Quarters at Atwima Techiman constructed		Construction of Police Quarters at Atwima Techiman		
		Street lights procured and installed		Procure 370 street lights	370No. Complete Street Lights	100%

1.1.9 REVENUE

The implementation of the 2014- 2017 MTDP was greatly linked to the inflow of revenue to the Assembly. Section 124 of the Local Governance Act 2016, Act 936 provides the major sources of revenue for MMDAs including Kumasi Metropolitan Assembly (KMA). Successful implementation of planned projects are depended on the inflow of revenue from targeted revenue sources.

Performance in revenue generation is measured by the gap between the estimated and the actual revenue collected. In other words, revenue performance is the rate of achievement in collection.

Kumasi Metropolitan Assembly gets revenue from three main sources to fund its projects and programmes: Government of Ghana (GoG) transfers, Internally Generated Funds (IGF) and Donors. Transfers from GoG are usually the District Assembly's Common Fund (DACF) and monthly Salaries of workers. Donor supports are received from namely the Urban Development Grant (UDG), Ghana Urban Management Pilot Project (GUMPP) and the District Development Fund (DDF).

Local Governance Act 2016, Act 936 section 124 empowers Assembly's to generate internal revenue. The revenue generated internally by Assembly's is referred to as IGF. The Kumasi Metropolitan Assembly identified about seventy revenue items from which revenue was generated internally. These included rates, fees and fines, licenses amongst others.

The Table 2 below shows all revenue sources received by the Assembly against approved budgeted figures during the period under review. Actual revenue accrued from all sources were GH¢ 62,286,448.37, GH¢53,807,201.06, GH¢71,143,145.63 and GH¢71,987,724.37 in 2014, 2015, 2016 and 2017 respectively.

It is also clear from the table below that overall revenue dropped by 13.6% in 2015 improved again in 2016 by 32.2%. and in 2017 by 1.2%. The revenue drop in 2015 was as a result of a number of reasons. Notable amongst them included the closing down of the Kejetia, Atonsu and Tafo markets for reconstruction purposes.

The table again reveals that revenue generated internally forms the bulk of revenue available to the Assembly. This is due to the fact that the Assembly has little or no control regarding the timely release of funds expected from other sources of funds (GoG & Donors).

From the table 2 below, revenue from IGF for the year 2014 was GH¢ 20,124,918.25. This improved in 2015, 2016 and 2017 where the Assembly chalked GH¢ 24,207,201.20, GH¢ 29,377,276.70 and GH¢ 35,198,392.32 representing a 20.3%, 21.4% and 19.8% increases respectively. This improvement was as a result of the introduction of new strategies introduced. Some of the new strategies included quarterly training programs for revenue collectors, provision of Identification cards and uniforms for revenue collectors and use of Information Technology in revenue management.

The Assembly received transfers from Central Government to support the implementation of programmes and projects of the Assembly. These transfers were basically for Salaries and the Assembly's share of the District Assemblies' Common Fund.

The Assembly also received transfers from donors most of which comes from DDF and UDG. These donors contributed significant amount of revenue to the Assembly as can be observed from the table below. It is clear that revenue received from these donors increased as the years went by.

Table 1.2: All Sources of Financial Resources to the Assembly

All Sources of Financial resources to the Assembly												
Years	2014			2015			2016			2017		
Source	Approved	Actual Received	Variance	Approved	Actual Received	Variance	Approved	Actual Received	Variance	Approved	Actual Received	Variance
GOG	13,214,196.09	12,850,000.00	364,196.09	14,919,326.02	8,500,000.00	6,419,326.02	9,300,000.00	9,285,138.50	14,861.50	13,304,879.50	12,987,920.00	316,959.50
IGF	20,644,499.90	20,124,918.25	519,581.65	25,418,194.00	24,207,201.20	1,210,992.80	29,596,267.00	29,377,276.70	218,990.30	35,668,900.00	35,198,392.32	470,507.68
DACF	3,657,363.23	2,698,235.47	959,127.76	7,226,820.11	7,237,578.77	(10,758.66)	9,345,000.00	7,141,147.08	2,203,852.92	11,104,538.00	6,274,711.49	4,829,826.51
PWD	75,797.62	86,530.46	(10,732.84)	80,000.00	95,874.98	(15,874.98)	107,615.40	254,968.03	(147,352.63)	400,000.00	-	400,000.00
HIPC	200,000.00	374,254.50	(174,254.50)	360,000.00	550,000.00	(190,000.00)	230,000.00	175,000.00	55,000.00	400,000.00	160,000.00	240,000.00
DDF	4,572,720.00	2,614,117.85	1,958,602.15	7,737,232.32	1,975,725.00	5,761,507.32	9,334,844.00	2,909,707.00	6,425,137.00	8,295,417.00	8,365.20	8,287,051.80
UDG	12,537,297.97	11,188,968.20	1,348,329.77	21,607,399.00	8,831,786.83	12,775,612.17	49,181,515.00	20,746,419.78	28,435,095.22	39,134,667.00	14,559,314.47	24,575,352.53
Central Government Treasury Accounts	567,296.00	7,325,753.14	(6,758,457.14)	738,563.55	12,781.28	725,782.27	500,000.00	-	500,000.00	267,399.69	371,373.38	(103,973.69)
Ghana School Feeding Programme	2,891,344.22	5,023,670.50	(2,132,326.28)	3,800,000.00	2,396,253.00	1,403,747.00	-	-	-	-	-	-
GUMMP Revenue	-	-	-	-	-	-	4,000,000.00	1,253,488.54	2,746,511.46	3,500,000.00	2,427,647.51	1,072,352.49
SUB TOTAL	58,360,515.03	62,286,448.37	(3,925,933.34)	81,887,535.00	53,807,201.06	28,080,333.94	111,595,241.40	71,143,145.63	40,452,095.77	112,075,801.19	71,987,724.37	40,088,076.82

Table 1.3 clearly shows the total releases from Government of Ghana for the period under review. All approved releases under Personal Emoluments for the period under review were disbursed to the Assembly accordingly and these mainly covered wages and salaries.

Capital Expenditure encompasses all expenses incurred as a result of the implementation of development projects. Approved releases under the period under review were funds received from the District Assembly Command Fund (DACF) for the implementation of Development projects.

Releases for Goods and Services under the period under review mainly covers administrative expenses and these funds fall under DACF, HIPC, PWD etc.

Table 1.3: Total Releases from Government of Ghana

Total releases from Government of Ghana						
PERSONAL EMOLUMENTS (ie wages and salaries)						
Year	Requested A	Approved B	Releases C	Deviations (B-C)	Actual Expenditure D	utilization capacity (C-D)
2014	13,214,196.09	13,214,196.09	12,850,000.00	364,196.09	12,850,000.00	-
2015	14,919,326.02	14,919,326.02	8,500,000.00	6,419,326.02	8,500,000.00	-
2016	9,300,000.00	9,300,000.00	9,285,138.50	14,861.50	9,285,138.50	-
2017	13,304,879.50	13,304,879.50	12,987,920.00	316,959.50	12,987,920.00	-
CAPITAL EXPENDITURE ASSETS						
Year	Requested A	Approved B	Releases C	Deviations (B-C)	Actual Expenditure D	utilization capacity (C-D)
2014	1,820,000.00	1,820,000.00	1,784,991.17	35,008.83	1,784,991.17	-
2015	3,400,000.00	3,400,000.00	2,143,738.24	1,256,261.76	2,143,738.24	-
2016	995,000.00	995,000.00	971,314.25	23,685.75	971,314.25	-
2017	-	-	-	-	-	-
GOODS AND SERVICES						
Year	Requested A	Approved B	Releases C	Deviations (B-C)	Actual Expenditure D	utilization capacity (C-D)
2014	8,100,294.04	8,100,294.04	8,297,407.89	(197,113.85)	8,297,407.89	-
2015	8,805,383.66	8,805,383.66	6,698,766.48	2,106,617.18	6,698,766.48	-
2016	9,187,615.40	9,187,615.40	9,056,753.88	130,861.52	9,056,753.88	-
2017	267,399.69	267,399.69	371,373.38	(103,973.69)	371,373.38	-

1.1.10 Key Challenges

- High number of Internally Generated Funded projects
- Weak departmental linkages.
- Inadequate / irregular flow of funds
- Weak monitoring of programmes/ projects as a result of inadequate logistics for monitoring purposes.

1.1.11 Lessons Learnt

- Downsizing programmes /projects in the plan will lead to high achievement level of planned activities.
- High stakeholders' participation in project/programme identification/implementation and monitoring and evaluation enhances achievement levels.
- Reducing the total number of projects funded under IGF will ensure completion and full utilization of projects by beneficiaries
- Resourcing the Monitoring Team will enhance efficient implementation of projects and programmes.

1.1.12 Institutional Capacity Needs

1.1.12.1 Organizational Structure

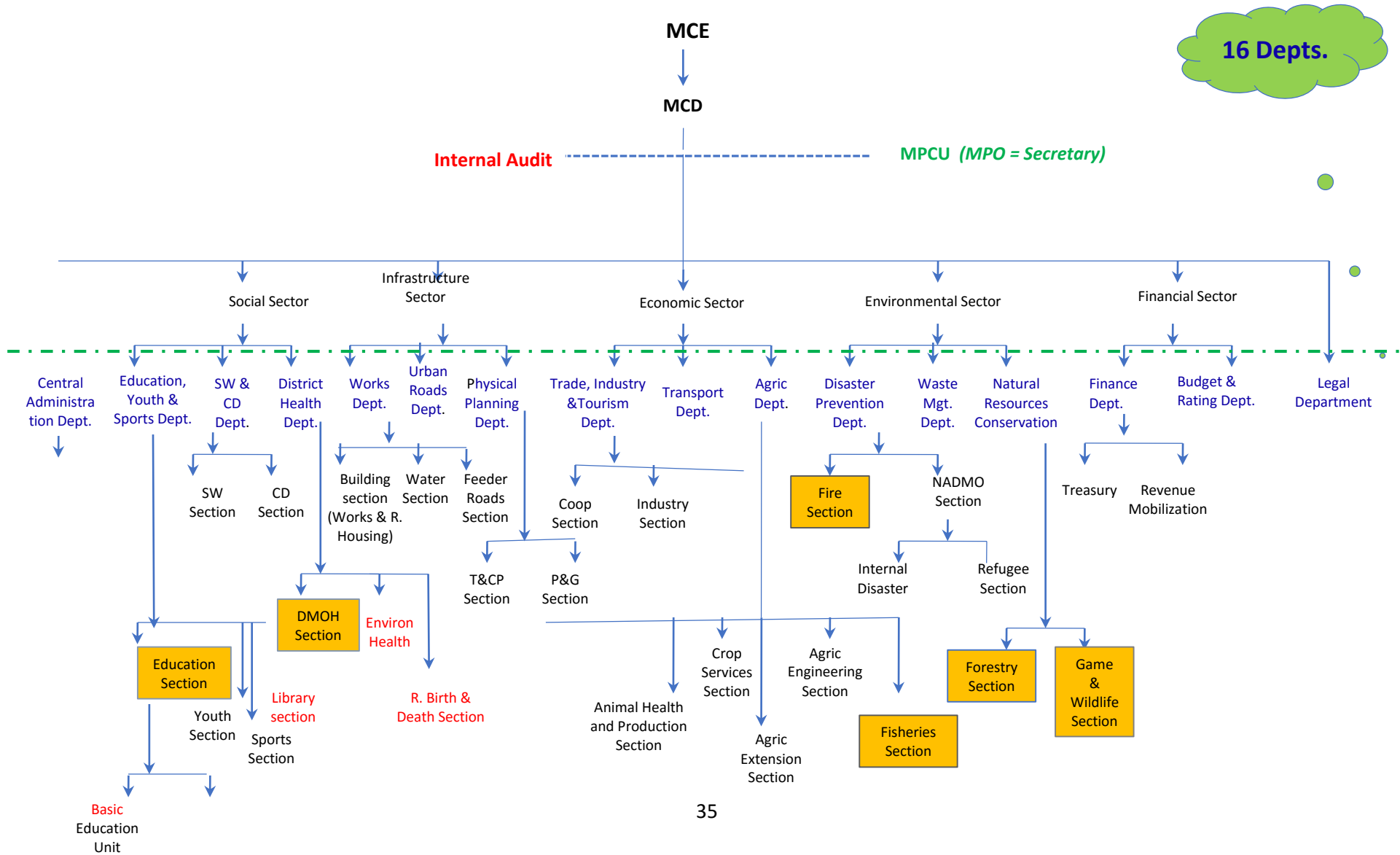
With the enactment of LI 1961, 2009, the District has all the 16 Mandatory Departments namely:

1. Central Administration Department,
2. Finance Department, Education,
3. Youth and Sports Department,
4. Department of Health,
5. Waste Management Department,
6. Agriculture Department,
7. Department of Physical Planning,

8. Social Welfare and Community Development Department,
9. Natural Resources Conservation Department, Forestry, game and Wildlife Division,
10. Department of Works,
11. Department of Trade and Industry,
12. Budget and Rating Department,
13. Legal Department,
14. Department of Transport,
15. Disaster Management and Prevention Department,
16. Urban Roads Department.

The functions of these departments are clearly spell-out in the LI1961, 2009 and LGS Scheme of Service. These Functions are performed in relation to the implementation, monitoring and evaluation, and communication of the DMTDP. The relationship between the Assembly and these departments are consultative as shown in the organizational structure (organogram) of the Assembly in the figure below per the relationship and functions of the Departments as exhibited in the organizational structure, the District Assembly has adequate potential to prepare, implement, monitor and evaluate and communicate the DMTDP.

Figure 1.2: Organizational Structure of Kumasi Metropolitan Assembly



1.1.12.2 Human Resource Capacity of the Assembly

With the enactment of LI1961, 2009, Metropolitans, Municipals and Districts are to have 16, 13 and 11 Mandatory Department respectively. Within these Departments, there are a number of Units to be established and with the required number of staff to fill the units as well as the Heads of Department per the staffing Norms of the Local Government Service. Currently, all the 16 departments have been established with a staff strength of 680 made up of 278 females (40.8%) and 402 Males (59.2%). Table below presents the details of established Departments and Units in the Assembly. Per the assessment, there is fully complement of the DPCU members to deliver the planning functions as outlined in the third part of the Local Government Act, 2016, Act 936. This capacity will help to ensure adequate support in the preparation, implementation, monitoring, evaluation and communication of the DMTDP 2018 – 2021.

Table 1.4: Human Resource Capacity of the Assembly

NAME	SECTION/GRADE	MINIMUM	MAXIMUM	ACTUAL	SHORTAGE	EXCESS	SEX	
							MALE	FEMALE
	PROFESSIONAL							
CENTRAL ADMINISTRATION	MCE	1	1	1	0	0	1	0
	DIRECTOR							
	DEPUTY DIRECTOR	5	7	2	5	0	1	1
	ASST. DIRECTOR 1							
	ASST. DIRECTOR IIA							
	ASST. DIRECTOR IIB	3	5	15	0	10	8	7
	SUB-PROFESSIONAL							
	CHIEF EXECUTIVE OFFICER							
	ASST. CHIEF EXECUTIVE OFFICER	1	1	8	0	7	4	4
	PRINCIPAL EXECUTIVE OFFICER							
	SENIOR EXECUTIVE OFFICER	2	5	10	0	5	4	6
	HIGHER EXECUTIVE OFFICER							
	EXECUTIVE OFFICER	3	5	13	0	8	8	5
SECRETARIAL(PROFESSIONAL)	OFFICE MANAGER	1	1	0	1	0	0	0
	CHIEF PRIVATE SECRETARY							
	PRINCIPAL PRIVATE SECRETARY							
	SENIOR PRIVATE SECRETARY							
	PRIVATE SECRETARY	3	3	8	0	5	0	8

SUB-PROFESSIONAL	STENOGRAPHER SECRETARY								
	STENOGRAPHER GD I								
	STENOGRAPHER GD II	1	3	20	0	17	0	20	
	SENIOR TYPIST	1		0	2	0	0	0	
	TYPIST	0	0	0	0	0	0	0	
RECORDS (PROFESSIONAL)	CHIEF RECORDS OFFICER								
	PRINCIPAL RECORDS OFFICER								
	SENIOR RECORDS OFFICER	1	1	0	1	0	0	0	
	RECORDS OFFICER								
	ASST. RECORDS OFFICER	1	1	0	1	0	0	0	
SUB-PROFESSIONAL	SENIOR RECORDS ASST								
	RECORDS ASST	2	4	0	4	0	0	0	
	JUNIOR RECORDS ASST	3	3	0	3	0	0	0	
	CHIEF RECORDS SUPERVISOR								
	PRINCIPAL RECORDS SUPERVISOR								
	SENIOR RECORDS SUPERVISOR	3	3	0	3	0	0	0	
	RECORDS SUPERVISOR								
	ASST. RECORDS SUPERVISOR	2	4	2	2	0	1	1	
ESTATES (PROFESSIONAL)	CHIEF ESTATE MANAGER								
	PRINCIPAL ESTATE MANAGER	2	3	2	1	0	1	1	

	SENIOR ESTATE MANAGER							
	ESTATE MANAGER	1	2	0	2	0	0	0
	ASST. ESTATE MANAGER	4	4	1	3	0	1	0
SUB-PROFESSIONAL	CHIEF ESTATE OFFICER							
	PRINCIPAL ESTATE OFFICER	1	1	0	1	0	0	0
	SENIOR ESTATE OFFICER	1	2	0	2	0	0	0
	ESTATE OFFICER	2	3	1	1	0	1	0
	ASST. ESTATE OFFICER	2	4	0	4	0	0	0
SUPPOER STAFF	CHIEF CARETAKER							
	ASST. CHIEF CARETAKER							
	PRINCIPAL CARETAKER							
	SENIOR CARETAKER							
	CARETAKER	3	5	2	0	3	1	1
	CLEANER							
	LABOURER	2	2	1	1	0	0	1
TRANSPORT	CHIEF DRIVER							
	YARD FOREMAN	1	2	0	2	0	0	0
	DRIVER GD I							
	DRIVER GD II							
	DRIVER GD III	10	20	1	19	0	1	0

PROCUREMENT & SUPPLY									
PROFESSIONAL	CHIEF PROCUREMENT/ SUPPLY OFFICER								
	PRINCIPAL PROCUREMENT/ SUPPLY OFFICER								
	SENIOR PROCUREMENT/ SUPPLY OFFICER								
	PROCUREMENT/ SUPPLY OFFICER								
	ASST. PROCUREMENT/SUPPLY OFFICER	3	4	3	0	1		3	0
	SUB-PROFESSIONAL								
	CHIEF PROCUREMENT ASST/ STOREKEEPER								
	PRINCIPAL PROCUREMENT ASST/ STOREKEEPER	2	5	2	0	3		2	0
	SENIOR PROCUREMENT ASST/ STOREKEEPER								
	PROCUREMENT ASSISTANT/ STOREKEEPER								
	ASST. PROCUREMENT ASST./ STOREKEEPER	2	2	0	2	0		0	0
HUMAN RESOURCE UNIT	CHIEF HR MANAGER	1	1	0	1	0		0	0
	PRINCIPAL HR MANGER								
	SENIOR HR MANAGER	1	1	0	1	0		0	0
	HR MANAGER								
	ASST. HR MANAGER	5	7	8	0	1		2	6
DEVELOPMENT PLANNING	CHIEF DEVELOPMENT PLANNING OFFICER	1	1	1	0	0		1	0

	PRINCIPAL DEVELOPMENT OFFICER								
	SENIOR DEVELOPMENT OFFICER								
	DEVELOPMENT PLANNING OFFICER								
	ASST. DEVELOPMENT OFFICER	2	5	5	0	0	3	2	
						0	0	0	
MGT. INFO SYSTEM(MIS)	DIR. OF INFO TECH/INFO. MANAGEMENT	1	1	0	1	0	0	0	
	PRINCIPAL IT/ IM OFFICER	1	1	0	1	0	0	0	
	SENIOR IT/ IM OFFICER	1	2	3	0	1	3	0	
	IT/ IM OFFICER	1	1	0	1	0	0	0	
	ASST. IT/ IM OFFICER	1	1	0	1	0	0	0	
				0		0	0	0	
SUB-PROFESSIONAL	CHIEF IT/ IM TECHNICIAN	1	1	0	1	0	0	0	
	PRINCIPAL IT/ IM TECHNICIAN	1	1	0	1	0	0	0	
	SENIOR IT/ IM TECHNICIAN	1	1	0	1	0	0	0	
	IT/ IM TECHNICIAN	1	1	0	1	0	0	0	
	ASST. IT/ IM TECHNICIAN	1	1	0	1	0	0	0	
BUDGET AND RATING	CHIEF BUDGET ANALYST	1	1	0	1	0	0	0	
	PRINCIPAL BUDGET ANALYST								
	SENIOR BUDGET ANALYST	0	0	1	0	0	1	0	
	BUDGET ANALYST								
	ASST. BUDGET ANALYST	0	0	5	0	0	3	2	

SUB-PROFESSIONAL	CHIEF BUDGET OFFICER	1	2	0	2	0	0	0
	PRINCIPAL BUDGET OFFICER	1	2	0	2	0	0	0
	SENIOR BUDGET OFFICER	1	2	0	2	0	0	0
	BUDGET OFFICER	1	2	0	2	0	0	0
	ASST. BUDGET OFFICER	1	2	0	2	0	0	0
STATISTICS	DIR. OF STATISTIC							
	PRINCIPAL STATISTICIAN	1	1	0	1	0	0	0
	SENIOR STATISTICIAN							
	STATISTICIAN							
	ASST. STATISTICIAN	1	2	0	2	0	0	0
SUB-PROFESSIONAL	STATISTICAL ASST. I							
	STATISTICAL ASST. II							
	STATISTICAL ASST. III	1	2	0	2	0	0	0
SECURITY	CHIEF SECURITY OFFICER							
	PRINCIPAL SECURITY OFFICER	1	1	0	1	0	0	0
	SENIOR SECURITY OFFICER							
	SECURITY OFFICER							
	ASST. SECURITY OFFICER	1	3	2	1	0	2	0
	SUB-PROFESSIONAL							
	CHIEF MTROPOLITAN GUARD	1	1	8	0	7	1	7

	DEPUTY CHIEF METROPOLITAN. GUARD	1	2	5	0	3	2	3
	SNR. SUPERVISING OFFICER	3	5	1	4	0	1	0
	SUPERVISING OFFICER	5	7	4	3	0	3	1
SUPPORT STAFF	PRINCIPAL METROPOLITAN GUARD	10	17	12	5	0	9	3
	SENIOR METROPOLITAN GUARD	10	15	9	6	0	5	4
	METROPOLITAN GUARD	15	20	5	15	0	3	2
	SUPPORT STAFF							
	HEADMAN SUPERVISOR	1	1	1	0	0	1	0
	WATCHMAN SUPERVISOR	1	2	0	2	0	0	0
	NIGHT/DAY WATCHMAN	24	30	6	24	0	6	0
RADIO OPERATIONS	CHIEF RADIO OPERATOR							
	PRINCIPAL RADIO OPERATOR							
	SENIOR RADIO OPERATOR	1	2	3	0	1	1	2
	RADIO OPERATOR							
	ASST. RADIO OPERATOR	1	1	0	1	0	0	0
FINANCE SECTOR	DIR. OF FINANCE	1	1	0	0	0	0	0
	CHIEF ACCOUNTANT/ DEPUTY DIR							
	PRINCIPAL ACCOUNTANT	3	5					
	SENIOR ACCOUNTANT							
	ACCOUNTANT	3	6	0	0	0	0	0
SUB-PROFESSIONALS	CHIEF ACCOUNTS TECHNICIAN/ OFFICER	8	12	0	0	0	0	0

	PRINCIPAL ACCOUNTS TECHNICIAN/OFFICER							
	SENIOR ACCOUNTS TECHNICIAN/OFFICER							
	ACCOUNTS TECHNICIAN/OFFICER							
	JUNIOR ACCOUNTS TECHNICIAN/OFFICER	2	5	0	0	0	0	0
REVENUE	CHIEF REVENUE SUPRINTENDENT	1	1	4	0	3	2	2
	PRINCIPAL REV. SUPRINTENDENT							
	SENIOR REV. SUPRINTENDENT	6	10	9	0	0	4	5
	REVENUE SUPRINTENDENT	5	5	26	0	21	6	20
	HIGHER REVENUE INSPECTOR	5	5	14	0	9	5	9
	REVENUE INSPECTOR							
	REVENUE COLLECTOR	12	20	31	0	11	17	14
SUPPORT STAFF	EXECUTIVE OFFICER							
	RECORDS OFFICER	1	2	0	2	0	0	0
	STENOGRAPHER SECRETARY							
	SENIOR TYPIST	1	2	0	2	0	0	0
BUDGET AND RATING DEPARTMENT	CHIEF BUDGET ANALYST	1	1	0	1	0		
	PRINCIPAL BUDGET ANALYST							
	SENIOR BUDGET ANALYST	1	2	0	2	0		
	BUDGET ANALYST							
	ASSIST BUDGET ANALYST	4	4	5	0	1	2	3

SUB-PROFESSIONAL	CHIEF BUDGET OFFICER							
	PRINCIPAL BUDGET OFFICER	1	1	0	1	0	0	0
	SENIOR BUDGET OFFICER							
	BUDGET OFFICER							
	ASSIST BUDGET OFFICER	1	2	0	2	0	0	0
INTERNAL AUDIT UNIT	CHIEF INTERNAL AUDITOR							
	PRINCIPAL INTERNAL AUDITOR							
	SENIOR INTERNAL AUDITOR	1	1	2	1	1	1	1
	INTERNAL AUDITOR							
	ASSISTANT INTERNAL AUDITOR	1	2	3	0	1	1	2
SUB-PROFESSIONAL	EXECUTIVE OFFICER							
	RECORDS OFFICER	1	3	0	3	0	0	0
	STENOGRAPHER SECRETARY							
	SENIOR TYPIST	1	3	0	3	0	0	0
SOCIAL SECTOR	EDUCATION, YOUTH AND SPORTS DEP.							
	EDUCATION							
	PROFESSIONAL							
	DIRECTOR	1	1	0	1	0	0	0
	DEPUTY DIRECTOR	3	4	0	4	0	0	0
	ASSISTANT DIRECTOR I	4	6	0	6	0	0	0

	ASSISTANT DIRECTOR II A & B								
SUB-PROFESSIONAL	CHIEF SUPERINTENDENT								
	PRINCIPAL SUPERINTENDENT								
	SENIOR SUPERINTENDENT	4	8	0	8	0	0	0	0
	SENIOR SUPERINTENDENT II								
	SUPERINTENDENT I								
	SUPERINTENDENT II	5	6	0	6	0	0	0	0
SUPPORT STAFF	PROGRAMME OFFICER	1	2	0	2	0	0	0	0
	CULTURAL OFFICER	1	2	0	2	0	0	0	0
SUB-PROFESSIONAL	CHIEF ADMINISTRATIVE OFFICER								
	PRINCIPAL ADMINISTRATIVE OFFICER	1	2	0	2	0	0	0	0
	SENIOR ADMINISTRATIVE OFFICER								
	ADMINISTRATIVE OFFICER								
	ASSISTANT ADMINISTRATIVE OFFICER	1	2	0	2	0	0	0	0
YOUTH	CHIEF YOUTH COORDINATOR								
	PRINCIPAL YOUTH COORDINATOR								
	SENIOR YOUTH COORDINATOR								
	YOUTH COORDINATOR								
	ASSISTANT YOUTH COORDINATOR	1	2	0	2	0	0	0	0
SUB-PROFESSIONAL	YOUTH DEVELOPMENT OFFICER	1	2	0	2	0	0	0	0

	SUB-PROFESSIONAL							
SPORTS	SENIOR COACH	1	2	0	2	0	0	0
	SPORT DEVELOPMENT OFFICER	1	2	0	2	0	0	0
	ZONAL SUPERVISOR	1	2	0	1	0	0	0
LIBRARY	CHIEF LIBRARY OFFICER							
	PRINCIPAL LIBRARY OFFICER	1	1	0	1	0	0	0
	SENIOR LIBRARY OFFICER							
	LIBRARY OFFICER							
	JUNIOR LIBRARY OFFICER	3	5	0	3	0	0	0
SUB-PROFESSIONAL	CHIEF LIBRARY ASSISTANT							
	PRINCIPAL LIBRARY ASSISTANT							
	SENIOR LIBRARY ASSISTANT	1	3	0	3	0	0	0
	JUNIOR LIBRARY ASSISTANT							
	LIBRARY ASSISTANT	2	2	0	2	0	0	0
SENIOR PROCUREMENT / SUPPLY. OFF.	SENIOR PROCUREMENT/ SUPPLY OFFICER							
	PROCUREMENT/ SUPPLY OFFICER	1	1	0	1	0	1	0
				0		0	0	0
PROFESSIONAL	RECORDS OFFICER							
	PRIVATE SECRETARY	1	2	0	2	0	0	0
SUB-PROFESSIONAL	STENOGRAPHER SECRETARY	1	2	0	2	0	0	0
	STENOGRAPHER	2	2					

	SENIOR TYPIST							
	RECEPTIONIST	1	1	0	1	0	0	0
	SUPPORT STAFF							
SUPPORT STAFF	SENIOR CLERK							
	CLERK GRADE I	1	2	0	0	0	0	0
	SENIOR RADIO OPERATOR	1	1	0	1	0	0	0
	PRINCIPAL PROCUREMENT ASSISTANT/STOREKEEPER							
PRINCIPAL PROCUREMENT ASSISTANT / STOREKEEPER	SENIOR PROCUREMENT ASSISTANT/STOREKEEPER\							
	PROCUREMENT ASSISTANT STOREKEEPER	1	1	0	1	0	0	0
	HEALTH DEPARTMENT							
	PUBLIC HEALTH SPECIALIST	2	2	0	2	0	0	0
SUB-PROFESSIONAL	STENOGRAPHER GRADE II	4	4	0	4	0	0	0
	HIGHER/ REVENUE INSPECTOR	4	10	0	10	0	0	0
	SUPPORT STAFF							
SUPPORT STAFF	SCAVENGER	10	25	47	0	21	46	1
	FOREMAN	3	8	0	8	0	0	0
	SENIOR SEXTON	1	1	0	1	0	0	0
	SEXTON	5	10	0	10	0	0	0
	GRAVE DIGGER	6	10	0	8	0	0	0
	JUNIOR FOREMAN	1	1	0	1	0	0	0
	REFUSE LABOURER	60	75	7	68	0	5	2

	SCAVENGER LABOURER							
	ENVIRONMENTAL HEALTH							
	PROFESSIONAL							
ENVIRONMENTAL HEALTH	CHIEF ENV'T ANALYST/ CHIEF PUBLIC HEALTH ENIGINEER			0	1	0	0	0
	PRINCIPAL ENVIRONMENTAL ANA./PRIN PUBLIC HEALTH ENGINEER			1	1	0	0	0
	SNR. ENVIRONMENTAL HEALTH ANALYST/ SNR.PUBLIC HEALTH ENG.			0	2	0	0	0
	ENVIRONMENTAL HEALTH ANALYST/ PUBLIC HEALTH ENGINEER.			1	0	0	1	0
	ASSISTANT ENVIRONMENTAL HEALTH ANA./ ASS.PUBLIC HEALTH ENG.			1	0	0	1	0
	CHIEF ENV. HEALTH TECHNOLOGIST			1	0	0	1	0
	SUB- PROFESSIONAL							
SUB-PROFESSIONAL	CHIEF ENVIRONMENTAL HEALTH OFFICER			3	0	0	3	0
	ASSISTANT CHIEF ENVIRONMENTAL HEALTH OFFICER			4	0	0	4	0
	PRINCIPAL ENVIRONMENTAL HEALTH OFFICER			1	0	0	1	0
	SENIOR ENVIRONMENTAL HEALTH OFFICER			1	0	0	0	1
	ENVIRONMENTAL HEALTH OFFICER			6	0	0	4	2
	CHIEF ENVIRONMENTAL HEALTH ASST.			12			7	5
	ASST. CHIEF ENVIRONMENTAL HEALTH ASST.			7			4	3
	PRIN. CHIEF ENVIRONMENTAL HEALTH ASS			1				1
	SENIOR ENVIRONMENTAL HEALTH ASST.			11			6	5
	ENVIRONMENTAL HEALTH ASST.			10			4	6
	HEALTH OVERSEER			4			0	4

	GARDENER			1			1	0
	SUPPORT STAFF							
SUPPORT STAFF	EXECUTIVE OFFICER				1	0	0	0
	RECORD OFFICER				2	0	0	0
	STENOGRAPHER				1	0	0	0
	BIRTHS AND DEATHS							
	PROFESSIONAL							
BIRTH AND DEATH	DEPUTY REGISTRAR	1	1	0	1	0	0	0
	PRINCIPAL ASSISTANT REGISTRAR	2	5	0	5	0	0	0
	SENIOR ASSISTANT REGISTRAR							
	ASSISTANT REGISTRAR	6	6	0	6	0	0	0
	SUB-PROFESSIONAL							
SUB-PROFESSIONAL	CHIEF REGISTRATION OFFICER							
	PRINCIPAL REGISTRATION OFFICER							
	SENIOR REGISTRATION OFFICER	6	10	0	6	0	0	0
	REFISTRATION OFFICER							
	ASSISTANT REGISTRATION OFFICER							
	REGISTRATION	10	15	0	15	0	0	0
	PROFESSIONAL/SUB PROFESSIONAL							
SUB-PROFESSIONAL	RECORD OFFICER/ EXECUTIVE OFFICER							
	RECORD SUPERVISOR	1	1	0	1	0	0	0

SUB-PROFESSIONAL									
	STENOGRAPHER								
	SENIOR TYPIST	2	3	0	3	0		0	0
	SOCIAL WELFARE AND COMMUNITY DEV. DEPARTMENT								
	PROFESSIONAL								
SOCIAL WELFARE AND COMMUNIUTY DEVE. DEP.	CHIEF SOCIAL DEVELOPMENT OFFICER								
	PRINCIPAL SOCIAL DEVELOPMENT OFFICER	6	10	2	8	0		0	2
	SENIOR SOCIAL DEVELOPMENT OFFICER								
	SOCIAL DEVELOPMENT OFFICER								
	ASSISTANT SOCIAL DEVELOPMENT OFFICER	10	15	6	9	0		2	4
	CHIEF COMM. DEVELOPMENT OFFICER								
	PRINCIPAL COMM. DEVELOPMENT Officer								
	SENIOR COMM. DEVELOPMENT OFFICER								
	COMMUNITY DEVELOPMENT OFFICER			29				16	13
	ASSISTANT COMM. DEVELOPMENT			6				0	6
	SUB-PROFESSIONAL								
SUB-PROFESSIONAL	CHIEF SOCIAL DEVELOPMENT ASSISTANT								
	PRINCIPAL SOCIAL DEVELOPMENT ASSISTANT	2	1	0	1	0		0	0
	SENIOR SOCIAL DEVELOPMENT ASSISTANT								
	SOCIAL DEVELOPMENT ASSISTANT								
	ASSISTANT SOCIAL DEVELOPMENT A SSISTANT	6	10	4	6	0		1	3

	CHIEF MASS EDU. OFFICER								
	PRINCIPAL MASS EDU. OFFICER								
	SENIOR MASS EDU. OFFICER			2				0	2
	MASS EDU. OFFICER			8				3	5
	PROFESSIONAL/SUB-PROFESSIONAL								
PROFESSIONAL/ SUB-PROFESSIONAL	RECORDS OFFICER/ EXECUTIVE OFFICER	1	2	0	2	0		0	0
	MESSENGER	1	1	1	0	0		1	0
SUB-PROFESSIONAL	STENOGRAPHER	1	1	0	1	0		0	0
	SENIOR TYPIST	1	1	0	1	0		0	0
	ECONOMIC SECTOR (AGRIC DEPARTMENT)								
	PROFESSIONAL								
ECONOMIC SECTOR (AGRICULTURE DEPARTMENT)	CHIEF AGRIC OFFICER								
	PRINCIPAL AGRIC OFFICER	1	2	0	2	0		0	0
	SENIOR AGRIC OFFICER								
	AGRIC OFFICER								
	ASSISTANT AGRIC OFFICER	6	10	6	4	0		6	0
	ANIMAL HEALTH AND PRODUCTION								
	PROFESSIONAL								
ANIMAL HEALTH & PRODUCTION SECTION	CHIEF ANIMAL HEALTH OFFICER								
	PRINCIPAL ANIMAL HEALTH OFFICER								
	SENIOR ANIMAL HEALTH OFFICER	1	2	0	2	0		0	0
	ANIMAL HEALTH OFFICER								
	ASSISTANT ANIMAL HEALTH OFFICER	5	7	0	7	0		0	0

SUB-PROFESSIONAL	CHIEF PRODUCTION OFFICER	2	4	0	4	0	0	0
	PRINCIPAL PRODUCTION OFFICER							
	SENIOR PRODUCTION OFF.	2	2	0	2	0	0	0
	PRODUCTION OFFICER							
	ASSISTANT PRODUCTION OFFICER	4	6	0	6	0	0	0
PROFESSIONAL	CHIEF VETERINARY OFFICER							
	PRINCIPAL VETERINARY OFFICER	1	2	0	1	0	0	0
	SENIOR VETERINARY OFFICER							
	VETERINARY OFFICER							
	ASSISTANT VETERINARY	4	6	0	4	0	0	0
AGRIC ENGINEERING SECTION	CHIEF AGRIC ENGINEER							
PROFESSIONAL	PRINCIPAL AGRIC ENGINEER							
	SENIOR AGRIC ENGINEER	1	2	0	1	0	0	0
	AGRIC ENGINEER							
	ASSISTANT AGRIC ENGINEER	5	8	0	3	0	0	0
SUB-PROFESSIONAL	CHIEF TECHNICIAN ENGINEER							
	PRINCIPAL TECHNICIAN ENGINEER	1	2	0	2	0	0	0
	SENIOR TECHNICIAN ENGINEER							
	TECHNICIAN ENGINEER	3	8	0	9	1	9	0

CROPS SECTION	CHIEF TECHNICAL OFFICER								
	ASSISTANT CHIEF TECHNICAL OFFICER								
	PRINCIPAL TECHNICAL OFFICER	2	2	10	0	8		10	0
	SENIOR TECHNICAL OFFICER								
	TECHNICAL OFFICER GRADE I								
	TECHNICAL OFFICER GRADE II	10	15	3	12	0		3	0
TECHNICAL	ASSISTANT CHIEF TECHNICAL ASSISTANT								
	PRINCIPAL TECHNICAL ASSISTANT	1	2	0	1	0		0	0
	SENIOR TECHNICAL ASSISTANT	4	5	0	4	0		0	0
	TECHNICAL ASSISTANT								
PRINCIPAL PROCUREMENT/ ASSIT. STOREKEEPER	SENIOR PROCUREMENTN ASSISTANT /STOREKEEPER								
	PROCUREMENT ASSISTANT/ STOREKEEPER	2	4	1	3	0		1	0
	ASSISTANT PROCUREMENT ASSISTANT / STOREKEEPER								
	RECORDS OFFICER/ EXECUTIVE OFFIER								
	INFORMATION TECHNOLOGY (IT)/INFORMATION MANAGEMENT (IM) OFF.								
SUB-PROFESSIONAL	STENOGRAPHER								
	SENIOR TYPIST	6	10	2	8	0		0	2

TECHNICAL	MECHANIC	1	2	0	2	0	0	0
	AUTO ELECTRICAN	1	1	0	1	0	0	0
TRADE, INDUSTRY AND TOURISM DEPARTMENT	CHIEF COMMERCIAL OFFICER (BUSINESS DEVELOPMENT& TOURISM OFF.)	1	1	0	1	0	0	0
	PRINCIPAL COMMERCIAL OFF.(BUSINESS DEVELOPMENT& TOURISM OFF.)	1	1	0	1	0	0	0
	SENIOR COMMERCIAL OFFICER. (BUSINESS DEVELOPMENT& TOURISM OFF.)	1	1	0	1	0	0	0
	COMMERICAL OFFIER. (BUSINESS DEVELOPMENT& TOURISM OFF.	1	1	0	1	0	0	0
	INDUSTRIAL PROMOTION OFFICER(ASSIT.COMMERCIAL & TOURIAM OFF.	2	4	0	2	0	0	0
SUB-PROFESSIONAL	CHIEF TRAINER/ MOTIVATOR (BUSINESS ADVISOR)	2	5	0	5	0	0	0
	PRINCIPAL TRAINER/ MOTIVATOR (BUSINESS ADVISOR)	2	5	0	5	0	0	0
	SENIOR TRAINER/ MOTIVATOR (BUSINESS ADVISOR)	2	5	0	5	0	0	0
	TRAINER/ MOTIVATOR (BUSINESS ADVISOR)	2	5	0	5	0	0	0
	ASSISTANT TRAINER/ MOTIVATOR (BUSINESS ADVISOR)	2	5	0	5	0	0	0
COOPERATIVE (COOP)	ASSITANT REGISTRAR/ DEPUTY DIRECTOR	1	2	0	2	0	0	0
	PRINCIPAL COOPERATIVE OFFICER/ ASSISTANT DIRECTOR I	1	2	0	0	0	0	0
	SENIOR COOPERATIVE OFFICER/ ASSISTANT DIRECTOR II	1	2	0	0	0	0	0

	COOPERATIVES OFFICER/ ASSISTANT DIRECTOR IIB	1	2	0	0	0	0	0
SUB-PROFESSIONAL	INSPECTOT OF COOPERATIVES/PRINCIPAL EXECUTIVE OFFICER	1	1	0	1	0	0	0
	SENIOR ASSISTANT INSPECTOR OF COOP/ SENIOR EXECUTIVE OFFICER	2	4	0	4	0	0	0
	ASSISTANT INSPECTOR OF COOP/ EXECUTIVE	2	4	0	4	0	0	0
PROFESSIONAL	RECORDS OFFICER	1	1	0	1	0	0	0
SUB-PROFESSIONAL	STENOGRAPHER	1	2	0	2	0	0	0
	SENIOR TYPIST	1	2	0	2	0	0	0
TRANSPORTATION DEPARTMENT	DIRECTOR	1	1	0	1	0	0	0
	DEPUTY DIRECTOR							
	ASSISTANT DIRECTOR I							
	ASSISTANT DIRECTOR IIA							
	ASSISTANT DIRECTOR IIB	1	4	1	3	0	0	1
	CHIEF DEVELOPMENT PLANNING OFFICER	1	2	0	2	0	0	0
	PRINCIPAL DEVELOPMENT PLANNING OFFICER							
	SENIOR DEVELOPMENT PLANNIONG OFFICER	1	2	1	1	0	1	0

	DEVELOPMENT PLANNING OFFICER								
	ASSISTANT DEVELOPMENT PLANNING								
	CHIEF ENGINEER	1	1	0	1	0	0	0	
	PRINCIPAL ENGINEER	1	1	0	1	0	0	0	
	SENIOR ENGINEER	1	1	0	1	0	0	0	
	ENGINEER	1	1	0	1	0	0	0	
	ASSISTANT ENGINEER	1	1	0	1	0	0	0	
PROFESSIONAL/ SUB-PROFESSIONAL	RECORDS OFFICER/ EXECUTIVE OFFICER	1	1	0	0	0	1	0	
	INFORMATION TECHNOLOGY (IT) INFORMATION MANG. (IM) OFFICER (DATABASE OFF.)	1	1	0	1	0	0	0	
	STENOGRAPHER	1	1	0	0	0	0	1	
	SENIOR TYPIST	1	1	0	1	0	0	0	
INFRASTRUTURE SECTOR	CHIEF PHYSICAL PLANNER	1	1	0	1	0	0	0	
	PRINCIPAL PHYSICAL PLANNER	2	4	0	4	0	0	0	
	SENIOR PHYSICAL PLANNER	2	4	0	4	0	0	0	
	PHYSICAL PLANNER	2	4	0	4	0	0	0	
	ASSISTANT PHYSICAL PLANNER								
SUB-PROFESSIONAL	CHIEF PHYSICAL PLANNING ASSISTANT	1	1	0	1	0	0	0	
	PRINCIPAL PHYSICAL PLANNING ASSISTANT	1	1	0	1	0	0	0	

	SENIOR PHYSICAL PLANNING	1	1	0	1	0	0	0
	PHYSICAL PLANNING ASSISTANT	2	4	0	4	0	0	0
SUB-PROFESSIONAL	PRINCIPAL TECHNICAL OFFICER	2	4	0	4	0	0	0
	SENIOR TECHNICAL OFFICER	2	4	0	4	0	0	0
	TECHNICAL OFFICER	2	4	0	4	0	0	0
PARTS AND GARDENS	CHIEF-LANDSCAPE DESIGNER/ PHYSICAL PLANNER	1	1	0	1	0	0	0
	PRINCIPAL-LANDSCAPE DESIGNER/ PHYSICAL PLANNER	1	1	0	1	0	0	0
	LANDSCAPE DESIGNER/ PHYSICAL PLANNER	1	1	0	1	0	0	0
	ASSISTANT-LANDSCAPE DESIGNER/ PHYSICAL PLANNER	1	1	0	1	0	0	0
FIELD WORKERS/ SUPPORT STAFF	CHIEF GARDENER	1	1	0	1	0	0	0
	PRINCIPAL GARDENER	1	1	0	1	0	0	0
	SENIOR GARDENER	2	3	0	3	0	0	0
	GARDENER	2	3	0	3	0	0	0
	LABOURER	2	3	0	3	0	0	0
PROFESSIONAL	RECORDS OFFICER	1	1	0	1	0	0	0
SUB-PROFESSIONAL	STENOGRAPHER	1	1	0	1	0	0	0
	SENIOR TYPIST	1	1	0	1	0	0	0

							0	0	0
WORK DEPARTMENT	CHIEF ENGINEER								
	PRINCIPAL ENGINEER	1	2						
	SENIOR ENGINEER								
	ENGINEER								
	ASSISTANT ENGINEER	9	11	5	6	0		5	0
SUB-PROFESSIONAL	CHIEF TECHNICAN ENGINEER	1	1	3	0	2		3	0
	ASSISTANT CHIEF TECHNICAN ENGINEER								
	PRINCIPAL TECHNICAN ENGINEER	3	6	7	0	1		7	0
	SENIOR TECHNICAN ENGINEER								
	TECHNICAN ENGINEER	2	4	7	0	3		7	0
ARCHITECTURE	CHIEF ARCHITECT	1	2	1	1	0		1	0
	PRINCIPAL ARCHITECT								
	SENIOR ARCHITECT								
	ARCHITECT	3	5	1	4	0		1	0
	ASSISTANT ARCHITECH								
QUANTITY SURVEYING	CHIEF QUANTITY SURVEYOR	1	2	1	1	0		1	0
	PRINCIPAL QUANTITY SURVEYOR								
	SENIOR QUANTITY SURVEYOR								
	QUANTITY SURVEYOR	4	6	8	0	2		6	2

	ASSISTANT QUANTIIY SURVEYOR								
GEODETC ENGINEERING	GEODETC ENGINEER	2	3	0	3	0	0	0	0
TOTAL									
	CHIEF TECHNICAL OFFICER	2	3	1	2	0	1	0	0
	PRINCIPAL TECHNICAL OFFICER	2	3	0	3	0	0	0	0
	SENIOR TECHNICAL OFFICER								
	TECHNICAL OFFICER I & II	1	2	15	0	13	14	1	1
RURAL HOUSING	CHIEF RURAL HOUSING LOANS OFFICER								
	PRINCIPAL RURAL HOUSING LOANS OFFICER	1	1						
	SENIOR RURAL HOUSING LOANS OFFICER								
	RURAL HOUSING LOANS OFFICER	1	3						
	ASSISTANT RURAL HOUSING LOANS OFFICER								
TECHNICAL (BUILDING INSPECTORATE)	CHIEF BUILDING INSPECTITOR								
	ASSISTANT CHIEF BUILDING INSPECTOR	1	2	0	2	0	0	0	0
	PRINCIPAL BUILDING INSPECTOR								
	SENIOR BUILDING INSPECTOR	6	4	0	4	0	0	0	0
	BUILDING INSPECTOTR								
	ASSISTANT BUILDING INSPECTOR	10	22	0	10	0	0	0	0

	DRAUGHTSMAN	6	8	0	6	0	0	0
	CHIEF WORKS SUPERTENDENT			2			2	0
	PRINCIPAL WORKS SUPERTENDENT			1			1	0
	SENIOR WORKS SUPERTENDENT			1			1	0
	WORKS SUPERTENDENT			6			6	0
	WORKS FOREMAN							
	SENIOR FOREMAN	6	10	0	4	0	0	0
	FOREMAN							
	JUNIOR FOREMAN	10	4	0	3	0	0	0
	SUPERVISORY TRADESMAN							
SUPERVISORY TRADESMAN	CHIEF TRADESMAN							
	PRINCIPAL TRADESMAN							
	SENIOR TRADESMAN							
	TRADESMAN I/II	6	10	15	0	5	15	0
PROFESSIONAL/ SUB PROFESSIONAL	RECORDS OFFICER/ EXECUTIVE OFFICER	2	3	0	3	0	0	0
				0		0	0	0
SUB-PROFESSIONAL	STENOGRAPHER/ SENIOR TYPIST	2	3	0	3	0	0	0

URBAN ROADS DEPARTMENT	CHIEF ENGINEER							
	PRINCIPAL ENGINEER	2	3	0	1	0	0	0
	SENIOR ENGINEER							
	ENGINEER							
	ASSISTANT ENGINEER	2	4	0	2	0	0	0
SUB-PROFESSIONAL	CHIEF TECHNICIAN ENGINEER							
	PRINCIPAL TECHNICIAN ENGINEER							
	SENIOR TECHNICIAN ENGINEER							
	TECHNICIAN ENGINEER							
	ASSISTANT TECHNICIAN ENGINEER	2	3	0	3	0	0	0
TECHNICAL	CHIEF TECHNICIAN							
	PRINCIPAL TECHNICIAN							
	SENIOR TECHNICIAN	3	5			0	0	0
	LABORATORY TECHNICIAN	1	3			0	0	0
PROFESSIONAL	ENGINEER (GEODETIC, MAINTENANCE, ETC)	1	1			0	0	0
SUB-PROFESSIONAL	CHIEF TECHNICAL OFFICER							
	ASSISTANT CHIEF TECHNICAL OFFICER							
	PRINCIPAL TECHNICAL OFFICER	6	10	0	8	0	0	0

	SENIOR TECHNICAL OFFICER							
	TECHNICAL OFFICER I							
	TECHNICAL OFFICER GRADE II							
	SENIOR MECHANICAL SUPERINTENDENT	1	2	0	1	0	0	0
	MECHANICAL FOREMAN	1	3	0	2	0	0	0
	WEIGHBRIDGE OPERATOR	1	3	0	2	0	0	0
PROFESSIONAL/ SUB PROFESSIONAL	RECORDS OFFICER/ EXECUTIVE OFFICER	1	1	0	1	0	0	0
						0	0	0
SUB-PROFESSIONAL	STENOGRAPHER							
	SENIOR TYPIST	2	3	0	3	0	0	0
WASTE MANAGEMENT DEPARTMENT	CHIEF PUBLIC HEALTH ENGINEER							
	PRIN. PUBLIC HEALTH ENGINEER			1			1	0
	SENIOR PUBLIC HEALTH ENGINEER							0
	PUBLIC HEALTH ENGINEER			2			2	0
	ASST. PUBLIC HEALTH ENGINEER							
	CHIEF ENGINEER							
	PRIN. ENGINEER							
	SENIOR ENGINEER							
	ENGINEER			1			1	0
	ASSISTANT ENGINEER							
	CHIEF ENV'T ANALYST/ CHIEF PUBLIC HEALTH ENGINEER							

	PRINCIPAL ENVIRONMENTAL ANA./PRIN PUBLIC HEALTH ENGINEER						1	0
	SNR. ENVIRONMENTAL HEALTH ANALYST/ SNR.PUBLIC HEALTH ENG.							
	ENVIRONMENTAL HEALTH ANALYST/ PUBLIC HEALTH ENGINEER.							
	ASSISTANT ENVIRONMENTAL HEALTH ANA./ ASS.PUBLIC HEALTH ENG.						1	0
	CHIEF ENV. HEALTH TECHNOLOGIST							
	SUB- PROFESSIONAL							
	CHIEF ENVIRONMENTAL HEALTH OFFICER							
	ASSISTANT CHIEF ENVIRONMENTAL HEALTH OFFICER							
	PRINCIPAL ENVIRONMENTAL HEALTH OFFICER							
	SENIOR ENVIRONMENTAL HEALTH OFFICER							
	ENVIRONMENTAL HEALTH OFFICER							
	CHIEF ENVIRONMENTAL HEALTH ASST.						4	0
	ASST. CHIEF ENVIRONMENTAL HEALTH ASST.						1	0
	PRIN. CHIEF ENVIRONMENTAL HEALTH ASS							
	SENIOR ENVIRONMENTAL HEALTH ASST.						1	0
	ENVIRONMENTAL HEALTH ASST.						2	0
	CHIEF PLANNING OFFICER							
	PRIN. PLANNING OFFICER							
	SENIOR PLANNING OFFICER			1				1 0
	PLANNING OFFICER							
	ASST.PLANNING OFFICER							
	CHIEF TECHNICAL OFFICER							

	ASSISTANT CHIEF TECHNICAL OFFICER							
	PRINCIPAL TECHNICAL OFFICER							
	SENIOR TECHNICAL OFFICER							
	TECHNICAL OFFICER I							
	TECHNICAL OFFICER GRADE II							
	CHIEF EXECUTIVE OFFICER							
	PRINCIPAL EXECUTIVE OFFICER				1			
	SINOR EXECUTIVE OFFICER							
	EXECUTIVE OFFICER						0	1
	SNR. PRIVATE SECRETARY						0	1
	PRIVATE SECRETARY							
	STENOGRAPHER SECRETARY							
	STENOGRAPHER GD I						0	2
	STENOGRAPHER GD II							
	CHIEF SORE KEEPER							
	PRIN. STORE KEEPER						1	0
	SENIOR STORE KEEPER							
	STORE KEEPER						1	0
	TYPIST							
	CHIEF WORKS SUPERINTENT						1	0
	PRIN. WORKS SUPERINTENT							
	SENIOR WORKS SUPERINTENT							
	WORKS SUPERINTENT						3	0
	TRANSPORT OFFICER						1	0
	YARD FOREMAN						10	0
	FORMAN						1	0
	HEAVY DUTY DRIVER						9	0

Table 1.5: Infrastructure and Facilities of the Assembly

Sector	Department	Item	Office Accommodation			Residence Accommodation		
			Stock	Condition	Needed	Stock	Condition	Needed
1.Administation, planning and Budget Sectors	1. Central Administration Department							
		1.MCE	Adequate	Good	-	adequate	Fair	-
		2.Internal Audit	Adequate	Good	-	Adequate	Good	-
		3.MCD	Adequate	Good	-	Adequate	Good	-
		4.MPCU	Adequate	Good	-	-	-	-
		5,Public Affairs Unit	Adequate	Good	-	Adequate	Good	-
		6.Administration	Adequate	Good	-	Adequate	Good	-
		7.Records	Adequate	Good	-	-	-	Yes
		8.Estate Unit	Adequate	Good	-	Adequate	Good	-
		9.Transport Units	Adequate	Good	-	Adequate	Good-	-
		10. Logistics	-	-	-	-	-	-
		11. Procurement	Adequate	Good	-	None	-	Yes
		12.HR Management	Adequate	Good	-	Adequate	Good	-
		13.Store	adequate	Good	-	None	-	Yes
		14.Planning	Adequate	Good	-	Adequate	Good	-
		15.Budget and Rating	Adequate	Good	-	Adequate	Good	-
		16. MIS	Adequate	Good	-	None	-	Yes
		17. Statistics	Adequate	Good	-	None	-	Yes
		18.Security	Adequate	Good	-	None	-	Yes
19. Radio Operations	Adequate	Good	-	None	-	Yes		
2. Financial Sector	2. Finance Department	20.Treasury	Adequate	Good	-	Adequate	Good	-
		21.Revenue Mobilisation	Adequate	Good	-	None	-	Yes
		22.levies	-	-	-	-	-	-
3.Social Sector	3. Education, Youth and Sports	23 Basic Education Unit	Adequate	Good	-	Adequate	Good	-
		24.Non Formal Edu. Unit	Adequate	Good	-	Adequate	Good	-
		25.Youth Section	Adequate	Good	-	Adequate	Good	-
		26.Sports Session	Adequate	Good	-	Adequate	Good	-
	4.SW& Comm. Devt.	27. SW Section	Adequate	Good	-	Adequate	Good	-
		28.CD Section	-	-	-	-	-	-

	5.Metro. Health Dept.	29.DMOH Section	Adequate	Good	-	Adequate	Good	Yes
		30.Environmental Health	Adequate	Good	-	None	-	Yes
		31.Registry Birth &Death	None	-	-	None	-	Yes
4.Infrastructure	6.Works Department	32. Building Section- Works and Housing Sector	Adequate	Good	-	Adequate	Good	-
	7.Physical Planning	33.Water Section	Adequate	Good	-	Adequate	Good	-
		34.Feeder Roads Section	-	-	-	-	-	-
		35.T7CP Section	-	-	-	-	-	-
5.Economic Sector	8.Trade,Industry&Tourism	36.P&G Section	-	-	-	-	-	-
		37.Cooperation Section	-	-	-	-	-	-
		38. Cottage Industry	-	-	-	-	-	-
		39.Tourism Section	-	-	-	-	-	-
	9.Agriculture Department	40.Women in Agriculture.	-	-	-	-	-	-
		41. Animal Health & Prod.	-	-	-	-	-	--
		42.Crop Service Section	-	-	-	-	-	-
		43.Agric Engineering Sec.	-	-	-	-	-	-
		44.Fisheries Section	-	-	-	-	-	-
6.Environmental Sector	10.Disaster Prevention	45. Internal Disaster	-	-	-	-	-	-
	11.Natural Resources	46.Refuse Section	-	-	-	-	-	-
		47.Forestry Section	Adequate	Good	-	Adequate	Good	-
		48.Game and Wildlife	Adequate	Good	-	Adequate	Good	-

1.2 PROFILE AND CURRENT SITUATION OF KUMASI METROPOLITAN AREA (KMA)

1.2.1 PHYSICAL AND NATURAL ENVIRONMENT

(a) Location and Size

The Kumasi Metropolis is one of thirty (30) districts in the Ashanti Region. It is at the center of the region and is located between Latitude 6.35°N and 6.40°S and Longitude 1.30°W and 1.35°E and elevated 250 to 300 meters above sea level. The metropolis shares boundaries with Kwabre East and Afigya Kwabre Districts to the north, Atwima Kwanwoma and Atwima Nwabiagya Districts to the west, Asokore Mampong and Ejisu-Juaben Municipalities to the east and Bosomtwe Districts to the south. It is approximately 270km north of the national capital, Accra. It has a surface area of approximately 214.3 kilometers square which is about 0.9 percent of the Ashanti Region's land area but accommodates about 36.2% of the region's population (the total population of Ashanti region is 4,780,380). Thus, creating a population density of 9,150 persons/sq.km.

There is a synergetic relationship between Kumasi and its neighboring districts, in that; these adjoining districts serve as the main source of Agriculture produce while Kumasi provides the avenue for marketing these produce to consumers not only from Ghana but from neighboring countries in the West African Sub-region. This partly explains why Kumasi has become a converging point for commercial activities. In addition to this, the Metropolis provides quality services in the area of healthcare, education, transportation, financial services among others to the adjoining districts and beyond. The administrative map of Ghana and Kumasi Metropolitan Area in the regional and national contexts are presented in Figures 1.3, 1.4 & 1.5.

Figure 1.3: Kumasi Metropolis In National Context

KUMASI METROPOLIS IN NATIONAL CONTEXT

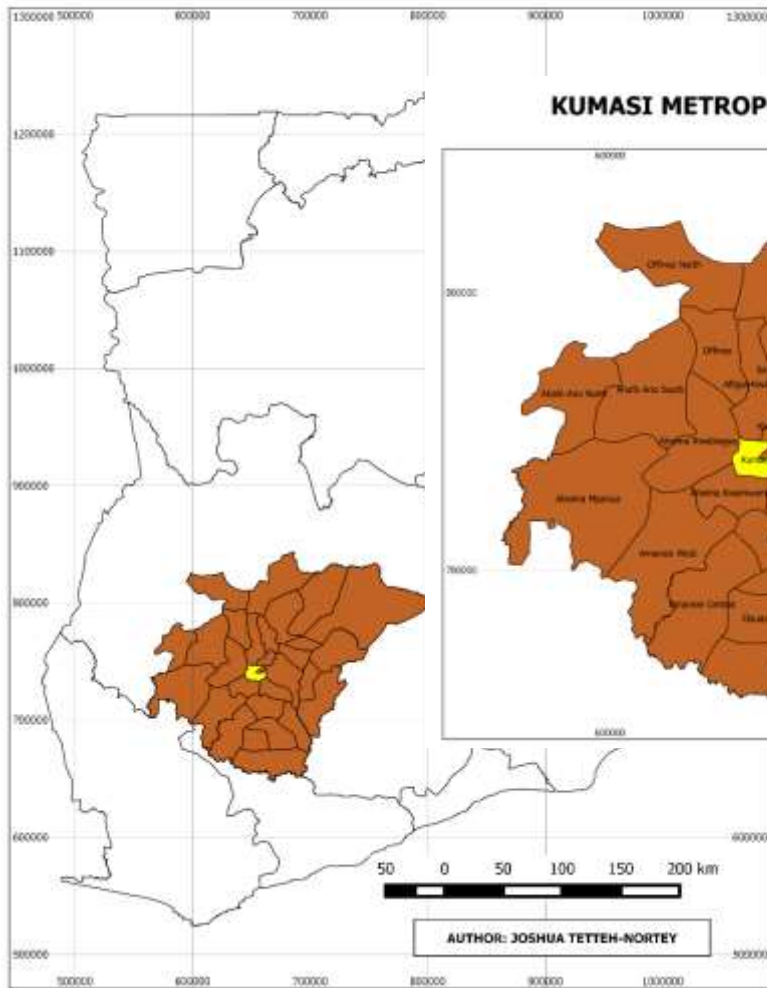
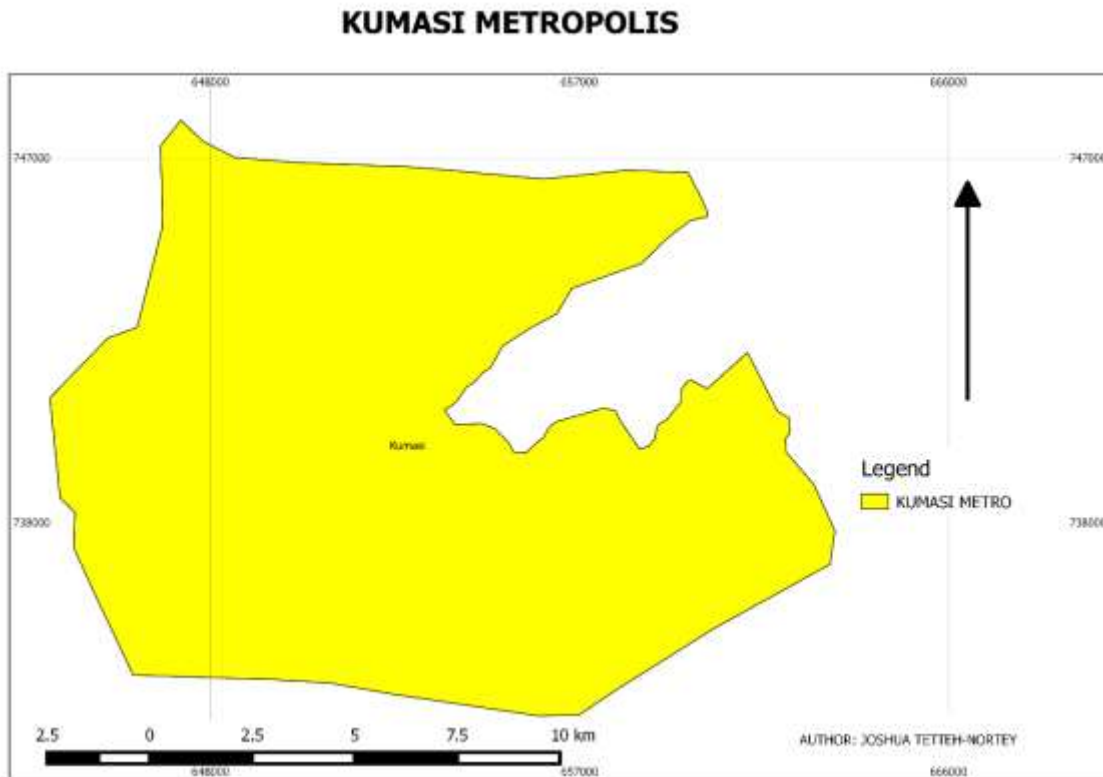


Figure 1.4: Kumasi Metropolis In Regional Context

KUMASI METROPOLIS IN REGIONAL CONTEXT



Figure 1.5: Map of Kumasi Metropolis



(b) Climate

The Metropolis falls within the wet sub-equatorial Climate. The average minimum temperature is about 21.5^oc and a maximum average temperature of 30.7^oc. The average humidity is about 84.16 percent at 0900 GMT and 60 percent at 1500 GMT. The moderate temperature and humidity coupled with the double maxima rainfall regime (214.3mm in June and 165.2mm in September) have contributed to population growth as will be demonstrated in the demographic analysis. Nevertheless, the failure to match increase in population with housing facilities has resulted in excess demand for accommodation. This housing deficit has resulted in high cost of accommodation hence the growth of slums which often serves as breeding grounds for social vices. Areas within the metropolis with pockets of slums are the Central Rail Way Stations, Ahinsan Brewery enclave, race course, etc.

(c) Vegetation

The city falls within the moist semi-deciduous South-East Ecological Zone (tropical forest). Predominant species of trees found are Ceiba, Triplochlon, Celtis with exotic species. The rich soil has promoted agriculture in the periphery such as Apiadu-Kokoben. A patch of vegetation reserve within the city has led to the development of Kumasi Zoological Gardens, adjacent Centre for National Cultural and opposite the Komfo Anokye Teaching Hospital (KATH). Other reserves are the Kwame Nkrumah University of Science and Technology (KNUST) botanical gardens and Owabi forest reserve. These forest conservations serve as tourist attraction centers. In addition to their scenic beauty as tourist centers, they also serve other objectives such as research, preservation of wildlife, leisure and amusement. Apart from the zoological gardens, there are other patches of vegetation scattered at the peri-urban areas of the Metropolis. However, the rapid spate of urbanization has caused the depletion of most of these vegetation.

(d) Soil












The major type of soil constituting the top soil of the Metropolis is the Forest Ochrosol. This soil comprised Kumasi - Offin Compound Association; Bomso – Offin Compound Association; Nhyanao - Tinkong Association; Bomso – Suko Simple Association; Bekwai – Oda Compound Association and Bekwai – Akumadan – Oda Compound Association. Forest Ochrosol is endowed with the nutrient mostly needed to sustain the cultivation of food crops such as vegetables, plantain and cassava. The presence of this type of soils has sustained the cultivation of food crops notably at the periphery of the Metropolis. Thus, creating employment and generating revenue. The fast rate of urbanization in the Metropolis has caused a drastic reduction in agricultural activities over the last decade. The demand for land for residential, industrial and commercial purposes has led to the conversion of farm lands due to its value appreciation. It is estimated that more than 80% of arable lands have been sold for the construction of houses and other physical infrastructure at the expense of possible employment and revenue to be generated from agricultural activities (Metro Agric Department, 2017).

(e) Rocks

The Geology of Kumasi is dominated by Middle Precambrian Rocks. The unique nature of this geological structure can be traced to the presence of the Middle Precambrian rock.

Kumasi lies within the plateau of the South – West physical region which ranges from 250-300 meters above sea level. The topography is generally undulating. It is traversed by streams such as Subin, Wiwi, Susan, Owabi, Aboabo and Nsuben. However, human activities such as estate development, encroachment and improper waste disposal have impacted negatively on these water bodies and is increasingly leading to their extinction. Runoffs during and after heavy rainfall is another problem associated with choked water bodies. This phenomenon explains flooding problems that confronts the Metropolitan Authorities every year during rainy season.

Key Development Issues Identified

-  Perennial flooding
-  Depletion of vegetative cover
-  Inadequate and Ineffective education on environmental management and climate change
-  Noise pollution
-  Choked drains
-  Farming along river banks
-  Destruction of properties by fire.
-  Dumping of refuse into drains and water bodies especially during rainfall
-  Encroachment on public lands and nature reserves
-  Sale of Agricultural lands for residential and commercial purposes
-  Inadequate Climate change adaption efforts

1.2.2 Population

(a) Population Size, Growth Rate and Density

Ghana recorded a population of 24,658,823 in the 2010 PHC compared to 18,912,079 in 2000, Ashanti Region recorded a population of 4,780,380 in 2010 compared to 3,612,950 in 2000 and Kumasi Metropolis recorded a population of 1,730,249 (2010) compared to 1,170,270 (2000). The city has an intercensal growth rate of 3.9104% which is a decline compared to 2000 intercensal growth rate of 8.7569%. This has been accounted for by the carving out of Asawase Sub-metro to create Asokore Mampong Municipality (with a population of 304,815 according to the 2010 census).

Table 1.6: Population of Kumasi (1948 – 2006)

Area/year	1948	1960	1970	1984	2000	2010
Kumasi	81,870	218,172	346,336	487,504	1,170,270	1,730,249

(Source: Population Census Reports (1948, 1960, 1970, 1984 and 2000) *Projected

Table 1.7: Projected Population (2017 - 2021)

Area/year	Growth Rates	2017	2018	2019	2020	2021
Kumasi	3.9104%	1,962,509	2,032,934	2,508,146	3,111,554	3,203,111

The projected population of Kumasi Metropolis (1,962,509) represents 36.2 percent of the total population of Ashanti Region (4,780,380) and 7 percent in Ghana (24,658,823). Thus, it is the most populous metropolis not only in Ashanti region but in the whole country (Accra Metropolis is 1,665,086). It comprises 964,302 males (49.1%) and 998,207 females (50.9%). The metropolis covers a total land area of 214.3 square kilometers. This is 0.9 percent of the region's land area of 24,389 square kilometers but accommodates 36.2 percent of the region's population. The metropolis therefore has a population density of 9,158 persons per square kilometers.

This may be attributed to a number of reasons. First and foremost, it is the administrative capital of Ashanti Region hence most of the institutions operating in the region have their head offices located there. In the field of education, it has tertiary institutions such as Kwame Nkrumah University of Science and Technology among others which provide

higher education. It also has Komfo Anokye Teaching Hospitals which is a major referral point, among other health facilities that provide healthcare services which attract people from within the region and beyond. Furthermore, it is a transit point to various parts of the country and neighboring countries. Kumasi has the highest population density in the Ashanti region, causing pressure on existing social amenities. This calls for an improvement in the service delivery of the Assembly to meet the current population. It also has brisk commercial centers such as Central Market and Adum which trades in all kinds of consumer goods and items. Additionally, it is a hub of local artisans in automobiles, metal, wood and leather works. All these services act as pull factors which attract people to settle in the metropolis.

EFFECTS OF HIGH POPULATION GROWTH/DENSITY

First among them are the exorbitant rent charges by property owners for residential accommodation. Thus, there is an upsurge of slums and shanti towns in the metropolis. Notable areas are the Zongos, Bomso M/A School area, the railway line between Adum and Central Market, Kaase and Sokoban Wood Village. These areas have become shelter for drug peddlers, armed robbers and prostitutes in the metropolis. Another phenomenon that may be attributed to this population density is the vehicular traffic congestion and difficulties in getting public transport to/from the Central Business District (CBD) during the rush hours of the day i.e. mornings when people are going to work and evenings when they are returning home. This affects economic productivity in the metropolis adversely.

(b) Age and Sex Composition

Population is a determinant of development. As a result, analysis of age and sex structure of the population is of immense importance in development planning. This is because development problems and needs of a population vary from one age group to the other and as a result, knowledge of the age and sex composition of a given population facilitates decision making which ensures optimum use of scarce resources. Table 1.8 shows the age, and sex ratio of residents in Kumasi.

Table 1.8: Distribution of Population by Age, Sex and Sex Ratio

Age Group	Both Sexes	Male	Female	Sex ratio
All Ages	1,730,249	826,479	903,770	91.4
0 – 4	201,845	102,779	99,066	103.7
5 – 9	182,418	91,621	90,797	100.9
10 – 14	189,339	89,994	99,345	90.6
15 – 19	190,110	88,382	101,728	86.9
20 – 24	204,246	98,561	105,685	93.3
25 – 29	177,485	82,882	94,603	87.6
30 – 34	141,002	67,048	73,954	90.7
35 – 39	111,774	53,042	58,732	90.3
40 – 44	88,829	43,266	45,563	95.0
45 – 49	64,099	29,724	34,375	86.5
50 – 54	54,706	24,594	30,112	81.7
55 – 59	35,897	16,806	19,091	88.0
60 – 64	27,042	12,514	14,528	86.1
65 – 69	17,152	7,407	9,745	76.0
70 – 74	18,749	8,015	10,734	74.7
75 – 79	10,514	4,442	6,072	73.2
80 – 84	7,194	2,722	4,472	60.9
85 – 89	4,233	1,517	2,716	55.9
90 – 94	2,368	724	1,644	44.0
95 – 99	1,247	439	808	54.3
All Ages	1,730,249	826,479	903,770	91.4
0-14	573,602	284,394	289,208	98.3
15-64	1,095,190	516,819	578,371	89.4
65+	61,457	25,266	36,191	69.8
Age-dependency ratio	58.0	59.9	56.3	

(Source: GSS, 2010)

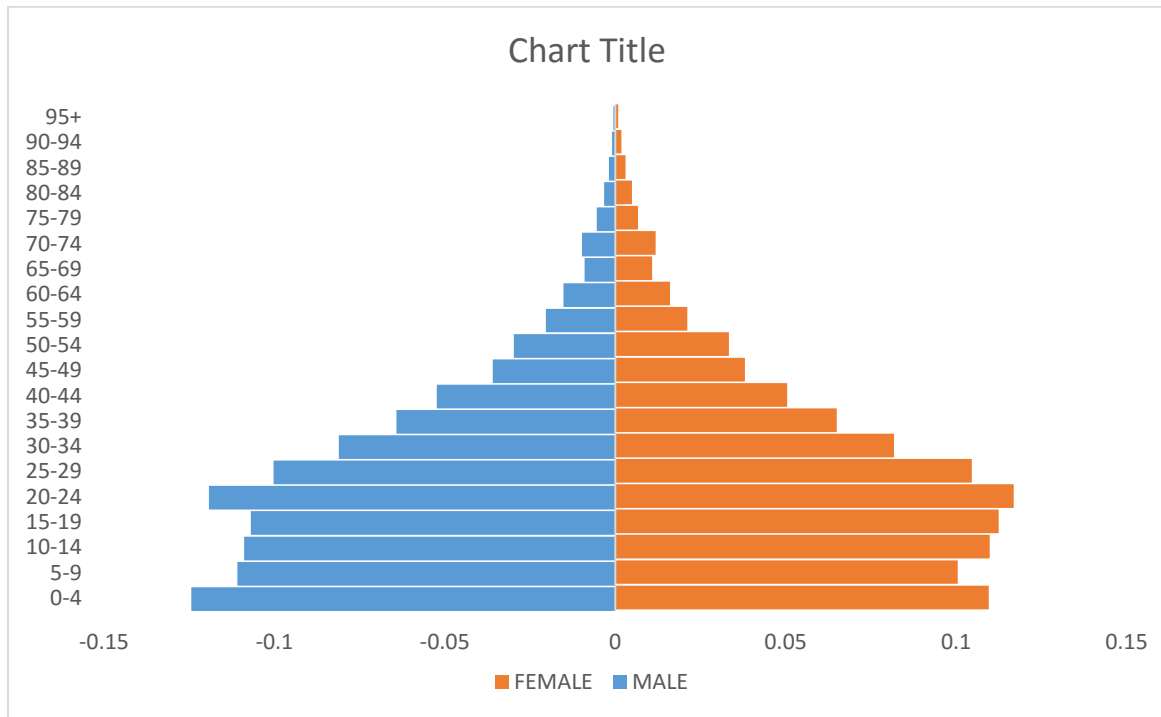
With regard to the age structure, Kumasi has a broad base population structure depicting a youthful population in the metropolis as shown in Table 1.8. (Age cohorts 0-4, 5-9, 10-14 and 15-19) This youthful population indicates the need to ensure adequate provision of certain basic facilities and services. Notable among them are basic education infrastructure and teaching and learning materials. Active open spaces in communities would also be needed by people within such age cohorts for recreation and informal learning purposes. The inability of the Assembly to adequately provide these facilities explains the human development gaps facing the Assembly.

The overall sex ratio of Kumasi Metropolis is 91.4 males to 100 females as captured in **Table 1.8** further shows that for Kumasi Metropolis, the subsequent sex ratios after the overall ratio of 91.4 do not follow the expected pattern of steady and gradual decline with advancing age. For example, in the early age groups, Kumasi Metropolis has more males than females. At age 0-4 years, it has 103.7 males to 100 females and at age 5-9 years it has 100.9 to 100 females. This trend is similar to Ashanti region's sex ratio which has 103.7 males to 100 females in age 0-4 and 102.8 males to 100 females in age's 5-9. However, the male-female ratios decline steadily in ages 10-14 years (90.6) and 15-19 years (86.9) and rose in age 20-24 years (93.3) then decline again in age 25-29 (87.6) and steadily rose in ages 30-34 years (90.7), 35-39 years (90.3) and 40-44 years (95.0). These fluctuating sex ratios with visible troughs suggest age misreporting, over/under enumeration, in/out-migration or differential mortality.

(c) Population Pyramid

A population pyramid is a graphical representation of the age-sex composition of a population. Its shape is influenced by the levels of fertility, mortality, migration and coverage and content errors such as digit preference and exaggeration of age. The broadness of the base is determined by the level of fertility, while the shape is determined by mortality and to some extent migration.

Figure 1.6: Population Pyramid



(Source: GSS, 2010)

Figure 1.6 is a pyramid representing the structure of the total population by sex of the Kumasi Metropolis as per the (PHC 2010). It shows the expected pattern of declines in the length of the bars for each age group with advancing age. Some ages do not follow this expected pattern. For example, the bars for the age group 20-24 years are conspicuously longer than those for the two adjacent age groups 15-19 years and 25-29 years. This may be attributed to the tertiary institutions and the brisk commercial activities in the metropolis. They mostly attract people in the economically active age group which starts from 15-64.

This type of age structure has a built-in momentum for the growth of the population of the metropolis and likely economic growth and development not only in Kumasi but Ghana as a whole. With appropriate human development policies and strategies in the area of quality education and entrepreneurial training, this teeming youthful population could be groomed. Thus, the right caliber of professionals needed for gainful and productive employment and national development could be harnessed within them in the future. Failure to groom this teeming youth, who are full of energy and vigor, with employable and demand-driven skills may push them to become able tools for social vices i.e. arm robbery, prostitution and drug peddling.

1.2.3 CULTURE

The culture of the people of Kumasi is manifested in their way of life. These include inherited ideas, beliefs, values, knowledge and skills. One of the dominant cultural practice in Kumasi is the celebration of the Akwasi Dae festival, which is celebrated by the Asantes. Since culture is dynamic, some practices of the people have undergone major changes over the years such as “Bragoro” and as such has far reaching implications on development. In the area of land ownership and lease, the culture of the people of Kumasi has had significant impacts on implementation of development projects and programmes.

(a) Traditional set-up

Kumasi is the capital of the Asante Kingdom. The kingdom covers Ashanti Region, part of Eastern, Brong Ahafo, Volta and Central Regions. It was established by King Osei Tutu I, in 1680. The kingdom is headed by Asantehene (Asante King) who also doubles as the Kumasihene. He is the embodiment of the culture of the people and presides over the “Amanhene” (paramount chiefs) in the kingdom. These Paramount Chiefs wield authority over certain number of towns within the kingdom. Under the paramount chiefs are the “Odikro” (Chiefs) who rule Towns/Communities. The ascension to chieftaincy (except “nkosohene” which is by virtue of one’s contribution to society) is through a matrilineal system. This hierarchical structure of traditional leadership has created a very peaceful chieftaincy environment in the metropolis. It also serves as a critical instrument for socioeconomic development of the metropolis since there is absolute obedience and submission to traditional authority (Asantehene) by all residents and even beyond.

(b) Ethnic Diversity

The largest ethnic group in the Kumasi is Asante (80.7%), and distantly followed by Mole Dagbon (8.7%) and Ewe (3.6%) (GSS, 2010). Almost all other ethnic groups in Ghana are represented. Ethnic and cultural diversity abounds in the metropolis, but they are closely – knitted together in a harmonious relationship due to the presence of a strong traditional administrative set-up that galvanizes cohesion among the diverse ethnic groups.

(c) Traditional Knowledge, Values and Practices

The Asante's holds in high esteem their traditional values, attitudes and practices. This is profound in their celebration of Akwasidae and organization of funerals. The Akwasidae is held regularly at 40 days' interval on Sundays and nine times in a year. Every fourth "Akwasidae" is celebrated as "Adaekese" which is celebrated twice in a year. This ceremony gives the Asantes the opportunity to celebrate their past leaders and heroes. It attracts people from all walks of life, especially those in the Diaspora. Thus, it also serves as a means of foreign exchange earnings through tourism.

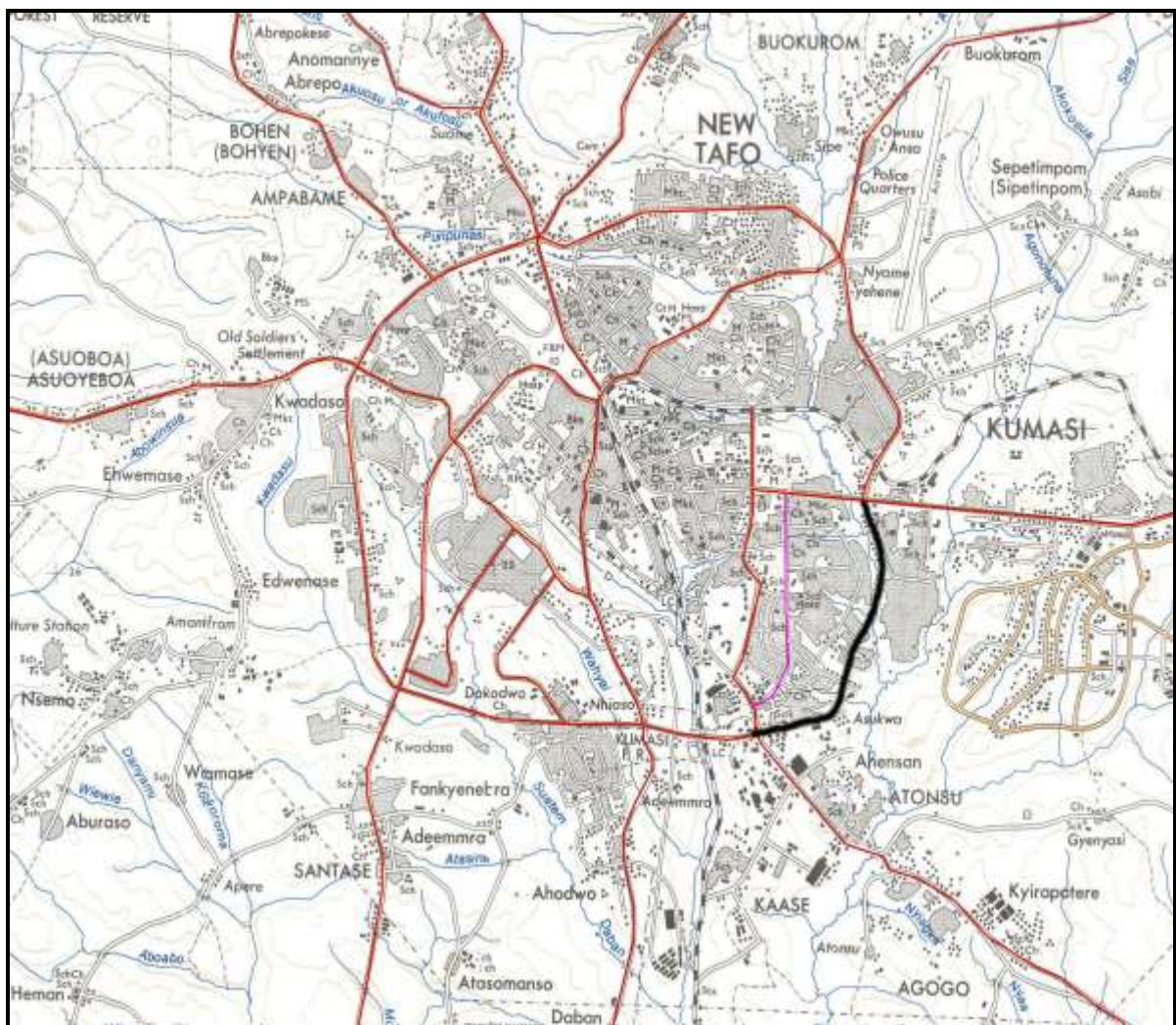
Celebration of dead relatives through luxurious funeral rites have come to stay in Kumasi. It attracts relatives and sympathizers from all parts of the country and abroad. A key feature of these ceremonies are donations by relatives and sympathizers. Thus, it provides revenue for the deceased family. Some residents use this as an opportunity to show off their wealth while politicians also take advantage of it to rally for political support during elections. The inability of some residents to bear funeral cost as a result of this trend of lavish funerals have led to the formation of social groups' eg.fun Clubs, etc. These clubs assist members by sharing the cost of funeral ceremonies amongst members. Financial institutions have also evolved to grant loans to bereaved relative who do not have funds to perform the funeral ceremonies. This trend of organizing lavish funeral rites have contributed to social pressures on citizens' metro-wide.

1.2.4 Settlement Systems

(a) Settlement Structure

Physically the structure of Kumasi is concentric or circular in shape. This is attributable to the radial growth of physical structures along arterial roads in the Metropolis (Figure 1.7). These major arteries converge at Kejetia, the centre of Kumasi. Thus, infrastructure growth and development are traversing all directions in the Metropolis, with the city Centre being the origin of growth.

Figure 1.7: Settlement Structure of Kumasi Metropolitan Area

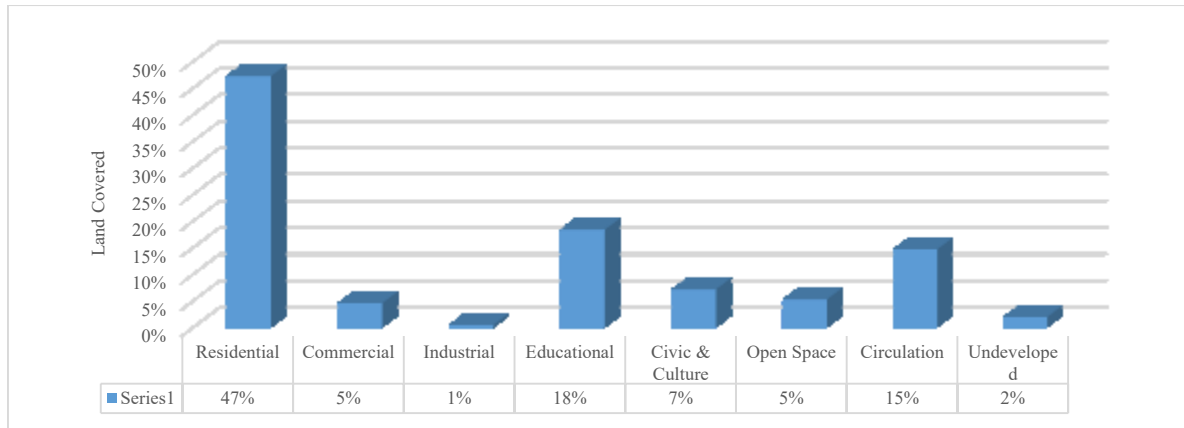


(Source: PHYSICAL PLANNING DEPARTMENT (PPD), 2016)

(b) Distribution of Land Uses

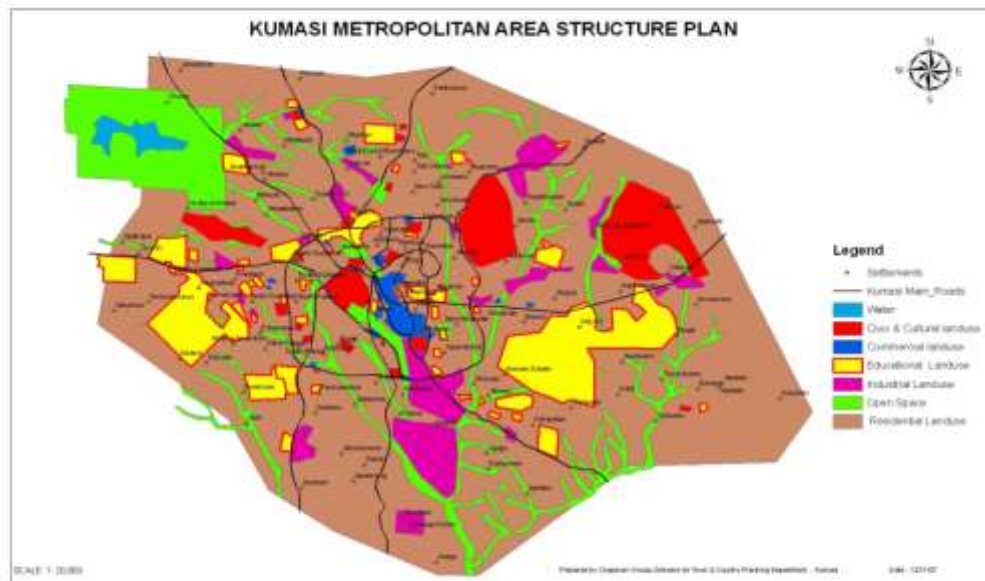
The Metropolitan Area of Kumasi covers a total land area of approximately 214.3 sq. Km. a significant size of (98.0%) of this land area has been planned, approved and developed (PPD, 2016). These developed areas comprised the following land uses (Figure 1.8 & 1.9).

Figure 1.8: Distribution of Land Uses in Kumasi Metropolis



(Source: PPD, 2016)

Figure 1.9: The Structure Plan of Kumasi Metropolitan Area.



(Source: PPD, 2016)

(i) Residential Land Use

This land use covers living areas in the Metropolis hence are predominantly occupied by housing facilities (PPD, 2016). Significant size (47%) of the total land developed in Kumasi is occupied by residential facilities. These residential facilities are further stratified into high-income residential areas, middle-income residential areas and low-income residential areas. The rapid growth of Kumasi (3.9%) mainly due to immigration coupled with the inability to match this growth with housing facilities has led to the development of slums (GSS, 2010) at areas like the Central Railway Station and the Ahinsan Brewery enclave. Moreover, the lack of enforcement of spatial development plans has resulted in haphazard development. This uncontrolled development manifests in encroachment on access roads, public lands, security zones, green belts, water ways, etc. thereby limiting the Assembly's ability to achieve the Sustainable Development Goals (SDGs) 3,11,6,13 and 10.

(ii) Commercial Land Uses

Approximately 5% of the total land area developed in the Metropolis is used for commercial activities. These commercial activities are mainly concentrated at the Center of the City. These areas comprise Adum shopping area, the Central Market, Asafo Market, Kejetia and Asafo transport terminals. Notwithstanding this allocation for commercial activities, other commercial activities are also emerging along some arterial roads in the Metropolis especially make-shift structures (containers) for groceries and clothing. This challenge can be attributed to limited space in the CBD due to haphazard utilization of space, especially at the Central Market thereby leading to encroachment on reserved spaces e.g. roads, fire hydrants, pedestrian walkways etc.

(iii) Industrial Land Use

This includes facilities for processing, manufacturing and storage of consumable and non-consumable goods. It occupies 0.5% of the total land developed in the Metropolis. With regards to consumer goods, notable areas in Kumasi that accommodates such industrial facilities are the Ahinsan – Kaase enclave, a home for Guinness Ghana Brewery Limited and the Coca Cola Bottling Plant that are engaged in beverage processing as well as other

small-scale industries. Suame and Asafo Magazines; Kaase/Asokwa Industrial Area and the Sokoban Wood Village are well-known non-consumer goods industrial areas that occupy a significant size of the industrial land use in the Metropolis. The inability of these industries to effectively manage their waste has been posing serious health risk to residents in and around these areas. Examples are pollution of air and water by smoke and effluent from industries located at Asokwa, Kaase and Ahinsan. Metal scraps and haphazard disposal of liquid-based petroleum products and other pollutants generated by mechanical garages located at Suame, Tafo and Asafo Magazines to say the least, add up to the liquid waste disposal challenges facing the Assembly.

(iv) Educational Land Use

Educational facilities represent the second largest land user (18.0%) in the Metropolis after residential facilities (47%) (PPD 2016). This activity ranges from Pre-School to Primary School, Junior High School, Senior High School, Vocational/Technical, Training Colleges and other Tertiary Institutions. The largest educational land user is the Kwame Nkrumah University of Science and Technology (KNUST) located in the eastern section of Kumasi. Other Eleven (11) tertiary educational institutions also occupy significant size of the educational land use. Collectively, the forty-eight (48) Senior High Schools (SHS) also cover a significant size of the educational land use. One of the difficulties confronting educational land use in the metropolis is the challenge of encroachment by private developers. Examples of schools affected by these are Bomso, Tafo, Duase, etc. basic schools. Activities of these structures disrupts teaching and learning and in most cases, denies the Schools of land for future expansion and development.

(v) Civic and Cultural Land Use

It is purposely zoned to accommodate public and private offices, health facilities, security establishments and centers for religious and socio-cultural functions. It covers 7% of the total land area developed in Kumasi (PPD, 2016). Manhyia Palace, Centre for National Culture, Komfo Anokye Teaching Hospital (KATH) and other five major Polyclinics are prominent architectural edifice that occupies a significant size of the civic and culture

space. There are several Financial and Insurance companies in the city. The offices of these financial institutions also occupy quite a sizable space. Among them include Bank of Ghana, Standard Chartered, Ecobank, Barclays Bank, SG-SSB, Rural Banks and Forex bureaus. Parcels of land occupied by religious worship centers such as churches, mosques and shrines are also considered as civic and culture land uses. Competition for space in the Central Business District and other prime areas has led to some organizations to build in waterways example is the Capital Plus building at Kejetia. In addition to this challenge is noise pollution caused especially by these religious organizations during their time of worship.

(c) Poverty Analysis

Perception about poverty differ from person to person. However, these perceptions have given insights into what poverty entails in totality. Amongst the perceptions include the following: Poverty refers to that segment of the population that verifiably lacks information, power and resources and is usually excluded from development interventions. A poor person is also described as one who knows what he wants but cannot have them either for lack of access, or denial of access or lack of economic means by reason of sex, age, tribe, social group and/or information.

(i) Dimensions of Poverty

Manifestation of poverty is reflective of the living conditions of some residents of Kumasi. The facets of human life that reflect the extent of poverty are access to basic needs and resources, vulnerability, political alienation, social/cultural and psychological deprivation. The following have been identified as manifestation of poverty in Kumasi;

- ✚ Low productivity and income
- ✚ High school dropout
- ✚ Child labour
- ✚ Malnutrition
- ✚ High illiteracy
- ✚ Poor living conditions

- ✚ Inadequate balanced diet
- ✚ Lack of decent accommodation (without basic facilities)
- ✚ High mortality rates
- ✚ Poor physical condition of the environment

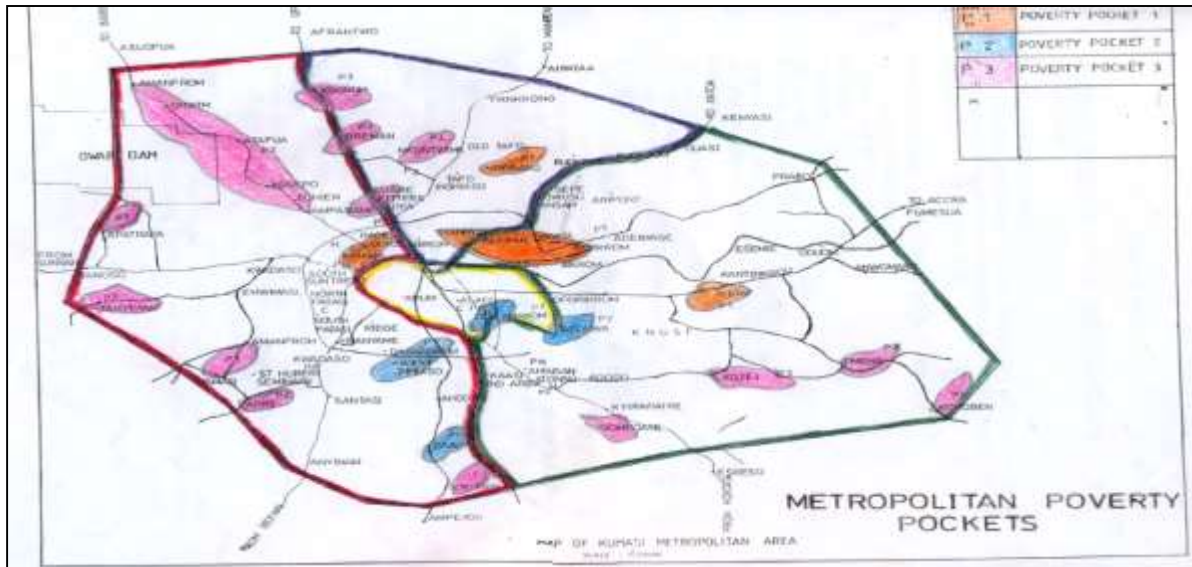
- ✚ Primitive and dogmatic beliefs/knowledge

(ii) Spatial Manifestation of Poverty

In Kumasi, the incidence of poverty is more profound in the old towns and the slum communities. This could be attributed to the non-existence of basic social amenities and poor housing, inadequate access to quality health care, poor environmental sanitation, high illiteracy rate, low incomes and high unemployment rate among others.

Communities in the metropolis that are plagued with this incidence are Apatrapa, Dompoase, Nyankyerenease, Kokoben, Akwatialine, MoshieZongo, Dichemso Old Town, Ayigya Zongo, Dakwadwom, Sawaba, Ayariwa near Asem, Kaase, Sokoban, Nsenie, Anwomaso, etc as shown in Figure 1.10.

Figure 1.10: Pockets of Poverty in Kumasi Metropolis



(Source: PPD, 2016)

Key Development Issues Identified

- ✚ Delays in the approval of building permits
- ✚ Haphazard development (Erection of wooden structures i.e. kiosks and metal containers along the streets and on any available land)
- ✚ Inadequate public education on the process of land acquisition.
- ✚ Unclear boundaries of Town Councils, sub-metros and between traditional areas
- ✚ Spatial inequalities in access to economic facilities (such as markets)
- ✚ Development of slums
- ✚ Inadequate enforcement of building regulations and spatial plans
- ✚ Indiscriminate Dumping of refuse
- ✚ Depletion of forest and nature reserve encroachment
- ✚ Congestion
- ✚ Siltation of rivers and streams, etc.
- ✚ Housing deficit

1.2.5 Local Economy

(a) Major Economic Activities

Agriculture, Industry and Commerce/Services are the major drivers of the Kumasi economy. The City being the major transit point for goods and services between the North and southern parts of the Country, economic activities are dominated by the provision of Services mainly retail and wholesale trading. Industrial activities are concentrated around Kaase and the Suame Magazine Light Industrial areas with commerce and service activities also being concentrated at the Central Business District (Kejetia/Central Market). Agricultural activities have been on the down turn due to competing interest of land for commercial and other purposes rather than agric. Out of the 41% of the population who are employed, 91.2% are in the private sector with 79.2% of them engaging in private informal economic activities (GSS 2010). The informal nature of economic activities has significant effects on development planning and revenue mobilization in the metropolis.

(i) Wholesale and retail; repair of motor vehicles and motorcycles

Wholesale and retail trading in mainly imported finished goods from hardware and consumer goods form a significant part of the economy due to the existence of demand as a result of Kumasi's location and population. This sector employs (38.4%) of the working population in Kumasi (GSS 2010). Most of these trading activities are concentrated at the Central Business District (CBD) and the rest of the 46 markets in the City. However, there are commodity-based markets flecked around the City for example; the Sokoban Wood village which specializes in sale of finished and unfinished timber products. The Suame magazine light industrial area is one of many commercial zones which specializes in auto mechanic repairs and sales of spare parts which attract customers from all parts of the country as well as some neighboring countries like Burkina Faso, Ivory Coast, Togo etc. This under-score the urgent need to expand existing markets and construct new ones to reduce the incidence of overcrowding, selling on pavements and open spaces to further expand the local economy and improve revenue mobilization. Again, the construction of a modern shopping mall at Asokwa has significantly boosted the local economy.

(ii) Manufacturing

The manufacturing industry is the second largest (13.6%) employer in Kumasi. It comprised multinational companies, medium and micro/small scale industries in the field of brewery, food processing, leather works, craft works, fashion designing, and furniture works. Notable manufacturing companies in Kumasi are Guinness Ghana Limited, Logs and Lumber Limited, Latex Foam Limited among others. Asokwa, Ahensan, Kaase and Suame Magazine are the notable industrial areas in Kumasi. These manufacturing industries contribute directly to the development of Kumasi through the payment of Permit and Rates in addition to the provision of employment to some resident. Urban Industrialization has been hampered by expensive and unreliable power supply and high cost of land amongst others. It has however become imperative on the Assembly to device strategies to develop the industrial sector to improve its contribution to the local economy and also ward off competition from the adjoining districts in terms of attracting investment.

(iii) Accommodation and Food service activities

This sector of the economy consists of Hotels, Guest Houses, Restaurants and Traditional Catering Services (Chop Bars). Kumasi has Three (3) and (4) star hotels that can host international conferences. Two of such hotels are the Golden Tulip Hotel and Golden Bean Hotel which are located at Ridge and Nhyiaeso respectively. Collectively the sector employs 8 % of the working population making it the third largest employer in the metropolis, (GSS 2010). Considering the multiplicity of tourist attractions in the City for example; the Manhyia Palace and Royal Museum, Okomfo Anokye Sword Site, the Rattray Park, etc. the hospitality sector remains one of the sectors with enormous growth potentials which if harnessed would boost the local economy and improve revenue mobilization.

(iv) Tourism

Kumasi is recognized as one of the epicenters of African culture and traditions. This has made the metropolis a major tourist destination in Ashanti Region. One notable tourist site is the Manhyia Palace which is the seat of the Ashanti Kingdom, it dates back to the 17th

Century. The palace also houses the Royal Museum which is filled with rare and unique royal accouterments and life-size effigies of distinguished Ashanti Kings and Queens.

Center for National Culture, said to be the first of its kind to be established in Sub-Saharan Africa in 1952 is another tourist attraction in the metropolis. It houses the Prempeh II Museum, a craft center, a gift shop and an auditorium for cultural display and tutorials. These facilities showcase the rich history and culture of the Ashanti Kingdom. Craftsmen display their skills in kente weaving, pottery and blacksmithing, teaching and learning of traditional dance and songs, traditional leatherworks, carvings and other Ghanaian artifacts to say the least are some of the activities found at the Kumasi Centre for National Culture (KCNC). Other places of interest in the metropolis are the Okomfo Anokye Sword Site, Fort St. George (War Museum), Kumasi Central Market and Zoological Gardens. One major addition to the plethora of tourist sites in Kumasi is the Rattray Park, Kumasi City Public Recreational Centre and Kumasi City Mall. These tourist attractions in addition to the plethora of hotels and Restaurants present a major potential to be harnessed in terms of tourism development and employment creation.

(v) Financial and Insurance activities

Financial activities in Kumasi comprised Commercial Banks, Rural Banks, Saving and Loans Institutions, Susu Collectors, Investment Banks and Insurance Companies. Notable Financial Institutions in the metropolis are the Ghana Commercial Bank, Prudential Life Insurance Company, Enterprise Life Insurance Company, Cal Bank, Unibank, Ecobank, Barclays Bank, Standard Chartered Bank, Zenith Bank, Bank of Africa, GN Bank, Omni Bank among others. Adansi, Atwima, Bossomtwe and Juaben Rural Banks are some of the rural banks in the metropolis. Data Bank, Gold Coast Securities and SDC Capital are the major investment Banks operating in the Metropolis. Sinapi Aba Savings and Loans and Beige Capital are also examples of major savings and loans institutions operating in the metropolis. These financial institutions in addition to the provision of employment, provide very momentous financial assistance to support business growth in the metropolis.

(vi) Transportation and Storage

As a transit point for goods and services to mostly the northern part of the country and other neighboring countries, Kumasi has a total road length of 1,846.58km, with 179.42km being Asphalt, 553.38km being surface dressed roads, 845.16km graveled and 268.62km length of engineered surface. This sector provides employment to 5.3% (GSS 2010) of the working population with a significant number of them being in the private road transport subdivision. Transportation in Kumasi is faced with inadequate enforcement of road traffic regulations which manifests in reckless driving, traffic jams etc. However, it is driven mainly by the private sector especially with intra-city transport services. Regulation and management of the sector is done by the Assembly in collaboration with the security agencies especially the Motor Transport and Traffic Unit (MTTU) of the Ghana Police Service. Improvement in the road network and the effective regulation of the activities of transport owners and drivers is non-negotiable if the Assembly is to reap optimum benefit from its location as a nodal city in the country whilst ensuring a safe transportation of goods and services in the metropolis.

(a) Agriculture, forestry and fishing

The Agriculture sector employs 3.3% of employed population 15 years and older (GSS 2010). Subsistence agriculture is the main type of agricultural practice by this segment of the employed population in Kumasi. It focuses on the cultivation of vegetables such as carrot, cabbage, lettuce and french onions as well as rearing of livestock's such as chicken, goat, sheep, cattle, pigs, fish farming on a very small scale. These could be found in and around KNUST campus. Rice farming is another agricultural activity undertaken in the metropolis specifically Apiadu and other pockets in the metropolis. Agricultural activities have been reduced to subsistence basis due to the growing competition for land and importation of Agriculture produce from adjoining districts and other parts of the country at relatively cheaper prices.

(b) Formal and Informal Sector

Business activities in the city are categorized into formal and informal. Institutions that have registered with the Registrar General's Department and have legal authorization to conduct business are classified as formal. They have a corporate ownership, large-scale operation, capital-intensive, and the use of sophisticated technology, appropriate infrastructure and a permanent address which enhances the management and supervision of their activities. Notable economic activities within this sector are the financial institutions, hospitality service providers, breweries, pharmaceutical industries and healthcare providers, etc.

The informal sector refers to all unregistered commercial activities without the necessary legal authorization and also without a permanent contact address. Activities under this category is the highest employer (79.2% of the working population, GSS 2014) and also the highest contributor to the local economy. It includes trading activities in all kinds of items ranging from food stuffs to clothing, stationeries, small-scale mechanical shops, beverage manufacturing industries, etc. the undocumented nature of their activities has made it very daunting to supervise and monitor their activities especially in terms of revenue mobilization and pollution.

Key Development Issues Identified

- ✚ Lack of data on the informal sector
- ✚ Underdeveloped small-scale industries
- ✚ Inadequate access to credit facilities/start-up capital
- ✚ Low entrepreneurial skills
- ✚ Inadequate skill Training Centre
- ✚ Overcrowding in markets
- ✚ Non-utilization of existing markets
- ✚ Haphazard organization of economic activities at the CBD
- ✚ Congestion at the Central Business District (CBD)
- ✚ High cost of energy
- ✚ High competition of SSEs products with foreign imported ones
- ✚ High cost of production inputs
- ✚ High transport cost
- ✚ Low coordination between the private and the public sectors
- ✚ Weak institutional linkages between industries and research institutions (KNUST, KTU, CSIR and Suame Magazine)

(i) (c) Revenue and Expenditure Status of KMA

The role of revenue in the performance of the Assembly's functions cannot be over emphasized as it gives meaning to all plans and programmes of the Assembly. Major funding streams for the Assembly includes but not limited to; Central Government Transfers eg. The District Assemblies Common Fund (DACF), Donor Funds and most importantly Internally Generated Funds (IGF) which forms a greater part of the Assemblies recurrent expenditure. Mobilization of IGF includes; rates, fees, fines, securities sales, royalties, etc.

The authority to generate revenue from the Metropolis by KMA is rooted in the Local Governance Act 936, 2016. Section 124 among other sections gives a list of items on which the Assembly could impose fees and levies. With this legal backing, revenue mobilization has been the sole prerogative of the Assembly.

On revenue mobilization, there exist tremendous potentials in IGF particularly since the Assembly has little or no influence in the allocation and releases of the Central Government Transfers. Hence the challenge of devising mechanisms to improve IGF mobilization and usage. The IGF plays a key role in financing the day to day running of the Assembly. Strategies implemented in this regard include:

- ✚ Intensification of public education
- ✚ Periodic update of the revenue database
- ✚ Expansion of the revenue net
- ✚ Monitoring and evaluation mechanisms.
- ✚ Introduction of modern IT softwares in revenue database management

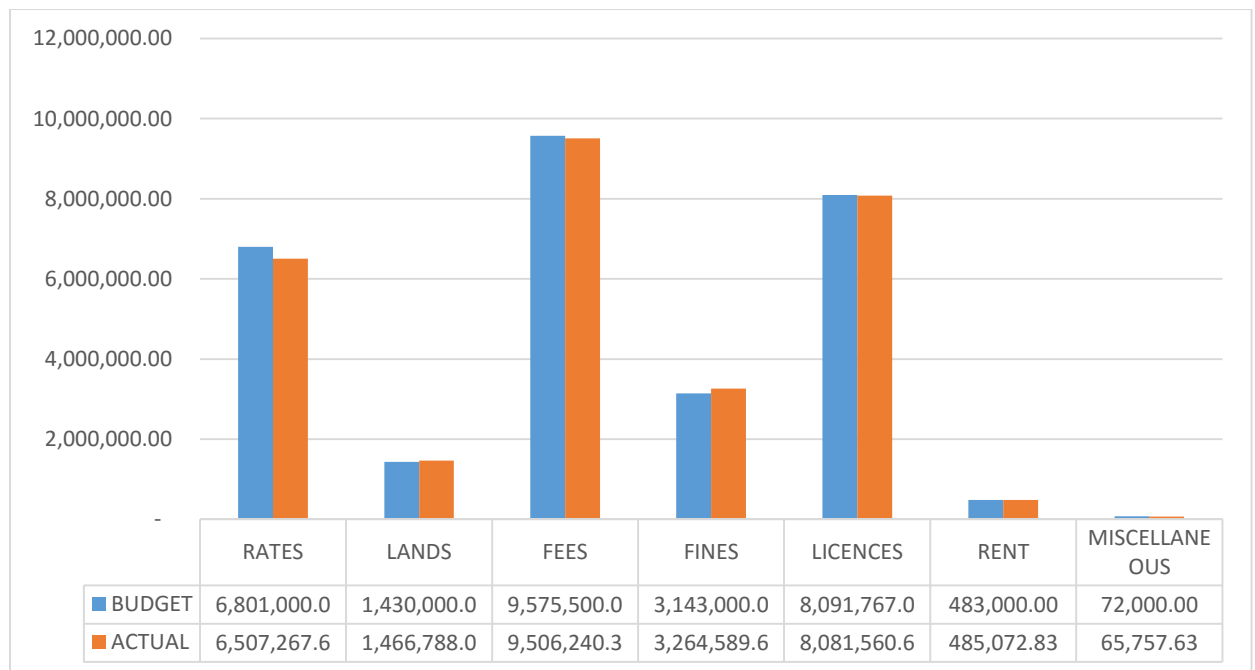
IGF Revenue Performance as at Year Ending (2016)

Internally Generated Funds (IGF) of the Assembly consist of a number of revenue items categorized under these revenue heads; rates, lands, fees, fines, license and rent as stipulated in section 124 of the local governance Act 936 of 2016. These funds are very critical to the performance of the Assemblies functions.

Fees comprise of revenue generated for services provided by the Assembly as well as premises rented out to private businesses especially market shops and sheds, whilst fines comprise penalties for violation of the Assembly’s bye laws. As part of the Assembly’s revenue mobilization, licenses are issued to all business activities as stipulated in the local governance Act 936, 2016 to regulate their activities as well as creating an enabling environment to develop the local economy.

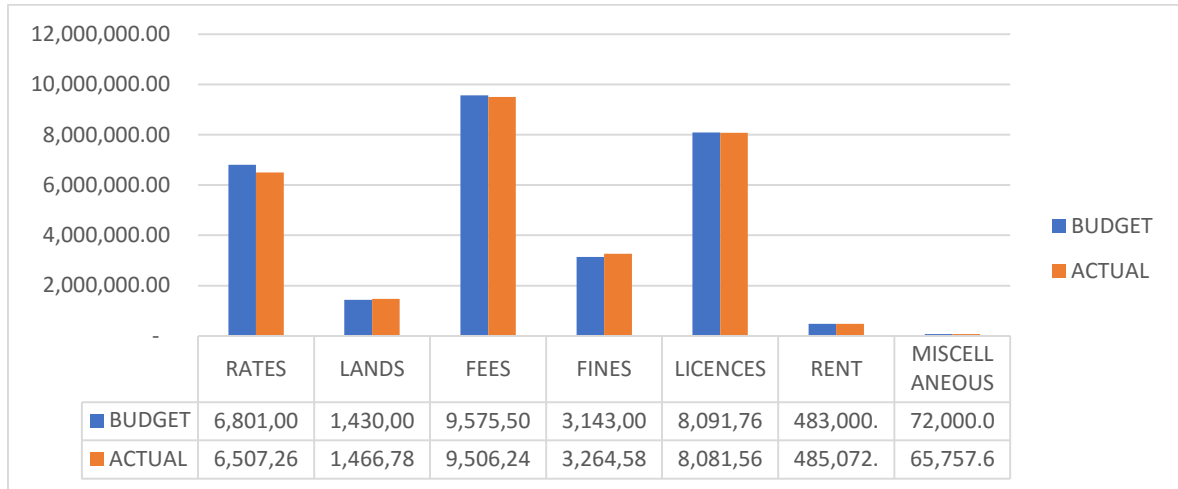
Fees contribute the largest proportion of KMA’s IGF as illustrated by the figure below;

Figure 1.11: Revenue Performance for 2016



(Source: Metropolitan Budget & Rating Department, 2016)

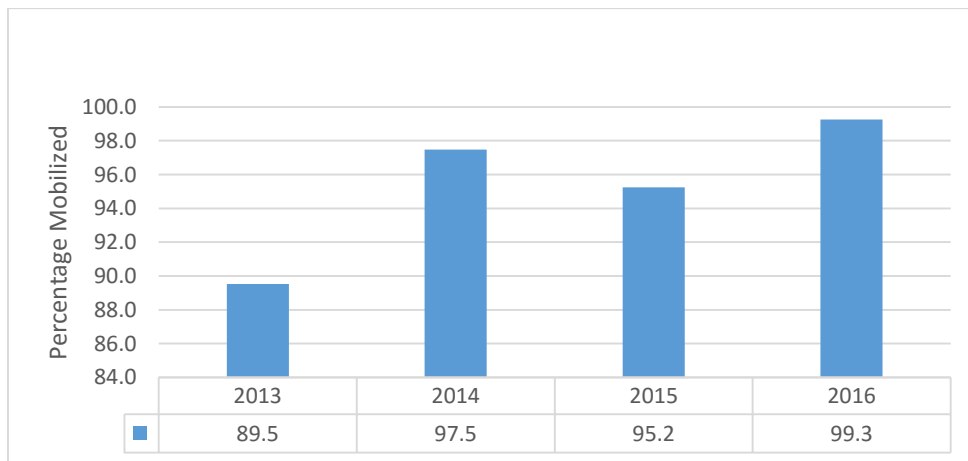
Figure 1.12: Revenue Performance of KMA (2013 – 2016).



(Source: Metropolitan Budget & Rating Department, 2016)

IGF as has been indicated has been a significant source of revenue to the Assembly for the period under review. There has been an increasing trend in the Assembly’s IGF from 2013 to 2016 as indicated in the table above. The Assembly was able to generate GH¢ 13,431,250.50 in 2013 which is a significant improvement over the 2012 performance. Similarly, Actual revenue collected in 2016 was GH¢ 29,377,276.70 showing a significant improvement compared to revenue generated in 2012 which underscores the achievement of major mechanisms the assembly has put in place to improve revenue mobilization.

Figure 1.13: Proportion of Revenue Mobilized (2013 -2016)



(Source: Metropolitan Budget & Rating Department 2016)

The above figure depicts the revenue performance of the Assembly in terms of annual revenue estimate versus actual collection. For instance, in 2016, 99.3% of the estimated revenue was collected representing a massive improvement of the 2013 figures which was 89.5%. This achievement is owed to effective monitoring of activities in the revenue sector of the Assembly in addition to the creation of a reliable revenue database.

(ii) Expenditure

The Assembly's expenditure is categorized into three main heads. Which are:

- ✚ Compensation of employees; which comprise salary and wages, overtime allowances and social security contributions for employees of the Assembly.
- ✚ Goods and Services encompasses but not limited to expenses incurred on the day to day administration of the Assembly. These include expenses on utilities, running cost of Assembly vehicles and plants, operation and maintenance of Assembly properties among others.
- ✚ Assets or capital investment; these refers to all expenses incurred by the Assembly in the performance of its duties of providing residents with quality education, good roads, quality healthcare, etc. It essentially entails the cost of expenses on commitments in physical projects which are mostly undertaken by private contractors (due to the Assembly's limited capacity to execute such projects).

IGF EXPENDITURE PERFORMANCE

It is worth noting that the Assembly spends the chunk of its IGF on Compensation of Employees and Goods and Services which together constitute its recurrent expenditure. These expenses include the payment of casual laborers in the area of sanitation, security etc. Due to the size of the Assembly, there exist a huge workload, thereby compelling the Assembly to increase its human resource base to be able to perform its core functions especially in the area of waste management and security.

However, expenditure on development projects is not neglected to the background as per the Public Financial Management Act 921, 2016, the Assembly is expected to commit not less than 30% of its IGF to capital investments.

The figure below illustrates the above assertion.

Figure 1.14: Expenditure Pattern for 2016



(Source: Metropolitan Budget & Rating Department, 2016)

EXPENDITURE FROM EXTERNAL SOURCES

Expenditure from IGF is complemented by Central Government Transfers through the DACF and HIPC Funds as well as financial support from Development Partners. Paramount among these donor funds are the District Development Facility (DDF), Urban Development Grant (UDG) and the Agence Francaise Development (AFD).

The Assembly is heavily reliant on these external funds for capital investment and as a result will suffer major development setbacks without it. However, their strict expenditure guidelines leaves much to be desired in terms of investing them in critical areas of the local

Key Development Issues Identified

- ✚ Unreliable data on ratable items
- ✚ Low revenue mobilization
- ✚ Delays in the release of DACF
- ✚ Reduction of DACF allocation
- ✚ Strict Guidelines on Utilization of donor funds
- ✚ Revenue Leakages
- ✚ Unwillingness of the public to pay fees
- ✚ Low motivation for revenue collectors
- ✚ Poor management of Internally Generated Funds
- ✚ Low utilization of modern technologies in revenue collection
- ✚ Poor monitoring of revenue collectors
- ✚ Lack of a reliable revenue database

phasizing the
performance

(d) Economic Infrastructure

(i) Marketing Facilities

Kumasi being the center and main transit point for the exchange and transportation of goods and services between the Southern and Northern parts of Ghana and beyond, is blessed with some major market centers for commercial activities. These include:

(1) Kumasi Central Market

This is the largest single open-air market in Ghana. It serves as a commercial nerve for the entire nation and beyond. It provides the platform for marketing consumable goods especially food stuffs from the hinterlands and non – consumable goods such as plastic products. The market is also a hub for marketing second-hand clothing in the country, and light industries like manufacturing of leather products, eg. shoes. The market is currently under construction and after completion would see the largest facelift ever in its history in terms of ancillary facilities and the number of shops and stalls. It currently has about 12,000 stalls but after completion, the total number of shops would increase to about 48,000. The current inadequate number of stalls is as a result of haphazard utilization of space in the market. Completion of the market would tremendously boost commercial activities in the metropolis which would stimulate local economic growth.

(2) Satellites Markets

The city also has a number of satellite markets that complement the efforts of the Central Market in servicing clients. Notable satellite markets within the metropolis are Afua Kobi, Asafo, Atonsu, Bantama, Kwadaso, Tafo, Moro, Krofrom, etc. There are also specialized commodity markets that deals in retail and wholesale trading in consumables such as yam, onions, e.t.c For example the onion market at Oforikrom and Kwadaso.

(3) Kejetia Terminal

The redevelopment of the Kejetia terminal when completed would serve as a terminal for commercial vehicles that transport commuters to transact business at the Central Market and other business centers in the Central Business District (CBD). The redevelopment has

increased the capacity of the terminal to accommodate the growth in commercial activities that previously led to the congestion at the facility.

(4) Adum Shopping Centre

Adum is the main commercial center for wholesale and retail activities in mainly imported goods. It has about 5,000 stores and stalls fully occupied by traders dealing in a wide array of products (KMA Revenue Unit, 2017). It also houses most offices of Banks, insurance, etc. including some regional and metro directorates of decentralized departments and agencies making it the Administrative capital of the Ashanti Region.

(5) Suame and Asafo Magazine

It is a hub for artisanal auto mechanic engineering characterized by auto mechanic repairs services as well as retail and wholesale of automobile spare parts. It spans a land area of over 10,890,000 square metres. It is a popular mechanical engineering enclave in the sub region. It comprises of mechanic shops, spare parts wholesale and retail outlets, garages, etc, sales and repairs of simple machines, eg. Corn mills, fufu pounding machines, etc. Its sphere of influence transcends the boundaries of the Metropolis and the country. It is a conglomerated industry made up of micro, small and medium scale mechanical workshops owned by private individuals. It provides over 7,000 direct jobs (SMIDO 2017) to citizens of Kumasi and its surrounding towns and village. It is one of the major contributors to Internally Generated funds (IGF) of the Assembly making its role in local economic development very significant.

(6) Kaase /Asokwa Industrial Enclave

This is the largest industrial area in Kumasi. It houses large scale enterprises that produce consumable goods like beverages and non – consumable goods like plywood and other semi – finished wood products. Examples of such industries are Log & Lumber Co. Ltd, Guinness Ghana Ltd, ADM Cocoa Co. Ltd etc. there is somewhat air and water pollution at these areas in addition to the development of slums which is partly as a result of the growth of commercial activities that is associated with industries such as chop bars, etc.

(7) Sokoban Wood Village

It was formally located at Anloga Junction on the Kumasi - Accra road but to make way for the construction of the Kumasi ring road, majority of the workers were relocated to Sokoban in 2009, hence the name Sokoban Wood Village. Activities at the wood village are dominated by small scale wood processing and sale of veneers and semi- finished timber products. Shops and sheds in the wood village are owned by private individuals which provide direct employment to over 2,020 people (Goldstreet Co. Ltd, 2017). Growing commercial activities in the area has attracted financial institutions and other businesses including illicit activities for example drugs peddlers and prostitution. The facility generates over 200 tons of wood waste daily (KMA WMD, 2016), in spite of the pellets and briquettes manufacturing firms on site, the facility is still battling with disposal of wood waste, compelling it to resort to burning and other unsafe disposal methods.

(ii) Financial Institutions

Local and international financial institutions have opened branches in Kumasi due to the growth of commercial activities. The Metropolis has a number of Commercial Banks, Rural Banks, Insurance Companies and Forex Bureaus which ensure that financial transactions, which is the life-blood of every economy is carried out safely and efficiently. Some of the major commercial banks with branches in the Metropolis are; GCB Bank, Ecobank, Barclays Bank, Standard Chartered Bank, ADB, Zenth Bank, UBA, NIB, Cal Bank, , Royal Bank, Access Bank, Bank of Africa, Omni Bank etc. The positive side of this development is the availability of capital for business ventures. Nonetheless, high interest rates (18.16%) and the cumbersome process in accessing loans is a major hurdle to players in the business community especially those in the informal sector.

(iii) Energy

A sustainable and affordable energy supply is a key element for promoting both economic growth and quality of life as well as ensuring sustainable environmental protection. Energy is a critical resource which must be conserved. Improved energy efficiency in our homes, factories and transportation is very significant in ensuring sustainable supply and affordability. Energy diversification is very critical in that, depending largely on one energy

source has the potential to propel price rises and supply disruptions. Major energy sources used by residents in Kumasi comprised Electricity, Wood fuels (ie. Charcoal, fire wood and sawn dust) and Petroleum products (i.e. petrol, diesel oil, liquefied petroleum gas and kerosene). However, it is worth noting that petroleum products (i.e. petrol, diesel, liquefied petroleum gas and kerosene) are the main sources of energy supply for transportation and domestic cooking and as result price increment has a direct relation with inflation and cost of living in the metropolis.

(1) Electricity

Kumasi has 5 bulk supply points with over 231km of overhead lines and 140.6km underground cables. The monthly electrical energy consumption is averagely 120MW. Major consumers include the two brewery companies, the wood processing plants, hotels and Suame Magazine foundry whilst sensitive consumers include Komfo Anokye Teaching Hospital (KATH) and the Owabi and Barekese Water Works.

The spate of growth in the Metropolis has far outpaced the rate of electricity generation and supply. This has resulted in overloading of feeders and transformers. Thus, the status of electricity supply from the national grid to various parts of the Metropolis is generally characterized by frequent power cuts. For instance, one of the primary stations is overloaded by 31 percent, partially explaining the cause of power cuts experienced by industries and households in the Metropolis. The result of unreliable power supply is low productivity and high cost of production in addition to its effects on healthcare. However, challenges facing electricity supply in the metropolis cannot be discounted, these challenges manifest in illegal connections, faulty meters and a high number of unmetered premises.

(2) Domestic Fuel

Domestic fuel in the Metropolis comprised charcoal, fire wood and sawn dust. The supply of charcoal to the Metropolis comes from three main sources which are Nkoranza-Kintampo areas, Ejura-Mampong areas and within the Metropolis by using wood offcuts from sawmills. Daily per capita consumption of charcoal is put at 0.5kg. It is estimated that

about 80 percent of households use domestic wood products in cooking (GSS, PHC 2010). Firewood is another domestic fuel used by households in the Metropolis especially bakers, “chop bars” and soap manufacturers. Nevertheless, the quantum of firewood used by households is very low compared to the quantum of charcoal used. Having majority of households depending on firewood and charcoal as a source of domestic fuel leaves much to be desired in terms of reducing the rate of deforestation in furtherance to the achievement of SDGs goal 7, 13 and 11.

(3) Liquefied Petroleum Gas (LPG)

Liquefied Petroleum Gas, used as a fuel for cooking and powering vehicles, has the potential of replacing the use of charcoal and firewood, thus reducing the rate of deforestation but this potential is hampered by cost and irregular supply which makes it inaccessible to especially lower income earners. One major challenge the Assembly has been dealing with is the siting of LPG stations and the adherence to safety and operational procedures which has been causing fire outbreaks resulting in loss of lives and properties eg the Asokwa Gas explosion in 2010.

(iv) Telecommunication Services

Telecommunications services play a major role in the daily activities of all citizens of Kumasi in addition to its significant impact on businesses. Kumasi has two types of telecommunication networks namely the mobile networks and the fixed line system. There is only one fixed line operator which is Vodafone Ghana Ltd. On the other hand, there are five mobile telecommunications network companies operating in the Metropolis. These are Vodafone, Tigo and Airtel, MTN and Glo providing variety of services.

Vodafone Ghana Ltd provides over 60,000 lines for both voice and non-voice (data) communication and they are connected to each other by Digital Radio Transmission Links in start configuration.

MTN Ghana is the only service provider in the metropolis with the most advanced technology (Long Term Evolution-4G) in terms of internet services partly explaining why it has the highest subscriber base with over 100,000 registered subscribers in the metropolis.

One emerging trend in the telecommunication industry is the mobile money service which allows subscribers to send and receive money through their mobile devices with collection points metro-wide. This service is largely patronized by SMEs and individuals for financial transactions which underscores the huge dependence of the local economy on the telecommunication industry. However, services provided by these telecommunication firms are marred with frequent call cuts, erratic network and expensive tariffs. Nonetheless, it is worth noting that the operations of these telecommunications service providers are highly dependent on a reliable power supply which is nonexistence in Kumasi.

(1) Air Transportation

Although named Kumasi Airport, the facility is located outside the jurisdiction of KMA (i.e. Asokore Mampong Municipal). Prior to 2012, Asokore Mampong Municipal was part of Kumasi as one of its sub-metros (i.e. Asawase Sub-metro). Thus, the airport was named after the city in 1943 after completion. This airport supports air travel to and from the city to Accra. Presently, there are two private airline companies operating in the metropolis with Accra and Kumasi being the only plied route. These are Starbow and African World Airlines. Accessibility to and from the airport is connected with an asphalted road making it easy for vehicular movement but that alone is not enough to improve patronage as the cost of air travel is generally high considering the income levels of residents in the metropolis.

(2) Rail Transportation

The Ghana Railway Company used to operate passenger rail service between Kumasi and Accra through Ejisu, Nkawkaw, Koforidua and Nsawam as well as between Kumasi and Takoradi on daily basis. The strategic location of the rail station in Kumasi, i.e. between Central Market, Kejetia, Adum and Asafo Market, gives the services a unique opportunity to positively impact on commercial activities in the Metropolis. However, it is now a defunct facility. The collapse has been attributed to the obsolete nature and poor conditions of infrastructure facilities. Poor maintenance culture and the insobriety of rail workers have also contributed to the present situation. Although, plans are underway to revamp the

facility, especially to service the Boankra Inland port, no concrete efforts have been seen yet. An aerial view of the Kumasi rail station is shown in Figure 1.15.

Figure 1.15: Railway Terminal in Kumasi



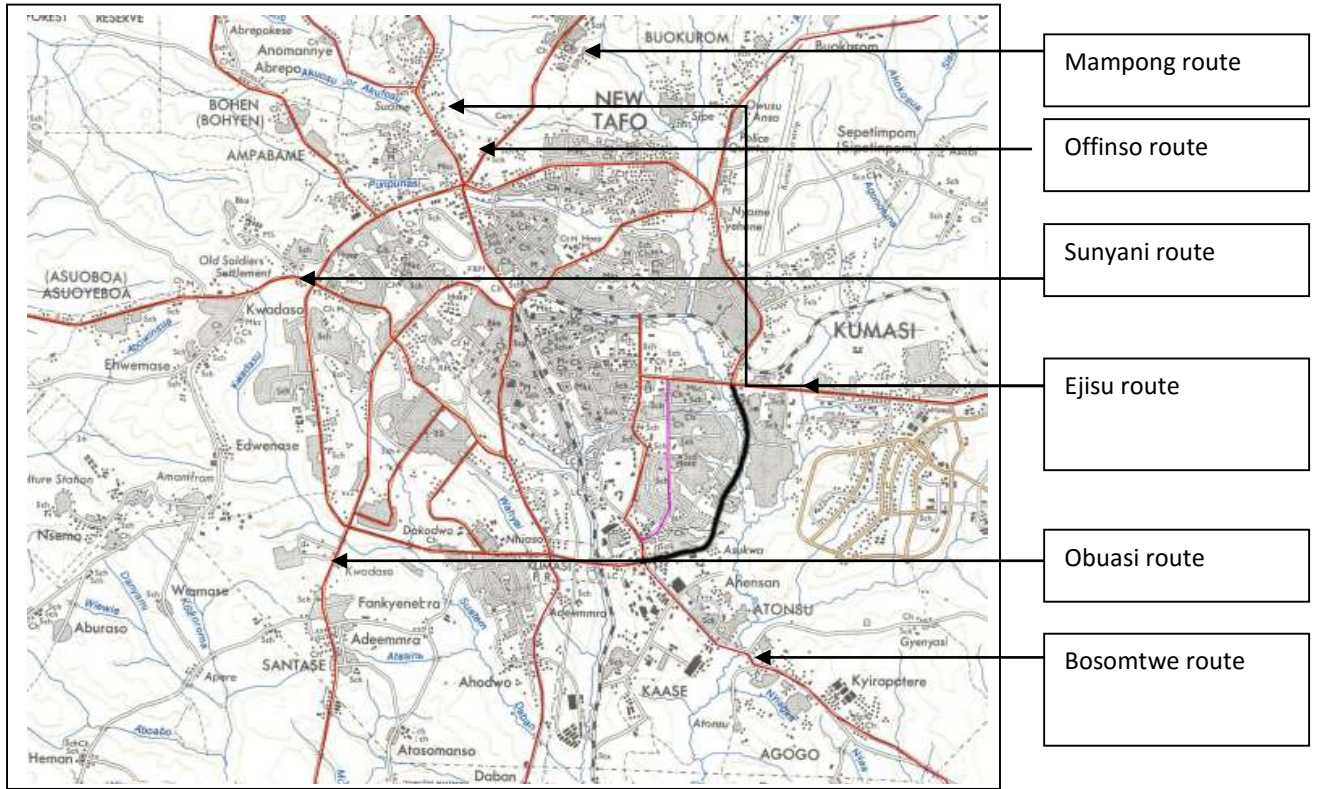
(Source: Department of Urban Roads, 2013)

(3) Road Transportation

The dominant medium of transportation within the Metropolis is the road network. The road network in Kumasi can be categorized into arterials, collectors and local roads. It has the Trans Saharan roads linking the country to the landlocked countries in the West Africa sub-region, which is the Accra – Kumasi – Tamale road. Furthermore, it has eight arterial roads which carry in-coming and out-going traffic from Kumasi passing through it. These roads are Barekase route, Bosomtwe route, Buokrom route, Ejisu route, Obuasi route, Sunyani route, Mampong route, Offinso route. The total length of roads in Kumasi is about 1,846.58Km and out of this; 179.42km is Asphalt, 553.38km is Surface Dressed, 845.16km is Graveled and 268.623km is unengineered. This depicts the amount of work to be done in the roads sector to improve the road network in the metropolis to support economic growth.

Figure 1.16 shows an aerial view of the road networks in Kumasi.

Figure 1.16: Arterial Road Networks in Kumasi Metropolis



(Source: Department of Urban Roads, 2017)

A notable feature of the road network in Kumasi is the roundabouts. A major reason for this design is attributed to the existence of the ring road which connects the Eastern Bypass, Okomfo Anokye Road, the Western Bypass and the Asokwa Bypass.

The Central Business District (CBD) is the major traffic attractor in the Metropolis. The CBD comprises the Central Market, Adum, Asafo Market, Kejetia Terminal, National Cultural Centre, and the vicinities of the Post Office/Ministries Area. The Central Market, Adum and the Kejetia Lorry Park constitute the heart of the CBD and together generate huge traffic that traverses not only within the Metropolis but outside as well. It is estimated that more than 60 percent of all road trips in Kumasi end at Kejetia. (KMA-UPTU, 2017)

Over 90 percent of the traffic in Kumasi is made of taxis, private cars and mini-buses/trotro (KMA-UPTU, 2017). This has partially contributed to high pedestrian-vehicular conflicts

in the CBD sometimes leading to fatal accidents. Traffic congestion is another notable characteristic of the road network in the Metropolis. Long vehicular queues at intersections are mundane incidence that confronts commuters to and from the CBD during the rush hours of the day. Known areas in the CBD that are plagued with this phenomenon are the Asafo-Labour Roundabout along the Accra Road, the KMA Junction and KATH roundabout. Nevertheless, these roads have good surface condition hence easy to ply by vehicles.

The demand for parking facilities within the CBD far exceeds what is currently supplied. This explains the indiscriminate parking of vehicles by drivers at the CBD. Notable areas are the Fuller road in front of the Central Market and the Odumasi road at Alabar. Yet, certain areas of the CBD are noted for well-organized on-street parking. These are the Prempeh II Streets at Adum where most vehicles park in a decent and orderly manner. This is attributable to proper management mechanisms put in place to facilitate parking within Adum. The Assembly is faced with the pressure to increase the coverage of the on-street parking to areas such as Bantama, Asafo, etc to ensure orderly parking and also improve revenue generation.

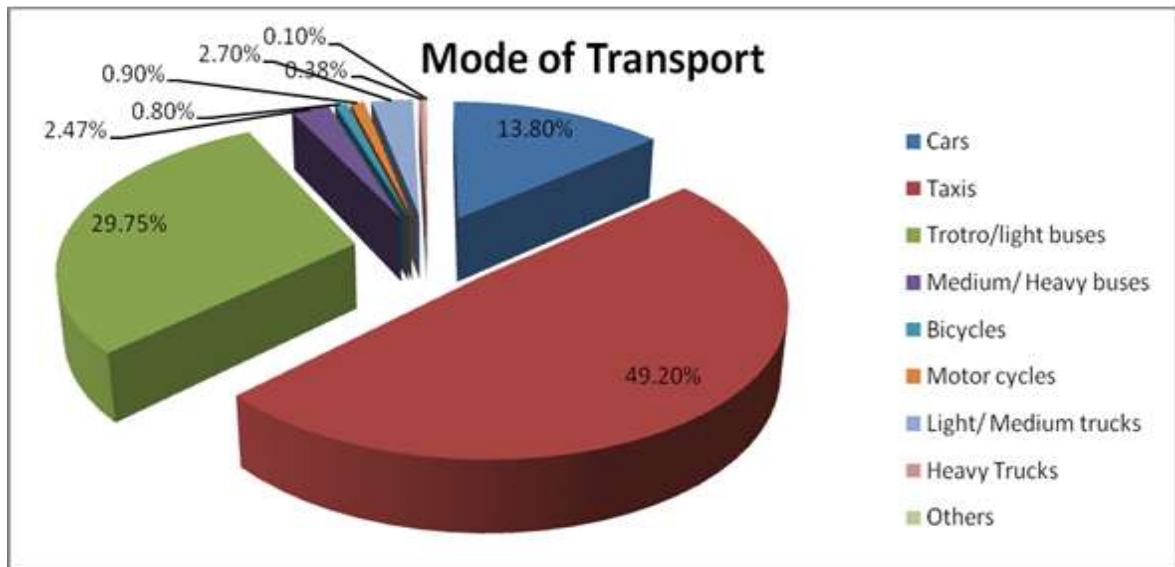
Another important generator of traffic in the Metropolis is the residential areas. These areas serve as dormitory towns to the CBD. Thus, in the morning large volumes of traffic flow into the CBD and in the evening flows out to these residential areas. This usually creates traffic congestion on the major arteries connecting the adjoining settlements. Unlike the CBD, the road network in the residential areas are characterized by missing links, deteriorated conditions and lack of an outer by-pass to take extraneous traffic away from the city centre so as to reduce congestion and improve traffic operations within Kumasi. Most of the local roads in the suburbs, such as Old Amakom, North and South Suntreso, Suame etc., are deteriorated due poor maintenance culture.

In Kumasi, public transportation services are provided by “trotros” (mini-buses) and taxis for people without private means of transport. It is not characterized by the use of large buses for passenger transportation. The “trotros” are the major carriers of passengers with

patronage of more than 60 percent of the passengers within the Metropolis. The quality of services rendered by the “trotros” are generally very poor.

Although “trotro” are the major passenger carriers in the CBD, taxis dominate in terms of the quantity (Figure 1.17). This partly explains the high traffic congestion in the CBD. In an attempt to manage the congestion, the Government’s Mass Transportation policy was introduced in 2003. Through the assistance of this project a number of high capacity buses were introduced under the Metro Mass Transit. They mostly transport commuters from the CBD to outlying settlements as well as the adjoining districts.

Figure 1.17: Mode of Transportation in Kumasi



(Source: UPTU 2017)

(e) Tourism

Kumasi, the capital of the Asante kingdom, has an outstanding rich cultural heritage which is depicted by festivals like the “Akwasidae”, funerals, child naming ceremonies and other traditional durbars. There is no doubt that Kumasi and for that matter the Ashanti Region constitutes the very core of the cultural and tourism heartbeat of Ghana. Coupled with this heritage is the accolade the Garden City of West Africa. It has been estimated that 50% of tourists who visit the country visit Kumasi to abreast themselves with the rich culture the

city is endowed with. Visitors and tourists who go to the capital of the Golden Kingdom of Ashanti are always pleasantly surprised by the hospitality of the people. This tourist potential of the Asante Kingdom that once commanded high patronage is now losing its attractiveness. This can be attributed to poor maintenance culture, outmoded materials/equipment, poor publicity and the lack of modern tourism support services such as reliable transport system, security, etc. Notable tourist sites in the Metropolis include the following:

(i) Manhyia Palace

It is the seat of the Asante Kings. It also has Royal Museum stocked with rare and unique royal paraphernalia and life-size effigies of notable past Asante Kings and Queens. Popular traditional festivals such as the “Akwasidae” Festival, which is held every six weeks in accordance with the Asante traditional calendar, are also held there.

(ii) Centre for National Culture

The Cultural Centre, the first of its kind to be established in Sub-Saharan Africa in 1952 features the following:

- ✚ Prempeh II Museum– This museum principally showcases the rich history and culture of the Ashanti Kingdom.
- ✚ Craft Centre– Traditional craftsmen can be observed here displaying their skills in the weaving of the world famous “kente” cloth, pottery and blacksmithing
- ✚ A Gift Shop – The centre has a number of gift shops where Asante’s traditional textiles, leatherworks, carvings and other Ghanaian artifacts can be bought.
- ✚ Cultural Displays and Tutorials – Traditional dances and performances can be observed or taught for a fee on request

Other places of interest include the following:

- ✚ Okomfo Anokye Sword Site
- ✚ Fort St. George (War Museum)
- ✚ Kumasi Zoological Gardens

(iii) Hospitality Industry

There are a number of hotels, hostels, restaurants and traditional catering services with a wide variety of menu both continental and local dishes. Some of the hotel facilities in the metropolis include Golden Tulip Hotel and Golden Bean Hotel, which are four-star hotels located at Nhyaiaso. Others are Royal Lamerta Hotel, Miklin Hotel (both at Ahodwo Danyame), Silicon Hotel at Kentikrono, etc. However, there are Hostels mostly located around KNUST and Kumasi Technical University (KTU) due to inadequate accommodation at these Universities. Examples are Ghana Hostels Ltd, Georgia Hostel, West End Hostels, etc. around KNUST especially at Ayeduase. While Obaapa Hostel, Dufie Hostel, etc. are around KTU. Notable restaurants in the city are Abusua, Royal Park, Kis Vis, etc.

Kumasi has vibrant nightclubs and pubs that make the weekends lively and vibrant. Examples are; Kis Vis Night Club, Emperor Night Club, Sweet Pub, S5-Pub, Plus 2 Pub etc. There still exists a gap in terms of auxiliary services such as locally oriented travel and tour firms to provide the necessary impetus to help grow and sustain the local tourism industry. The importance of this sub-sector to the city's economy cannot be overstated.

Key Development Issues Identified

- ✚ Encroachment on access roads by private developers
- ✚ Vehicular traffic congestion
- ✚ Hawking on streets/roads (especially CBD and major roads).
- ✚ Human traffic congestion particularly in the Markets (CBD)
- ✚ Inadequate parking spaces at the CBD
- ✚ Inadequate Road Furniture
- ✚ Deteriorated surface condition of road networks
- ✚ Inadequate buses for intra-city passenger transportation
- ✚ Inadequate outer by – pass to take extraneous traffic away from the CBD
- ✚ Inadequate drainage facilities
- ✚ Frequent power outages
- ✚ Overloaded power supply stations
- ✚ Illegal connection of electricity
- ✚ Faulty meters and the high number of un-metered premises
- ✚ Poor customer services by staff of the Electricity Company
- ✚ erratic supply of LPG

1.2.6 Governance

Political administration plays a critical role in resource mobilization and distribution for socioeconomic development at the local level. This underlines the importance of the administrative structure and functions of the Kumasi Metropolitan Assembly.

The Local Governance Act 2016, 936 Sections 12 and 13 gives all District Assemblies (including KMA) the mandate to exercise political and administrative authority, provide guidance and supervise all other decentralized departments and agencies. It also gives them the power to exercise deliberative, legislative and executive functions which includes; the preparation and submission of development plans and budgets to the National Development Planning Commission (NDPC) and the Ministry of Finance and Economic Planning respectively through the Regional Coordinating Councils. To ensure popular participation and transparency, the law establishes various organs and subcommittees to ensure the effective and efficient performance of the functions of the Assembly.

(a) The General Assembly and the Presiding Member

The General Assembly comprised 136 Assembly members with 92 of them elected and 44 appointed by the state with one of them elected as a Presiding member to chair all Assembly meetings. Some of the functions of the General Assembly are but not limited to the following; formulation of bye laws, approval of the annual composite budget, development plans and projects, security issues and matters from the Executive Committee requiring decisions or approval of the General Assembly as spelt out and stipulated by ACT 936.

Though section 18 of the local governance act 936, 2016 requires that the General Assembly meets at least 3 times in a year, but records shows that the Assembly meets more than 3 times in a year to deliberate and take decisions on various issues due to the workload of the Assembly in terms of security, projects and programmes. Attendance at meetings by Assembly members has been averagely very high at about 95%. The General Assembly meetings are attended by the MCE, MCD (Secretary to the Assembly), the core staff of the

central administration, heads of departments including decentralized departments and some staff of the sub-metros.

(b) The Executive Committees and the Chief Executive

In the performance of its executive functions, KMA has the Executive Committee whose membership as stated in section 19 of the local governance Act 936, 2016 comprises of the Chief Executive as the Chairperson, the Chairpersons of the following sub-committees; Development Planning, Social Services, Works, Justice and Security and Finance and Administration including the Chairperson of one ad-hoc committee as may be nominated by the Chief Executive with the Secretary of the Assembly serving as the Secretary of the Executive Committee. In the exercise of its functions, the Committee coordinates plans, programmes and other inputs from statutory and other sub – committees for deliberation at the General Assembly. In the implementation of the Assembly’s resolutions by the Executive Committee, issues and matters arising in the course of implementation which require policy directives are referred back to the General Assembly for appropriate action.

(c) The Sub-Committees

The sub-committees which comprise of various Assembly Members and Departmental Heads whose roles fall directly within the sub-committee’s jurisdiction. Suggestions and recommendations are submitted to the Executive Committee for deliberation and onward submission to the General Assembly as may be required. Sub committees include Finance and Administration, Works, Development Planning, Social Services, Justice and Security, Education, Transport, Revenue Mobilization and Environment sub committees.

(d) The Central Administration and Heads of Decentralized Departments

The Central Administration which is headed by the MCD provides the needed support to the General Assembly and other sub-committees in the form of organization of meetings, provision of finance and logistics. It is also responsible for the timely production and distribution of minutes and notifying departments/units and officials on follow-up actions required of them. It is on record that they have performed their functions creditably which has ensured full participation at the General Assembly and at the sub – committee

meetings. Through their attendance at the General Assembly meetings and participation in the Executive and sub-committee meetings, the heads of department present technical reports and offer expert advice to aid discussions which enhances informed decision making. One major role is the implementation of Assembly decisions accordance with or as mandated by Act 936, 2016.

(e) The Sub - Structures (Sub Metros)

The sub metros serve as a link between the community and the Metropolitan Assembly. They bring the process of decision making to the grass roots in society. To achieve this, public meetings are organized at the Town Councils for communities to make their inputs on various issues such as the Medium-Term Development Plan and Environmental issues amongst others. However, experiences over the years have shown that the communities hardly attend these meetings in the numbers as may be expected. Kumasi has 9 Sub metros which are Asokwa, Bantama, Kwadaso, Manhyia, Nhyiaeso, Oforikrom, Suame, Subin and Tafo. These Sub Metropolitan District Councils are further sub divided into 21 Town Councils and have a total of 92 Unit Committees.

(f) Civil Society Organizations and Business Community

Views and opinions of civil society and the business community are channeled through their representatives (Assembly members or Associations in the case of the business community) to the Administration for consideration by the Assembly. These representatives include NGOs, CBOs, FBOs and Youth Associations. However, the Assembly often interacts with them through forums and seminars to get their views and support for the preparation of plans and implementation of projects and programs.

1.2.7 Social Services

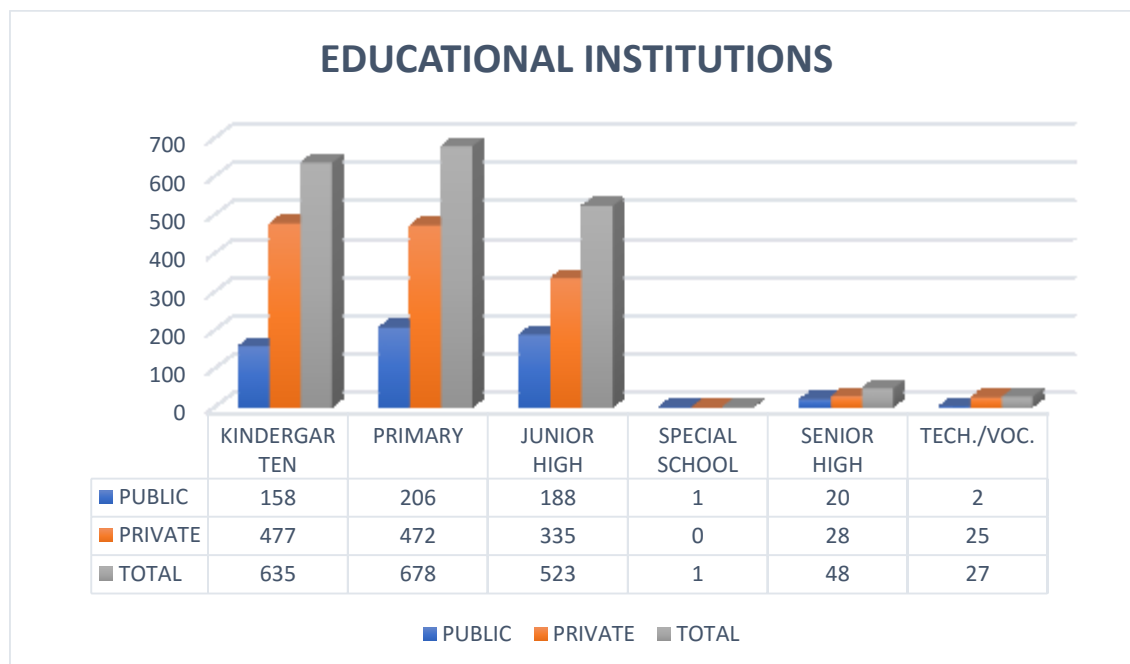
(a) Education

One key element of economic growth is skilled labour. Some developed countries have proved that there is a positive correlation between education and GDP growth. Kumasi has been making an effort towards ensuring human development and productivity by improving access to quality education especially at the basic level through the construction and rehabilitation of Schools coupled with ancillary teacher training programmes. To measure progress made by the educational systems in the Metropolis, the following parameters are used.

(i) Educational Facilities

The educational system in Kumasi comprises basic schools (from Pre-School to JHS), Senior High Schools (SHS), Vocational and Technical Schools, Teacher Training Colleges and other Tertiary Institutions. To enhance teaching and learning, there is a total of 1,912 educational institutions in Kumasi (Metro Education Department, 2017). Basic schools constitute majority of these institutions due to the level of enrolment. It is also important to note the significant role the private sector plays in ensuring quality and easy access to education in Kumasi (Figure 1.18). The active involvement of the private sector in education in the metropolis can be attributed to the increased demand for quality education coupled with the growing performance of private schools in national examinations eg, Basic Education Certificate Examination (B.E.C.E).

Figure 1.18: Educational Institutions in Kumasi Metropolis



(Source: Metro Education Department, 2017)

(ii) Access to Education

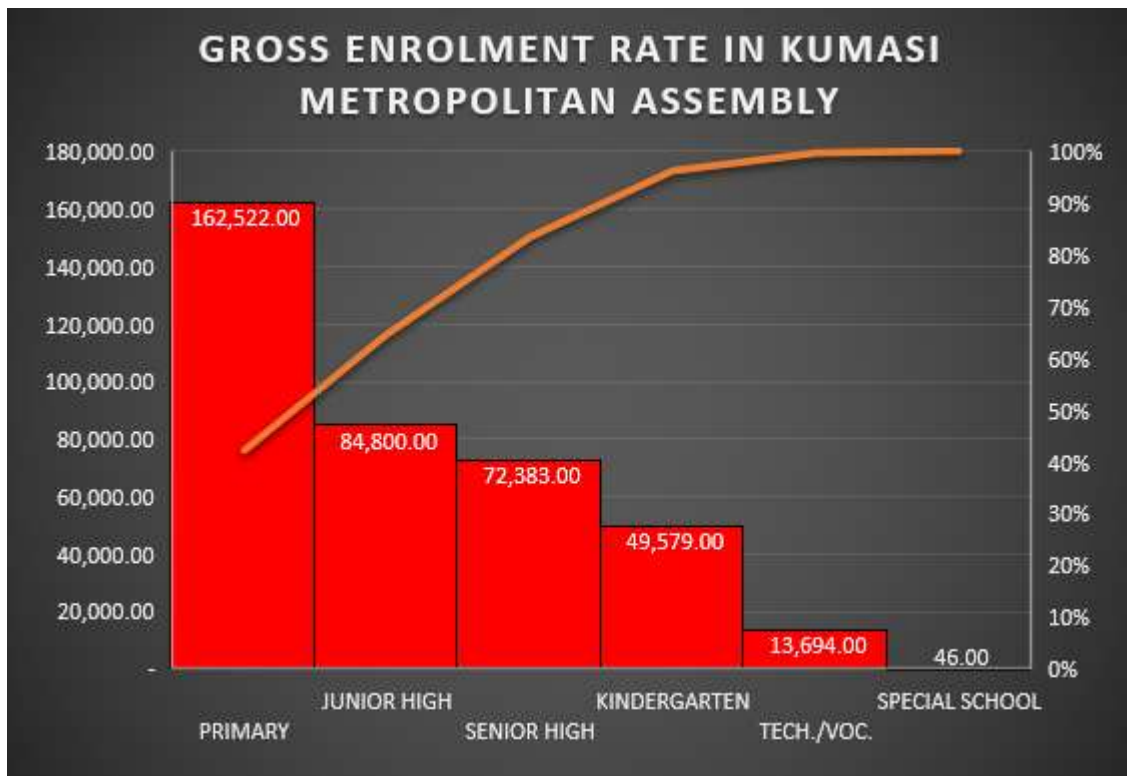
In measuring the level of accessibility to education in the metropolis, the following indicators are used; enrolment rate, retention rate and gender parity index. In view of data constraint for the preparation of this plan, enrolment and gender parity at the various levels of education are analyzed.

(iii) Enrolment Level

Enrolment level refers to the number of people admitted into schools. The two main ways of measuring school enrolment are the gross enrolment rate and the net enrolment ratio. The gross enrolment rate measures the number of children at a given level of schooling, regardless of age, while the net enrolment rate refers to the number of children at a given level of schooling at the right age, all as a proportion of the number of children in the relevant age groups.

The diagram below depicts an inverse relationship between enrolment rate and the level of education in that, as the level of education increases, the enrolment rate decreases and this could be as a result of the cost of Senior High School (SHS) education and the low capacity of SHSs to admit more students thereby making SHS admission highly competitive. To reduce the rate of school dropouts at the JHS level, it has become imperative on the Assembly to improve the capacity of SHSs in the Metropolis by building more dormitories and classrooms to ensure that every child in the school going age in the metropolis is not denied access to SHS education.

Figure 1.19: Gross Enrolment Rate in Kumasi Metropolis



(Source: Metro Education Department, 2017)

The rate of school participation in the Metropolis has the potential to rise in view of population growth (3.9%) and the introduction of incentives such as capitation grant and the School Feeding Programme. Unfortunately, provision of school buildings as well as teaching and learning materials has not corresponded with the increment in enrolment. Thus, the educational system in the Metropolis is plagued with overcrowding resulting in

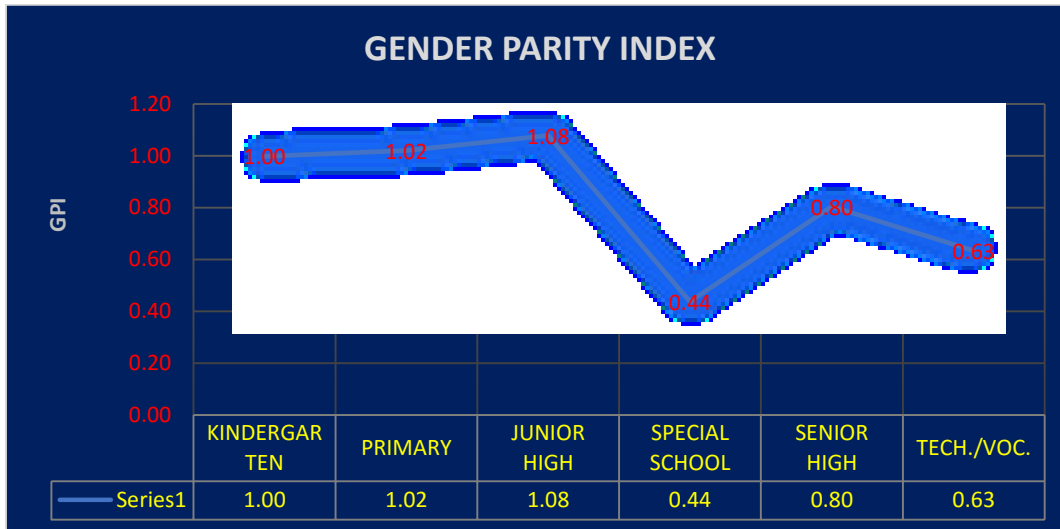
an average pupil to classroom ratio of about 78:1 whereas the Ghana Education Service (GES) approved average classroom to pupil ratio is 35pupils to 1 classroom at the JHS level and 40pupils: 1 classroom at the Primary level.

(iv) Gender Parity Index

The gender parity index compares boys in school with girls in school. A gender parity index of 1 means that there is no difference in school enrolment between boys and girls, or as many boys as girls are enrolled. Gender parity Index is an important tool in measuring access to education by all sexes at all levels.

Data available on enrolment in 2017 depicts a significant achievement in gender parity especially from kindergarten to the Junior High School (JHS) Level but a sharp decline at the SHS and Technical/Vocational levels (Figure 1.20). This achievement reflects the commitment of KMA towards the achievement of the Sustainable Development Goals 4(Quality Education,), 5(Gender Equality) and 10(Reduced Inequalities). This achievement is the direct result of some targeted projects and programmes implemented by the Assembly some of which include; ‘The My First Day at School programme’, supply of school uniforms, school bags and stationery to girls and sensitization programmes to promote girl child education. Nonetheless, there is still much work to be done in terms of bridging the gender equity gaps in access to education at the Second Cycle level if the Assembly is to ensure the full participation in education by all sexes at all levels in the metropolis.

Figure 1.20: Gender Parity Index in Kumasi METROPOLIS



(Source: Metro Education Department, 2017)

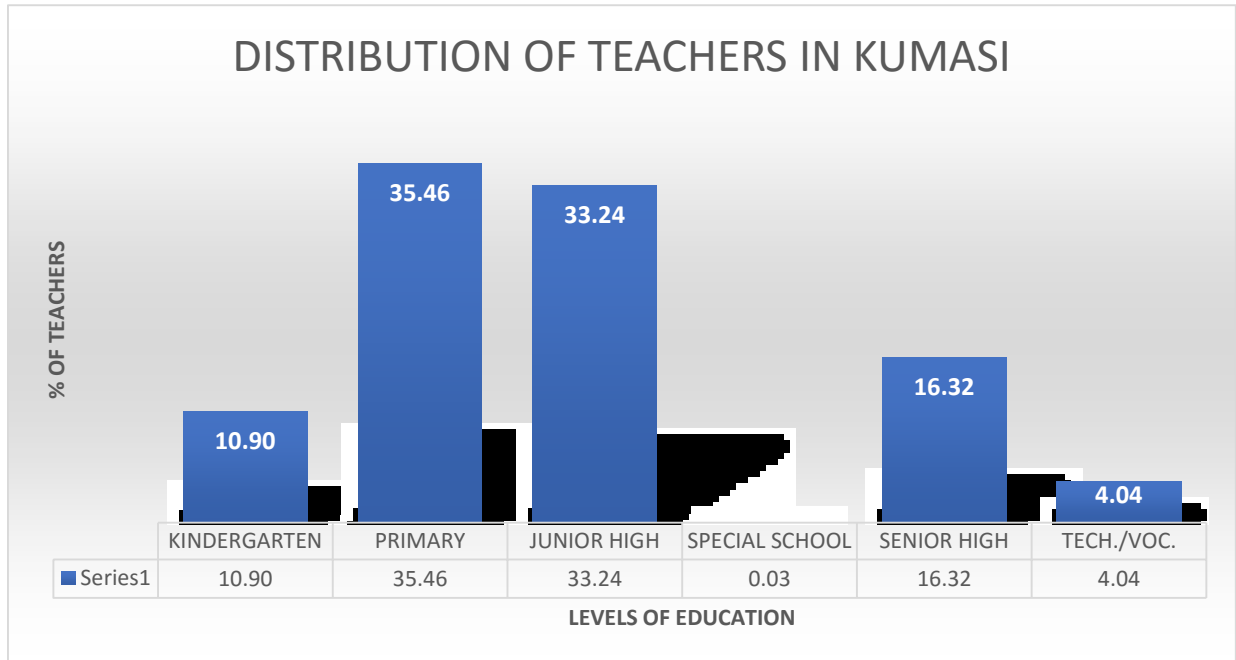
(v) Quality of Education

Access to education is not entirely the sheer numbers of education facilities but the quality of teaching and learning which a very key element in quality education is. To ensure that the required human resource is produced to support the economic growth in Kumasi, the following indicators have been employed to assess the quality of education. These indicators are; the percentage of students who passed the **Basic Education Certificate Examination (BECE)** and the number of trained teachers thus teacher/ pupil ratio.

(vi) Trained Teachers

Research have proved that improving the skills of teachers through training programmes and refresher courses is key to ensuring effective teaching. This is because teachers have been entrusted with the responsibility to train students to read and write. Available information reveals that Kumasi has a total of 17,506 with 7,911 teaching in public schools and 9,595 teaching in private schools. (Metro Education Department, 2017)

Figure 1.21: Distribution of Teachers in both Public and Private School



(Source: Metro Education Department, 2017)

The diagram above depicts that there are more teachers at the primary and JHS levels as compared to the Kindergarten and SHS level, the SHS and the Kindergarten have a student population of 72,383 and 49,579 respectively. In addition to being one of the important levels of education, there is the need to post more teachers to these levels to reduce the pupil teacher ratio to improve the quality of teaching and learning.

(vii) Pupil/Teachers Ratio (PTR)

Pupil/teacher ratio (PTR) is an important measure of quality education. An increase in PTR means that there are more pupils per teacher and increasing workload for teachers. On the other hand, when the PTR is decreasing it means fewer pupils per teacher and a declining work load for teachers which in turn leads to a more effective teaching and learning.

There has been significant improvement in PTR in the metropolis, for instance data from the 2016/2017 academic year shows that the PTR for Kindergarten is 26:1, Primary 26:1, JHS 14:1 and SHS 25:1. This data is very encouraging in terms of reducing the workload on teachers to ensure that pupils have the needed attention they require to learn. However,

there is still the need for effective monitoring and provision of adequate logistics to (teaching and learning materials) ensure that this achievement is translated into good performance at final examinations.

(viii) Students Who Passed the National Assessment Examination

Another vital indicator for measuring the quality of education is the percentage of students who pass their final examinations. Due to the importance of basic education, the focus will be on the Basic Education Certificate Examination (B.E.C.E) which is organized by the West African Examination Council (WAEC). In Ghana, the pass mark for candidate participating in this examination is aggregate 6 –36. Statistics available suggests that Kumasi has about 70.54 percent of its candidates presented for this examination graduating with passed marks (that is between the ranges of 6 - 25). In 2016, the total number of candidates registered for the examination was 23,176, out of which 11,315 were boys and 11,861 were girls. Out of the candidates who took the examination, 84% passed out of which 49.55% were boys and 50.45% were girls. However, there is the possibility for the 16% of candidates who failed to retake the examination. It is important to note that, due to inadequate infrastructure facilities at the second cycle institutions, admissions are often limited to those who performed exceptionally well. Thus, those above aggregate 20 although have passed but may not gain admission to public second cycle institutions.

(ix) Literacy

Table 1.9: Literacy

	Male	Female	Total
Not Literate	107,034	172,360	279,394
English	94,967	92,120	187,087
Ghanaian Language	19,247	23,810	43,056
English & Ghanaian Languages	416,204	326,457	742,661
Others	7,085	6,073	13,158
Total	644,536	620,820	1,265,356

(Source: GSS, 2010)

Table 1.10: Level of Education

	Male	Female	Total
Pre-School	41,946	41,872	83,818
Primary	161,735	178,256	339,991
Middle/JSS	283,885	270,898	554,784
Secondary/SSS	101,158	72,717	173,875
Vocational/Technical	39,360	31,664	71,024
Post-Secondary	21,589	22,119	43,708
Tertiary	37,580	18,545	56,125
Total	687,253	636,071	1,323,324

(Source: GSS, 2010)

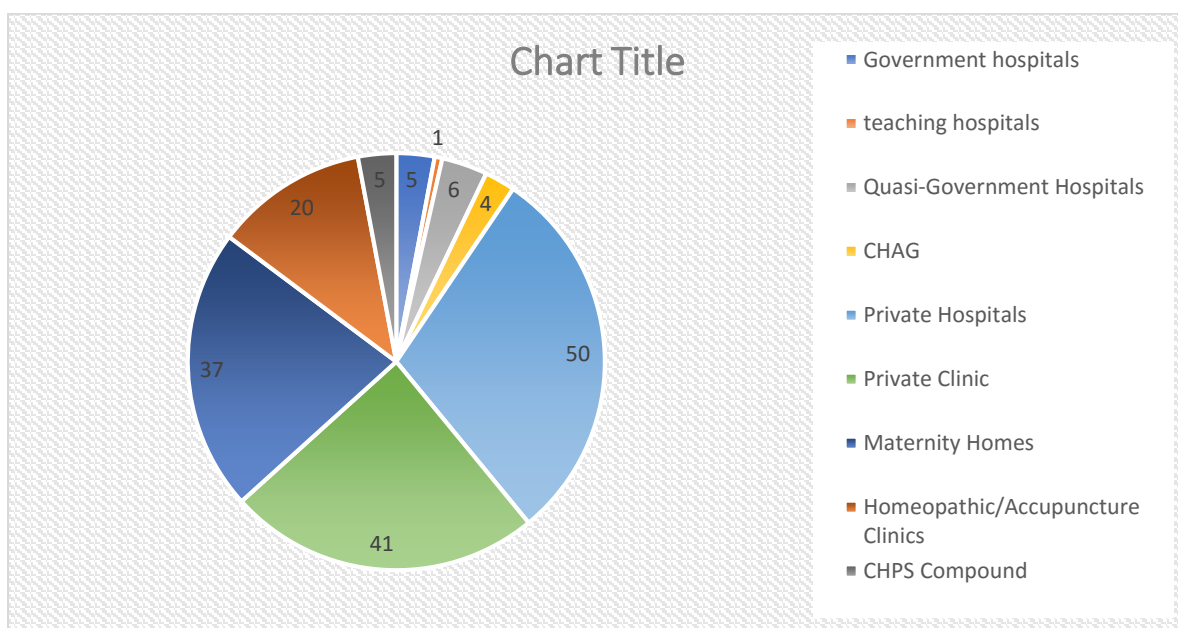
Key Development Issues Identified

- ✚ Inadequate classrooms (both basic and SHS)
- ✚ Inadequate school ICT centres and libraries
- ✚ Encroachment on school lands by developers and squatters
- ✚ Shift system in certain basic schools
- ✚ Inadequate school furniture
- ✚ Inadequate Assembly Halls in SHS
- ✚ Inadequate sanitation facilities in school (Toilet and urinal)
- ✚ Inadequate kitchen for schools feeding programme
- ✚ Irregular maintenance of school infrastructure
- ✚ Inadequate logistics (example Textbooks, teaching and learning materials)
- ✚ Large number of untrained teachers, especially at the private schools
- ✚ High school dropout by pupils in public schools particularly at the basic level
- ✚ High level of truancy
- ✚ High charged school fees by private Schools
- ✚ Noise pollution by encroachers on public school lands
- ✚ Inadequate Assembly Halls in public basic schools.
- ✚ Inadequate access to potable water in basic schools

To ensure a healthy and productive Human resource, it is the vision of every government that everyone has access to quality healthcare and nutrition services irrespective of their

gender, geographical location in the country and financial status. The Assembly in its quest to achieve this vision has been constructing health facilities including clinics, Hospitals etc. in addition to the provision of logistics to improve the delivery of quality healthcare in the metropolis. (Figure 1.22) shows the distribution of health facilities in the metropolis. Out of 176 health facilities in the metropolis, 111(63%) are privately owned, this underscores the contribution of the private sector in health service delivery. Against this backdrop, collaboration with the private sector in health service delivery is very key in ensuring the provision of affordable and quality healthcare for all citizens in the metropolis.

Figure 1.22 Distribution of Health Facilities in Kumasi



(Source: Metro Health Department, 2016)

(i) Access to Health Care and Nutritional Services

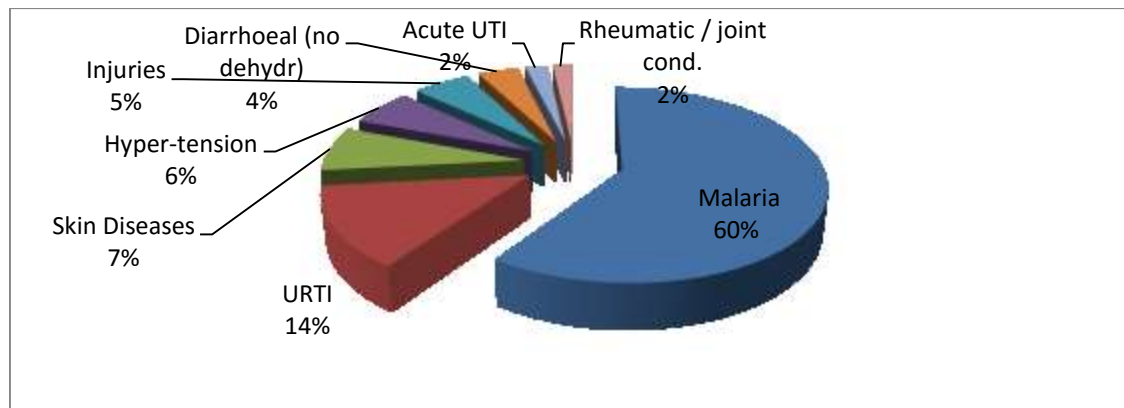
This section deals with relevant indicators for assessing the rate of accessibility to health facilities in the metropolis. Indicators often used are OPD attendance, immunization coverage, antenatal care coverage, supervised deliveries, and incidence of guinea worm cases, child mortality rate and maternal mortality ratio. In view of data constraints, analysis

will be based on OPD attendance, maternal mortality ratio and supervised delivery which are equally credible indicators.

(ii) Out-Patients Department (OPD) Attendance

Out-Patient Department (OPD) attendance refers to the number of patients who visit health facilities for treatment. It is used to measure how many people have access to health services when they need it. Health facilities in Kumasi collectively recorded an out-patient attendance of 968,291 which represents 42.69% of the projected population and a reduction of 9.9% compared to 2014 recorded OPD attendance? (Metro Health Department, 2017). The 9.9% reduction could be attributed to the results of programmes implemented by the Assembly through the Metro Health Department and also the incidence of some private hospitals refusing to accept National Health Insurance Scheme (NHIS) cards due to debts owed them by the NHIS. These challenge affects OPD attendance and partly explains the 9.9% reduction in OPD attendance as compared to 2014. However, it is worth noting that in spite of efforts invested in controlling malaria, 137,780 representing 14.5% of OPD attendance in 2016 were malaria cases as shown in Figure 1.23. This could largely be traced to poor environmental sanitation bedeviling the Metropolis which serves as breeding grounds for mosquitoes. Another reason is the low patronage of treated mosquito nets in the metropolis.

Figure 1.23: The Ten Major Diseases in Kumasi Metropolis

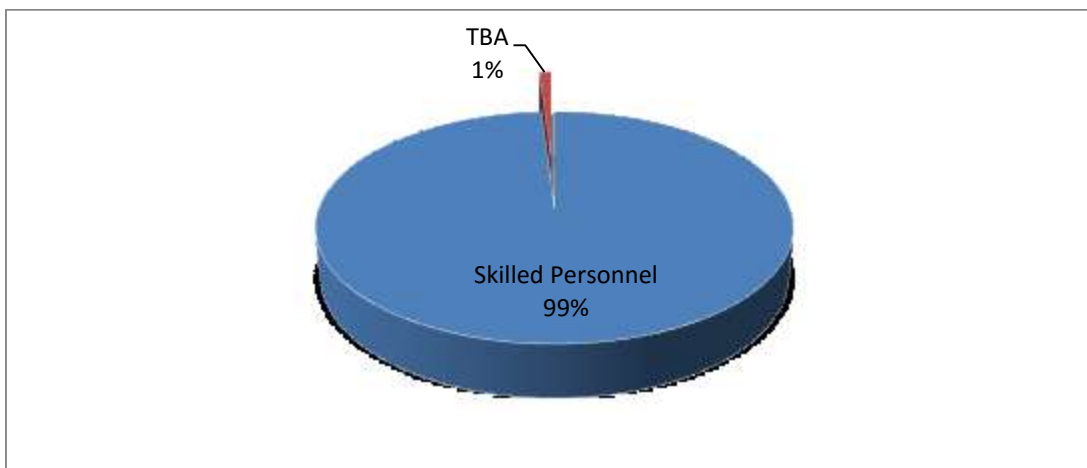


(Source: Metro Health Department, 2016)

(iii) Maternal Mortality Ratio

Maternal mortality ratio is the number of women who die as a result of complications in pregnancy or childbirth in a given year per 100,000 live births in a year. This indicator is part of the SDGs (goal 3: Good Health and Wellbeing). For instance, in 2014 maternal mortality rate recorded was 369/100,000 births, and there was a slight reduction in 2015 which was 336/100,000. However, there is still a lot to be done in ensuring that there is no maternal death in the metropolis in spite of the slight reduction in 2016 which is 296/100,000 (Figure 1.24: Maternal mortality rate in Kumasi). Though the maternal mortality rate is high in the metropolis, the slight reduction in the trend could be attributed to the fact that there is an increase in supervised deliveries by skilled birth attendants such as medical doctors and midwives which could be attributed to the implementation of targeted initiatives such as free NHIS registration for pregnant women, community education on the benefit of supervised delivery, providing incentives for traditional birth attendance to refer pregnant women to health facilities and the provision of community health centers metro wide. It is worth noting that the second largest teaching hospital in Ghana (Komfo Anokye Teaching Hospital) which serves as the only major referral hospital in the northern part of the country is in the metropolis. Hence all major birth and pregnancy complications are referred to this hospital which partly explains the high incidence of maternal mortality rate in the metropolis.

Figure 1.24: Maternal Mortality Rate in Kumasi



(Source: Metro Health Department, 2016)

Nevertheless, it is worth noting that 296 maternal deaths per 100, 000 live births occurred in 2016. This has consequences on the development efforts of the Metropolis. Specifically, an increase in the number of orphans, high levels of dependency, poor parenting, high school dropouts, high incidence of delinquencies, etc.

(iv) Level and Distribution of Health Resources

(1) Doctor to Population Ratio

Doctor to population ratio is the number of people per medical doctor in a given geographical area. This indicator is of immense importance in assessing whether a given area has sufficient number of doctors to serve the population with quality health care. Kumasi has a Doctor to population ratio of 1:37,028 compared to the World Health Organizations (WHO) doctor/population ratio of 1:600, there is a huge deficit in terms of Medical Doctors in the metropolis. This is a cause for concern since it adversely affects the productivity of medical doctors resulting in avoidable clinical errors due to fatigue. This pressure is manifested in long queues at hospitals which often compel patients to resort to alternative sources for healthcare which has dire consequences on their health.

(2) Nurse to Population Ratio

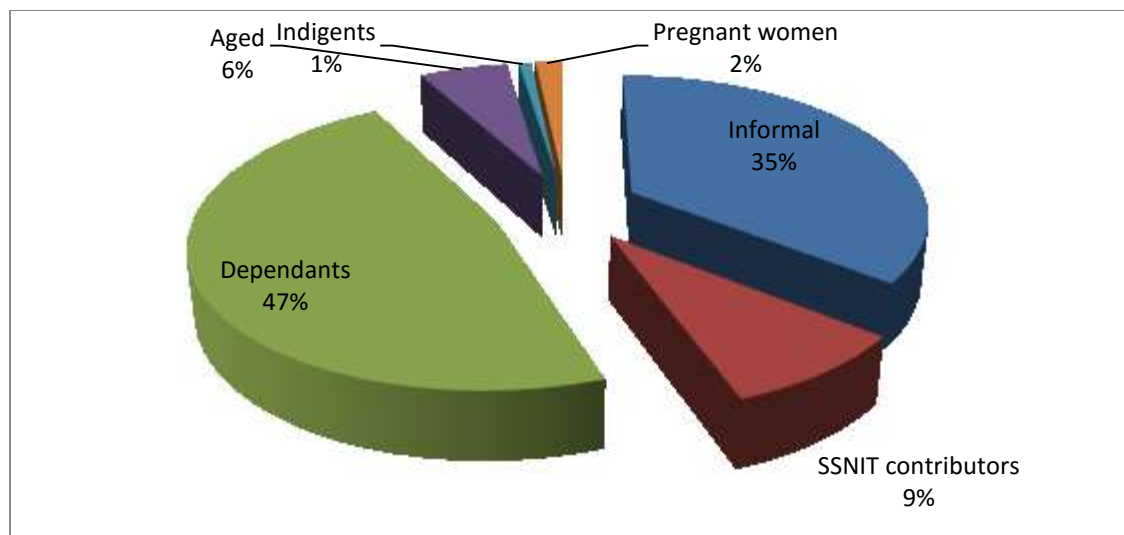
Nurse to population ratio is the number of people per nurse in a given geographical area. It also indicates whether a given region has sufficient numbers of nurses to serve the health care needs of its population. Kumasi has a nurse to population ratio of 1:1,033. Compared to the WHO approved nurse to population ratio of 1:400. This clearly shows that there is a shortage of nurses in the metropolis. Pressure on nurses due to the large number of patients they have to attend to may be one of the many causes of medical complications and even death in the metropolis. The migration of nurses to other countries perceived to be endowed with greener pastures coupled with government's inability to employ nurses trained by private Health Training Schools in addition to rapid population growth as a result of urbanization may have contributed to this high nurse to population ratio.

(v) Affordability of Health Care

The mere existence of a health facility though a necessary factor in ensuring access to quality healthcare is not enough in promoting access to quality healthcare services. Affordability is a key element in enhancing access to healthcare delivery. An effort to ensure affordability of quality health care was the main motive behind the implementation of the National Health Insurance Scheme (NHIS).

The National Health Insurance Scheme (NHIS) was established under Act 650 of 2003 by the Government of Ghana to provide basic healthcare services to residents in the country through mutual and private health insurance schemes. Currently, Kumasi has four clusters of National Health Insurance centres. These areas are Asokwa Sub-Metro, Bantama Sub-Metro, Manhyia Sub-Metro and Subin Sub-Metro mutual health insurance schemes. Collectively these sub-metros have registered over 1,568,460 residents in Kumasi. This reflects the tremendous efforts invested in the mobilization of residents in the Metropolis to get insured under the scheme. It is worth noting that different categories of people are registered by the scheme in Kumasi (Figure 1.25). This reflects the level of acceptance by the residents in the Metropolis especially among informal sector players in that over a third of the registered people are employed in the informal sector.

Figure 1.25: National Health Insurance Scheme Coverage in Kumasi Metropolis






















(Source: Metro Health Department, 2017)

To bring quality healthcare to the door steps of insured members, the scheme has accredited about 145 health facilities in the Metropolis to provide healthcare services needed by their clientele. The significant role played by the private health providers in ensuring affordable and quality healthcare by registered members of the scheme cannot be underestimated. This reflects the enabling environment created in the Metropolis by KMA for business-minded players in the private sector to operate. Accredited health facilities range from pharmaceutical shops to the teaching hospital in the Metropolis

(vi) Malaria Prevention and Control

As a City in a developing country, in 2016 alone there was 137,780 reported malaria cases representing 14.5% of all OPD attendance in the year which is a decrease of 3.4% compared to the 2015 OPD attendance. This could largely be traced to the poor environmental sanitation bedeviling the Metropolis, which serves as breeding grounds for mosquitoes. Another reason is the low patronage of treated mosquito nets by residents. However, it is fair to say that malaria reported cases could have even been higher than what was recorded due to the high incidence of self-medication which the health sector has had to contend with. Studies have proven that Malaria has a direct effect on labor productivity hence it is imperative that the fight against malaria be intensified in order to increase labor productivity. The worse affected are children under five years, pregnant women and the poor. Their vulnerability is as a result of their fragile immune systems.

Key Development Issues Identified

-  Inadequate health infrastructure.
-  Inadequate health personnel especially Medical Doctors and Nurses.
-  Poor reception of medical personnel towards patients.
-  Inadequate equipment and logistics
-  The presence of quack 'Doctors
-  High incidence of Malaria
-  High incidence of maternal and child mortality
-  Proliferation of unauthorised herbal medicines
-  Inadequate skilled medical personnel especially specialist Doctors
-  Lack of laboratory at Metro Food and Drugs Board
-  Delay and inadequate re-imbursement in the payment of services provided by accredited NHIS providers
-  High Infection Rate among the youth
-  Lack of youth friendly centers
-  Low level of behavioral change
-  Low level of condom use especially female condom
-  High stigmatization and discrimination against PLWHAS
-  Lack of incentives for HIV care givers
-  Low condom negotiation power of women
-  Ineffective collaboration among partners providing care and support

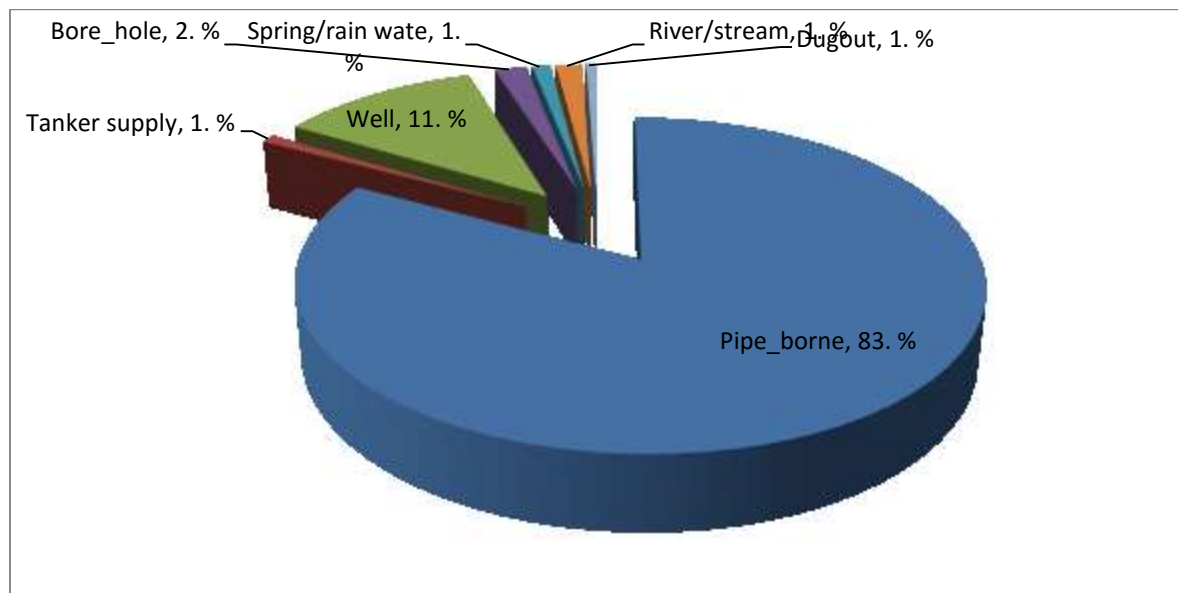
(c) Water and Sanitation

Access to safe water and sanitation are human rights (United Nations General Assembly Report, 2010). Water is an indispensable commodity for the survival of living things. Consequently, access to safe drinking water and good sanitation promote good health which leads to a productive labour force. Provision of potable water and proper sanitary infrastructures e.g.; waste disposal sites, septic treatment plants etc. are therefore an obligatory civic responsibility that must be effectively and efficiently borne by the Assembly.

(i) Sources of Water

With regards to water for human consumption, households have access to various kinds of water facilities. These facilities include Pipe – Borne, Tanker Supply, Well, Borehole, Spring/Rain Water, Rivers/Stream and Dugout (Figure 1.26).

Figure 1.26: Sources of Water Supply in Kumasi Metropolis



(Source: GSS-PHC, 2010)

Available data from the 2010 PHC reveals that majority (97%) of households in Kumasi have access to potable water for drinking and carrying out other household chores. 83% of households have access to pipe-borne water facilities inside their houses. Notwithstanding this fact, potable water from pipe-borne facilities is plagued with erratic supply resulting in

water shortages. This has contributed to an increase in the number of households that resort to alternative sources for water supply. Those without such facilities in their neighborhood have to cover quite a distance to fetch water. This challenge of potable water supply hampers efforts at reducing the outbreak of water borne diseases as well as the attainment of SDGs specifically goals Six (6) ‘Clean Water and Sanitation’.

(ii) Water Supply

Kumasi has two main water treatment plants that supply treated water to the City. These plants are the Owabi head works, which is 10km away from the CBD and the Barekese head works which is also 16km from the CBD. These treatment plants serve the Metropolis and other adjoining districts. The Owabi head works is operating at full capacity whereas there is a potential for expansion at the Barekese treatment plant. Treated water is stored in:

- ✚ A circular ground level storage reinforced concrete reservoir of capacity 4500m³ located at Suame
- ✚ A rectangular ground level storage reinforced concrete reservoirs with a total capacity of 9000m³ located at Suame
- ✚ A reinforced concrete water tower with a capacity of 300m³ located at Suame
- ✚ 500,000-gallon capacity reservoir located at KNUST.

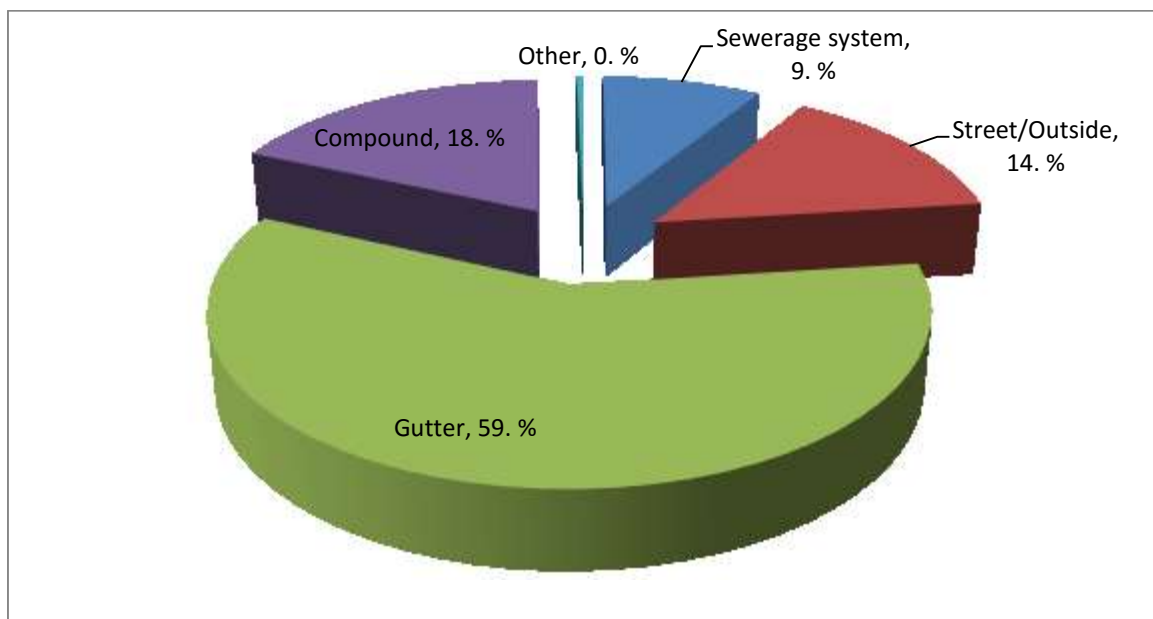
The treatment and supply of water to residents in Kumasi is faced with a number of challenges. Some of the major pipelines have been damaged due to human activities and erosion. These exposed pipelines develop cracks and leakages which result in wastage of treated water. Bottlenecks in the distribution network, illegal connections and low capacity for water production and supply are some of the major challenges confronting the Ghana Water Company limited (GWCL) operations in Kumasi. In addition to these challenges are erratic power supply, delays in the payment of bills especially by government departments and inadequate funding for capital investment.

(iii) Liquid Waste Management

Liquid waste in the Metropolis comprises waste water and human faecal matter. Some principal liquid waste generators in the Metropolis are; Guinness Ghana Brewery limited,

Komfo Anokye Teaching Hospital (KATH), Kwame Nkrumah University of Science and Technology (KNUST), Kumasi Abattoir, etc. To conform to principles of best practices in environmental sustainability, the Guinness Ghana Brewery limited have installed a liquid waste treatment plant on site with highly trained Environmental Health Officers to ensure that effluent discharged into water bodies in the Metropolis are free from contamination. The abattoir, however, is not endowed with such facilities hence has been discharging untreated effluents into water bodies which have major implications on the water quality of these river bodies and aquatic life. Again, most vegetable growers in the metropolis use water from these rivers to irrigate their crops. Chemicals in these river bodies are transferred to residents through the consumption of vegetables produced with water from these contaminated rivers.

Figure 1.27: Facilities for Managing Waste Water in the Metropolis



(Source: 2010 Population and Housing Census)

With regard to the management of human faecal matter in the Metropolis, over a third (38%) of residents in the Metropolis still use public toilets. Only quarters (25%) of residents use household water closet facilities (2010 PHC). Few areas within the Metropolis such as Asafo, 4BN, KATH, KNUST, Ahinsan and Chirapatre Housing Estates, which constitute 8% of the population, utilize sewerage networks. The bucket and latrine system

caters for 12 percent and 10 percent of the population respectively. Due to their inability to have access to proper sanitary facilities, 6 percent of the population uses the free-range system. Having over half (58%) of residents without access to decent sanitary facilities is a cause for concern in view of the status of Kumasi as a growing modern City. This incidence may partly explain the seasonal outbreak of communicable diseases like Cholera in the Metropolis for instance the Cholera outbreak in 2013.

(iv) Solid Waste Management

Solid waste generated in the Metropolis currently stands at 1,500 metric tons per day reflecting a per capita generation of about 0.6kg with a population of about 1,962,509 (2010 PHC projections). Significant volume of this solid waste is generated by the over 46 market centers in the Metropolis. For instance, the three major markets in the Metropolis namely; Asafo, Central Market and Bantama Markets alone generates over 300 tons of waste on a daily basis, with the Lorry Terminals, Schools, Hospitals among the major generators.

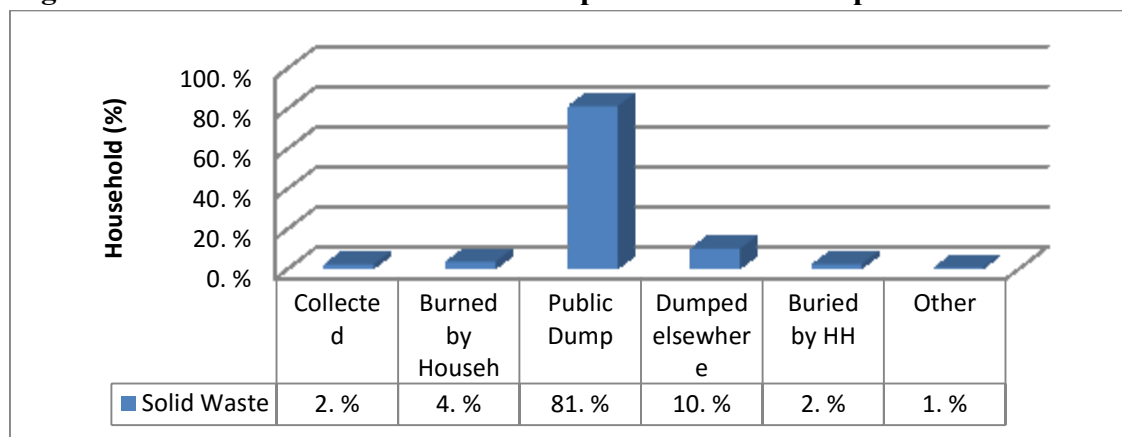
(v) Collection of Waste

Kumasi has two main methods for collecting and disposing off solid waste. These are the house to house collection and the communal collection points. The house to house collection is carried out by compactor trucks that move from house to house. The frequency of emptying the household bins is usually once a week depending on the area. The charges for house to house collection ranges from GH¢20.00 to GH¢60.00.00 per household bin and based on the classification of the area. However, it is worth noting that the amount paid for the house to house collection is reviewed annually during the fee fixing resolution.

Communal collection on the other hand is whereby Skip container is placed at a vantage point within the community and community members commute there to dispose of their waste at a fee. The introduction of the 'Pay as you Dump' system has addressed the bottlenecks that hitherto was being faced by the community collection system. In addition to these methods, others use alternative disposal methods which are unapproved and as such are very detrimental to the environment like burning and disposal into drains and rivers during rainfall. It a cause for concern that about 10 percent of households dispose

their waste improperly. This may be attributed to the inability of some households to pay for the amount charged for either collecting or dumping at the communal refuse sites. This phenomenon partly explains the poor and filthy environmental condition that has engulfed certain communities in the Metropolis and its attendant outbreak of communicable diseases like Cholera.

Figure 1.28: Means of Solid Waste Disposal in the Metropolis.



(Source: GSS, 2010)

To facilitate these methods of waste collection and disposal, the Assembly has contracted six (6) companies to provide solid waste collection services for the Nine (9) Sub Metropolitan Councils within the Metropolis. This was a franchise agreement and service beneficiaries were expected to pay for services rendered. The service provider assigned to the various sub metro is indicated in the table below:

Table 1.11: Refuse Collection Companies Operating at the Sub Metropolitan District Council

No.	Sub-Metro area	Service Provider
1	Kwadaso	Vemar K Environmental Services Limited
2	Bantama	
3	Suame Zone B	
4	Tafo	ZoomLion Ghana Limited
5	Subin	
6	Asokwa	Sak M
7	Oforikrom	Asaadu Royal Waste Limited
8	Nhyiaeso	Kumasi Waste Management Limited
9	Bantama Zone B	
10	Suame Zone A	Anthoco Waste Limited

(Source: Waste Management Department, 2017)

(vi) Final Waste Disposal Sites

To process these solid waste materials into degradable substances, Kumasi has 3 engineered landfill sites that cater for all activities related to the decomposition of these materials. This facility which is classified as one of the best in the country is located at Oti. The First one was constructed under the first phase of the Urban Environmental Sanitation Project and commissioned in 2004 and the additional ones were constructed with funds from the French Government under the Ghana Urban Management Pilot Project (GUMPP). About 70% of solid waste generated in the metropolis is sent there for processing and decomposition. However, there are other unengineered disposal sites within the city which complement the efforts of this principal landfill. These facilities are located within the Ohwim and Amanfrom townships.

Key Development Issues Identified

- Inadequate and erratic supply of potable water
- Poor maintenance of water facilities
- illegal connection of pipe
- Disposal of solid waste into water bodies
- Inadequate toilet facilities (Public and households)
- Poor maintenance of public Sanitation facilities
- Inadequate refuse containers (communal skip containers and household bins)
- Indiscriminate disposal of waste
- Huge debts being owed waste management service providers
- Poor and inadequate drainage facilities
- Lack of capacity building for Environmental Health and Waste Management staff
- Inadequate tools and equipment to enhance the operations of the EHU/Waste Management Department
- Inadequate funding for capital investment for effective delivery of waste management services
- Inadequate revenue mobilization from waste generation.
- Poor management of waste material from industries
- Illegal waste collection service providers (ABOBO YAA)

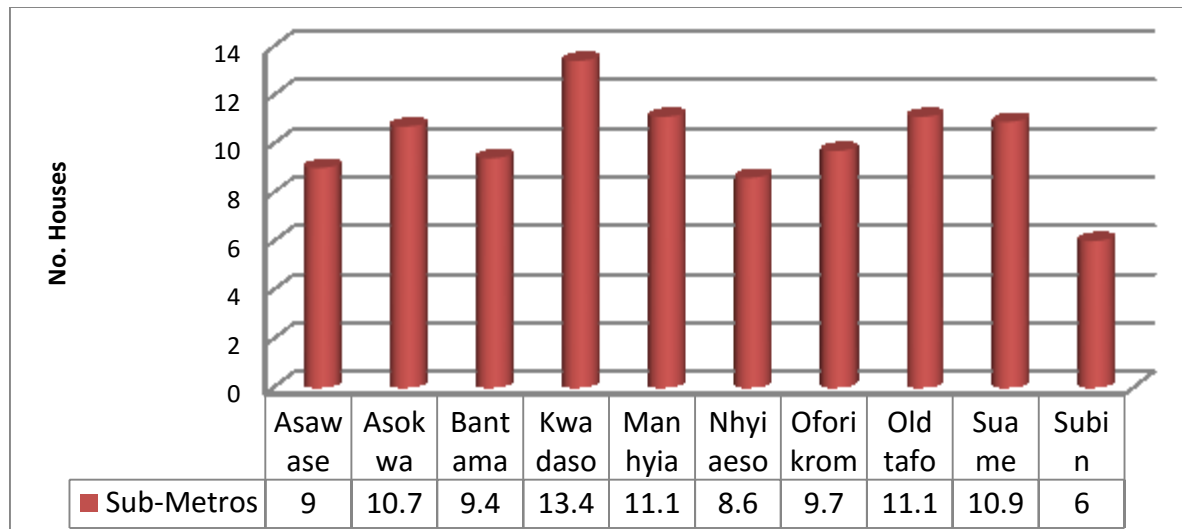
(d) Housing

Inita Henilane, 2016(UN, Habitat) defines housing as one of the most important life components giving shelter, safety and warmth as well as providing a place to rest.

(i) Housing Stock

The 2010 Population and Housing Census reports revealed that the housing stock in the Metropolis was 148,413, constituting 20.5 percent of the regional housing stock of 328,751. It is growing at an annual rate of 2.4%.

Figure 1.29: Distribution of Housing Stock among Sub-Metropolitan Council in Kumasi

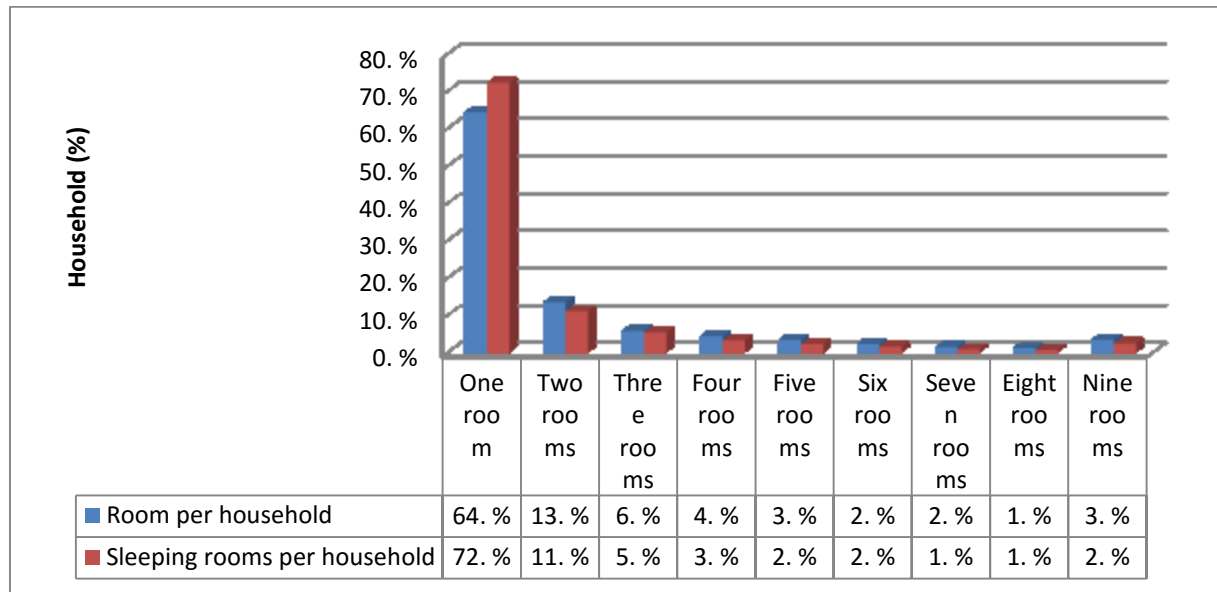


(Source: GSS, 2010)

The housing stock in the Metropolis is relatively fairly distributed among the Nine Sub Metropolitan areas. Nevertheless, majority of this housing stock is concentrated at Kwadaso, Manhyia and Old Tafo Sub Metropolitan District Council (Figure 1.29). These sub-metros comprise core and indigenous towns in the Metropolis such as Old Tafo (Mile 3), Old Tafo (Moshie Zongo), New Tafo and Kwadaso Nsuom. Communities such as Santase-Anyinamu, Sokoban, Kotei-Deduako and Kentinkrono are experiencing new developments in housing infrastructural facilities. The above communities (out of 134 communities) collectively host one-fifth of the housing stock in the Metropolis.

The housing stock in Kumasi has a total of 820, 192 rooms. On the average, each house has 9.8 rooms. Statistics available indicates that majority of the households have just a single room to accommodate them (Figure 1.30).

Figure 1.30: Rooms and Sleeping Rooms per Household in Kumasi

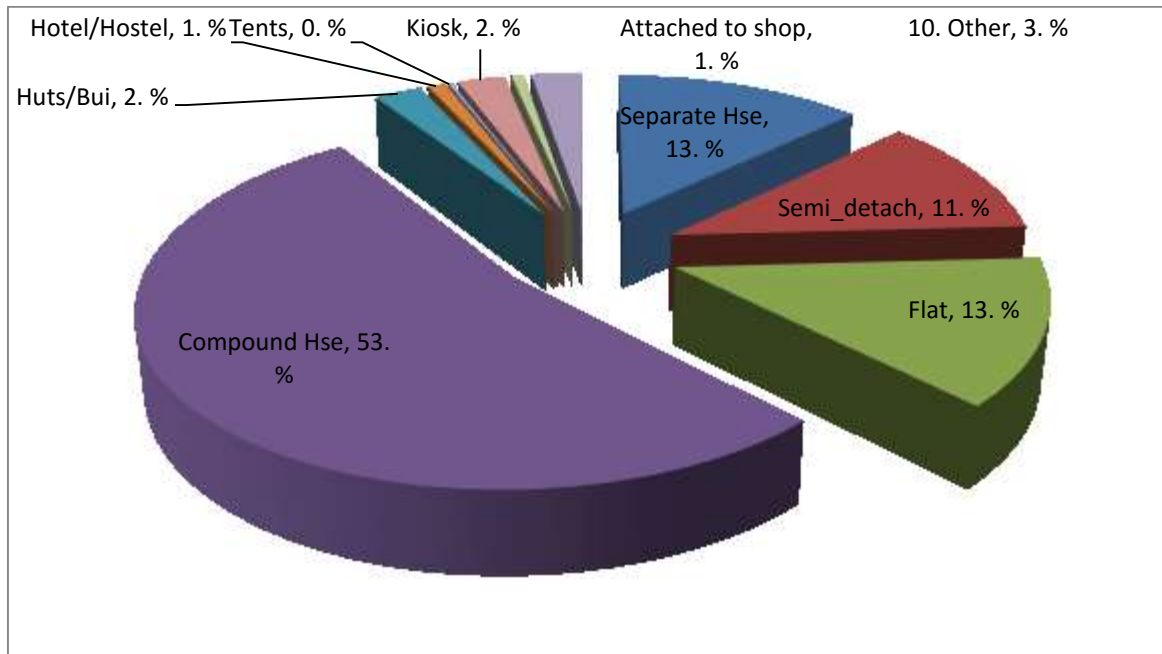


(Source: GSS, 2010)

Furthermore, over 70 percent of the households in the Metropolis sleep in a single room while 2 percent have nine rooms at their disposal as sleeping rooms. Coupled with an average household size of 3.8 in the Metropolis, this phenomenon is a cause for concern that needs comprehensive and integrated efforts to mitigate the looming overcrowding crisis and its effect which has already reflected in an average room occupancy rate of 2.8 persons per a room in the metropolis.

Residents in Kumasi have assorted shelter from different kinds of housing facilities. These facilities include Separate Houses, Semi – Detached Houses, Flat/Apartment, Compound Houses, Huts, Hotel/Hostel, Tents, Kiosk/Container and Others (Figure 1.30).

Figure 1.32: Types of Dwelling Units in Kumasi Metropolis



(Source: GSS, 2010)

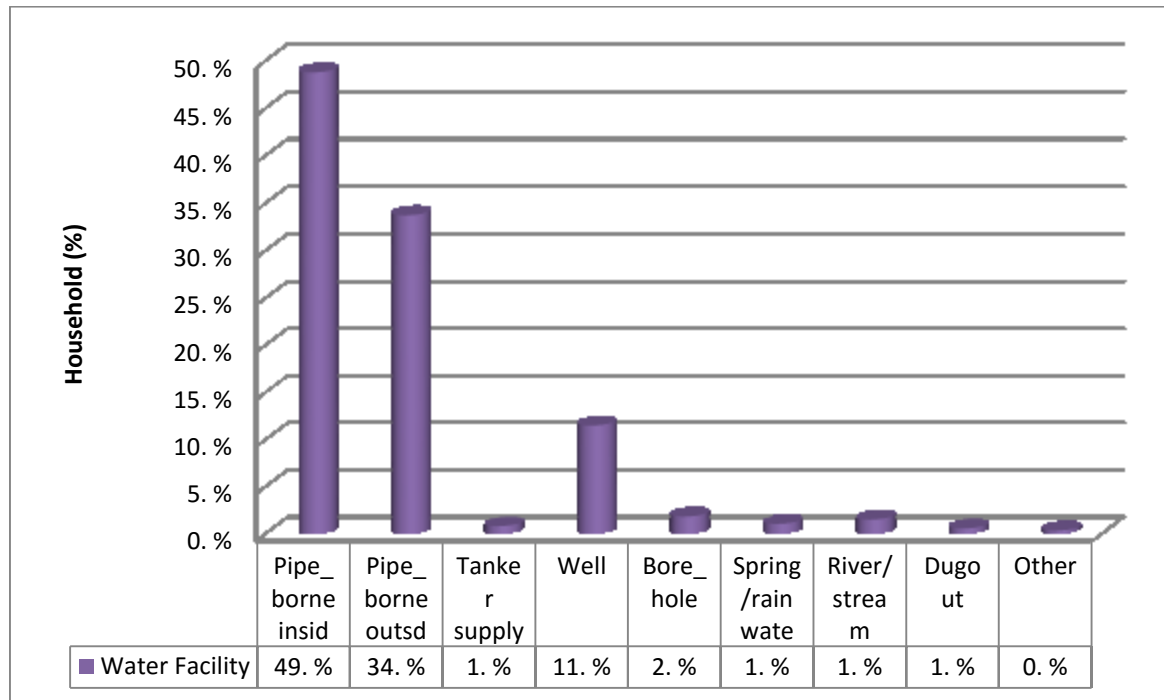
Majority (53%) of the households in the Metropolis are housed by compound housing facilities. This situation is a cause for concern since compound houses, including the ones in Kumasi, are known for their lack of necessary housing amenities for decent living. Even, the houses that have such facilities are not able to meet the pressing needs of occupants efficiently and effectively due to the large number of occupants (averagely 18 persons per house). Another area of concern, with regard to access to housing units is the inability of about 8 percent of households in the Metropolis to afford decent dwelling units. This phenomenon has compelled these households to resort to shelter from make-shift structures such as Huts/Bui, Tents and Kiosk/Container. Another major concern is, these 8 percent households comprised of 82,742 people, this implies that 82,742 residents in the Metropolis live in make shift structures which has enormous effect on their health and productivity.

(ii) Housing Facilities

A shelter is classified as a housing unit if it comprises the physical structure and the amenities needed to make it fully functional. Basic amenities that a proper housing unit

must possess include potable water supply, toilet facility and energy supply among others. With regard to water supply, households have access to water facilities through various sources. These sources include Pipe – Borne, Tanker Supply, Well, Borehole, Spring/Rain Water, Rivers/Stream and Dugout (Figure 1.32).

Figure 1.32 Sources of Water Supply in Kumasi Metropolis



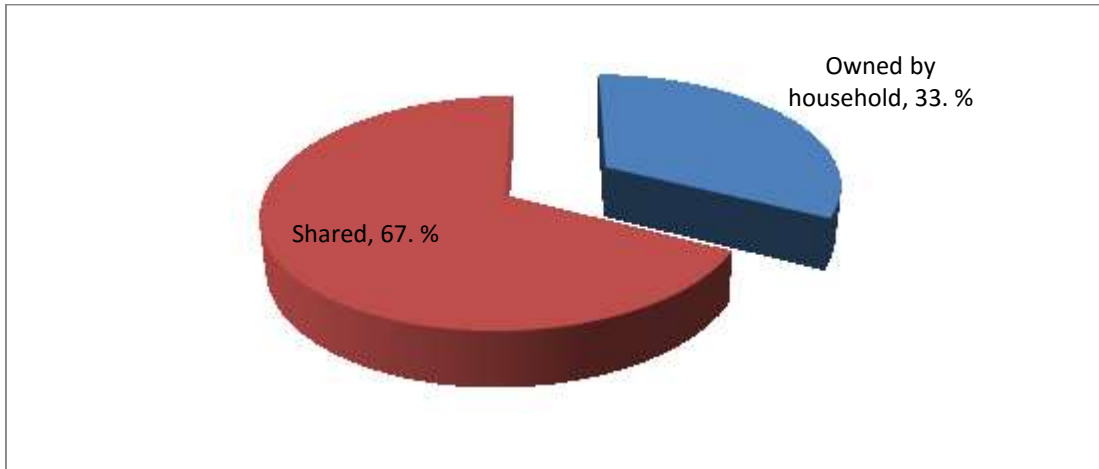
(Source: GSS, 2010)

Statistics available reveal that majority (97%) of the households in Kumasi have access to potable water facilities. Appreciable numbers of these households have pipe-borne water facilities inside their houses. These facilities are available to over 80 percent of the households in the Metropolis. Notwithstanding this fact, the supply of potable water by pipe-borne facilities is plagued with erratic flow. This has led to an increase in the number of households using water from wells. Those without such facilities in their neighborhood have to cover a long distance to have access to water.

Another key housing amenity that contributes to decent living is a toilet facility. Available data indicates that majority of households do not have toilet facilities inside their houses (Figure 1.33). This implies that to attend to ‘nature’s call’ they have to patronize public

toilets in their communities. Often, due to the limited capacity of these public toilets, residents have to join long queues to access these facilities. Those who cannot contain the pressure often resort to free range. This finding is a major challenge in the city's quest to improve the water and sanitation situation.

Figure 1.33 Households With Toilet Facilities In Kumasi Metropolis.



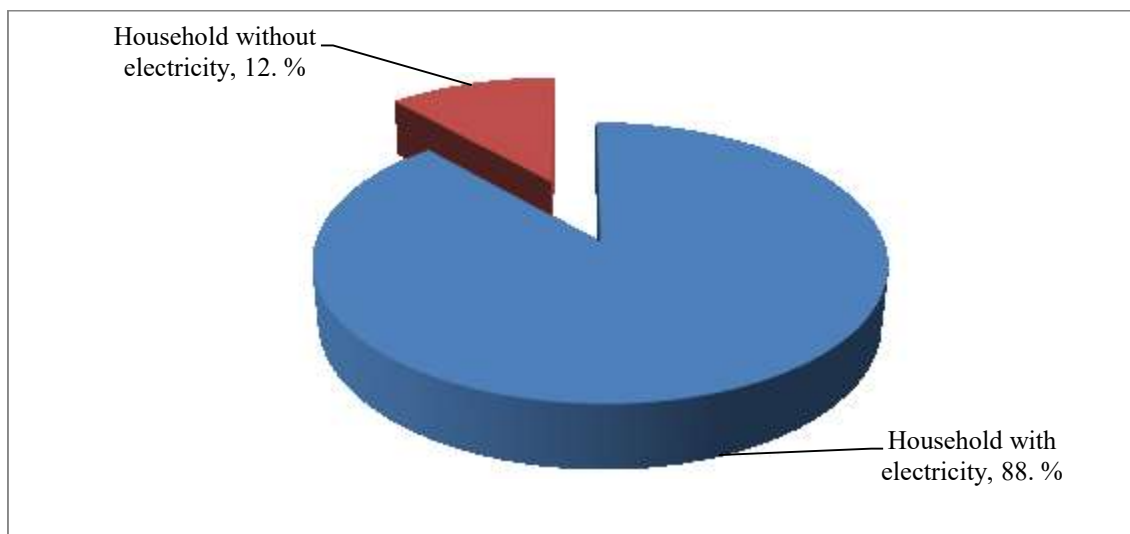
(Source: GSS, 2010)

Access to electricity is another component of housing that plays a significant role in households' day-to-day activities. It is used for powering domestic appliances for instance; cooking, storage, entertainment, lighting systems and ironing. Information captured on electricity access shows that majority of households in the Metropolis have access to this housing amenity (Figure 1.33). This situation implies that demand for electricity in Kumasi would be very high hence the need to augment supply to meet the potential growing need. Nevertheless, the supply of electricity in the Metropolis has always lagged behind demand. This inability to supply electricity to meet the needs of the residents in the Metropolis has resulted in some residents using solar panels as supplementary energy supply. Electricity is indispensable in ensuring access to basic human needs, hence the need to ensure its sustainable and reliable supply.

It is worth noting that about 90 percent of households in the Metropolis use electricity as the main source for power (Figure 1.35). Nevertheless, it is worrying since 10 percent of households in the Metropolis use kerosene to power their lighting system. This situation

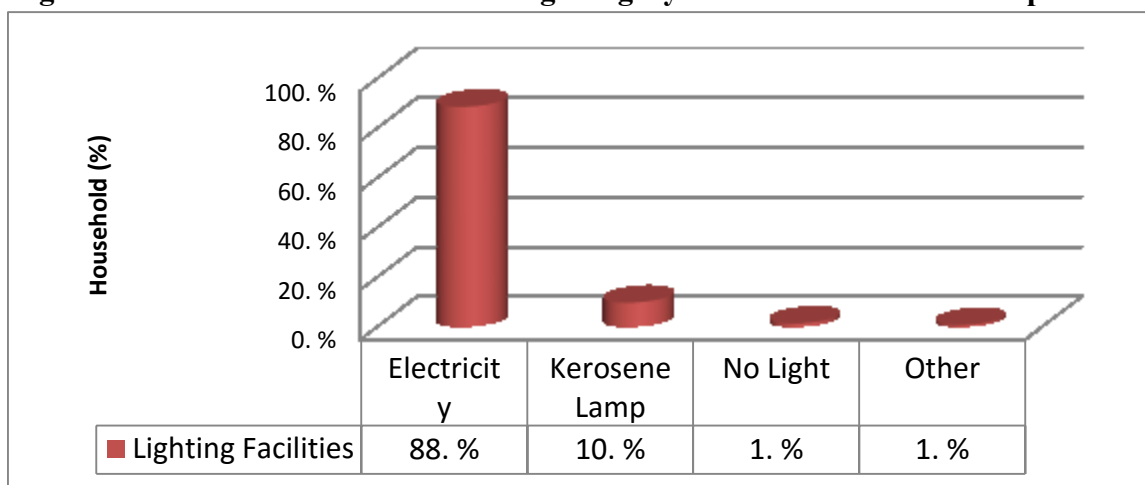
aptly describes the incidence of abject poverty lingering in some parts of the Metropolis. That is, some households (12%) cannot even afford to pay for the cost of using electricity just to power a bulb in their houses (Figure 1.34).

Figure 1.34: Access to Electricity in Kumasi Metropolis



(Source: GSS, 2010)

Figure 1.35 Sources of Power for Lighting Systems in Kumasi Metropolis

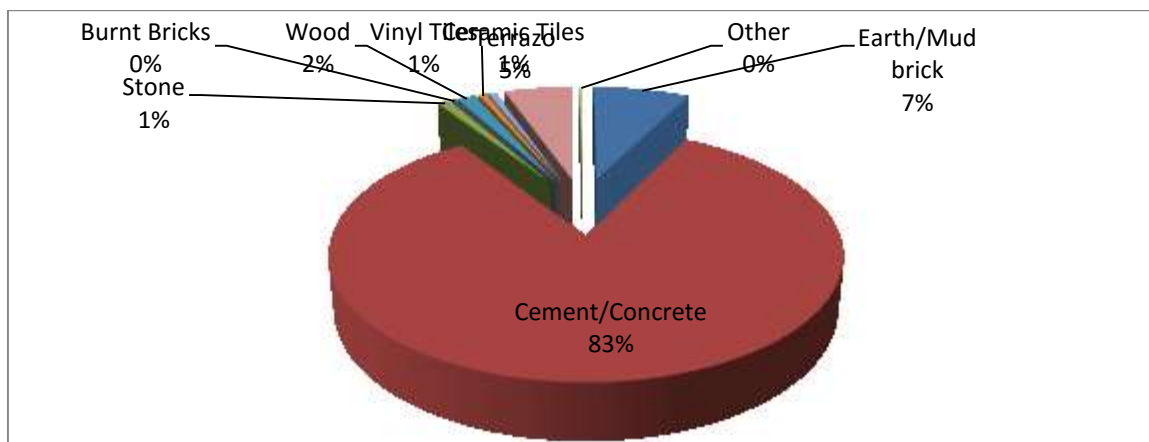


(Source: GSS, 2010)

(iii) Housing Quality

The quality of a house is measured by its ability to withstand the vagaries of the weather and to last for the expected life span. This quality is influenced by a number of factors. Some of which are; the type of materials used for the floor, walls and roof. With regard to the floor, statistics available indicates that majority (90%) of the households occupy homes with their floors made of standard floor materials such as cement/concrete, ceramics tiles, terrazzo and vinyl tiles (Figure 1.36).

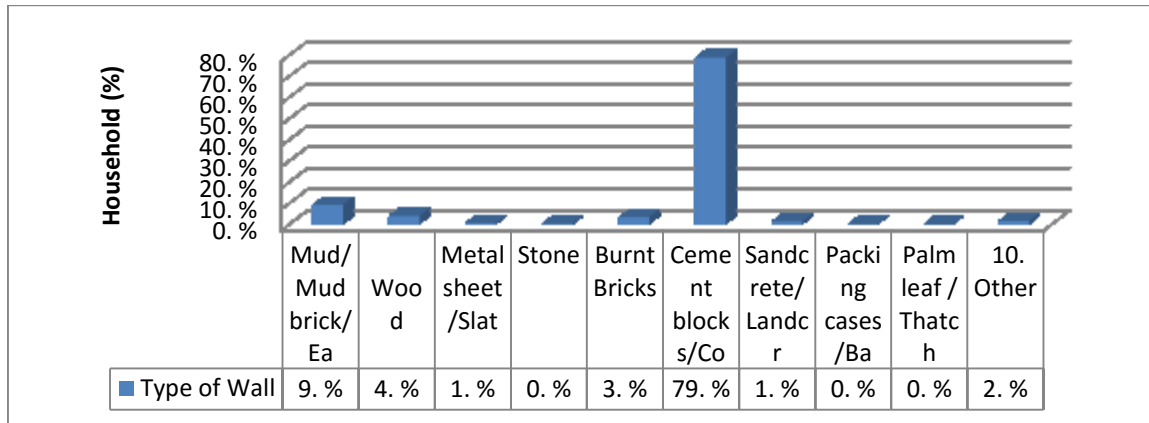
Figure 1.36: Type Of Materials For Housing Floor In Kumasi Metropolis



(Source: GSS, 2010)

Incidentally, appreciable number of households occupies houses with walls made of standard building materials like sand crate blocks and burnt bricks (Figure 1.36). Nevertheless, it is a cause for concern for the Metropolis since 18 percent of household's dwell in a house constructed with sub-standard materials such as mud, wood, stones, palm leaf/thatch and other related materials. These poor housing materials put the life of the occupants in danger especially during rain storms.

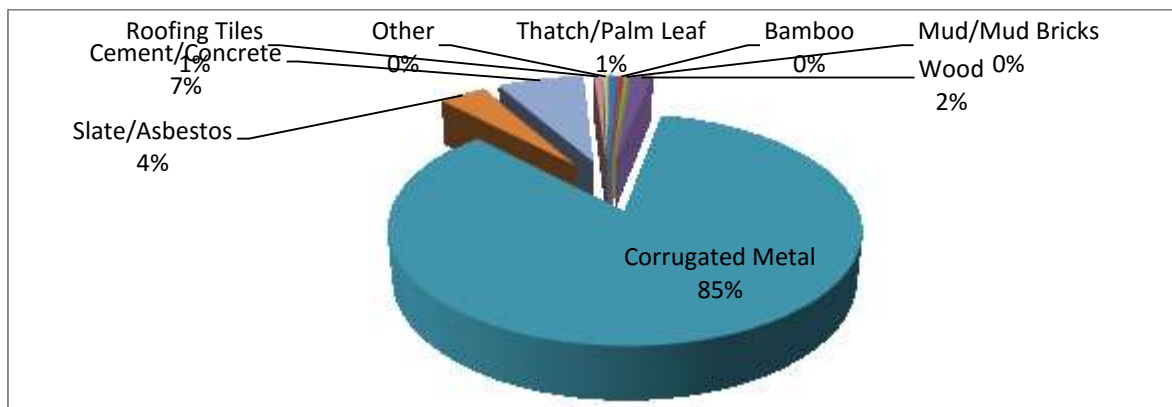
Figure 1.37: Types of Materials For Housing Walls In Kumasi Metropolis



(Source: GSS, 2010)

With regard to roofing materials, 96 percent of households dwell in houses that have standard roofing materials (Figure 1.38). Thus, they are properly protected during rainfall.

Figure 1.38: Type Of Roofing Materials In Kumasi Metropolis



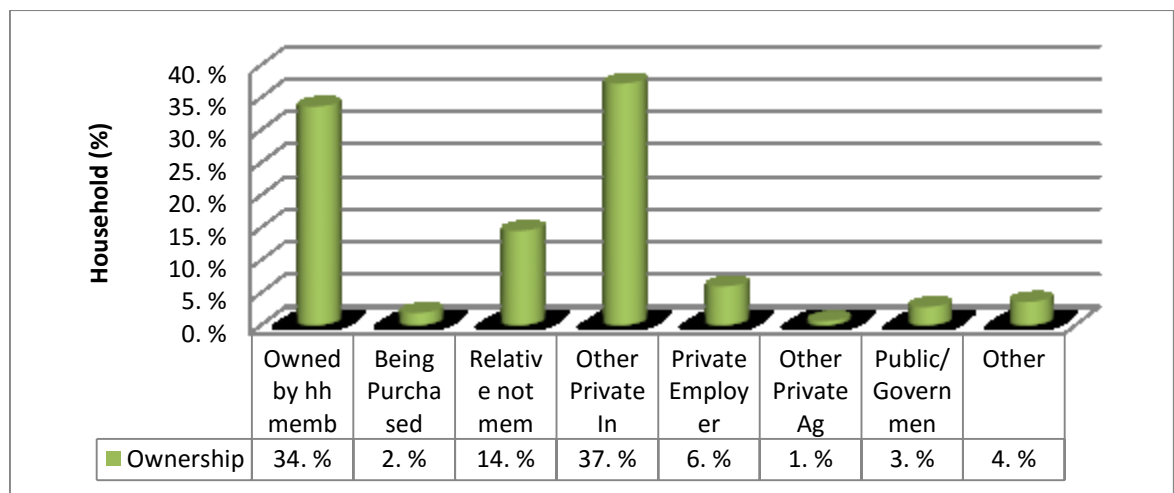
(Source: GSS, 2010)

These findings could be attributed to the type of housing units in the Metropolis. About 91 percent of households in the Metropolis are housed by facilities ranging from separate houses to semi-detached houses, flats, hotels and hostels and compound houses. Nevertheless, due to the inability of some households to build or rent decent housing facilities, they have resorted to facilities being constructed with sub-standard materials. This situation could be explained by the high cost of standard building materials.

(iv) Ownership of Housing Facilities

Ownership of housing facilities in Kumasi is dominated by the private sector (Figure 1.39). Nevertheless, Government owns certain quantum of housing stock in the Metropolis. Individuals who own housing facilities in the Metropolis include household members, relatives who are not members of the household and private employers. The inability of government to intensify its efforts in housing provision leaves the supply of housing facilities to the invisible hand of demand and supply. This somewhat explains the inability of some households to afford decent accommodation since the demand for housing facilities have pushed the price of decent housing units beyond the reach of low income earners.

Figure 1.39: Ownership of Housing Stock in Kumasi Metropolis

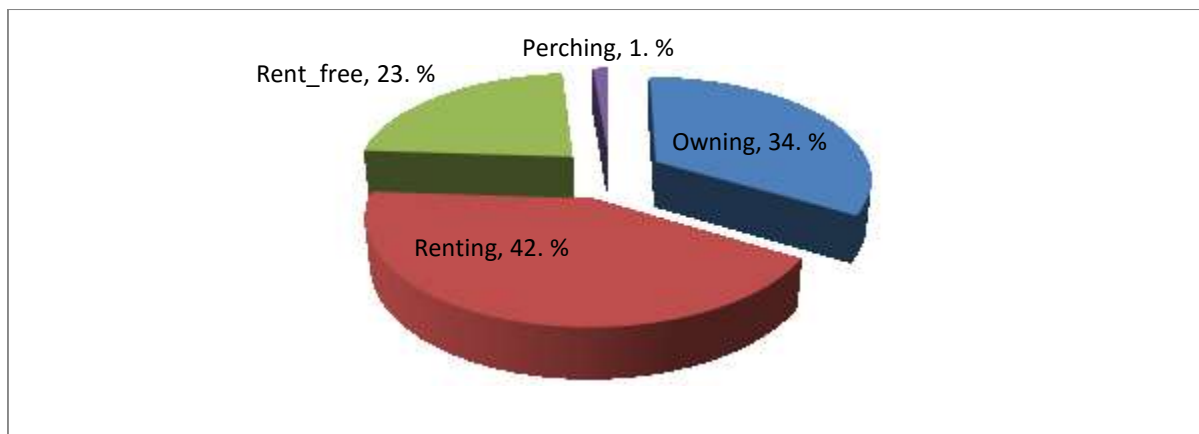


(Source: GSS, 2010)

Although majority of the housing stock in the Metropolis is owned by individuals, it is only one-third of the households that occupy their own houses. This implies that majority of the households are occupying houses as tenants, rent – free occupants and perchers (Figure 1.40). Having almost half of the households in the Metropolis renting houses indicates the need for the government to expand its affordable housing schemes. Furthermore, the 23 percent of the households occupying housing facilities as rent – free occupants moderately explain the poor maintenance culture that has plagued the housing sector in the Metropolis.

This is because they lack the sense of obligation towards maintaining a house which does not belong to them.

Figure 1.40: Housing Tenure in Kumasi Metropolis



(Source: GSS, 2010)

Key Development Issues Identified

- ✚ Inability to match housing supply with population growth.
- ✚ High cost of accommodation.
- ✚ Inadequate sanitation facilities in houses (such as Toilet, bathrooms).
- ✚ Congestion in compound houses
- ✚ Slum development in and around the CBD
- ✚ Absence of well – institutionalized estate agencies
- ✚ High cost of building plots and materials
- ✚ Lack of political will to control slum development

1.2.8 Vulnerability Analysis

(a) Introduction

The development of every nation is dependent on the educational and human resource development of the nation. Notwithstanding this fact, human development, productivity and employment in the metropolis are not immune to the effects of vulnerability.

Human development: Vulnerable groups are mostly oppressed, denied access to education, health and other basic human needs. This to a large extent hinders the development of these groups. They are also denied supportive resources like startup capital and working kits which limits their productivity.

Productivity: Due to lack of human development and supportive resources for these groups of vulnerable persons, their productivity and contribution to GDP would be negatively affected. Skilled labour, which is the most productive labour in this technologically driven world will be in short supply. The end result is the fall in productivity and high cost of production.

Employment: Since persons who fall within the vulnerable brackets are oppressed and deprived access to education, health, etc., they lack employable skills which limit their ability to earn income to improve their living conditions.

(b) Livelihood Empowerment Against Poverty (LEAP)

The Livelihood Empowerment Against Poverty Programme is a social intervention programme aimed at providing cash transfer for the poorest households in Ghana. Beneficiaries are the extremely poor families, the aged-i.e. above 65 years without productive capacity, severely disabled persons, Orphans and Vulnerable Children.

The LEAP Programme began in Kumasi in November, 2007 with the formation of the Metro LEAP Implementation Committee (MLIC) and the Community LEAP Implementation Committees (CLIC) as well as the selection of beneficiary households in four (4) initial communities, namely Asawasi, Asafo, Asuoyeboa and Maakro.

Currently, there are Thirteen (13) beneficiary communities under the programme constituting a total of 2,776 beneficiaries' metro-wide.

(c) Children in Conflict with the Law

Justice Administration entails the following; Provision of Probation Services to Courts through the preparation of Social Enquiry Reports (SER) based on section 24 of Act 653, provision of supervision to young offenders placed under license; establishment of probation committees in the Metropolitan Assembly to review the work of Probation Officers; Training of Probation Officers to serve on Family Tribunals establishment and regulation of institutions for young offenders and other disadvantaged youth and investigation of all circumstances relating to proposed adoption on behalf of the courts.

(d) Child Right Protection and Promotion

Child Rights and Protection deals with the registration of orphanages, child welfare services, services to deprived and neglected children which include assessment of fit persons and provision of safety shelter. The Social Welfare Department currently runs a residential facility for children who need care and protection.

(e) Persons with Disability

People with disabilities make up 2.4 percent of the total population in Kumasi (GSS, 2014). Out of a female population of 998,207, 2.5 percent are disabled which is higher than disability among the male which is 2.3 percent. About two-fifths of persons with disability are related to sight (42.8%). Persons with physical disability form 25.5 percent of PWDs and those with emotional disability are 18.1 percent. Persons with disability in intellect, speech and hearing disability are 14.4 percent, 12.9 percent and 11.9 percent respectively. Within the male population, persons with disability with high proportions are sight (40.4%) followed by physical (22.6%), emotional (18.3%), speech (15.6%) and hearing (11.4%). Disability with sight (44.7%) is highest in females and is followed by physical disability which is (22.4%) and emotional disability also being (17.9%). This high incidence of disability in Kumasi can be attributed to inequality gaps in terms of access to health care services and the general poor attitude towards human safety in all endeavors. It has

therefore become necessary to step up programs geared towards addressing the issue of inequality in the metropolis especially the enforcement of building codes and regulations on disability access.

(f) Social Education

The Department of Social Welfare and Community Development through its community care programmes provide education through the mass media, organized groups, focus group discussions and sanitizations on cross cutting issues concerning Persons Living with HIV and AIDS (PLWHA), aged, family reconciliation, proper child upbringing, peaceful co-existent among neighbors, religious groups in the metropolis.

1.2.9 Information Communication Technology (ICT)

According to 2010 PHC projections (GSS, 2017) Out of a total population of 1,446,305 persons' age 12 years and older in the metropolis, nearly three-quarters (72.4%) of them have mobile phones. One out of every six persons (16.1%) aged 12 years or older has access to internet facilities of one type or the other. Twice more males (21.7%) than females (11.2%) use internet facilities in the metropolis. This implies that about one in every five males use internet facilities, whilst only about one out of every ten females 12 years or older have access to the internet.

Available data from the 2010 PHC shows that out of a total of 440,286 households in Kumasi Metropolis, only 20,503 that is, 4.7 percent have fixed lines at home. The percentage of male headed households with fixed telephone lines (4.7%) is about the same as female headed households (4.6%).

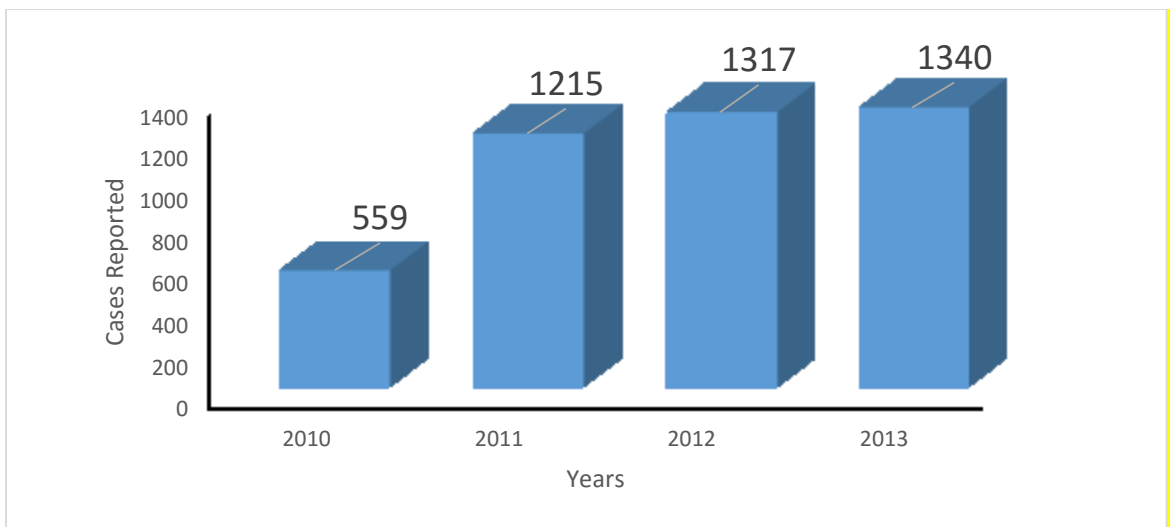
The 2010 PHC recorded 67,645 households representing 15.4 percent of the total number of households in the metropolis having desktop or laptop computers. The proportion of male headed households having desktop or laptop computers (17.7%) is higher than female headed households which is (11.8%). However, the percentage of the population with internet access is expected to increase due to affordability of internet services and smart phones.

1.2.10 HIV and AIDS

(a) Introduction

HIV and AIDS control and prevention in Kumasi has not been very successful. This is as a result of an increment in newly infected persons (Figure 1.41). The presence of commercial sex workers in the Metropolis have partially contributed to this failure since some of them succumb to clientele who want unprotected sex for higher charges and also due to the fact that their activities are illegal and as such monitoring and control is difficult. Another situation that has engulfed the Metropolis and compounded the prevalence of HIV and AIDS is the loose moral fabric of the society. The unwillingness of HIV and AIDS patients to disclose their status to appropriate quarters for help as a result of the stigma and ostracisms they face after making known their HIV status. The negative attitude of residents towards HIV/AIDS testing has also militated against efforts aimed at reducing HIV/AIDS prevalence rate in the City.

Figure 1.41: Hiv/Aids Reported Cases in Kumasi Metropolis



(Source: KMA Department of Health, 2013)

(b) Ways of Tackling the Disease

The following are some of the measures that could be adopted to solve the menace:

- Draw up a comprehensive strategic plan to ensure that all efforts aimed at reducing the prevalence of HIV and AIDS are guided and coordinated.
- Formation of broad based Metro Aids Committee, comprising Heads of Department, traditional and religious leaders.
- Timely release of Assembly's share of DACF meant for HIV activities
- Sourcing of funds from External sources like GAC, and other Development Partners like JICA and WHO should be strategically targeted to reap its intended benefit
- There should be private initiatives by Churches, NGOs, Banks to support HV/AIDS activities

(c) Service Providers

The following health facilities in the Metropolis provides HIV/AIDS related support services.

- Kumasi South Hospital
- Manhyia Hospital
- Suntreso Hospital
- Tafo Hospital
- Children Hospital
- KNUST Hospital
- KATH
- Aninwah Medical Centre
- Bomso Clinic
- SDA Hospital

1.2.11 Gender

(a) Sex Composition

The sex composition of the population is dominated by females. According to 2010 PHC projections, the female population is 998,207 while the male is 964,302 as indicated in table 1.12 below.

Table: 1.12 Population by Sex

Age Group	Both Sexes	Male	Female	Sex ratio
All ages	1,962,509	964,302	998,207	96.6
0 – 14	635,120	321,848	313,272	102.7
15 – 64	1,262,263	614,041	648,222	94.7
65+	65,126	28,413	36,713	77.3
Age-dependency ratio	55.4	57.0	53.9	

(Source: GSS, 2017)

(b) Age Dependency

Dependency Ratio (DR) is defined as the ratio of the sum of the population aged below 15 years and above 65 years to the population between 15 and 65 years expressed as a percentage.

Kumasi is quantitatively endowed with the human resource needed to support development. This is because 64.3 percent (2010 PHC) of the population constitutes the economically active population (15-64 years), with 51.3 percent being females. The economically active population i.e. those between the ages of 15 and 64 years can engage in productive employment activities. The implication of the chunk of the population being within economically active years suggest that there is abundant human capital to support economic growth.

Table 1.13: Age Distribution

Age Group	Male	Female	Total
0-14	321,848	313,272	635,120
15-64	614,041	648,222	126,2263
65+	28,413	36,713	65,126
Total	964,302	998,207	1962509

(Source: GSS, 2017)

(d) Employment

The informal sector dominates the local economy by employing about 62% of the active labour force. The sector is made up traders, food processors and small-scale artisans. The private formal sector is the second largest sector employing about 22.7% of the labour force. The public service (8.4%), Semi-public/Para (1.0%), Public servants; NGO/Int. (0.9%) and others (4.8%). It is evidenced that aside the private informal sector which employs more females (50.6%), in all the other sectors, the males dominate. In an attempt to improve the socio-economic wellbeing of the people, targeted policies should be implemented to ensure that there is gender equity in terms of employment in all sectors especially, the public and Semi-public sectors. Again, the private informal sector should be strengthened to employ more people since it has the potential to employ the greater majority of the economically active population who are unemployed.

Table 1.14: Employment Status

Sector	Male	%	Female	%	Total	%
Public	49,944	61.8	30,926	38.2	0,870	8.4
Private Formal	123,338	56.6	94,596	43.4	217,934	22.7
Private Informal	295,487	49.4	302,582	50.6	598,069	62.2
Semi-public/Para	6,859	70.4	2,881	29.6	9,740	1.0
NGO/Int. Organisation	5,848	68.3	2,710	31.7	8,558	0.9
Other	22,888	50.1	22,819	49.9	45,707	4.8
Total	504,363	52.5	456,514	47.5	960,878	100.0

(Source: GSS, 2010)

(e) Occupation

The economically active population reported to have jobs in the last 12 months is 82.1 percent. People at working age include men and women aged between 15 and 60 years. Out of the employed population at working age, 500,504 (53%) are males and (47%) females. Jobs in this context refer to both self-employed (and thus no regular salary or unpaid) and employed by others. In the Kumasi Metropolis, the main sector for employed males of economically active age is Production and related works (49,222), followed by Sales (117,167), Professional, Technical and related works (1,121,383) and Clerical and related works (61,270). In the metropolis, women of working age are mostly employed in Trading (203,979), followed by Production and related works (106,725), Professional, Technical and related works (30,052). Out of the total economically active population who reported selling as their main income source, 63.5 percent are females and 36.5 percent males (GSS 2010)

Table 1.15: Types of Occupation

SEX	Occupation								Total
	Professional, Technical and related worker	Administrative and managerial workers	Clerical and related workers	Sales workers	Service workers	Agriculture, animal husbandary and hunters	Production and related workers	Labours not elsewhere classified	
Male	49,222	2,871	61,270	117,167	37,465	29,225	189,570	13,714	500,504
Female	30,052	1,443	18,063	203,979	60,486	23,962	106,725	7,739	452,449
Total	79,274	4,314	79,332	321,146	97,951	53,187	296,295	21,453	952,952

(Source: GSS, 2010)

(f) Access to Safe Drinking Water Sources

About 82 percent of all households have access to potable water sources (i.e. tap water, bought water, borehole), leaving about 18 per cent of the households with no access to safe drinking water sources. Those with access to safe drinking water include 88 percent of all male headed households and 76 percent of all female headed households (GSS 2010). Government of Ghana in partnership with Development Partners and NGOs have initiatives aimed at improving water and Sanitation in urban areas of which Kumasi Metropolitan

Area is part but due to the gravity of the challenge, there still remain a lot to be done to ensure that all households have access to potable drinking water and improved sanitation.

Table 1.16: Access to Potable Water

Sex	Percentage of households with access to potable water
Male	88%
Female	76% check figures

(Source: GSS, 2010)

(c) Ethnicity:

There are different ethnic groups co-existing peacefully in the Kumasi Metropolis. From table 1.17 below, the most dominant ethnic group is Akan followed by Dagombas and Guans respectively. For the Two most dominant groups, the Akan and Dagomba ethnic groups are dominated by females.

Table 1.17: Ethnic Groups in Kumasi by Sex

Ethnic Group	Sex		Total
	Male	Female	
Akan	652,794	690,141	1,342,935
Ga-Dangme	11,353	10,104	21,457
Ewe	26,130	23,868	49,997
Guan	47,451	45,680	93,131
Gurma	5,750	5,239	10,989
Mole Dagbani	74,722	83,423	158,145
Grusi	25,654	24,721	50,375
Mande	17,387	16,534	33,920
All Other Tribes	9,211	9,014	18,226
Total	844,322	884,855	1,729,177

(Source: GSS, 2010)

1.2.12 Climate Change

Climate change refers to a change in average weather conditions; it is either cooling or warming trends at any point in the earth's history. It is caused by factors such as biotic processes, variations in solar radiation received by Earth, plate tectonics, volcanic eruptions and certain human activities. The current changes in climate are causing the earth to warm up gradually; unlike during the Ice Age when the earth's temperature decreased to freezing levels. This process is known as global warming.

Global Warming

Global warming, which is the increase in global average temperature started in the course of the twentieth century, it is mostly due to an increase in atmospheric greenhouse gas (GHG) concentrations caused by human activity; these anthropogenic emissions have increased by 70 per cent between 1970 and 2004 (Intergovernmental Panel on Climate Change (IPCC) 4th Assessment Report). The greenhouse gas effect in the atmosphere regulates overall temperature on the Earth's surface. It is, in principle, a naturally occurring phenomenon by which certain gases present in the atmosphere such as carbon dioxide (CO₂) water vapour, methane, nitrous oxide, and chlorofluorocarbons re-radiate heat back to the Earth's surface; without it our planet would be considerably colder and most likely uninhabitable.

This natural "greenhouse effect" ensures that our planet (earth) remains habitable and maintains a balanced temperature. However, we are currently facing a rapid warming cycle with CO₂ concentrations in the atmosphere exceeding the natural range of the last six hundred and fifty thousand (650,000) years.

Major Causes of Global Warming

Human activities contribute to climate change by causing changes in Earth's atmosphere in the amounts of greenhouse gases, aerosols (small particles), and cloudiness. The largest known contribution comes from the burning of fossil fuels, which releases carbon dioxide

gas to the atmosphere and Methane which is emitted from landfills and other waste dumps. Greenhouse gases and aerosols affect climate by altering incoming solar radiation and outgoing infrared (thermal) radiation that are part of Earth's energy balance. Changing the atmospheric abundance or properties of these gases and particles can lead to a warming or cooling of the climate system, an extreme case of either is bad for human survival.

Though natural amounts of CO₂ have varied from 180 to 300 parts per million (ppm), today's CO₂ levels are around 400 PPM. That's 40% more than the highest natural levels over the past 800,000 years. We also can tell that the additional CO₂ in the atmosphere comes mainly from coal and oil because the chemical composition of the CO₂ contains a unique fingerprint. (Intergovernmental Panel on Climate Change (IPCC) 4th Assessment Report)

Clearing forests also releases large amounts of CO₂. On top of that, plants and trees use CO₂ to grow. Worldwide deforestation means we don't have as many trees to absorb the extra CO₂. This means more CO₂ stays in the atmosphere, thereby trapping more heat.

Global Consequences of Climate Change

Rising global temperatures have been accompanied by changes in weather and climate. Many places have seen changes in rainfall, resulting in more floods, droughts, or intense rain, as well as more frequent and severe heat waves. The planet's oceans and glaciers have also experienced some big changes - oceans are warming and becoming more acidic, ice caps are melting, and sea levels are rising.

Consequences of Climate Change in Ghana

According to the Ghana National Climate Change Adaptation Strategy, in 2007, floods affected more than 300,000 people in the country and required more than \$25 million for emergency response, and more than \$130 million worth of direct damage. The devastation suggested that Ghana was not prepared for such a catastrophe.

To make Ghana a climate resilient nation, United Nations Development Programme (UNDP) supported state agencies through long term strategies to deal with climate change under the Africa Adaptation Programme (AAP). Key partners of the programme included the National Disaster Management Organisation (NADMO), the Environmental Protection Agency (EPA) and Ghana Meteorological Agency (GMet).

The Africa Adaptation Programme was implemented from 2010 to 2013, across 20 countries in Africa to help with the continent's response to climate change and natural disasters by building capacities at the government level for long-term planning for climate change, as well as implementing simple, effective interventions.

Ghana's economy relies heavily on climate sensitive sectors like agriculture, energy and forestry. About 70% of the population depends directly or indirectly on agriculture (fisheries, crop and animal farming, etc.) and forest sectors for both timber and non-timber forest products. Any anomaly in the climate therefore tends to affect the economy of Ghana, particularly the vulnerable.

Temperatures in all the ecological zones in Ghana are rising whereas rainfall levels and patterns have been generally reducing and increasingly becoming erratic.

The limited use of irrigation facilities and high dependence on unfavourable climatic conditions for the realization of good harvest tend to introduce huge instability in the standards of living of the people especially rural dwellers who are mostly farmers.

The percentage of cultivated land under irrigation in Ghana is 0.89%. This is equivalent to 23,657 hectares. Consequently, majority of Ghanaians, who live in the rural areas and thrive mainly on rain-fed farming in rural communities, become disproportionately vulnerable since they are the most exposed to hazards such as bush fires, flooding and droughts and are least capable of adapting to such hazards.

Climate forecast and climate change scenarios for the country predict a more severe and frequent pattern of such drought and flood events. There is therefore a need to properly plan and carefully adopt a development path that ensures climate resilience and integrate

adaptation measures into all facets of national development planning, particularly at the local level.

(e) Causes of Climate Change in Kumasi.

Causes of climate change in Kumasi do not differ from the globally known causes. Climate change in Kumasi is caused by the emission of greenhouse gases into the atmosphere. The common causes include the following;

Over the past decade, the population of Kumasi has doubled resulting in the use of more vehicles and industries. Emission from these industries, vehicles and other means of transportation, as well as the use of charcoal contribute to climate change by increasing the levels of Carbon-Mono-Carbon and Carbon Dioxide (CO₂) in the atmosphere.

- Depletion of forest for industrial and residential purposes. Trees absorb carbon dioxide (CO₂) from the atmosphere and release oxygen. The fewer trees we have, the more CO₂ we will have in the atmosphere which contributes greatly to global warming. Trees and vegetation cover help prevent soil erosion and also serve as wind shield against harsh weather conditions. As such, the continuous conversion of green belts and reserved vegetations for residential facilities in the metropolis explains how exposed we are to the negative impacts of climate change.
- The various waste disposal sites including the landfill site (Oti landfill) emit Methane gas. This is one of the prominent greenhouse gases that contribute to global warming and thus climate change.
- The release of Chlorofluorocarbons, commonly known as CFCs, (a group of man-made compounds containing chlorine, fluorine and carbon) into the atmosphere also contributes greatly to climate change. These compounds are emitted from the use of old mostly second-hand fridges. in spite of the nationwide ban on the importation of second hand refrigerators, Kumasi has a booming market for second hand fridges; the use of which emits dangerous compounds which does not only trap heat in the atmosphere but also deplete the ozone layer and allow ultraviolet rays into the atmosphere.

Consequences of Climate Change in Kumasi

- Depletion of vegetation cover leading to soil erosion, siltation of river beds and strong winds which destroy properties. Trees serve as wind breaks, hence the fewer trees, the more likely that buildings will be destroyed by strong winds especially during rain fall.
- Temperature in the City has been increasing gradually over the years. Warmer temperature contributes to evaporation and drying up of rivers and water bodies.

Mitigation and Adaptation Measures to Climate Change in Kumasi

- Afforestation is one of the key mitigation measures that Kumasi has adapted. In collaboration with Centre for Scientific and Industrial Research-Forestry Research Institute of Ghana (CSIR-FORIG), KMA is implementing the Kumasi Urban Forestry Project. The project was initiated in 2013 and is geared at planting and growing one million trees along the major driveways of Kumasi, this project has also witnessed a boost by the current commitment by the Metro Chief Executive campaign for all houses to have trees planted in front of them. This project will not only restore Kumasi to a status of a garden city but will also help reduce the effects of climate change as more CO₂ will be used by the plants. Some of the species of trees include *Blighia sapida* (Akye), *Chrosopogon zizanioides* (Vertivar grass), *Eucalyptus*, *Garcinia* and many others.
- Dredging of silted rivers and streams as well as drains within the metropolis. There are periodic desilting of major drains and rivers especially at flood prone areas to ensure the free flow of rivers during the raining season. This is a step towards reducing the incidence of flooding in the Metropolis.

The Assembly has constructed three additional cells at the Oti Land fill site under the Ghana Urban Management Pilot Project (GUMPP). This site is the only engineered land fill site in the city and hence has to be properly managed to reduce the emission of methane gas into the atmosphere. Other waste dump sites are gradually being cleared to the engineered land fill site to make the city clean and also reduce haphazard methane emissions.

1.2.13 Security

(a) Land Issues

Land acquisition procedures in the Metropolis are plagued with problems of irregularities in the land market, unclear land boundaries and the absence of well-institutionalized estate agencies. This makes it difficult for a prospective grantee to know where to start from and who to deal with in respect of the grant of lands. It is further saddled with bureaucracy thereby making the acquisition procedure slow and irksome. It is more pronounced with the grant of state lands. Land litigation is another issue confronting land acquisition in the Metropolis. This phenomenon has contributed to the slow process for the granting of stool land. This has been partly attributed to inadequate data on land boundaries between stools.

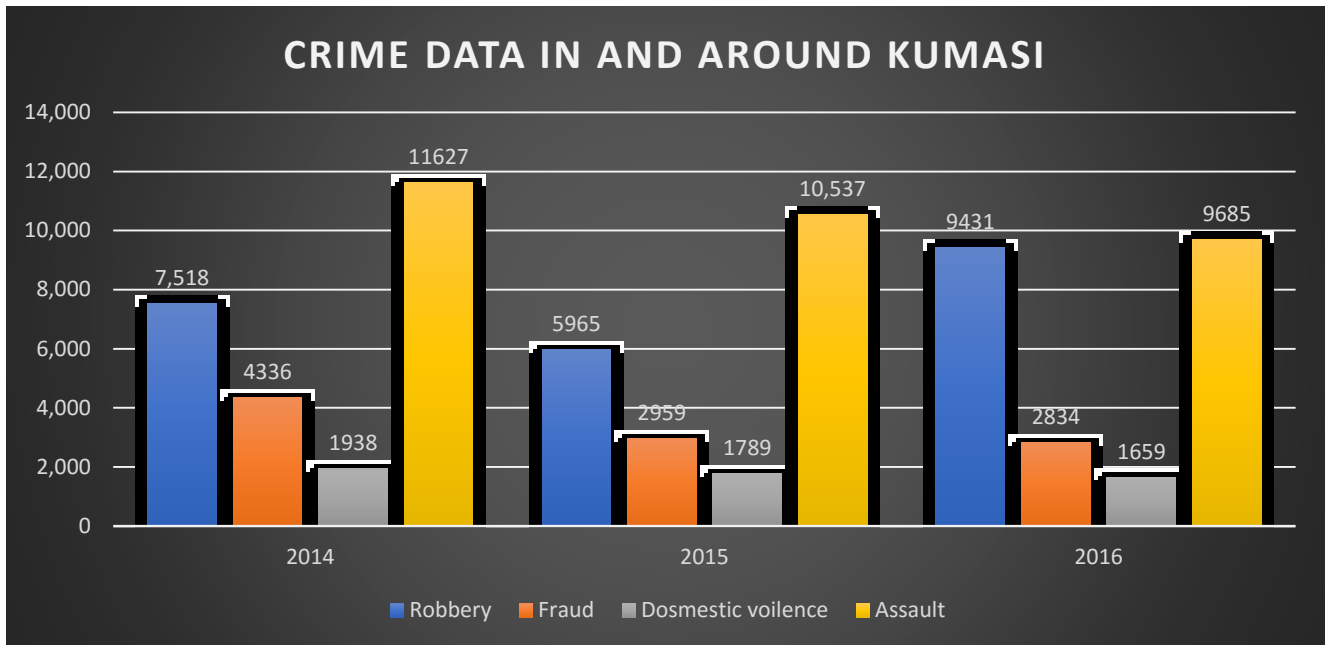
(b) Incidence of Crime

Statistics from the Ashanti Regional Command of the Ghana Police Services reveals that residents in and around the city are bearing the blunt of syndicates of criminal acts. Figure 1.42 shows the four highly committed crimes in and around the city are robbery, fraud, domestic violence and assault.

Among these four, assault is the most highly committed crime. As indicated in Figure 1.42, assault cases reported by residents in 2014 were 11,627. This declined marginally to 10,537 in 2015 and further reduced to 9,685 in 2016.

Armed robbery is the second most highly committed crime in and around the Metropolis. Figure 1.42 reveals that in 2014, 7,518-armed robbery cases were recorded. This reduced significantly to 5,965 in 2015 and drastically increased to 9,431 in 2016. Kwame Nkrumah University of Science and Technology and its environs as well as newly developed sites in and around the city are the major victims of these armed robberies. Due to the alarming crime rates and its enormous negative impact on attracting investment into the City, the Metropolitan Security Committee (METSEC) chaired by the Metropolitan Chief Executive have been implementing strategies specifically aimed at increasing police presence at crime flash points in the metropolis e.g. increasing the time and coverage of the police visibility programme to cover newly developed settlements.

Figure 1.42: Incidence of Crime In and Around the Metropolis



(Source: Ashanti Regional CID Records, 2017)

1.2.14 Disaster

The major disasters that plague the Metropolis are fire outbreaks, flooding, rainstorms and epidemics.

(a) Fire Outbreak

Fire outbreaks in the Metropolis mainly occur at the markets and workshops. Among the factors that have contributed to this phenomenon are weak and naked electrical wires, unswitched off electrical gadgets whilst out of home and overloaded meters. For instance, in the Kumasi Central Market, the contiguity and clustered nature of market stores and the use of common meters is a hazard in the event of fire outbreak. Compounding this problem is the inability of fire tenders to access certain parts of the markets in the advent of fire outbreak. This is because the pavements that create access to the market have been taken over by temporary structures and hawkers. Another source of fire outbreak is the case of open flames resulting from uncontrolled use of candles, lanterns and coal pots. For instance, fire outbreaks recorded in 2016 alone is 101, this figure is very alarming

considering the loss of property and lives that is characterized by these fire outbreaks. It is envisaged that the pending redevelopment of the Central Market will abate the situation of overcrowding which is the leading cause of fire outbreaks in the market. Also, there is the need to equip the Metro Fire Service Department to improve their response to fire outbreaks whilst increasing sensitization of residents on first aid skills in dealing with fire outbreaks.

(b) Flooding

With regard to flooding, Susanso, Oforikrom, Atonsu, Aboabo, Anloga, Asafo, Asokwa and Breman are areas identified as flood –prone. This is as a result of construction of buildings in waterways, dumping of refuse in gutters and drains which chokes existing culverts and drains and prevents them from receiving large volumes of run-off water during heavy downpour of rain. The effect has been loss of valuable properties and lives in the affected communities.

(c) Rainstorm

Another notable disaster in Kumasi is rainstorm. Areas frequently affected are; Atonsu, Daban and Ahinsan Estates. These areas are negatively affected by this phenomenon because they have been severely deforested resulting in inadequate trees to serve as windbreaks. Compounding the problem is poor quality construction.

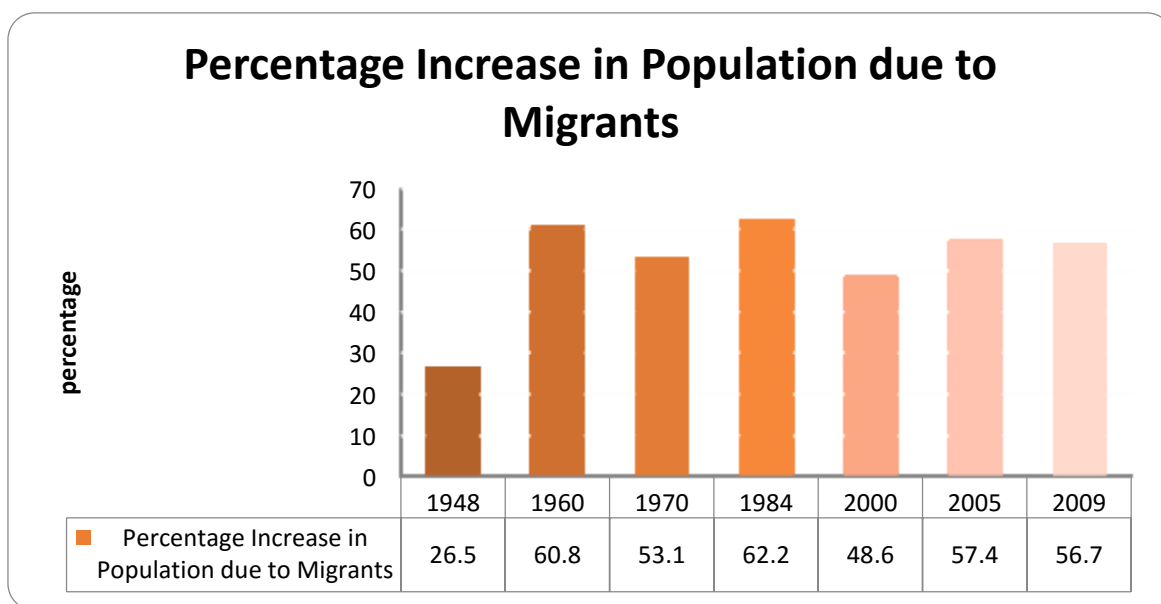
1.2.15 Migration (Emigration and Immigration)

Migration is one of three factors that influence population increase. Birth and death are the other factors that influence population changes. Migration is determined by identifying the place of a person's birth, place of his/her enumeration and the population born elsewhere (in or out of Ghana). Appreciable size (65.7%), of residents in Ashanti Region was born at the place of their enumeration. This partly explains the homogeneity of the region and their strong traditional affiliation. Another reason has been the ease of accessibility to the Metropolis for businesses transactions.

Nevertheless, it is worth noting that over a third (34.3%) of the population in the Metropolis are migrants. The strategic location of Kumasi and its status as a fast-growing

administrative and commercial hub has significantly accounted for the attraction of both internal and international migrants. The Metropolis has attracted a number of migrants from several parts of Ghana and neighbouring African countries such as Togo, Burkina Faso, Mali, Nigeria, Ivory Coast and abroad especially, China and India. This has contributed significantly to the phenomenal growth of the population in the city as shown in Figure 1.43.

Figure 1.43: Migrant Proportions of Population Growth Rates



(Source: GSS 1948, 1960, 1984, 2010)

1.3 Summary of Key Development Gaps/Problems/Issues

The above situational analysis has provided an in-depth study on Kumasi as a Metropolitan area in Ghana. The analysis took a cross-section of both the spatial and aspatial components of Kumasi and extracted relevant information that borders on development. These were identified as development issues that call for comprehensive efforts by the Assembly and relevant stakeholders to find sustainable solutions to them. Development issues identified are presented below;

Table 1.18: Key Issues From Current Situational Analyses

GSGDA THEMATIC AREA 2018-2021	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Ensuring and Sustaining Macro-Economic Stability	Unreliable data on ratable items.
	Low mobilization of internally generated funds by the Assembly.
	Delays in the release of DACF.
	Inadequate donor funds.
	Poor monitoring of revenue collectors.
	Under declaration of revenue mobilized by revenue collectors.
	Unwillingness of the public to pay fees.
	Low motivation for revenue collectors.
	Poor management of Internally Generated Funds.

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Enhancing Competitiveness of Ghana's Private sectors	Low entrepreneurial skills.
	Limited business development skills.
	Inadequate skill training centers.
	Ineffective coordination between the private and the public sector.
	Inadequate data on mechanical garages.
	Haphazard location of mechanical garages in the Metropolis.
	Weak collaboration between the mechanical garages and KMA.
	Weak institutional linkages between the mechanical garages and the tertiary institutions (KNUST and Kumasi Polytechnic).
	Poor/inadequate infrastructure facilities.
	Poor entrepreneurial orientation.
	Inadequate data on MSMEs.
	Difficulty in accessing credit facilities/start-up capital by MSMEs.
	Inability of MSMEs to compete with imported products.
	Undeveloped tourism potentials.
	Low resource mobilization for the development of tourism
	Low publicity of domestic tourism.
	Low patronage of tourism sites.
Weak collaboration between relevant stakeholders in the tourism industry.	

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Accelerated Agricultural Modernisation and Sustainable Natural Resources	Depletion of vegetative cover.
	Farming activities along water bodies.
	Dumping of refuse into streams.
	Perennial flooding.
	Destruction of properties by fire.
	Construction of buildings in waterways.
	Inadequate waste collection points, bins and vehicles.
	Poor environmental sanitation at waste collection points.
	Poor enforcement of existing sanitation laws.
	Inadequate logistics for sanitation workers.
	Lack of motivation among sanitation workers in EHU/WMD.
	Ineffective education on environmental management.
	Poor enforcement of existing laws on noise pollution.
	Using wastewater to irrigate urban agriculture farms.
	Inappropriate use of agrochemicals in urban agriculture farming.
	Inadequate market infrastructure at the CBD.
	Heavy congestion at the Central Market and Adum Shopping Mall.
	Poor environmental sanitation at the markets.
	Underutilization of some satellites markets.
	Indiscriminate disposal of refuse.
Untimely release of funds to private waste management companies.	

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
<p style="text-align: center;">Infrastructure, Energy and Human Settlement</p>	Inability to match housing supply with population growth.
	High cost of accommodation.
	Congestion in compound houses.
	Absence of well – institutionalized estate agencies.
	High cost of building plots.
	Cumbersome and insecure land acquisition procedure
	Weak enforcement of standards and codes in the design and construction of houses
	Inadequate access to quality and affordable water.
	Inadequate sanitation facilities in houses (such as Toilet, bathrooms).
	Inadequate toilet facilities (Public and households).
	Poor management of waste material from industries.
	Deteriorated road condition.
	Poor and inadequate drainage facilities.
	Inadequate drains along roads.
	Inadequate parking facilities.
	Malfunctioning and inadequate traffic lights.
	Poor road intersection designs.
Limited intra bus transports.	

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Infrastructure, Energy and Human Settlement	Inadequate supply of LPG.
	Inadequate bridges over river – crossing points.
	Frequent power outages.
	Illegal connection of electricity.
	Faulty meters and the high number of un-metered premises.
	Poor customer services by staff of the Electricity Company.
	Encroachment on public lands.
	Inadequate community/social centres.
	Lack of youth friendly centers.
	Under – utilized and neglected parks and green areas.
	Encroachment on access roads.
	Proliferation of slums development.
	Haphazard development of structures.

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Human Development, Productivity and Employment	High fertility rate.
	Large Household size.
	Dominance on decisions related to reproduction.
	Low rate of births and deaths registration.
	Long distance to births and deaths registration centers.
	Child labour
	Streetism
	Shift system in certain basic schools.
	Inadequate classroom blocks (both basic and SHS).
	Inadequate school ICT centers and libraries.
	Inadequate kitchen for schools feeding programme.
	Encroachment on school lands by private developers and squatters.
	Inadequate school furniture.
	Inadequate logistics (example Textbooks).
	Inadequate Assembly Halls in SHS.
	Lack /inadequate gender sensitive sanitation facilities in school (Toilet and urinal).
	Lack/ inadequate hand washing materials.
Large number of untrained teachers, especially at the private schools.	

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Human Development, Productivity and Employment	High school dropout by pupils in public schools particularly the basic level.
	High level of truancy.
	Poor maintenance of school infrastructure.
	High cost of school fees by the private operators.
	Deplorable and inadequate health infrastructure.
	Inadequate health personnel especially medical doctors and nurses.
	Inadequate specialized doctors.
	Lack of confidentiality among health staff.
	Unkind reception towards patients.
	Obsolete/inadequate equipment and logistics.
	Proliferation of unauthorised herbal medicines.
	Lack of laboratory at Metro Food and Drugs Board.
	High incidence of malaria cases.
	High incidence of maternal and child mortality.
	High stigmatization and discrimination against PLWHAS
	Lack of incentives for care givers
	Ineffective collaboration among partners providing care and support
High HIV/AIDS infection Rate among the youth.	

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Human Development, Productivity and Employment	Inadequate capacity support for key stakeholders on HIV/AIDS activities.
	Ineffective workplace programmes on HIV/AIDS.
	Low level of behavioral change.
	Low patronage of female condom.
	Low condom negotiation power of women.
	Low acceptance rate of contraceptive use.
	Delay/inadequate re-imburement of accredited NHIS providers.
	Delay in the submission of bills by accredited NHIS providers.
	High rental charges/inadequate NHIS office accommodations.
	Abusive use of Health Insurance by insured clientele.
	Delay in the production and distribution of NHIS Membership Card.
	Lack of political will to enforce development control.
	Proliferation of streets hawkers.

Thematic Areas	Identified Key Development Gaps/Problems/Issues (from performance and profile)
Transparent, Responsive and Accountable Governance	Inadequate participation of civil society and private sector in governance.
	Insufficient public ownership and harmonization of the development process.
	Poor working relation between workers in the Assembly.
	Weak coordination and collaboration in development processes.
	Weak collaboration between the General Assembly and decentralized departments.
	Poor participation of community members in development issues.
	Inadequate office for Sub metros & Town Councils.
	Malfunctioning Town Councils and Unit Committees.
	Inadequate logistics for Town Councils & Sub metros.
	Low remuneration for Town Council staff.
	Inadequate collaboration between Town Councils and Sub-metros.
	Low capacity of the Town Council and Unit Committee members.
	Lack of incentive package for Unit Committee Members.
	Weak collaboration between the Assembly and the traditional authority.
	Loss of confidence in Assembly Members by the public.
	Poor publicity of the Assembly's achievements.
	Limited participation of women in decision making process.
High crime rate	
Inadequate street lights	

Source: MPCU, December, 2017.

CHAPTER TWO

DEVELOPMENT ISSUES

2.0 Introduction

Chapter two of this Medium Term Development Plan looks at the harmonized development issues under the GSGDA II linked to the thematic areas of the National Medium Term Development Policy Framework. The chapter is concluded with a thorough analysis of the development potentials, opportunities as well as constraints and challenges identified in the Metropolis.

2.1 Harmonization of Community needs and aspirations with Identified Development Problems/Issues from review of Performance and Profiling from 2014- 2017

To ensure harmony in the development process, the identified development problems/issues from the performance review were scored against the needs and aspirations obtained from the various community sensitizations and needs assessment organised in all the 21 town councils to ensure its compatibility.

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Table 2.1 Harmonization of Community Needs and Aspirations with Identified Development Problems/Issues from Review of Performance and Profiling from 2014-2017

Community Needs and Aspiration	Identified Key Development Gaps/Problems/Issues (from performance and profile)	Scores
Tree planting	Depletion of vegetative cover.	2
Effective Education on environmental management	Ineffective education on environmental management.	2
Prevention of bad farming activities	Farming activities along water bodies.	2
provision of waste bins	Dumping of refuse into streams.	2
Desilting of drains	Perennial flooding.	2
Construction of a fire service station	Destruction of properties by fire.	2
Promote family planning through sensitization	High fertility rate.	2
	Large Household size.	
	Dominance on decisions related to reproduction.	
Expand service delivery centres and sensitize public on birth and death registration	Low rate of births and deaths registration.	2
	Long distance to births and deaths registration centers.	
Enforcement of child labour policies	Child labour	2
Job creation	Streetism	2
Organize entrepreneurial seminars to train the youth	Low entrepreneurial skills.	2
Construction of Skills Training centers	Limited business development skills.	2
	Inadequate skill training centers.	
Strong collaboration between public and private sector in the provision of affordable housing units	Inability to match housing supply with population growth.	2
	High cost of accommodation.	
	Congestion in compound houses.	
	Absence of well – institutionalized estate agencies.	
Reduction in the cost of lands	High cost of building plots.	2
Improve land acquisition and registration procedure	Cumbersome and insecure land acquisition procedure	2
Ensuring proper layout of settlement	Construction of buildings in waterways.	2
	Proliferation of slums development.	

	Haphazard development of structures.	
Strong enforcement building codes	Weak enforcement of standards and codes in the design and construction of houses	2
Construction of bore holes	Inadequate access to quality and affordable water.	2
Construction of sanitation facilities	Inadequate sanitation facilities in houses (such as Toilet, bathrooms).	2
	Inadequate toilet facilities (Public and households).	
Construction and rehabilitation of drains and Culvert	Poor and inadequate drainage facilities.	2
	Inadequate drains along roads.	
Proper management of waste material	Poor management of waste material from industries.	2
Construction of Improved Sanitary Site	Inadequate waste collection points, bins and vehicles.	2
	Poor environmental sanitation at waste collection points.	
Reduction in sanitary fees	Indiscriminate disposal of refuse.	2
Provision of adequate skip container		
proper supervision and timely release of funds to zoomlion staffs	Untimely release of funds to private waste management companies.	2
Enforcement of Sanitation Bye-laws	Poor enforcement of existing sanitation laws.	2
Adequate logistics and incentive for sanitation workers	Lack of motivation among sanitation workers in EHU/WMD.	2
	Inadequate logistics for sanitation workers.	
Enforcement of bye-laws on noise pollution	Poor enforcement of existing laws on noise pollution.	2
Construction and rehabilitation of Classroom blocks with ancillary facilities	Shift system in certain basic schools.	2
	Inadequate classroom blocks (both basic and SHS).	
Construction and furnishing of community library and ICT center	Inadequate school ICT centers and libraries.	2
Construction of fence wall for all public schools	Encroachment on school lands by private developers and squatters.	2
Provision of furniture for schools	Inadequate school furniture.	2
Provision of Assembly Halls in schools	Inadequate Assembly Halls in SHS.	2
Provision of gender sensitive institutional toilet facilities	Lack /inadequate gender sensitive sanitation facilities in school (Toilet and urinal).	2
Provision of hand washing materials in schools	Lack/ inadequate hand washing materials.	2

Improvement of school feeding program	Inadequate kitchen for schools feeding programme.	1
Periodic maintenance of school infrastructure	Poor maintenance of school infrastructure.	2
Provision of logistics in schools	Inadequate logistics (example Textbooks).	2
Periodic training of teachers	Large number of untrained teachers, especially at the private schools.	2
Re-introduction of school feeding program	High school dropout by pupils in public schools particularly the basic level.	1
Effective and enforceable Bye laws for video games centres around schools	High level of truancy.	2
Government support for private schools	High cost of school fees by the private operators.	2
Renovation of community clinic, Construction of nurses' quarters	Deplorable and inadequate health infrastructure.	2
Provision of incentives to retain Doctors and nurses	Inadequate health personnel especially medical doctors and nurses.	2
Sensitization of nurses and doctors to adhere to code of ethics	Lack of confidentiality among health staff.	2
	Unkind reception towards patients.	
Provide hospitals with needed modern equipment	Obsolete/inadequate equipment and logistics.	2
Sensitization on malaria prevention and periodic mass spraying of the environment	High incidence of malaria cases.	2
Sensitize and provide incentives for pregnant women to attend antenatal and postnatal care	High incidence of maternal and child mortality.	2
Strengthen monitoring and supervision of herbal medicine producers	Proliferation of unauthorised herbal medicines.	2
Expand existing training institutions and provision of scholarship schemes	Inadequate specialized doctors.	2
Decentralize activities of food and drugs board	Lack of laboratory at Metro Food and Drugs Board.	1
Public sensitization on Stigmatization and discrimination against PLWHAS	High stigmatization and discrimination against PLWHAS	2
Provision of adequate financial support for care givers	Lack of incentives for care givers	2

Strengthen District Response Initiative (DRIs) activities and encourage information sharing among partners	Ineffective collaboration among partners providing care and support	2
Adequate support and effective awareness creation/behavioural change programmes on HIV and AIDS	High HIV/AIDS infection Rate among the youth.	2
	Ineffective workplace programmes on HIV/AIDS.	
	Inadequate capacity support for key stakeholders on HIV/AIDS activities.	
	Low level of behavioral change.	
Public education on contraceptive use	Low patronage of female condom.	2
	Low condom negotiation power of women.	
	Low acceptance rate of contraceptive use.	
Improve Service of NHIS	Delay/inadequate re-imburement of accredited NHIS providers.	2
	Delay in the submission of bills by accredited NHIS providers.	
	High rental charges/inadequate NHIS office accommodations.	
	Abusive use of Health Insurance by insured clientele.	
	Delay in the production and distribution of NHIS Membership Card.	
Protection of nature reserves and public lands	Encroachment on public lands.	2
Strong institutional system	Lack of political will to enforce development control.	1
Construction of recreational centers	Inadequate community/social centres.	2
	Lack of youth friendly centers.	
Rehabilitation of Kumasi Children's Park	Under – utilized and neglected parks and green areas.	2
Provision of school parks		
Effective cordination between private and public sector	Ineffective coordination between the private and the public sector.	2
Improve infrastructural facilities	Poor/inadequate infrastructure facilities.	2
Introduction of capacity building programs for the youth	Poor entrepreneurial orientation.	2
Provision of adequate data on micro enterprises	Inadequate data on MSMEs.	2
Formation of strong trade associations	Difficulty in accessing credit facilities/start-up capital by MSMEs.	1

	Inability of MSMEs to compete with imported products.	
Development of newly found sceneries into tourist sites	Undeveloped tourism potentials.	2
Packaging and advertising of tourism potentials	Low resource mobilization for the development of tourism	2
	Low publicity of domestic tourism.	
	Low patronage of tourism sites.	
	Weak collaboration between relevant stakeholders in the tourism industry.	
Effective monitoring of urban Agriculture farms	Using wastewater to irrigate urban agriculture farms.	2
	Inappropriate use of agrochemicals in urban agriculture farming.	
Construction of markets/ rehabilitation	Inadequate market infrastructure at the CBD.	2
	Heavy congestion at the Central Market and Adum Shopping Mall.	
Construction of Fence wall around markets	Poor environmental sanitation at the markets.	1
Construction of single commodity market	Underutilization of some satellites markets.	1
Improve infrastructure facilities at the garages	Inadequate data on mechanical garages.	2
	Haphazard location of mechanical garages in the Metropolis.	
	Weak collaboration between the mechanical garages and KMA.	
	Weak institutional linkages between the mechanical garages and the tertiary institutions (KNUST and Kumasi Polytechnic).	
Construction of Roads	Deteriorated road condition.	2
Provision of parking space	Inadequate parking facilities.	2
Provision of slip routes and traffic lights	Malfunctioning and inadequate traffic lights.	2
	Poor road intersection designs.	
Provision of transport system	Limited intra bus transports.	2
Enforcement of planning codes	Proliferation of streets hawkers.	2
	Encroachment on access roads.	
Construction and rehabilitation of footbridges	Inadequate bridges over river – crossing points.	2
Constant power supply	Frequent power outages.	2

Effective monitoring and maintenance exercises	Illegal connection of electricity.	2
	Faulty meters and the high number of un-metered premises.	
	Poor customer services by staff of the Electricity Company.	
Improve service delivery of LPG	Inadequate supply of LPG.	2
Strong collaboration between the Assembly and other key stakeholders	Inadequate participation of civil society and private sector in governance.	2
	Insufficient public ownership and harmonization of the development process.	
	Poor working relation between workers in the Assembly.	
	Weak coordination and collaboration in development processes.	
	Weak collaboration between the General Assembly and decentralized departments.	
Motivation of community members to participate in communal labour	Poor participation of community members in development issues.	2
Construction of ultra-modern Sub-Metro office	Inadequate office for Sub metros & Town Councils.	2
Construction of town council office		
Strengthening of sub structures	Malfunctioning Town Councils and Unit Committees.	2
Provision of logistics	Inadequate logistics for Town Councils & Sub metros.	2
Motivation for workers	Low remuneration for Town Council staff.	2
Effective collaboration between Assembly and town councils	Inadequate collaboration between Town Councils and Sub-metros.	2
Capacity building for staff at sub-district structures	Low capacity of the Town Council and Unit Committee members.	2
Motivation packages for unit committee members	Lack of incentive package for Unit Committee Members.	2
Effective collaboration between technocrats and traditional rulers.	Weak collaboration between the Assembly and the traditional authority.	2
effective collaboration between the assembly members and the public	Loss of confidence in Assembly Members by the public.	1
Update of tax items	Unreliable data on ratable items.	2

Improvement of internally generated funds	Low mobilization of internally generated funds by the Assembly.	2
Improve quarterly releases of DACF	Delays in the release of DACF.	2
Improvement in Donor funds	Inadequate donor funds.	2
Proper supervision on tax collectors	Poor monitoring of revenue collectors.	2
	Under declaration of revenue mobilized by revenue collectors.	
Reduction of taxes	Unwillingness of the public to pay fees.	1
Provision of motivation packages for revenue collectors	Low motivation for revenue collectors.	2
Strict implementation of approved annual budget	Poor management of Internally Generated Funds.	2
Intensive publicity of the Assembly's activities	Poor publicity of the Assembly's achievements.	2
Sensitize and support participation of women in decision making	Limited participation of women in decision making process.	2
Construction of a police station / post	High crime rate	2
Establishment of neighborhood watch committee		
Training and Provision of logistics to community watch committee		
Installation of street lights in the community and in markets	Inadequate street lights	2
NEEDS 110	147	Total 199

Source: MPCU, December, 2017

Table 2.2: Key Development Issues under GSGDA II with Implications for 2018-2021

Thematic Areas	Key Development Issues under GSGDA II with implications for 2018-2021
Ensuring and Sustaining Macro-Economic Stability	leakages in revenue collection
	Weak institutional collaboration for fiscal policy management
Enhancing Competitiveness of Ghana's Private sectors	Inadequate managerial and technical skills
	Weak intra-industry linkages
	Inadequate and unreliable infrastructure
	Poor entrepreneurial culture
	Informal nature of businesses
	Limited access to finance
	Limited exploitation of potentials in the tourism sector
	Inadequate investment in the tourism sector
	Inadequate promotion of domestic tourism
	High cost of hospitality services
Accelerated Agricultural Modernization and Sustainable Natural Resources	Degradation of nation's forest
	Increased deforestation in river catchment areas
	Water pollution
	Frequent droughts, floods, forest and other fire outbreaks
	Ineffective development control of human settlement
	Inadequate facilities for the disposal of waste
	Weak enforcement of existing sanitation laws
	Limited investment in waste management and infrastructure
	Lack of enforcement of existing by-laws on sanitation and noise pollution
	High dependence on seasonal and erratic rainfall

Thematic Areas	Key Development Issues under GSGDA II with implications for 2018-2021
Accelerated Agricultural Modernization and Sustainable Natural Resources	Weak regulatory regime to enforce standards across board for ensuring quality and safety
	Uncongenial environment for trading in local markets
	Negative attitudinal and behavioural orientation towards proper waste disposal
Infrastructure, Energy and Human Settlement	Huge housing deficit
	Unclear mandate of local authorities to facilitate social housing provision
	General indiscipline in the purchase and sale of land
	Cumbersome, oblique and insecure land acquisition procedures
	Weak enforcement of standards and codes in the design and construction of houses
	Inadequate access to quality and affordable water
	Inadequate access to environmental sanitation facilities
	Inefficient industrial waste management
	Early deterioration of road networks
	Poor quality and inadequate road transport network
	Congestion on roads in urban areas
	Irregular supply of petroleum products to consumers
	Inadequate funding from public sources for construction, maintenance and management for all modes of transport
	Unreliable power supply
	High cost of electricity generation
	Inefficiencies in the management of utilities
Illegal sale of land designated as open spaces for housing and other unintended uses	
Inadequate community/social centers especially in the urban areas	

Thematic Areas	Key Development Issues under GSGDA II with implications for 2018-2021
Infrastructure, Energy and Human Settlement	Inadequate space designated for the development of recreational infrastructure
	Poor linkages between land use and transport planning
	Proliferation of slums
	Haphazard land development
Human Development, Productivity and Employment	Low coverage of reproductive health and family planning services
	Inadequate demographic data for policy making , planning, programming, monitoring and evaluation
	Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour
	Limited coverage of social protection interventions
	Inadequate and inequitable access particularly after the basic level and for persons with special needs
	Inadequate knowledge and life skills for managing personal hygiene, fire safety, environment, sanitation and climate change
	Unacceptably high number of untrained teachers at the basic level
	Weak management and supervision
	Huge gaps in geographical access to quality health care (e.g. urban and rural)
	Inadequate and inequitable distribution of critical staff mix manifesting in low productivity including lack of a human development and redeployment strategy
	Public and users' concerns about the quality of healthcare
	High morbidity and mortality for malaria, HIV & AIDS and TB
	Persistent high neonatal, infant and maternal mortality
	High stigmatization and discrimination
Weak coordination and collaboration on children's issues	
High HIV prevalence among the youth and in some communities	

Thematic Areas	Key Development Issues under GSGDA II with implications for 2018-2021
Human Development, Productivity and Employment	Inadequate management and supervision
	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Inadequate financing of the health sector, and ever increasing cost of healthcare delivery
	Ineffective enforcement of planning regulations
	Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour
Transparent, Responsive and Accountable Governance	Insufficient engagement of arms of Government and other governance institutions with civil society and the private sector
	Weak coordination of the development planning system
	Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation
	Inadequate infrastructure at the MMDA level especially the newly created districts
	Non-functioning sub-district structures
	Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation
	Non-functioning sub-district structures
	Limited implementation of fiscal decentralization policy including composite budgeting , gaps in communication and accountability between MMDA's and citizens
	Weak capacity in development communication management
	Inadequate representation and participation of women in public life and governance
Incidence of violent crimes	

Source: MPCU, December, 2017.

2.3 Linking Key Issue under GSGDA II TO AGENDA FOR JOBS 2018-2021

Ghana is currently implementing the Agenda for Jobs following the expiration of the GSGDA II. It is therefore imperative to link the key issues identified under the GSGDA II to that of the Agenda for Jobs 2018-2021. The table below indicates the link between GSGDA II and Agenda for Jobs.

TABLE 2.3: Linking GSGDA II to Agenda for Jobs 2018-2021

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Ensuring and Sustaining Macro-Economic Stability	leakages in revenue collection	Economic Development	Revenue underperformance due to leakages and loopholes, among others
	Weak institutional collaboration for fiscal policy management		Low application of technology especially amongst small holder farmers leading to comparatively lower yields.
			Limited access to credit by SMEs
Enhancing Competitiveness of Ghana's Private sectors	Inadequate managerial and technical skills	Economic Development	Tax burden on businesses
	Weak intra-industry linkages		Inadequate development of and investment in processing and value addition
	Inadequate and unreliable infrastructure		Inadequate access to affordable credit
	Poor entrepreneurial culture		Poor tourism infrastructure and Service
	Informal nature of businesses		Revenue underperformance due to leakages and loopholes, among others
	Limited access to finance		Weak expenditure management and budgetary controls
	Limited exploitation of potentials in the tourism sector		Inadequate and unreliable electricity
	Inadequate investment in the tourism sector		
	Inadequate promotion of domestic tourism		
	High cost of hospitality services		

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Accelerated Agricultural Modernization and Sustainable Natural Resources	Degradation of nation's forest	Social Development	Poor quality of education at all levels
	Increased deforestation in river catchment areas		High number of untrained teachers at the basic level
	Water pollution		Gaps in physical access to quality health care
	Frequent droughts, floods, forest and other fire outbreaks		
	Ineffective development control of human settlement		
	Inadequate facilities for the disposal of waste		Poor sanitation and waste management
	Weak enforcement of existing sanitation laws		
	Limited investment in waste management and infrastructure		Low level of investment in sanitation sector
	Lack of enforcement of existing by-laws on sanitation and noise pollution		
	High dependence on seasonal and erratic rainfall		
	Weak regulatory regime to enforce standards across board for ensuring quality and safety		
	Uncongenial environment for trading in local markets		
	Negative attitudinal and behavioural orientation towards proper waste disposal		

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Infrastructure, Energy and Human Settlement	Huge housing deficit	Social Development	Proliferation of slums
	Unclear mandate of local authorities to facilitate social housing provision		Scattered and unplanned human settlements
	General indiscipline in the purchase and sale of land		Low level of investment in sanitation sector
	Cumbersome, oblique and insecure land acquisition procedures		High fertility rate among adolescent
	Weak enforcement of standards and codes in the design and construction of houses		Inadequate coverage of reproductive health and family planning services
	Inadequate access to quality and affordable water		Weak management of population issues
	Inadequate access to environmental sanitation facilities		Abuse and exploitation of children engaged in hazardous forms of labour
	Inefficient industrial waste management		Weak linkage between academia, training and industry
	Early deterioration of road		Inadequate and inequitable distribution of critical staff mix
	Poor quality and inadequate road transport network		Poor quality of healthcare services
	Congestion on roads in urban areas		Increasing morbidity, mortality & disability due to communicable, non-communicable & emerging diseases
	Irregular supply of petroleum products to consumers		High stigmatization and discrimination of HIV and AIDs

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Infrastructure, Energy and Human Settlement	Inadequate funding from public sources for construction, maintenance and management for all modes of transport	Social Development	Weak capacity of caregivers
	Unreliable power supply		
	High cost of electricity generation		
	Inefficiencies in the management of utilities		
	Illegal sale of land designated as open spaces for housing and other unintended uses		
	Inadequate community/social centres especially in the urban areas		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Inadequate space designated for the development of recreational infrastructure		
	Poor linkages between land use and transport planning		
	Proliferation of slums		
	Haphazard land development		Inadequate financing of the health sector
Human Development, Productivity and Employment	Low coverage of reproductive health and family planning services	Social Development	Lack of provision for sports and recreational needs in the development of communities
	Inadequate demographic data for policy making , planning, programming, monitoring and evaluation		Youth unemployment and underemployment among rural and urban youth

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Human Development, Productivity and Employment	Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour	Social Development	Inappropriate and poor maintenance of sporting and recreational facilities
	Limited coverage of social protection interventions		Growing housing deficit
	Inadequate and inequitable access particularly after the basic level and for persons with special needs		Inadequate Housing Infrastructure services
	Inadequate knowledge and life skills for managing personal hygiene, fire safety, environment, sanitation and climate change		Cumbersome land acquisition process
	Unacceptably high number of untrained teachers at the basic level		Weak enforcement of planning and building regulations
	Weak management and supervision		Poor quality of drinking water
	Huge gaps in geographical access to quality health care (e.g. urban and rural)		Poor collection, treatment and discharge of municipal and industrial wastewater.
	Inadequate and inequitable distribution of critical staff mix manifesting in low productivity including lack of a human development and redeployment strategy		Unfavourable socio-cultural environment for gender equality

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Human Development, Productivity and Employment	Public and users' concerns about the quality of healthcare	Social Development	Presence of faecal matter on urban agricultural produce
	High morbidity and mortality for malaria, HIV & AIDS and TB		Poor documentation on the informal sector
	Persistent high neonatal, infant and maternal mortality		
	High stigmatization and discrimination		
	Weak coordination and collaboration on children's issues		
	High HIV prevalence among the youth and in some communities		
	Inadequate management and supervision		
	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups		
	Inadequate financing of the health sector, and ever increasing cost of healthcare delivery		
	Ineffective enforcement of planning regulations		

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Human Development, Productivity and Employment	Prevalence of abuse, violence and exploitation of children including child trafficking and others worst forms of child labour	Environment, Infrastructure and Human Settlement	Over exploitation and inefficient use of forest resources
			Poor waste disposal practices
			Inappropriate farming practices
			Recurrent incidence of flooding
			Weak legal and policy frameworks for disaster prevention, preparedness and response
			Ineffective enforcement of noise regulations also continues to be a problem
			Weak enforcement of planning and building regulations
			Poor quality and inadequate road transport networks
			Poor drainage systems
			Poor transportation management particularly in urban areas
			Poor quality and inadequate road transport networks
			Poor attitudes towards energy utilization
			Use of inefficient, old and obsolete equipment
Inadequate midstream infrastructure to link upstream and downstream operations			

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Transparent, Responsive and Accountable Governance	Insufficient engagement of arms of Government and other governance institutions with civil society and the private sector	Governance, Corruption and Public Accountability	Weak capacity of CSOs to effectively participate in public dialogue
	Weak coordination of the development planning system		Inadequate ownership and accountability for national development at all levels
	Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation		Inefficient public service delivery
	Inadequate infrastructure at the MMDA level especially the newly created districts		Inadequate involvement of traditional authorities in national development
	Non-functioning sub-district structures		Inadequate capacity to deal with emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)
	Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation		Ineffective sub-district structure
	Non-functioning sub-district structures		

Thematic Areas	Key Development Issues	Development Dimensions	Adopted Issues
Transparent, Responsive and Accountable Governance	Limited implementation of fiscal decentralization policy including composite budgeting , gaps in communication and accountability between MMDA's and citizens		
	Weak capacity in development communication management		
	Inadequate representation and participation of women in public life and governance		
	Incidence of violent crimes		

Source: MPCU, December, 2017

TABLE 2.4: Adopted Development Dimensions and Issues of MTDP of MMDAs

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Economic Development	Revenue underperformance due to leakages and loopholes, among others
	Low application of technology especially amongst small holder farmers leading to comparatively lower yields.
	Limited access to credit by SMEs
	Tax burden on businesses
	Inadequate development of and investment in processing and value addition
	Inadequate access to affordable credit
	Poor tourism infrastructure and Service
	Weak expenditure management and budgetary controls
	Inadequate and unreliable electricity

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Social Development	Poor quality of education at all levels
	High number of untrained teachers at the basic level
	Gaps in physical access to quality health care
	Poor quality of healthcare services
	Poor sanitation and waste management
	Low level of investment in sanitation sector
	High fertility rate among adolescent
	Inadequate coverage of reproductive health and family planning services
	Weak management of population issues
	Abuse and exploitation of children engaged in hazardous forms of labour
	Weak linkage between academia, training and industry
	Inadequate and inequitable distribution of critical staff mix
	Increasing morbidity, mortality and disability due to communicable , non-communicable and emerging diseases

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Social Development	High HIV and AIDS stigmatization and discrimination
	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Weak capacity of caregivers
	Lack of provision for sports and recreational needs in the development of communities
	Inappropriate and poor maintenance of sporting and recreational facilities
	Youth unemployment and underemployment among rural and urban youth
	Poor quality of drinking water
	Poor documentation on the informal economy
	Unfavourable socio-cultural environment for gender equality
	Presence of faecal matter on urban agricultural produce
	Poor collection, treatment and discharge of municipal and industrial wastewater

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Environment, Infrastructure and Human Settlement	Over exploitation and inefficient use of forest resources
	Inappropriate farming practices
	Poor waste disposal practices
	Recurrent incidence of flooding
	Poor drainage systems
	Weak legal and policy frameworks for disaster prevention, preparedness and response
	Ineffective enforcement of noise regulations also continues to be a problem
	Weak enforcement of planning and building regulations
	Scattered and unplanned human settlements
	Poor quality and inadequate road transport network
	Poor transportation management particularly in urban areas
	Poor attitudes towards energy utilization
	Use of inefficient, old and obsolete equipment
	Inadequate midstream infrastructure to link upstream and downstream operations
	Proliferation of slums
	Growing housing deficit
	Inadequate Housing Infrastructure services
Cumbersome land acquisition process	

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Governance, Corruption and Public Accountability	Weak capacity of CSOs to effectively participate in public dialogue
	Inadequate ownership and accountability for national development at all levels
	Inefficient public service delivery
	Ineffective sub-district structures
	Inadequate involvement of traditional authorities in national development
	Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)

2.5 Prioritization of Development Issues (POCC Analysis)

Prioritization is a process whereby an individual or group places a number of items in rank order based on their perceived or measured importance or significance. Prioritization of the development issues is very essential to the decision-making process since all needs cannot be attained at once. This provides a direction to which the implementation of interventions can have significant coverage of benefits to the people being planned for. This was done using POCC Analysis, Impact Analysis and the Compatibility matrix.

2.5.1 POCC Analysis (Potential, Opportunity, Constrains and Challenges)

- Potentials refer to advantages and resources within the Town Council which when utilized can ensure the overall development of the area;
- Opportunities are the external factors beyond the Town Council that positively influence development of the area;
- Constraints are disadvantages emanating from internal factors such as institutional, human and physical resources that act against development; and
- Challenges are external factors or obstacles beyond the Town Council that hamper smooth development effort.

Table 2.5 Pocc Analysis (Potential, Opportunity, Constrains And Challenges)

Economic Development

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inappropriate farming practices	<ul style="list-style-type: none"> - Availability of Agric extension officers - Existence of Agric department, Physical Planning Department - Kwadaso Agric College 	<ul style="list-style-type: none"> - Donor fund for agriculture - MoFA - MLNR 	<ul style="list-style-type: none"> - Inadequate logistics for extension officers - Inadequate capacity building programs for extension officers - Inadequate IGF - poor land tenure system 	<ul style="list-style-type: none"> - Inadequate support from MoFA
<p>Conclusion: The mobilization of IGF should be improved in order to help organize capacity building programs and procure the needed logistics to the extension officers. This capacity building exercise can be done by the Metro agric department.</p>				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Low application of technology especially amongst small holder farmers leading to comparatively lower yields.	<ul style="list-style-type: none"> - Availability of Agric extension officers - Existence of Metro Agric Department 	<ul style="list-style-type: none"> - Ministry of Food and Agriculture - Ministry of Environment, Science, Technology and Innovation 	<ul style="list-style-type: none"> - Inadequate logistics for extension officers - Inadequate capacity building programs for extension officers - Inadequate IGF 	<ul style="list-style-type: none"> - Inadequate support from MoFA
<p>Conclusion: The mobilization of IGF should be improved in order to help organize capacity building programs and procure the needed logistics to the extension officers.</p>				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Limited access to credit by SMEs	<ul style="list-style-type: none"> - Availability of banks - Existence of departments such as Works Department, Environmental Health and Sanitation Department - Presences of business ventures(SMEs) - MPSSI 	<ul style="list-style-type: none"> - Ministry of Finance - Ministry of Trade and Industry 	<ul style="list-style-type: none"> - Informal nature of businesses - High interest rate and bank charges - Bad perception of people on bank loans - Limited training centers - Inadequate IGF 	<ul style="list-style-type: none"> - Delay in the release of DACF - Theory base of most course in the tertiary institutions

Conclusion: Provision of training centers to increase entrepreneurship. SME operators should be educated about the bad perception they hold about accessing loans.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Tax burden on businesses	<ul style="list-style-type: none"> - Existence of Budget and Rating Department - New businesses 	<ul style="list-style-type: none"> - Ministry of Finance - Ministry of communication - Ministry of Trade and Industry - Tax regulations 	<ul style="list-style-type: none"> - Limited data on taxable items - low coverage area of taxable items - Poor collaboration between private and public sector 	<ul style="list-style-type: none"> - None existence of a National harmonized fee fixing document

Conclusion: The coverage and items that can be taxed should be updated by the budget and rating department. The existence of new business would help reduce the tax burden.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate development of and investment in processing and value addition	<ul style="list-style-type: none"> - Existence of Works Department, Urban roads Department - IGF - Existence of registered contractors 	<ul style="list-style-type: none"> - Ministry of Local Government and Rural development - Ministry of Roads and Highways - DACF - Donor funds - Existence of building codes 	<ul style="list-style-type: none"> - Inadequate IGF - Inadequate logistic - Use of substandard materials by contractors - Poor monitoring 	<ul style="list-style-type: none"> - Delay in the release of DACF

Conclusion: IGF mobilization should be improved and also identify other means of generating revenue to enable them provide the needed logistic and embark on regular monitoring.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate access to affordable credit	<ul style="list-style-type: none"> - Existing businesses (SMEs) - Media house - Registrar Generals Department 	<ul style="list-style-type: none"> - Ministry of Trade and Industry - Ministry of Information 	<ul style="list-style-type: none"> - Inadequate IGF - Inadequate logistic - Low public sensitization on business registration 	<ul style="list-style-type: none"> - Poor address system -

Conclusion: Media houses can be used to sensitize SME owners about the importance of registering their businesses.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor tourism infrastructure and Service	<ul style="list-style-type: none"> - Availability of tourist site. - Availability of media houses - Existence of Kumasi Investment Potential 	<ul style="list-style-type: none"> -MOTAC -Donor funds - GHATTOF 	<ul style="list-style-type: none"> -Poor maintenance -low public sensitization. - low advertisement 	<ul style="list-style-type: none"> -Visa restrictions - Poor monitoring by MOTAC - Inadequate budget allocation to the tourism sector

Conclusion: The available tourist sites should be advertised. Also the public should be sensitized on the need for leisure and visiting tourist sites.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Revenue underperformance due to leakages and loopholes, among others	<ul style="list-style-type: none"> - Existence of Internal Auditors, Revenue Unit, IT Department, Monitoring team, Revenue mobilization task force 	<ul style="list-style-type: none"> - Ministry of Finance - External auditors 	<ul style="list-style-type: none"> -Low capacity building programs - Outmoded data - Inadequate logistics - Inadequate number of Revenue collectors 	<ul style="list-style-type: none"> - Poor auditing by external auditors.

Conclusion: Organizing of capacity building programs and providing the needed logistics to revenue collectors can help address the issue.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak expenditure management and budgetary controls	<ul style="list-style-type: none"> - Existence of Internal Auditors, Budget and Rating Unit, Public Procurement Unit 	<ul style="list-style-type: none"> - Controller and Accountant General - Public Procurement Authority 	<ul style="list-style-type: none"> -Low capacity building programs - Poor monitoring 	<ul style="list-style-type: none"> - Poor auditing by external auditors

Conclusion: Proper monitoring and capacity building programs on expenditure management control can help address the issue.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate and unreliable electricity	<ul style="list-style-type: none"> - Existence of ECG - Abundance of Sunlight for solar energy - Existence of KNUST 	<ul style="list-style-type: none"> - Ministry of Energy and Petroleum - GRIDCo - VRA - Solar panel companies 	<ul style="list-style-type: none"> - Illegal connection by the public - Unwillingness to pay bills - Stealing of electrical cables - High cost of solar panels 	<ul style="list-style-type: none"> - Inadequate budget for the electricity sector - Unreliable rainfall pattern - High cost of energy generation. - Inadequate alternative sources of energy supply
Conclusion: Encouraging the use of alternative source of power generation could reduce the burden on the hydro power supply				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak linkage between academia, training and industry	<ul style="list-style-type: none"> - Existence of mechanical garages - Existence of tertiary institutions 	<ul style="list-style-type: none"> - GFD - Ministry of Trade and Industry 	<ul style="list-style-type: none"> - Weak collaboration between tertiary institutions and mechanical garages. 	<ul style="list-style-type: none"> - Weak government policies to link tertiary institutions to mechanical garages.
Conclusion: Effective collaboration between mechanical garages and tertiary institutions can help to address the issue.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor attitudes towards energy utilization	<ul style="list-style-type: none"> - Media houses - ECG offices - Security service personnel 	<ul style="list-style-type: none"> - Ministry of Energy and Petroleum - Ministry of Interior 	<ul style="list-style-type: none"> - Illegal connection by the public - Misuse of electricity by households - Weak enforcement of laws to punish offenders 	<ul style="list-style-type: none"> - High cost of electricity
Conclusion: The public should be sensitized on proper use of electricity in their homes such as putting off electrical appliances when not in use. Proper measures should be put in place to punish illegal connectors and other offenders.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Use of inefficient, old and obsolete equipment	<ul style="list-style-type: none"> - Existence of ECG - Available trained personnel 	<ul style="list-style-type: none"> - Ministry of Energy and Petroleum - GRIDCo - ECG - VRA 	<ul style="list-style-type: none"> - Lack of maintenance culture - Inadequate funds 	<ul style="list-style-type: none"> - Inadequate budget for the electricity sector
Conclusion: The available equipment should be properly maintained by the trained personnel.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate midstream infrastructure to link upstream and downstream operations	<ul style="list-style-type: none"> - Availability of LPG filling stations. - Availability of alternative gas such as biogas 	<ul style="list-style-type: none"> - Ministry of Energy and Petroleum - PEF 	<ul style="list-style-type: none"> - Creating of artificial shortage by LPG distributors. - Low awareness creation on biogas - Poor monitoring 	<ul style="list-style-type: none"> - High cost LPG on the global market
Conclusion: There is the need to monitor LPG distributors to ensure that they do not create artificial shortages. Encouraging the use of available alternative could help address the issue				

Social Development

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor sanitation and waste management	<ul style="list-style-type: none"> - Existence of environmental related department such as waste management department, environmental health unit. - NGOs such as WSUP. -Availability of private waste management firms such as Zoomlion -Availability of logistics. 	<ul style="list-style-type: none"> -Ministry of Sanitation and Water Resources. -Donor agencies - Existence of radio and TV stations. 	<ul style="list-style-type: none"> -Low public sensitization. -Inadequate logistics. -inadequate funds -inadequate maintenance culture 	<ul style="list-style-type: none"> -limited policy interventions in relation to waste management. -misallocation of funds on waste.

Conclusion: Regular flow of funds and logistics will help the departments to educate the public on waste, which will address the issue of poor sanitation and waste management.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Proliferation of slums	<ul style="list-style-type: none"> -Existence of physical planning department -Availability of bye laws -Existence of development control units -Existence of work department. 	<ul style="list-style-type: none"> -Ministry of Inner City and Zongo -Building regulations (LI 1630) 	<ul style="list-style-type: none"> -poor enforcement of development controls -High cost of land. -Difficulties in acquiring building permits. 	<ul style="list-style-type: none"> -limited policy interventions for addressing slum development. - Increasing rate of immigration -Ineffective rent control laws

Conclusion: the existence of building regulation (LI 1630) will help the development control unit to enforce regulations to address the issue of slum proliferation within the metropolis.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Scattered and unplanned human settlements	<ul style="list-style-type: none"> -Existence of physical planning department. -Works department. -Availability of land -Lands Commission -Traditional authorities 	<ul style="list-style-type: none"> -MoPIn, -ministry works and housing. -Availability of Zoning guidelines and planning standards. 	<ul style="list-style-type: none"> -poor enforcement of development controls -low implementation of physical layout plan. -Low sensitization. -Outmoded plans - Change of land use by traditional authority. 	<ul style="list-style-type: none"> -Weak collaboration between stakeholders -Inadequate funds for operation of various institutions.

Conclusion: Reviewing of outmoded plans and availability of zoning guidelines and planning standards, will guide the various departments to work effectively. Effective Integration of various stakeholders will help manage the issue.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Low level of investment in sanitation sector	<ul style="list-style-type: none"> -Existence of environmental health department. Existence of waste department -Existence of IGF -Donor agencies 	<ul style="list-style-type: none"> -Water Resources Commission, -Donor support -Ministry of local government and rural development. 	<ul style="list-style-type: none"> -poor cooperation of the public in sanitation management -inadequate environmental officers - in IGF 	<ul style="list-style-type: none"> -inadequate donor support. -untimely release of funds.

Conclusion: Effective cooperation of the public and adequate environmental officers at various departments will address the constraints of poor cooperation of the public in sanitation management and inadequate environmental officers respectively.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
High fertility rate among adolescent	-availability of contraceptive. -presence of Metro health directorate -NGOs such as Destiny child foundation. -Department of social welfare and community development. -Metro education directorate.	-GHS -Ministry of gender, social and children protection. -MOE	-limited public awareness creation programs -inadequate funds - Inadequate logistics.	-limited policy interventions - Low budgetary allocation

Conclusion: well-structured policy interventions and regular flow of funds will enable the various departments to promote reproductive health awareness among adolescent within the metropolis.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate coverage of reproductive health and family planning services	-Existence of nursing and midwifery training schools. -Existence of hospitals. -Existence of metro health directorate	-GHS -Donors such as USAID, CARE etc	-Inadequate facilities. -inadequate health personnel.	-Inadequate donor support by USAID,CARE etc. -limited policy interventions on reproductive health coverage

Conclusion: Provision of facilities in the nursing and midwifery training schools and hospitals will enhance access to health personnel and also adequate donor support into various health institutions will address the issue of low coverage of reproductive health in the metropolis.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak management of population issues	-Existence of birth and birth department. -GSS	Donor agencies such JICA, USAID etc.	-Inadequate logistics. -Inadequate staffs. -Poor record management.	-Difficulties in accessing data -donor interference

Conclusion: the presence of logistics and proper record management will enable the departments to increase access to population data and eventually enhance the management of population issues.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Abuse and exploitation of children engaged in hazardous forms of labor.	-Existence of social welfare and community development department -NGOs such as USAID, destiny child foundation. -existence of bye laws.	-MOGCSP - Donor agencies e.g. plan international etc	-Broken homes. -Financial constraints - Weak enforcement of laws. -Outmoded bye laws.	-Weak government policies - Low budgetary allocation
Conclusion: Reviewing of the existing bye laws and strong government policies will enable the social welfare and community development department to enforce the law which will help address the issue of abuse and exploitation of children engaged in hazardous forms of labor.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor quality of education at all levels	-Availability of schools. -Availability of NGOs -Availability of teacher training institutions -Presence of metro education directorate -Presence of PTA - IGF	-MOE -NGOs such as WORLD GHANA EDUCATION etc. -Student loan trust. -Emergence of government education policies e.g. Free SHS	-inadequate educational facilities such as desks, classrooms etc. -inadequate well trained teachers. -Delay in IGF.	-Poor monitoring -untimely release of funds. -Political interference
Conclusion: Adequate educational facilities and trained teachers at various schools will help curtail poor quality of education at all levels. Regular monitoring by the ministry and PTA on educational project will help manage the issue.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
High number of untrained teachers at the basic level	-Existence of education department. -Availability of colleges and universities. -Availability of NGOs -availability of teachers.	-MOE -MOF -Donors. Such as CARE.	-Financial constraints -low capacity building	-Inadequate support from the ministry. -Inadequate donor support. -Low incentives
Conclusion: The availability of colleges and universities will help train and build the capacity of the available teachers when there is adequate support from the ministries and donor agencies.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Gaps in physical access to quality health care	-Existence of Hospitals -metro Health Directorate -NGOs (e.g. USAID) -NHIS -Existence of health institutions	-MOH -GHS - Donors such as WHO etc) -NHIS -	-Inadequate health facilities, equipment and logistics. -Inadequate health personnel/specialists -delay in the release of NHIS membership cards	-Health institutions are not well financed. -weak collaboration between the ministry and donor agencies.
Conclusion: The recruitment of adequate well-trained personnel in health institutions can help bridge the gaps. Also, provision of sufficient funds by collaborative stake holders can help in the establishment of adequate and equipped health facilities in deprived areas or districts.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor quality of healthcare services	-Existence of hospitals -Existence of metro health directorate -existence social welfare and community development	-MOH, - Donor fund (e.g. WHO, etc) -GHS -MOF -AHPC	-Insufficient and improper health facilities, logistics and equipment. -Inadequate funds -Inadequate health professionals	-Inadequate funds allocated to health institutions -Untimely release of funds --ineffective partnership -weak policy guidelines and institutional frameworks -feeble monitoring and evaluation
Conclusion: Quality healthcare services can be enhanced through the timely release of equitable and adequate health funds needed for the equipment and established of health facilities and institutions. Health institutions must be well monitored and evaluated to achieve good healthcare services. In addition, there must be effective partnership and collaboration between the identified stake holders which can help to maximize the effectiveness of policies, guidelines and strategies.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	-Existence of waste management department, -Existence of health department -metro health directorate -NHIS -media	GHS, MOH, WHO, EPA, MESTI, FDA GSA, NHIA	-Low public sensitization. -Poor sanitation. -Poor quality of healthcare services. -inadequate logistics - outmoded bye laws	-Inadequate funds allocated to health institutions and agencies. -Inadequate health facilities. -Lack of well-structured policies by government. -Weak enforcement of health and environmental laws.
Conclusion: The issue can be well managed by the recruitment of adequate health personnel to educate the public on health related issues. Also, good collaboration among the identified stake holders can help in the provision of adequate funds, establishment of equipped health research institutions and strong enforcement of health and environmental laws.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate and inequitable distribution of critical staff mix	-availability of health training institutions (kath, knust sms etc.,) -care international Ghana) -metro health directorate -IGF	-GHS -NGOS (e.g. USAID) - MoH	-inadequate support from assembly. -inadequate logistics -inadequate medical staff -inadequate health training institution -low mobilization of IGF	-limited allocation of funds by the MoH -brain drain
Conclusion: Provision of adequate support (funds and logistics) by the involved stakeholders and availability of adequate training institutions could help train medical staff to promote quality healthcare in the metropolis.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
High stigmatization and discrimination of HIV and AIDs	-existence health training institution (-social welfare and community development -metro health directorate - existence of the media -NGOs (e.g. Destiny child foundation etc.)	-GHS -MoH -NGOs (e.g. WHO, etc.) -Ghana Aids commission	-inadequate awareness creation -low public sensitization -inadequate logistics -	-untimely release of funds by the MoH -weak collaboration among stakeholders
Conclusion: The existence of the media could help create awareness on HIV/AIDS when there is adequate support by government and NGOs. Again, adequate logistic would help equip trainers in awareness creation.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak capacity of caregivers	- Existence of social welfare and community development -NGOs (e.g. USAID etc.) -	-MLGRD -MoGCSP -NGOs (We All Citizens)	-Low level of education - low capacity building -inadequate logistic -inadequate fund	-delay in the release funds by donor agencies -Limited budget allocation -
Conclusion: Strong collaboration between the government and NGOs to provide funds and logistics to enhance the capacity of caregivers. This will help promote the well-being of the aged and children				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	-existence of the media -metro health directorate -existence of health training institution (e.g. guidance and counselling unit) -NCCE -IGF	-MoH -GHS -NGOs (e.g. USAID, WHO) -Ghana Aids Commission -GES -MOE	- Inadequate funds -inadequate public sensitization on health issues -inadequate logistics - inadequate trained personnel -inadequate IGF	-untimely release of government transfers (DACF) -weak collaboration among stakeholders
Conclusion; Provision of adequate logistics and funds to the identified stakeholders would equip them in creating awareness on HIV and AIDS/STIs.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate financing of the health sector	-Existence of metro health directorate -NGOs (e.g. ALDERSGATE FOUNDATION, CARE INTERNATIONAL) -Audit department -budgeting and rating department	-GHS -MoH -MoF -NGOs (e.g. WHO, CEDEP -NHIA	-inadequate IGF -embezzlement of funds -improper auditing -	-Delay in the transfers of funds (DACF) - weak collaboration among stakeholders
Conclusion; regular auditing and monitoring of funds allocated to health institutions would help strengthen the management of the health institutions. In addition strong collaboration among stakeholders could help provide enough funds to the health sector.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Lack of provision for sports and recreational needs in the development of communities	-availability of land -existence of social welfare and community development -works department -development planning	- MoYS - MoF -MESTI -Lands commission -MoTaCA -national sport authority	- lack of funds for establishment of sport and recreational facilities -ambiguous procedure in the acquisition of land -inadequate IGF	-delays in the release government transfers
Conclusion: Flexible land acquisition procedure and the availability of land could help the identified stakeholders to acquire land for sporting and recreational centers. Moreover, adequate mobilized funds from the assembly (IGF) could be used to establish more these centers.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inappropriate and poor maintenance of sporting and recreational facilities	-availability of recreational and sports centers -existence of social welfare and community development - existence of media -works department -development planning	- MoYS - MoF - MoYS -MESTI -MoTaCA -national sport authority	- inadequate patronage of recreational sites -low publicity and advertisement -inadequate funds for maintenance -inadequate logistics	-delay in the release of funds -limited budget allocation -ineffective monitoring of the recreational site
Conclusion: High patronage of the recreational center could help in the mobilization of funds to improve upon the facilities in the metropolis.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Youth unemployment and underemployment among rural and urban youth	-availability of youth - availability of universities, vocational and polytechnics -existence social welfare and community development. -existence MASLOC -YEA - existence registry general -metro education department	- YEA -MoYS -MoTI -MOF -National Youth Authority	-inadequate job opportunities -mismatch between academia and job market -inadequate Youth capacity building programmes - Inadequate entrepreneurial skills development programmes in tertiary institutions. -inadequate and limited access to credit/loans facilities	-inadequate allocation of resources -inadequate proper economic policies (e.g. Youth employment programs) -

Conclusion: The problem of youth unemployment in the metropolis could be curtail by encouraging the youth to engage in vocational and technical training.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate Housing Infrastructure services	-availability of lands -works department -physical planning department -traditional authority	-Ministry of Works Housing -lands commission -MESTI -Ghana state Housing cooperation	-high cost land/poor land tenure system -increase in demand of housing infrastructure services -complex land acquisition procedures - inadequate housing infrastructures -land tenure system -weak government-private partner	-Inadequate government transfers -weak government policies on housing -ineffective operations by the GSHC

Conclusion; Effective and Efficient housing (such as affordable housing) policies by the identified stakeholders could help decrease accommodation problems

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Growing housing deficit	-availability of lands -works department -Traditional Authority -physical planning -Estate department -IGF	-ministry of works and housing -Lands Commission -Ghana state Housing Co-operation -	-high cost land/poor land tenure system - complex procedures in land acquisition -poor land zoning -low mobilization of IGF	-poor housing policies by GoG -limited budget allocation
Conclusion: The existence of traditional authority can help improve poor land tenure system by easing the process of land acquisition for housing. Proper zoning by the responsible agencies could help identify areas (land) for housing.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Cumbersome land acquisition process	-availability of land -legal department -traditional Authority -existence of building regulation	-ministry of lands and natural resources -Land Use and Spatial Planning Authority. -lands commission	-complex procedures in land acquisition -unwillingness of traditional rulers to lease out their lands -outmoded land acquisition document	-comprehensive land acquisition -Weak collaboration between chiefs and the ministry -
Conclusion: Regular review of land acquisition documents by the identified stakeholders could help ease the issue.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak enforcement of planning and building regulations	-EPA -works department -existence of the media -physical planning department -law enforcement agencies (police, metro guards etc.	-MoPln -MWH -EPA -	-Inadequate logistics -inadequate funds -low public sensitization and advertisement -weak enforcement of bye law -	-Limited collaborative works between agencies -irregular monitoring
Conclusion: empowerment through the provision of adequate funds and logistics by the identified stakeholders could help improve enforcement of planning and building regulations. Or Provision of adequate logistic to building inspectors to enforce building regulations.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor quality of drinking water	-existence of works department -urban water supply -Donor agencies e.g. We All Citizens, Turkish foundation etc	- Ministry of Sanitation and Water Resources - Water Resources Commission -donor agencies e.g Turkish foundation, water Aid Ghana	-inadequate logistics -inadequate maintenance culture -inadequate funds - inadequate technical staff .	-lack of collaborative work among stakeholders -Delays in the release of funds by donor agencies
Conclusion: urban water supply should increase their budget allocation in order to raise funds to aid in the provision of adequate logistic and monitoring. The identified stakeholders can help to improve the quality of drinking water.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor collection, treatment and discharge of municipal and industrial wastewater.	-environmental health dept -waste management department -NGOs (e.g. WSUP -media	- Ministry of Sanitation and Water Resources - Donor Agencies	-low public sensitization on the environment management -inadequate logistics -inadequate fun -inadequate enforcement of bye laws	-limited allocation of resources by the ministry -ineffective collaboration between agencies
Conclusion: effective Public awareness creation through the media on the negative effects of waste disposal and strict enforcement of sanitation bye-laws will help prevent this canker.				

Environment, Infrastructure and Human Settlement

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Over exploitation and inefficient use of forest resources	<ul style="list-style-type: none"> - existence of academic and research institutions such as CSIR, KNUST -Existence of law enforcement agencies such as forestry commission and police service -Existence of Forestry Commission 	<ul style="list-style-type: none"> - Ministry of lands and natural resources - MESTI - EPA 	<ul style="list-style-type: none"> -weak enforcement of regulations - Inadequate resources for policy implementation -Inadequate funds to promote research -low technology 	<ul style="list-style-type: none"> - Inadequate funding -Poor implementation -Inadequate donor support
<p>Conclusion: Weak enforcement of regulations could be tackled with the existence of agencies such as forestry commission and police department. Also, the existence of academic and research institutions would aid in tapping into the resources in the forest. The existence of MLNR and donor support would help solve the problem of inadequate funding by funding various research institutions.</p>				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor waste disposal practices	<ul style="list-style-type: none"> -Waste management department - Media - Existence of private waste management companies - Environmental health & sanitation department -existing bye Laws -Landfill site 	<ul style="list-style-type: none"> - Ministry of sanitation and water resources - MLGRD - Ministry of Works and Housing 	<ul style="list-style-type: none"> - Inadequate waste bins and skip containers - Inadequate mobilization of IGF - Weak enforcement of bye laws - Inadequate education 	<ul style="list-style-type: none"> - Untimely release of funds such as DACF -Inadequate funds
<p>Conclusion: The existence of Environmental health & sanitation department would help educate people to create awareness of good sanitation practices. Ministry of sanitation and water resources could support financially. Hence, both potentials and opportunities would help solve the constraints and challenges in order to promote proper waste disposal.</p>				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Recurrent incidence of flooding	<ul style="list-style-type: none"> - NADMO - Media - Traditional authority - Environmental Health department - Physical Planning Department -Waste management department 	<ul style="list-style-type: none"> - Ministry of Works and Housing - Ministry of Planning and Development - MLGRD -Availability of building codes 	<ul style="list-style-type: none"> - Weak enforcement of bye laws -Inadequate funds to implement Policies -Chocked drainage system -Inadequate logistics -Low awareness about poor disposal of refuse 	<ul style="list-style-type: none"> -Inadequate funding -Weak collaboration of stakeholders -Late release of logistics by NADMO at the national level

Conclusion: The traditional authorities could help create awareness of good sanitation practices. The waste management department would also help desilt chocked gutters in the Metro. All stakeholders involved, should collaborate with each other to solve the problem of Recurrent incidence of flooding.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak legal and policy frameworks for disaster prevention, preparedness and response	<ul style="list-style-type: none"> -Existence of fire service -NADMO - Traditional authority - Environmental Health department - Physical Planning Department -Media -Existing bye laws 	<ul style="list-style-type: none"> -Ministry of Defense - MLGRD - Ministry of Works and Housing - Ministry of Planning and Development 	<ul style="list-style-type: none"> -Availability of slums - Inadequate logistics -Low awareness about disaster prevention, preparedness and response Weak enforcement of bye laws 	<ul style="list-style-type: none"> -Untimely release funds such as DACF, UDG -Inadequate funding -Weak collaboration of stakeholders

Conclusion: Agencies such the fire service and NADMO can sensitize the public, to create awareness of disaster prevention, preparedness and response. All stakeholders involved, should collaborate with each other to solve the problem of Weak legal and policy frameworks for disaster prevention, preparedness and response.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Ineffective enforcement of noise regulations also continues to be a problem	<ul style="list-style-type: none"> - Environmental Health & Sanitation Department - Noise control unit - Calibrator - Bye laws - Media 	<ul style="list-style-type: none"> - MESTI - EPA - DVLA - Association of Ghana Industries (AGI) 	<ul style="list-style-type: none"> - Low awareness creation - Inadequate equipment - Weak bye laws enforcement 	<ul style="list-style-type: none"> - Inadequate funds - Weak collaboration of stakeholder institutions - Low budget allocation

Conclusion: The Environmental health and sanitation department together with media can help educate the public on the various regulations governing noise. The various stakeholder institutions should work together in order to enforce noise regulations.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Presence of faecal matter on urban agricultural produce	<ul style="list-style-type: none"> - Existence of Environmental Health & Sanitation Department - Media - Traditional Authority - GWCL - Works department - Metro Agric Department - Existence of rivers and other water bodies - EPA 	<ul style="list-style-type: none"> - Ministry of sanitation and water resources - Water resources commission - Water Research Institute - Existence of food research institutions eg CSIR-FRI,ARI etc. 	<ul style="list-style-type: none"> - Low awareness creation - Inadequate IGF generation - Weak collaboration of stakeholders 	<ul style="list-style-type: none"> - weak collaboration of stakeholder - Delay in the release of funds -- Inadequate modern technology

Conclusion: The existence of Environmental Health & Sanitation Department can help in addressing the issue of Presence of faecal matter on urban agricultural produce, by testing the waters before using them. The presence of research institutions such as CSIR can research and bring about new technology in treating the water.

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor documentation on the informal sector	-Available logistics -Register-General's Department -GSS - Media - Existence of informal businesses	- NIA - Ministry of Trade and Industry	-Informal nature of businesses -weak enforcement of regulations -low awareness of business registration	- weak collaboration between stakeholders
Conclusion: the existence of GSS and the Register- General department can help create awareness about business registration and its importance. The available opportunities and challenges can help the informal sector to register their businesses.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak enforcement of planning and building regulations	-Existence of Engineering Department, Physical Planning department, Works Department -Existence of training institutions eg KNUST, K-Poly -Existence of building codes - Existence of traditional authorities	- Ministry of Works and Housing - Ministry of Planning and Development -EPA - Existence of Law Courts -Existence of State Institutions such as Lands Commission	- Frequent change of land use purpose - Low awareness of building codes - Inadequate taskforce to ensure compliance to building rules and regulation	- Delay in the release of government transfers such as DACF, UDG - Weak collaboration of stakeholders -Weak enforcement of building codes
Conclusion: The Existence of traditional authorities can help educate people on the importance of building codes to increase their awareness. The available opportunities and challenges can help enforce planning and building regulations.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor drainage systems	<ul style="list-style-type: none"> - Existence of works department - environmental health and sanitation department - Urban transport unit 	<ul style="list-style-type: none"> -Ministry of roads and Highways - Ministry of Works and Housing 	<ul style="list-style-type: none"> -Low awareness of effects of indiscriminate dumping of refuse -Poor maintenance of drainage systems -Inadequate drainage systems 	<ul style="list-style-type: none"> - Untimely release of funds
<p>Conclusion: The existence of works department can help in addressing the issue of Poor drainage systems together with environmental health department. Funds should be released on time help in development.</p>				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor quality and inadequate road transport networks	<ul style="list-style-type: none"> -Existence of works department -urban transport unit - Roads network - Physical Planning department 	<ul style="list-style-type: none"> -Ministry of roads and highways 	<ul style="list-style-type: none"> -too much vehicles on the roads -improper maintenance of traffic lights -Poor maintenance of roads 	<ul style="list-style-type: none"> - Untimely release of funds - Inadequate budget allocation
<p>Conclusion: The existence of works department and urban transport unit can help in addressing the issue of Poor quality and inadequate road transport networks. There should be a policy regulating the number of cars on the streets. On the other hand, the government should release its transfers on time.</p>				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Poor transportation management particularly in urban areas	<ul style="list-style-type: none"> -Existence of works department -Physical Planning department - urban transport unit -Roads network 	<ul style="list-style-type: none"> -Ministry of roads and highways 	<ul style="list-style-type: none"> -inadequate space for intra bus transport -Weak collaboration of stakeholders 	<ul style="list-style-type: none"> -Inadequate funds -Low budget allocation
<p>Conclusion: Availability of physical planning unit can help in demarcating spaces for bus transport whiles that of ministry of roads and highways can help increase budget allocation</p>				

Governance, Corruption and Public Accountability

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Weak capacity of CSOs to effectively participate in public dialogue	<ul style="list-style-type: none"> - Existence of Civil Service Organizations, social welfare and community development - Existence of assembly members 	<ul style="list-style-type: none"> - MLGRD - Existence of donor agencies 	<ul style="list-style-type: none"> - Poor collaboration between CSOs and the assembly 	<ul style="list-style-type: none"> - Poor policies concerning central government and CSOs - Inadequate funding from the ministry
Conclusion: Ensuring proper collaboration between CSOs and the assembly could help in address the issue.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inefficient public service delivery	<ul style="list-style-type: none"> - Existing rules and regulations - Availability of donor support eg. UDG - Existence of Human Resource unit 	<ul style="list-style-type: none"> - Public Service Commission - Availability of civil and local government training institute - Performance based staff promotion program - Availability of human resource management based university eg. GIMPA 	<ul style="list-style-type: none"> - Weak collaboration between various department in the assembly - Inadequate funds for capacity building - Poor condition of service - Weak enforcement of regulations 	<ul style="list-style-type: none"> - Inadequate motivation from the central government - Untimely release of funds - Inadequate human resource monitoring and development
Conclusion: Capacity building programs should be organized for the staffs to help ensure collaboration between the various departments.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Ineffective sub-district structures	<ul style="list-style-type: none"> - Existence of Works Department - Existence of Town Councils and Sub metros -IGF 	<ul style="list-style-type: none"> - MLGRD - NCCE - Existence of donor agencies - Availability of decentralization policy 	<ul style="list-style-type: none"> - Inadequate IGF - Inadequate logistics - Malfunctions of some town councils - Inadequate funds for capacity building - Low interest in development process 	<ul style="list-style-type: none"> - Delay in the release of government transfer - Low remuneration for Town Council staff. - Weak enforcement of decentralization process
Conclusion: IGF mobilization should be improved and also the Assembly should identify innovative ways to help increase their IGF to enable them acquire the needed logistics for the sub metros.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate involvement of traditional authorities in national development	<ul style="list-style-type: none"> - Availability of chiefs to participate in dev'tal issues -Availability of the assembly 	<ul style="list-style-type: none"> - Ministry of Information - National House of Chiefs - Ministry of Chieftaincy and Religious Affairs 	<ul style="list-style-type: none"> - Inadequate funds -Weak collaboration of KMA and Traditional Authority 	<ul style="list-style-type: none"> Untimely release of funds Weak collaboration of stakeholders.
Conclusion: The availability of chiefs can aid in a strong collaboration between them and the assembly to bring about national development. Ministry of Information and the ministry of chieftaincy and religious affairs should release funds on time to help strengthen the collaboration between chiefs and the assembly.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate ownership and accountability for national development at all levels	<ul style="list-style-type: none"> Media Houses - Assembly Members 	<ul style="list-style-type: none"> - Ministry of Information -NCCE 	<ul style="list-style-type: none"> -loss of confidence in Assembly -Inadequate publicity of Assembly projects 	<ul style="list-style-type: none"> -Poor implementation of policies -Poor dissemination of information
Conclusion: The existence of Media Houses and the involvement of the assembly members would help publicise governmental projects which will help to build confidence of the public in the government. The availability of ministry of information and NCCE help communicate information about developmental issues.				

Adopted Issue	Potential	Opportunity	Constraints	Challenges
Unfavourable socio-cultural environment for gender equality	-Existence of Gender department, Social welfare and community development department - Availability of educated women	- GES - MoGCSP - Availability of feminist organizations such as CEDEP, GAACOE, AGLOW	- existing norms and values which hinders gender equality	-Inadequate donor support
The existence of Existence of Gender and social welfare and community development department would help educate the Public about norms and values which are unfavourable. The availability of GES and MoGCSP will assist in bringing donor support to help educate the public on norms that hinders gender equality.				
Adopted Issue	Potential	Opportunity	Constraints	Challenges
Inadequate capacity to deal with emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)	- Existing security personnel -Physical planning unit	- Ministry of Interior -National Security	- Poor layout(slums) -Inadequate and malfunctioning of street lights	- Untimely release of government transfers such as DACF, DDF
Conclusion: The available potential could help solve the existing constraints to tackle the issue of inadequate capacity to deal with emerging crimes. Again, Ministry of Interior could help source the security personnel financially.				

Source: MPCU, December, 2017.

2.5.2 Impact Analysis

The NDPC Guidelines provides a criterion for the Prioritization of the Development Issues to ensure the benefits of the implementation of interventions is maximized over cost of the utilization of scarce resources. The criteria include:

- Impact on a large proportion of the citizens especially, the poor and vulnerable;
- Significant linkage effect on meeting basic human needs/rights – e.g. immunization of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.; and
- Significant multiplier effect on the local economy – attraction of enterprises, job creation, increases in incomes and growth, etc.
- Impact on even development (the extent to which it addresses inequality)
- Spatial Equity

2.5.3 List of Prioritized Development Issues

From the below prioritization analysis, the harmonized development issues of the people of the Kumasi Metropolis can be listed according to the order of necessity as follows:

1. Poor quality and inadequate road transport networks
2. Poor quality of healthcare services
3. Poor drainage systems
4. Poor quality of education at all levels
5. Poor sanitation and waste management
6. Revenue underperformance due to leakages and loopholes, among others
7. Poor quality of drinking water
8. Recurrent incidence of flooding
9. Poor tourism infrastructure and Service
10. Ineffective sub-district structures

Table 2.6: Impact Analysis

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Inappropriate farming practices	2	5	3	4	1	4	19	9th
Low application of technology especially amongst small holder farmers leading to comparatively lower yields.	2	5	4	3	1	3	18	10th
Limited access to credit by SMEs	1	5	2	1	1	2	12	16th
Tax burden on businesses	1	5	2	1	1	1	11	17th
Inadequate development of and investment in processing and value addition	4	5	5	4	3	2	23	5th
Inadequate access to affordable credit	1	5	2	1	1	2	12	16th
Poor tourism infrastructure and Service	2	5	4	4	2	4	21	7th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Revenue underperformance due to leakages and loopholes, among others	5	4	5	4	4	1	23	5th
Weak expenditure management and budgetary controls	3	4	4	4	3	3	21	7th
Inadequate and unreliable electricity	2	5	5	2	1	1	16	12th
Weak linkage between academia, training and industry	1	4	2	2	1	3	13	15th
Poor attitudes towards energy utilization	1	2	2	1	1	2	9	19th
Use of inefficient, old and obsolete equipment	1	2	2	1	1	1	8	20th
Inadequate midstream infrastructure to link upstream and downstream operations	1	4	3	2	1	3	14	14th
Poor sanitation and waste management	4	4	5	4	3	4	24	4th
Proliferation of slums	4	4	2	3	1	2	16	12th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Scattered and unplanned human settlements	3	4	2	2	1	1	13	15th
Low level of investment in sanitation sector	2	2	4	2	1	1	12	16th
High fertility rate among adolescent	2	1	2	1	3	1	10	18th
Inadequate coverage of reproductive health and family planning services	3	2	3	2	3	1	14	14th
Weak management of population issues	3	3	4	3	1	1	15	13th
Abuse and exploitation of children engaged in hazardous forms of labour.	4	2	3	2	3	1	15	13th
Poor quality of education at all levels	5	5	4	4	4	3	25	3rd
High number of untrained teachers at the basic level	3	2	3	2	1	1	12	16th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Gaps in physical access to quality health care	4	3	5	3	3	1	19	9th
Poor quality of healthcare services	5	4	5	4	5	3	26	2nd
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	4	3	5	3	3	1	19	9th
Inadequate and inequitable distribution of critical staff mix	3	2	2	2	1	1	11	17th
High stigmatization and discrimination of HIV and AIDs	2	1	1	1	5	1	11	17th
Weak capacity of caregivers	2	2	1	1	2	1	9	19th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	2	1	3	2	4	1	13	15th
Inadequate financing of the health sector	3	2	4	2	1	1	13	15th
Lack of provision for sports and recreational needs in the development of communities	1	3	4	3	1	2	14	14th
Inappropriate and poor maintenance of sporting and recreational facilities	1	2	3	3	1	2	12	16th
Youth unemployment and underemployment among rural and urban youth	2	4	4	3	3	1	17	11th
Inadequate Housing Infrastructure services	4	3	4	4	1	2	18	10th
Growing housing deficit	4	3	4	4	1	2	18	10th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Cumbersome land acquisition process	2	3	2	2	1	2	12	16th
Weak enforcement of planning and building regulations	2	1	3	2	1	3	12	16th
Poor quality of drinking water	4	4	5	4	3	2	22	6th
Poor collection, treatment and discharge of municipal and industrial wastewater.	2	2	4	3	1	3	15	13th
Over exploitation and inefficient use of forest resources	1	1	3	3	1	5	14	14th
Poor waste disposal practices	2	1	4	3	1	2	13	15th
Recurrent incidence of flooding	4	4	5	3	3	3	22	6th
Weak legal and policy frameworks for disaster prevention, preparedness and response	3	2	5	5	1	5	21	7th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Ineffective enforcement of noise regulations also continues to be a problem	1	1	3	1	1	2	9	19th
Presence of faecal matter on urban agricultural produce	2	4	4	3	2	1	16	12th
Poor documentation on the informal sector	1	4	3	2	1	1	12	16th
Poor drainage systems	4	5	4	4	5	4	26	2nd
Poor quality and inadequate road transport networks	5	5	5	5	4	4	28	1st
Poor transportation management particularly in urban areas	3	4	4	3	1	2	17	11th
Weak capacity of CSOs to effectively participate in public dialogue	2	1	2	1	1	1	8	20th

Adopted Issues	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on large proportion of the population	Impact on Balanced development/Even Distribution	Cross cutting issues	Climate Change	Scoring	Ranking
Inefficient public service delivery	3	3	4	4	2	2	18	10th
Ineffective sub-district structures	4	3	5	4	3	2	21	7th
Inadequate involvement of traditional authorities in national development	4	3	5	4	3	2	21	7th
Inadequate ownership and accountability for national development at all levels	3	2	4	4	2	2	17	11th
Unfavourable socio-cultural environment for gender equality	3	3	3	3	3	1	16	12th
Inadequate capacity to deal with emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)	4	3	4	3	2	1	17	11th

Apart from the departmental needs and political consideration, through the political heads, tour of the communities and their interaction with the communities on their development needs were taken into consideration. Most of the issues identified were on road network, sanitation, education and tourism. These development priorities cut across all the twenty - one town councils and are presented as the common needs of the people in the above table 2.5.4: The top five (5) prioritized issues of the Kumasi Metropolitan Assembly have been listed below:

- Poor quality and inadequate road transport networks
- Poor drainage systems
- Poor quality of healthcare services
- Poor quality of education at all levels
- Poor Sanitation and Waste management

2.5.5 Sustainability analysis of the issues (internal consistency/compatibility)

The compatibility matrix is used to compare the way in which different policies inter-react with each other. This is to check whether there are no conflicting objectives within the plan of the Assembly. In other words, the compatibility matrix checks whether the objectives within the plan are supportive of each other. The key used in the compatibility matrix is explained below:

Key	Definition
✓	Where two objectives are mutually supportive with each other
X	Where two objectives have the potential to conflict with each other
O	If there is no significant interaction

Table 2.7: Sustainability analysis of the issues (internal consistency/compatibility)

OBJECTIVES	Ensure improved fiscal performance and sustainability (revenue generation)	Improve production efficiency and yield	Support Entrepreneurs-hip and SME Development	Enhance Domestic Trade	Enhance Business Enabling Environment	Ensure improved Public Investment	development	Provide adequate, safe, secure, quality and affordable Housing	Ensure energy availability and reliability	Enhance inclusive and equitable access to, and participation in quality education at all levels	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC) improve access to improved and renewable environmental sanitation services	Ensure the rights and entitlements of children	Improve quality of life in slums, Zongos and inner cities	Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	Ensure effective child protection and family welfare system	Enhance sports and recreational infrastructure improve access to safe and renewable water supply services for all	Promote efficient and sustainable wastewater management	Address recurrent devastating floods	Reduce environmental pollution
Ensure improved fiscal performance and sustainability (revenue generation)	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	○	✓	○	○	✓	✓	○	○
Improve production efficiency and yield	✓	○	○	○	○	✓	○	○	○	○	○	○	○	○	○	○	✓	○	○
Support Entrepreneurs-hip and SME Development	✓	○	○	✓		○	○	○	○	○	○	○	○	○	○	○	○	○	○
Enhance Domestic Trade	✓	✓	✓	○		✓	○	✓	✓	○	○	○	○	○	○	○	✓	○	○

Enhance Business Enabling Environment	✓	0	✓	✓		✓	0	✓	✓	0	0	0	0	0	0	0	0	0	0	0	0	0
Ensure improved Public Investment	✓	✓	✓	✓			✓	0	✓	✓	✓	✓	0	✓	✓	✓	✓	✓	✓	✓	0	0
Diversify and expand the tourism industry for economic development	✓	0	✓	0		✓		0	0	0	0	0	0	0	0	0	✓	0	0	0	0	0
Provide adequate, safe, secure, quality and affordable housing	✓	0	✓	0		0	0		0	0	0	0	0	✓	0	0	0	0	0	0	0	0
Ensure energy availability and reliability	0	0	✓	✓		✓	✓	0		✓	✓	0	0	0	0	0	✓	0	0	0	0	0
Enhance inclusive and equitable access to, and participation in quality education at all levels	✓	0	0	0	0	✓	0	✓	✓		0	0	✓	✓	0	0	0	0	0	0	0	0
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	✓	0	0	0	0	✓	0	0	✓	0		0	✓	✓	✓	0	0	✓	0	0	0	0
Improve access to improved and reliable environmental sanitation services	✓	0	✓	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	✓	0	0
Ensure the rights and entitlements of	0	0	0	0	0	0	0	0	0	✓	0	0		0	0	✓	0	0	0	0	0	0

and orderly development of human settlements																						
Improve efficiency and effectiveness of road transport infrastructure services	✓	✓		✓		0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0

Source: MPCU, December, 2017.

Table 2.8: Sustainable prioritized issues as categorized under themes.

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	
Economic Development	STRONG AND RESILIENT ECONOMY	Revenue underperformance due to leakages and loopholes, among others	
	AGRICULTURE AND RURAL DEVELOPMENT	Low application of technology especially amongst small holder farmers leading to comparatively lower yields.	
	PRIVATE SECTOR DEVELOPMENT		Limited access to credit by SMEs
			Tax burden on businesses
			Inadequate access to affordable credit
	TOURISM AND CREATIVE ARTS DEVELOPMENT	Poor tourism infrastructure and Service	
	STRONG AND RESILIENT ECONOMY	Weak expenditure management and budgetary controls	
	INDUSTRIAL TRANSFORMATION	Inadequate and unreliable electricity	
AGRICULTURE AND RURAL DEVELOPMENT	Inadequate development of and investment in processing and value addition		

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES
Social Development	EDUCATION AND TRAINING	Poor quality of education at all levels
	EDUCATION AND TRAINING	High number of untrained teachers at the basic level
	HEALTH AND HEALTH SERVICES	Gaps in physical access to quality health care
		Poor quality of healthcare services
	WATER AND SANITATION	Poor sanitation and waste management
	WATER AND SANITATION	Low level of investment in sanitation sector
	POPULATION MANAGEMENT	High fertility rate among adolescent
	POPULATION MANAGEMENT	Inadequate coverage of reproductive health and family planning services
	POPULATION MANAGEMENT	Weak management of population issues
	CHILD AND FAMILY WELFARE	Abuse and exploitation of children engaged in hazardous forms of labour
	EMPLOYMENT AND DECENT WORK	Weak linkage between academia, training and industry
	HEALTH AND HEALTH SERVICES	Inadequate and inequitable distribution of critical staff mix
	HEALTH AND HEALTH SERVICES	Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	HEALTH AND HEALTH SERVICES	High stigmatization and discrimination of HIV and AIDs
		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	CHILD AND FAMILY WELFARE	Weak capacity of caregivers
	SPORTS AND RECREATION	Lack of provision for sports and recreational needs in the development of communities
		Inappropriate & poor maintenance of sporting and recreational facilities
	YOUTH DEVELOPMENT	Youth unemployment and underemployment among rural and urban youth
	WATER AND SANITATION	Poor quality of drinking water
EMPLOYMENT AND DECENT WORK	Poor documentation on the informal sector	

CHAPTER THREE

DEVELOPMENT PROJECTIONS, OBJECTIVES AND STRATEGIES

3.0 Introduction

The chapter three is divided into two folds. The first section is devoted to the assessing the development options of the Assembly and the various projections within which the assembly is expected to grow. The second part talks about the goal of KMA in relation to the Agenda for Jobs and its level of compatibility with the national goal. Objectives and strategies have been developed from the Assembly's goal with guidance from the community needs and aspirations.

3.1 Selection of Preferred Spatial Development Option

The preferred spatial development options are

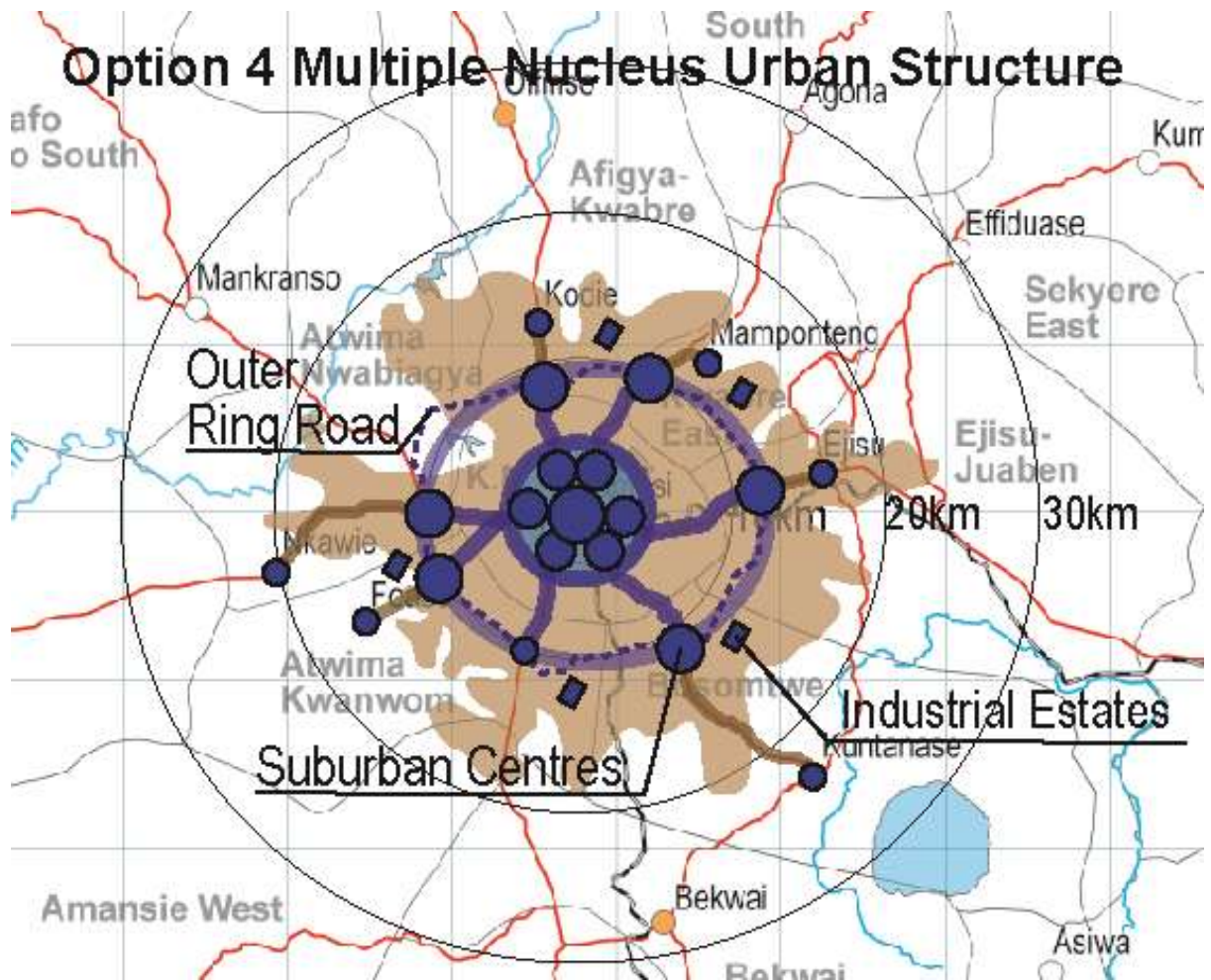
- Uncontrolled centration and uncontrolled sprawl
- Mono-polar urban structure
- Self-reliant multiple Nucleus Urban Structure
- Decentralised urban structure from KMA
- Multiple Nucleus Urban Structure

Base on the issues and needs identified from the situational analyses the multiple nucleus urban structure. This option proposes planned development of suburban centres for commercial, business and public administration functions and large-scale estate development for residential, commercial and industrial purposes. Those suburban centres and estate development will provide employment opportunities in surrounding districts, encouraging people to live in nearby suburban areas.

For this type of decentralized development in suburban areas, it is necessary to strongly integrate those suburban centres and estates with the city centre, by developing radial roads

and public transportation. Ring roads with bypass function are also important to provide better accessibility to large areas. Figure 3.1 illustrates the multiple nucleus urban structure.

Figure 3.1: Multiple Nucleus Urban Structure



3.2 Projected Development Requirements for 2018-2020

Planning has been described as the “act of getting future things done” by this simple definition, it implies that efforts have to be made to see into the future by studying current trends. Projections are not targets but rather assumptions that take into account trends of birth, death and migration. This part of the plan is dedicated to the estimation of variables to guide future planning.

Table 3.1 Projected Population

All Ages	2018	2019	2020	2021
	2,032,934	2,508,146	3,111,554	3,203,111
0 – 4	225,917	276,179	363,943	377,611
5 – 9	217,181	2,644,868	330,828	343,522
10 – 14	225,074	274,061	341,766	354,780
15 – 19	225,811	275,384	343,176	356,233
20 – 24	242,896	295,888	369,142	382,963
25 – 29	210,883	256,657	319,910	332,283
30 – 34	167,616	264,102	254,528	264,979
35 – 39	132,863	161,774	197,230	205,997
40 – 44	105,665	128,752	110,671	116,893
45 – 49	76,145	92,336	115,078	121,429
50 – 54	64,566	78,486	83,950	89,386
55 – 59	42,658	51,916	64,711	69,579
60 – 64	32,702	39,771	49,526	53,947
65 – 69	20,340	24,704	30,727	34,595
70 – 74	22,486	27,108	33,704	37,660
75 – 79	12,462	15,127	18,804	22,322
80 – 84	8,505	10,278	12,742	16,082
85 – 89	4,996	6,041	7,481	10,666
90 – 94	2,757	3,322	4,099	7,184
95 – 99	1,471	1,778	2,197	5,227

Table 3.2 Projected Educational Facilities

Year	Population	Nursery	Primary	JHS	SHS	Training Sch
		Required	Required	Required	Required	Required
2018	2365738	473	394	237	118	118
2019	2460078	492	410	246	123	123
2020	2558180	512	426	256	128	128
2021	2659921	526	432	271	133	133

Table 3.3 Projected Health Facilities

Year	Population	Clinic	Health Center	Polyclinic	District Hospital	Regional Hospital
		Required	Required	Required	Required	Required
2018	2365738	473	95	47	12	2
2019	2460078	492	98	49	12	2
2020	2558180	512	102	51	13	3
2021	2659921	526	107	55	13	4

Table 3.4 Projected Markets & Shops

Year	Population	Neighbourhood Shopping Centre	Local Market
		Required	Required
2018	2365738	158	79
2019	2460078	164	82
2020	2558180	171	85
2021	2659921	180	89

Table 3.5 Projected Recreation & Open Space

Year	Population	Local Field Sports	Public Open Space	Durbar Ground
		Required	Required	Required
2018	2365738	473	946	68
2019	2460078	492	984	70
2020	2558180	512	1,023	73
2021	2659921	526	1,055	75

Table 3.6 Projected Sanitation Sites

Year	Population	Neighbourhood refuse collection points
		Required
2018	2365738	13,519
2019	2460078	14,058
2020	2558180	14,618
2021	2659921	15,106

Table 3.7 Projected Fire Stations

Year	Population	Local Fire Station
		Required
2018	2365738	68
2019	2460078	70
2020	2558180	73
2021	2659921	75

3.3 Adopted Development Issues, objectives and strategies from Agenda for Jobs

To successfully achieve the DMTDP goals and eventually alleviate the development problems identified, the adopted development issues identified were linked to the objectives and strategies of the NMTDPF. This is presented in table 3.8 and 3.9 below

Table 3.8 Adopted Development Issues, Objectives and Strategies from Agenda for Jobs

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Economic Development	STRONG AND RESILIENT ECONOMY	Revenue underperformance due to leakages and loopholes, among others	Ensure improved fiscal performance and sustainability	<ul style="list-style-type: none"> Strengthen revenue institutions and administration (SDG Target 16.6) Eliminate revenue collection leakages (SDG Targets 16.5, 16.6, 17.1)
	AGRICULTURE AND RURAL DEVELOPMENT	Low application of technology especially amongst small holder farmers leading to comparatively lower yields.	Improve production efficiency and yield	<ul style="list-style-type: none"> Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs(SDG Targets 2.5, 2.a)
	PRIVATE SECTOR DEVELOPMENT	Limited access to credit by SMEs	<ul style="list-style-type: none"> Support Entrepreneurs-hip and SME Development Enhance Domestic Trade 	<ul style="list-style-type: none"> Create an entrepreneurial culture, especially among the youth(SDG Targets 4.4, 8.3, 8.6) Mobilise resources from existing financial and technical sources to support MSMEs(SDG Targets 8.10, 9.3) Develop modern and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)
	PRIVATE SECTOR DEVELOPMENT	Tax burden on businesses	Enhance Business Enabling Environment	<ul style="list-style-type: none"> Reform the tax system to reduce the burden on businesses and create opportunities for business expansion (SDG Targets 16.6, 17.5, 17.14)
	AGRICULTURE AND RURAL DEVELOPMENT	Inadequate development of and investment in processing and value addition	Ensure improved Public Investment	<ul style="list-style-type: none"> Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Economic Development	PRIVATE SECTOR DEVELOPMENT	Inadequate access to affordable credit	Enhance Business Enabling Environment	<ul style="list-style-type: none"> • Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17)
	TOURISM AND CREATIVE ARTS DEVELOPMENT	Poor tourism infrastructure and Service	Diversify and expand the tourism industry for economic development	<ul style="list-style-type: none"> • Expanding the tourism sector through investment, innovation, the pursuit of service excellence • Promote public private partnerships for investment in the sector • Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards
	STRONG AND RESILIENT ECONOMY	Weak expenditure management and budgetary controls	Ensure improved fiscal performance and sustainability	<ul style="list-style-type: none"> • Strengthen and strictly enforce the Public Financial Management Act, 2016 (Act 921)
	INDUSTRIAL TRANSFORMATION	Inadequate and unreliable electricity	Ensure energy availability and reliability	<ul style="list-style-type: none"> • Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network (SDG Targets 7.a, 7.b)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Social Development	EDUCATION AND TRAINING	Poor quality of education at all levels	Enhance inclusive and equitable access to, and participation in quality education at all levels	• Expand infrastructure and facilities at all levels (SDG Target 4.a)
	EDUCATION AND TRAINING	High number of untrained teachers at the basic level		Develop standards and national assessment test for foundational literacy and numeracy competencies at primary level (SDG Target 4.1)
	HEALTH AND HEALTH SERVICES	Gaps in physical access to quality health care	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	<ul style="list-style-type: none"> • Expand and equip health facilities (SDG Target 3.8) • Strengthen the district and sub-district health systems as the bed-rock of the national primary health care strategy
		Poor quality of healthcare services		
	WATER AND SANITATION	Poor sanitation and waste management	Enhance access to improved and reliable environmental sanitation services	<ul style="list-style-type: none"> • Provide public education on solid waste management(SDG Target 12.8) • Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b)
	WATER AND SANITATION	Low level of investment in sanitation sector		

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Social Development	POPULATION MANAGEMENT	High fertility rate among adolescent	Improve population management	<ul style="list-style-type: none"> • Intensify public education on population issues at all levels of society (SDG Target 3.7) • Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 16.6, 17.14)
	POPULATION MANAGEMENT	Inadequate coverage of reproductive health and family planning services		
	POPULATION MANAGEMENT	Weak management of population issues		
	CHILD AND FAMILY WELFARE	Abuse and exploitation of children engaged in hazardous forms of labour	Ensure the rights and entitlements of children	<ul style="list-style-type: none"> • Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 5.3, 16.2, 16.3) • Strengthen the capacity of relevant institutions to enforce laws on child abuse and child trafficking (SDG Targets 16.2, 16.6)
	EMPLOYMENT AND DECENT WORK	Weak linkage between academia, training and industry	Promote the creation of decent jobs	<ul style="list-style-type: none"> • Strengthen capacity of informal labour unions to engage in social dialogue (SDG Targets 16.6, 16.7) • Build capacity of informal sector (SDG Target 8.3)
	HEALTH AND HEALTH SERVICES	Inadequate and inequitable distribution of critical staff mix	Strengthen healthcare management system	<ul style="list-style-type: none"> • Improve production and distribution mix of critical staff (SDG Target 3.c)
	HEALTH AND HEALTH SERVICES	Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	Reduce disability morbidity, and mortality	<ul style="list-style-type: none"> • Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2) • Intensify implementation of malaria control programme (SDG Target 3.3)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Social Development	HEALTH AND HEALTH SERVICES	High stigmatization and discrimination of HIV and AIDs	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	<ul style="list-style-type: none"> • Intensify education to reduce stigmatization (SDG Target 3.7) • Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3)
		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups		
	CHILD AND FAMILY WELFARE	Weak capacity of caregivers	Ensure effective child protection and family welfare system	<ul style="list-style-type: none"> • Institute a framework for developing the capacity of caregivers (SDG Target 5.4)
	SPORTS AND RECREATION	Lack of provision for sports and recreational needs in the development of communities	Enhance sports and recreational infrastructure	<ul style="list-style-type: none"> • Develop and maintain sports and recreational infrastructure (SDG Target 9.1)
		Inappropriate & poor maintenance of sporting and recreational facilities		
	YOUTH DEVELOPMENT	Youth unemployment and underemployment among rural and urban youth	Promote effective participation of the youth in socioeconomic dev't	<ul style="list-style-type: none"> • Build the capacity of the youth to discover opportunities (SDG Targets 4.4, 4.b)
	WATER AND SANITATION	Poor quality of drinking water	Improve access to safe and reliable water supply services for all	Provide mechanized boreholes and small-town water systems (SDG Target 6.1)
	EMPLOYMENT AND DECENT WORK	Poor documentation on the informal sector	Promote the creation of decent jobs	<ul style="list-style-type: none"> • Build capacity of informal sector (SDG Target 8.3)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Social Development	GENDER EQUALITY	Unfavourable socio-cultural environment for gender equality	Attain gender equality and equity in political, social and economic development systems and outcomes	<ul style="list-style-type: none"> • Institute gender-responsive budgeting and training on gender equality in civil and public services (SDG Target 5.c) • Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2)
	WATER AND SANITATION	Presence of faecal matter on urban agricultural produce	Promote efficient and sustainable wastewater management	<ul style="list-style-type: none"> • Promote recycling and safe re-use of wastewater(SDG Targets 6.3, 6.a, 12.5)
		Poor collection, treatment and discharge of municipal and industrial wastewater.		<ul style="list-style-type: none"> • Develop and implement sewerage masterplans, including faecal sludge management and waste treatment facilities for all human settlements(SDG Targets 6.2, 6.3, 16.6)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Environment, Infrastructure and Human Settlement	DEFORESTATION, DESERTIFICATION AND SOIL EROSION	Over exploitation and inefficient use of forest resources	Combat deforestation, desertification and Soil erosion	<ul style="list-style-type: none"> • Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and nondegrading practices in agriculture (SDG Target 15.b)
		Inappropriate farming practices		
	DRAINAGE AND FLOOD CONTROL	Poor waste disposal practices	Address recurrent devastating floods	<ul style="list-style-type: none"> • Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) • Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods (SDG Targets 9.a, 11.3) • Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)
		Recurrent incidence of flooding		
		Poor drainage systems		
	DISASTER MANAGEMENT	Weak legal and policy frameworks for disaster prevention, preparedness and response	Promote proactive planning for disaster prevention and mitigation	<ul style="list-style-type: none"> • Strengthen early warning and response mechanism on disasters (SDG Targets 3.d, 13.3) • Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3)
ENVIRONMENTAL POLLUTION	Ineffective enforcement of noise regulations also continues to be a problem	Reduce environmental pollution	<ul style="list-style-type: none"> • Intensify enforcement of regulations on noise and air pollution including open burning(SDG Targets 11.6, 16.b) • Intensify public education on noise pollution(SDG Target 16.10) 	

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Environment, Infrastructure and Human Settlement	HUMAN SETTLEMENTS AND HOUSING	Weak enforcement of planning and building regulations	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	<ul style="list-style-type: none"> • Ensure proper urban and landscape design and implementation(SDG Targets 11.3, 11.7, 11.a • Strengthen the human and institutional capacities for effective land use planning and management nationwide(SDG Targets 16.6, 16.a)
		Scattered and unplanned human settlements		
	TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR	Poor quality and inadequate road transport networks	Improve efficiency and effectiveness of road transport infrastructure and services	<ul style="list-style-type: none"> • Expand and maintain the national road network (SDG Targets 9.1, 11.2) • Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2)
		Poor transportation management particularly in urban areas		
	ENERGY AND PETROLEUM	Poor attitudes towards energy utilisation	Ensure efficient utilisation of energy	<ul style="list-style-type: none"> • Promote demand side management to reduce significantly the operational inefficiencies in energy supply and distribution, and the inefficient use of electricity by households and industry and thus conserve energy (SDG Targets 7.3, 7.a)
		Use of inefficient, old and obsolete equipment		
		Inadequate midstream infrastructure to link upstream and downstream operations	Leverage oil and gas industry as a catalyst for national economic development	<ul style="list-style-type: none"> • Facilitate universal access to adequate, reliable and cost-effective petroleum products such as Liquefied Petroleum Gas (LPG), (SDG Target 7.1)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Environment, Infrastructure and Human Settlement	ZONGOS AND INNER CITIES DEVELOPMENT	Proliferation of slums	Improve quality of life in slums, Zongos and inner cities	<ul style="list-style-type: none"> • Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)
	HUMAN SETTLEMENTS AND HOUSING	Growing housing deficit	Provide adequate, safe, secure, quality and affordable housing	<ul style="list-style-type: none"> • Promote social housing scheme in urban, peri-urban and rural areas(SDG Targets 11.1, 11.a) • Expand availability of housing financing(SDG Target 11.1 • Provide support for private sector involvement in the delivery of rental housing(SDG Target 17.17)
	HUMAN SETTLEMENTS AND HOUSING	Inadequate Housing Infrastructure services		
	LAND ADMINISTRATION AND MANAGEMENT	Cumbersome land acquisition process	Develop efficient land administration and management system	<ul style="list-style-type: none"> • Continue on-going land reforms to address title and ownership to land (SDG Targets 1.4, 16.b) • Fully decentralize Lands Commission and digitize its operations (SDG Targets 16.6, 16.7)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Governance, Corruption and Public Accountability	LOCAL GOVERNMENT AND DECENTRALISATION	Weak capacity of CSOs to effectively participate in public dialogue	Improve popular participation at regional and district levels	<ul style="list-style-type: none"> • Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) • Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue (SDG Targets 16.7, 17.17)
	DEVELOPMENT COMMUNICATION	Inadequate ownership and accountability for national development at all levels	Ensure responsive governance and citizen participation in the development dialogue	<ul style="list-style-type: none"> • Promote ownership and accountability for implementation for development and policy programmes (SDG Targets 16.7, 16.10) • Create an enabling environment for development communication (SDG Targets 16.7, 16.10) • Establish institutional structures for development communication at all levels of governance (SDG Targets 16.6, 16.7, 16.10)
	PUBLIC INSTITUTIONAL REFORM	Inefficient public service delivery	Build an effective and efficient Government machinery	<ul style="list-style-type: none"> • Modernise public service institutions for efficiency and productivity (SDG Targets 16.6, 16.a) • Improve accountability in the public service (SDG Targets 16.6, 16.a)
	LOCAL GOVERNMENT AND DECENTRALISATION	Ineffective sub-district structures	Deepen political and administrative decentralization	<ul style="list-style-type: none"> • Strengthen sub-district structures (SDG Targets 16.6, 17.9)

DEVELOPMENT DIMENSION	FOCUS AREA 2018-2021	ADOPTED ISSUES	OBJECTIVES	STRATEGIES
Governance, Corruption and Public Accountability	LOCAL GOVERNMENT AND DECENTRALISATION	Ineffective sub-district structures	Deepen political and administrative decentralization	<ul style="list-style-type: none"> • Strengthen sub-district structures
	CIVIL SOCIETY, AND CIVIC ENGAGEMENT	Inadequate involvement of traditional authorities in national development	Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	<ul style="list-style-type: none"> • Strengthen the engagement with traditional authorities in development and governance processes
	HUMAN SECURITY AND PUBLIC SAFETY	Inadequate capacity to deal with emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)	Enhance public safety	<ul style="list-style-type: none"> • Promote security awareness of the various communities through neighborhood watch schemes (SDG Targets 16.1, 16.7) • Develop a comprehensive programme to address the cultivation and trade in cannabis including alternative livelihoods (SDG Target 3.5) <ul style="list-style-type: none"> • Implement a robust and comprehensive anti-narcotic drug and anti-organised crime policy (SDG Target 3.5)

3.4 Compound Matrix

The Compound Matrix assesses the Policies, Plans and Programmes (PPPs) based on a poverty environment criteria outlined by the EPA/ NDPC. These criteria relate to livelihood, health, vulnerability and institutional constraints. The plan is assessed in turn, using one matrix and record sheet per objective. The various signs used in the compound matrix are interpreted as follows;

Key	Definition
+	Conditions are likely to be positive
-	Conditions are likely to be negative
O	Conditions are likely to be neutral
?	Conditions are uncertain

TABLE 3.9: COMPOUND MATRIX

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
Environmental dimension objectives	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human right	Access to information
Ensure improved fiscal performance and sustainability	+	+	+	?	0	+	+	?	0	0	0	+	?	0/?	+	+	+	+
Improve production efficiency and yield	+	+	0	+/-	0/?	+	0	0	+	0	0	0	0/?	?	0	0	0	0/?
Support Entrepreneurship and SME Development	+	+	+	0	0	0	0	0	0	0	0	0	?	?	0	0	0	+
Enhance Business Enabling Environment	0	0	0	0	0	0	0	0	0	0	0	0	?	0	0	+	0	0
Ensure affordable, equitable, easily accessible & Universal Health Coverage	+	0	0	0	0	+	+	+	+	?	?	0	?	0	+	0	0	0

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human rights	Access to information
Environmental dimension objectives																		
Ensure improved Public Investment	+	0	0	0	0	+	0	0	0	?	0	+	?	0	+	0	+	0
Improve population management	0	0	0	0	0	0	0	0	0	?	0	0	?	0	+	0	0	+
Diversify & expand the tourism industry for economic development	0	+	0	+	0	0	0	0	0	0	0	0	?	0	0	0	0	0
Ensure improved fiscal performance and sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	+	+	+	+	+
Ensure energy availability & reliability	0	0	0	0	0	0	0	0	0	0	?	0	0	+	0	0	0	0/?

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Environmental dimension objectives	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human rights
Enhance inclusive and equitable access to, and participation in quality education at all levels	o	O	O	O	o/?	o	o	o	o	o	o	o	O	O	+	o	+	+
Improve access to improved and reliable environmental sanitation services	+	+	O	O	o	+	+	+	o	o/?	?	+	?	O	+	o	o	O
Ensure the rights and entitlements of children	o	O	O	O	o	o	O	O	o	o	?	o	?	o	o	+	+	O
Promote the creation of decent jobs	?	O	+	O	o	o	o	o	o	?	?	o	?	O	o	o	o	o
Ensure efficient utilisation of energy	o	O	O	O	o	O	o	o	o	?	?	o	?	o	o	o	o	o

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM			
	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human rights	Access to information	
Environmental dimension objectives																			
Strengthen healthcare management system	o	O	O	O	o	o	o	o	o	?	o	o	?	o	+	o	o	o	
Reduce disability morbidity, and mortality	?	O	O	O	o	o	o	o	o	?	o	+	?	O	+	o	o	+	
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	o	O	O	O	o	o	o	o	o	o	?	o	?	O	+	o	o	+	
Ensure effective child protection and family welfare system	o	O	O	O	o	o	o	O	o	o	?	?	?	O	o	o	o	o	
Enhance sports recreational infrastructure	o	+	O	O	o	o	O	O	o	o	o	o	?	O	o	o	o	o	

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Environmental dimension objectives	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTPF (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human right
Promote effective participation of the youth in socioeconomic development	o	O	O	O	o	o	o	O	O	o	o	o	?	O	o /?	o	o	o
Improve access to safe and reliable water supply services for all	+	O	O	O	o	+	+	O	o	o	o	o	?	+	+	o	o	
Attain gender equality & equity in political, social & economic development systems outcomes	o	O	O	O	O	o	o	o	o	o	o	o	?	+	o	+	+	
Address recurrent floods	o	O	O	O	O	o	+	o	o	o	o	+	O/?	o	o	o/?	o	
Reduce environmental pollution	o	O	O	O	O	+	o	+	o	o	+	+	o	o	o	o	o	

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human rights	Access to information
Environmental dimension objectives																		
Promote efficient & sustainable wastewater managt	o	O	O	O	O	o	+	o	o	o	?	o	?	O	+	o	o	o
Combat deforestation, desertification and Soil erosion	o	O	+	+	O	o	o	+	o	+	o	o	+	O	o	o	o	+
Promote proactive planning for disaster prevention and mitigation	o	O	O	O	o	O	o	o	O	o	+	+	+	O	+	?	o	+
Promote a sustainable, spatially integrated, balanced and orderly development of man settlement	+	+	O	O	O	O	o	o	o	?	?	+	o	+	+	o	o/?	o
Enhance public safety	o	O	O	O	o	O	o	o	o	?	?	o	?	+	o	+	+	o

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM			
	Environmental dimension objectives	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTPF (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human rights	Access to information
Improve efficiency and effectiveness of road transport infrastructure and services	o	+	o	o	o	o	o	o	o	o	?	o	o	o	o	o	o	o	o
Leverage oil & gas industry as a catalyst for national economic development	o	o	o	o	o	o	o	o	o	?	?	o	?	o	o	o	o	o	o/?
Improve quality of life in slums, Zongos & inner cities	+	o	o	o	o	+	+	o	o	?	?	o	?	o	+	o	+	o	
Provide adequate, safe, secure, quality and affordable housing	o	+		o	o	o	o	o	o			o	?	+	o	o	o	o	

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Environmental dimension objectives	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human right
Develop efficient land administration and management system	o	+	o	+	o	o	o	o	o	o	o	o	?	+	o	o	+	+
Improve popular participation at regional and district levels	+	+	+	o	o	o	o	o	o	?	o	o	?	+	o	+	o	+
Ensure responsive governance and citizen participation in the development dialogue	o	+	o	+	o	o	+	o	o	?	+	+	?	+	o	+	+	+
Build an effective and efficient Government machinery	+	o	o	+	o	o	+	o	o	?	o	+	?	+	+	+	+	+

POVERTY DIMENSION	LIVELIHOOD					HEALTH				VULNERABILITY						INSTITUTIONALISM		
	Access to water	Access to land	Access to timber resources	wildlife	Non timber forest product	Water quality	Sanitation	Air quality	NTFP (medical plant)	Drought	Bushfire	Floods	Degradation	Crises and conflicts	Epidemics	Adherence to democratic principles	Human right	Access to information
Environmental dimension objectives																		
Deepen political and administrative decentralization	+	+	O	+	O	O	O	O	O	O	O	O	O	+	O	+	+	+
Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	+	+	O	+	O	+	O	O	O	+	+	+	+	+	+	+	+	+

3.5 Sustainability Test Matrix

This matrix provides a simple technique that can be used by all stakeholders without the need for specialist knowledge (although that helps) to analyze activities or projects. The tool is designed to give a visual and quantitative measure of the extent to which a particular activity or project is capable of providing sustainable growth and development. To verify the sustainability of its policies, programmes and projects, KMA subjects all its development proposals to this matrix. These are presented below in table 4.1:

Scale	0	1	2	3	4	5
Effects:	Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour	Black	Red	Red	Yellow	Green	Green

Table 3.10: Sustainability Test

Description of PPP : Construct Office for Presiding Member and Refurbishment of Assembly Members common room		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	0 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct Office for Presiding Member and Refurbishment of Assembly Members common room		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is not relevant to the aim
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The activity is not relevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	The activity is not relevant to the aim
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The activity will help the assembly members to work together and share opinions of their respective communities which could help in the cohesion of local communities.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it will help the assembly members to discharge their duties of ensuring good health and well-being of their people.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	3	The activity has neutral effects on the aim as it creates temporal jobs for people.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	0	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	The activity is not relevant to the aim
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	The activity is not relevant to the aim
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	3	The activity has neutral effects on the objective.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	3	The activity has neutral effects on the objective.

Description of PPP : Rehabilitate Assembly's Bungalows/Markets in the metropolis		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Rehabilitate Assembly's Bungalows/Markets in the metropolis		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded land will be enhanced during the rehabilitation of the markets and bungalows.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	4	Drains will be constructed to carry-off liquid waste.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	The activity has neutral effects on the objective.
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: cohesion of local communities should be maintained and enhanced where practical.	3	The activity has neutral effects on the objective.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of shelter and adequate food.
Gender: The activity should empower women.	4	Women would take up roles when the market is rehabilitated.
Job creation: the activity should create jobs for local people and particularly women and young people.	3	The activity has neutral effects on the aim as it will create temporal jobs for people.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	The activity has neutral effects on the objective.
Access to land: Activity should improve access to land.	3	The activity has neutral effects on the objective.
Access to water: Activity should improve access to water.	4	The activity will help provide boreholes and other sources of water in the market.
Access to transport: Activity should improve access to transport.	4	The activity will help provide bus terminals where needed.
Sanitation: Activity should improve sanitation.	4	Waste bins will be provided at vantage points to enhance sanitation.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	The activity has neutral effects on the objective.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	The activity has neutral effects on the objective.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	Business operations in the market will be effective and enhanced.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	4	During the rehabilitation, materials and services would be obtained from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex) phase-1		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	0 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex) phase-1		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The activity works against the aim as wildlife conservation would be cleared or demolished for the activity to take place.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is not relevant to the aim
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The activity is not relevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	The activity has neutral effects on the aim
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	0	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it will help civil servants and workers of the assembly to comfortably discharge their duties of ensuring good health and well-being of the people.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create direct and indirect jobs for the local people.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	0	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	The activity is not relevant to the aim
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity would result in the development of the local economy.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained from local industries.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally.

Description of PPP : Complete the construction of office accommodation for the Nhyiaeso		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	0 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction of office accommodation for the Nhyiaeso Sub-Metro		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	. The activity is not relevant to the aim.
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is not relevant to the aim.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The activity is not relevant to the aim.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	The activity is not relevant to the aim.
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim.
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	0	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it will help the authorities to discharge their duties of ensuring good health and well-being of their people.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	3	The activity has neutral effects on the aim as it creates temporal jobs for people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The construction of roads would strongly improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	The beneficial impacts would be shared equitably without discrimination against any group or individual as the construction takes place at the whole Metropolis
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	It supports the objective as the drains would reduce the flooding
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	The activity would result in the development of the local economy as there is an access to various sectors.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	3	The activity would have neutral effects on the aim.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	3	The activity would have neutral effects on the aim

Description of PPP: Complete the construction of 60No. 6 Unit Classroom Blocks/ Construct 60 No. 6-Unit classroom blocks		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction of 60No. 6 Unit Classroom Blocks/ Construct 60 No. 6-Unit classroom blocks		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Trees would be cut down in order to construct the activity
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Already degraded land could be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Energy used at the construction site would be diesel and petrol which can be classified as fossil fuel
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Discharges from pollutants and waste products in to the atmosphere can be identified and also be reduced.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	Raw materials would be used with maximum efficiency
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	5	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity seeks to benefit the workforce and local communities in terms of education and cultural expression
Gender: The activity should empower women.	4	Women could be empowered by taking up positions such as heading the school
Job creation: The activity should create jobs for local people especially women & young	3	Women and local people would be employed after the construction
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local communities would be participated.
Access to land: Activity should improve access to land.	4	Land can be accessed
Access to water: Activity should improve access to water.	3	Water can be accessed
Access to transport: Activity should improve access to transport	3	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts would affect everyone
Vulnerability and Risk: of drought, bushfire, floods, conflicts and epidemics should be reduced.	4	Risks can be noted and monitored
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity would in some extent encourage economic growth.
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	5	Raw material and services would be used from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	3	The activity would use local raw materials and labour in its construction

Description of PPP: Construct 40 No. School/Communal Parks (Grass & Astro turf)		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should be improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	0 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	0 1 2 3 4 5

Activity: Construct 40 No. School/Communal Parks (Grass & Astroturf)		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	4	The activity would not affect wildlife
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	4	This activity can aid in enhancing a degraded land
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	4	Waste products into the atmosphere would be reduced
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Local raw materials would be used for the activity with maximum efficiency
Rivers and Water bodies: should retain their natural character.	4	Rivers and water bodies will retain their natural character.
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	5	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of cultural expression
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	4	Women and local people would be employed after the construction of the activity.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local communities would participate in the activity.
Access to land: Activity should improve access to land.	4	Land can be accessed
Access to water: Activity should improve access to water.	3	Water can be accessed
Access to transport: Activity should improve access to transport.	3	The park can be accessed
Sanitation: Activity should improve sanitation.	2	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity would in some extent encourage economic growth.
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	5	Raw material and services would be used from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Construction of Vocational Training Centre		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construction of Vocational Training Centre		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Trees would be cut down in order to construct the activity
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Already degraded land could be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Energy used at the construction site would be diesel and petrol which can be classified as fossil fuel
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Discharges from pollutants and waste products in to the atmosphere can be identified and also be reduced.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	Raw materials would be used with maximum efficiency
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	5	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity seeks to benefit the workforce and local communities in terms of education and cultural expression
Gender: The activity should empower women.	4	Women could be empowered by taking up positions such as heading the school
Job creation: The activity should create jobs for local people especially women and young people.	3	Women and local people would be employed after the construction of the activity.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local communities would be participated.
Access to land: Activity should improve access to land.	4	Land can be accessed
Access to water: Activity should improve access to water.	3	Water can be accessed
Access to transport: Activity should improve access to transport .	3	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts would affect everyone
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	Risks can be noted and monitored
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity would in some extent encourage economic growth.
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	5	Raw material and services would be used from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	3	The activity would use local raw materials and labour in its construction

Description of PPP: Paving of 3No. Event grounds		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	0 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Paving of 3No. Event grounds		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Already degraded land can be enhanced to complete the activity
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is no relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Reduction of discharges from pollutants and waste products in to the atmosphere would be possible with the activity.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Raw materials would be used with maximum efficiency
Rivers and Water bodies: should retain their natural character.	0	The activity is no relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	5	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of education and cultural expression
Gender: The activity should empower women.	0	The activity is no relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	4	Women and local people would be employed after the construction of the activity.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local communities would be participated.
Access to land: Activity should improve access to land.	0	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	0	The activity is not relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Adverse and beneficial impacts would affect everyone
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	The activity is not relevant to the aim
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	5	Raw material and services would be used from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Complete the construction & beautification of 10No. Roundabouts		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	0 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction & beautification of 10No. Roundabouts		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is no relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	2	The activity works against the aim
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	The activity would enhance the use of renewable energy
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	4	Discharges from pollutants and waste products in to the atmosphere would be possible with the activity.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Raw materials would be used with maximum efficiency
Rivers and Water bodies: should retain their natural character.	0	The activity is no relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	The activity is no relevant to the aim
Gender: The activity should empower women.	0	The activity is no relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	4	Women and local people would be employed with regards to the activity.
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local communities would be participated.
Access to land: Activity should improve access to land.	0	The activity is no relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is no relevant to the aim
Access to transport: Activity should improve access to transport .	0	The activity is no relevant to the aim
Sanitation: Activity should improve sanitation.	0	The activity is no relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts would affect everyone
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is no relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	0	The activity is not relevant to the aim
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Raw material and services would be used from local industries
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP : Construct 1 No. Transit Terminal for Haulage Vehicles in Kumasi		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 1 No. Transit Terminal for Haulage Vehicles in Kumasi		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	Wildlife can be either destroyed or not destroyed
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded lands could be enhanced to construct the activity or not
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used at the construction site
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Discharges of pollutants could be either reduced or not reduced
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Raw materials would be used with maximum efficiency
Rivers and Water bodies: should retain their natural character.	3	Water bodies could be polluted or not polluted if measures are put in place
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	Local character of communities would be maintained
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	The activity does not support the aim
Gender: The activity should empower women.	(0)	The activity does not support the aim
Job creation: The activity should create jobs for local people especially women and young people.	3	Job creation would be available for women and young children
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	There would be active participation and involvement of local communities
Access to land: Activity should improve access to land.	(0)	The activity does not support the aim
Access to water: Activity should improve access to water.	(0)	The activity does not support the aim
Access to transport: Activity should improve access to transport .	4	The activity would aid in access of transport
Sanitation: Activity should improve sanitation.	(0)	The activity does not support the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts from development should be distributed equitably
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	(0)	The activity does not support the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	(0)	The activity does not support the aim
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials and services would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	Local raw materials would be utilized

Description of PPP : Construct 10km length of road with its U-shape drains Metrowide		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 10km length of road with its U-shape drains Metro wide		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The activity works against the aim as it destroys wildlife. .
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for road construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The construction of roads would strongly improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The beneficial impacts would be shared equitably without discrimination against any group or individual as the construction takes place at the whole municipality
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective as the drains would reduce the flooding cases.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would result in the development of the local economy as there is an access to various sectors.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the rehabilitation materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Construction of 3No. Police Stations		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construction of 3No. Police Stations		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The construction of roads would strongly improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The beneficial impacts would be shared equitably without discrimination against any group or individual.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective as the construction of the police will resettle the conflict.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity has neutral effect on the criterion
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Complete the construction of 1 No. semi-detached quarter for the District Magistrate		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction of 1 No. semi-detached quarter for the District Magistrate		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	(0)	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The impact of the activity is not going to discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods crisis & conflicts & epidemics should be reduced.	4	The magistrate will settle conflicts.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	(0)	The activity has no relevance to the aim.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the completion of quarter, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Construct semi-detached Police quarters at Atwima Techiman		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct semi-detached Police quarters at Atwima Techiman		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people & particularly women & young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	(0)	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	(0)	The activity has no relevance to the aim.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective as the police will reduce the conflict issues.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	(0)	The activity has no relevance to the aim.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction of the quarter, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The construction of walkway would improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	1	The activity would not be equitably since the construction is not done in the whole metropolitan.
Vulnerability and Risk: of drought, bushfire, floods conflicts and epidemics should be reduced.	(0)	The activity has no relevance to the aim.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic since there is easy access to economic activities.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP: Construct 10No. 0.9m diameter pipe culvert behind Oforikrom STC workshop		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 10No. 0.9m diameter pipe culvert behind Oforikrom STC workshop		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	(0)	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	There would be an atmosphere pollution
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: cohesion of local communities should be maintained & enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when the people are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The construction of walkway would improve access to transport.
Sanitation: Activity should improve sanitation.	4	The activity supports the aim since it will serve as a channel for waste water.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	1	The activity would not be equitably since the construction is not done in the whole metropolitan.
Vulnerability and Risk: of drought, bushfire, floods conflicts and epidemics should be reduced.	4	It supports the objective as the culvert pipe would reduce flooding
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic growth since it will help government from using its limited resources on flooding cases.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP: Construct 100No. Metal foot bridges over drains/streams in selected communities		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 100No. Metal foot bridges over drains/streams in selected communities		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	1	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	2	The activity would degrade the land.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	The activity has neutral effect on the criterion
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	4	The activity strongly supports the aim since the metal foot bridges over drains/stream would retain the natural character.
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people through employment
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should be improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	4	The ptoject would strongly improve access to transport.
Sanitation: Activity should improve sanitation.	0	The activity is not relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The activity support the aims since it does not discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods crisisconflicts epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic growth since it would help the citizens to transport the goods and product to the nearest market or places.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP : Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	The activity has neutral effect on the criterion
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when they are employed in the work.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	(0)	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	4	It supports the aim since it will serve as a channel for waste water.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	The activity support the aims since it does not discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective as the culvert pipe would reduce flooding cases.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic growth since it will help government from using its limited resources on flooding cases and focus on other projects.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP: Pothole patching/ Sectional Repairs along roads in Kumasi		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Pothole patching/ Sectional Repairs along roads in Kumasi		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	(0)	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	(0)	The activity is not relevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	(0)	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when they are employed.
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	4	The activity supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The activity strongly support the aim since it would improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity is not relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The activity strongly support the aims since it does not discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective since it would reduce accident cases.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic growth since it would help easy transportation of goods
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP: Resealing of 100km Length of roads in the Kumasi Metropolis		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity Should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Resealing of 100km Length of roads in the Kumasi Metropolis		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	(0)	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	The activity works against the aim since it pollute the atmosphere.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	(0)	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when they are employed
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	4	The activity supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The activity strongly support the aim since it would improve access to transport.
Sanitation: Activity should improve sanitation.	(0)	The activity is not relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The activity strongly support the aims since it does not discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	4	It supports the objective since it would reduce the rate of accident occurring.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	5	The activity would strongly encourage economic growth since it would help easy transport goods and product from origin to destination.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP: Reconstruct Outfall Culvert at Subin Valley Area		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis conflicts epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Reconstruct Outfall Culvert at Subin Valley Area		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	The clearing of the land for the construction will work against the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	1	The necessary materials needed for the construction such as sand, gravels etc. are derived from quarrying; which is one of the main causes of land degradation.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	1	The activity works against the aim since fossil fuels are used.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	The activity works against the aim since it pollute the atmosphere.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	The activity supports the objective as raw materials would be used with maximum efficiency.
Rivers and Water bodies: should retain their natural character.	3	River and water bodies could be affected or would not be affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: cohesion of communities should be maintained and enhanced where practical.	(0)	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity supports the objective as it would also improve the well-being of the people, when they are employed
Gender: The activity should empower women.	(0)	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	4	The activity supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	(0)	The activity is not relevant to the aim.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	(0)	The activity strongly support the aim since it would improve access to transport.
Sanitation: Activity should improve sanitation.	4	The activity supports the aim since it will serve as a channel for waste water.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	The activity strongly support the aims since it does not discriminate against any group.
Vulnerability and Risk: of drought, bushfire, floods conflicts and epidemics should be reduced.	4	It supports the objective since it would reduce flooding cases.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would encourage strong economic growth since it will help government from using its limited resources on flooding cases and focus on other projects.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	5	During the construction, materials and services would be obtained locally like carpenters, masons etc.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

Description of PPP :Construct an Ultra-Modern Museum for the Kumasi Metropolis		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity Should be improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct an Ultra-Modern Museum for the Kumasi Metropolis		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Cutting down of trees would affect wildlife
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded land can be enhanced to build the museum
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	fossil fuel would use at the construction site
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	1	Waste products into the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of education and cultural expression
Gender: The activity should empower women.	0	The activity is not relevant to this aim
Job creation: The activity should create jobs for local people especially women and young people.	4	The activity would provide jobs for women and young people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	Vulnerable and disabled person would be employed in some extent
Access to land: Activity should improve access to land.	0	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	3	The activity could help provide transportation
Sanitation: Activity should improve sanitation.	0	The activity is not relevant to the aim
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity would in some extent contribute to economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would use local raw materials in its construction
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Complete the Reconstruction of 2No. markets		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the Reconstruction of 2No. markets		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The effect of wildlife to the activity would be neutral
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	2	The activity works against the aim because reconstruction of the market would not upgrade degraded land
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used at the construction site
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	1	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of nutrition and cultural expression
Gender: The activity should empower women.	4	Women would take up roles when the market is re constructed.
Job creation: The activity should create jobs for local people especially women and young people.	5	Women and young people would be employed after the re construction of the market facility
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	vulnerable and excluded sections can be also given spaces to aid them trade
Access to land: Activity should improve access to land.	4	The market facility can be accessed
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport .	4	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity can ensure economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP :Provision of additional sheds at Sokoban Wood Village		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity Should be improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Provision of additional sheds at Sokoban Wood Village		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The effect of wildlife to the activity would be neutral
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	2	The activity works against the aim because provision of additional sheds would not upgrade degraded land
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used at the construction site
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	1	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	The activity seeks to benefit the workforce and local communities in terms of nutrition and cultural expression
Gender: The activity should empower women.	4	Women would take up roles when the sheds are provided
Job creation: The activity should create jobs for local people especially women and young people.	5	Women and young people would be employed after the provision of additional sheds
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	4	The facility can be accessed
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport .	4	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity can ensure economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Complete the construction of 1No. male/female / Maternity ward		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction of 1No. male/female / Maternity ward		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Land would be cleared for the construction activities.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded lands would not be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used for the construction of the wards
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	1	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The activity seeks to benefit the workforce and local communities in terms of health, well-being and nutrition
Gender: The activity should empower women.	4	Women would take up roles in the wards
Job creation: The activity should create jobs for local people especially women and young people.	3	Women and young people would be employed
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	4	The facility can be accessed
Access to water: Activity should improve access to water.	3	The activity will help patients to access water
Access to transport: Activity should improve access to transport .	4	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity can ensure good health to promote economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Complete the Construction of 1No. and Construct 2No.CHP compounds/community clinics		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the Construction of 1No. and Construct 2No.CHP compounds/community clinics		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Land would be cleared for the construction activities.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded lands would not be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used for the construction of the wards
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	1	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	Rivers and water bodies could be affected or not affected
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The activity seeks to benefit the workforce and local communities in terms of health, well-being and nutrition
Gender: The activity should empower women.	4	Women would take up roles in the clinics
Job creation: The activity should create jobs for local people especially women and young people.	3	Women and young people would be employed
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	4	The facility can be accessed
Access to water: Activity should improve access to water.	3	The activity will help patients to access water
Access to transport: Activity should improve access to transport.	4	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity can ensure good health to promote economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0)1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0)1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0)1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0)1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0)1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is not relevant to the aim
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	Electricity would be used to operate the machines.
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	4	Rivers and water bodies would retain their natural character
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	Opinions of local communities to be assessed
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity will promote the health and well-being of the people
Gender: The activity should empower women.	3	The activity has a neutral effect on women empowerment
Job creation: The activity should create jobs for local people especially women and young people.	0	The activity is not relevant to the aim
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	3	The people can access the facility
Access to water: Activity should improve access to water.	5	The activity would increase access to water
Access to transport: Activity should improve access to transport .	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	3	The activity would provide safe drinking water
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	5	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity can ensure good health to promote economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	3	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP: Rehabilitate 48no. Health Facilities Metro wide		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Rehabilitate 48no. Health Facilities Metro wide		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	2	Land would be cleared for the construction activities.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	3	Degraded lands would not be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	Fossil fuel would be used for the construction of the wards
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	The activity would or would not retain their natural character
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	5	The activity seeks to benefit the workforce and local communities in terms of health and well-being
Gender: The activity should empower women.	4	Women would take up roles in the hospitals
Job creation: The activity should create jobs for local people especially women and young people.	4	Women and young people would be employed during rehabilitation
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	4	The facility can be accessed
Access to water: Activity should improve access to water.	3	The activity will help patients to access water
Access to transport: Activity should improve access to transport .	3	The activity would aid in the provision of transportation
Sanitation: Activity should improve sanitation.	3	Easy access to sanitary facilities such as toilets and refuse dump
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity can ensure good health to promote economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	The activity would encourage the use of local materials and services
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	The activity would use local raw materials and labour in its construction

Description of PPP :Complete the rehabilitation of waste transfer station at the CBD		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
Activity: Complete the rehabilitation of waste transfer station at the CBD		

Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	Wildlife would or would not be affected by the activity.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	4	Degraded lands would be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	Fossil fuel would be used for the construction of the wards
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	3	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	The activity would or would not retain their natural character
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The opinions of the community members would be sorted for.
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	The activity seeks to benefit the workforce and local communities in terms of health and well-being
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	3	The activity would create employment for the people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	vulnerable and excluded sections can benefit from the activity
Access to land: Activity should improve access to land.	3	The facility can be accessed
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport .	3	Transport would be improved to the activity
Sanitation: Activity should improve sanitation.	5	The activity would improve sanitation conditions
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Both adverse and beneficial impacts from the development would affect everybody.
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Risks can be noted and monitored.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity can ensure good health to promote economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials and services would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	Local materials would be utilized

Description of PPP :Construct 40No. WASH & Handwashing facilities in schools		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	0 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	0 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	0 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	0 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	0 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	0 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	0 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	0 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	0 1 2 3 4 5

Description of PPP: Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m³ and 40No. 25m³ Communal Containers		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	0 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	2	Degrade land would not be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The activity is not relevant to the aim
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	4	Skip containers would be made from recycled aluminium sheets
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The local people would be involved
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	Good sanitation would help to ensure health and well- being of the people
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	3	The activity would create jobs for few people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	3	The local people would be involved
Access to land: Activity should improve access to land.	0	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport .	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	5	The activity would help improve sanitation
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts from the activity would affect everyone
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Proper sanitation would help reduce epidemic
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	Good sanitation would make the people strong to work to achieve economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	Local industries could be contracted to provide the containers

Description of PPP :Rehabilitation of Waste stabilization Pond		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	0 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	0 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	0 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	0 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	0 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Rehabilitation of Waste stabilization Pond

Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is not relevant to the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is not relevant to the aim
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	Little or no energy would be required
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	3	Little or no pollution would be made
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	The activity is not relevant to the aim
Rivers and Water bodies: should retain their natural character.	0	The activity is not relevant to the aim
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	The local people would be involved
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	3	Good sanitation would help to ensure health and well-being of the people
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	3	The activity would provide jobs for few of the population
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The local people would be involved
Access to land: Activity should improve access to land.	0	The activity is not relevant to the aim
Access to water: Activity should improve access to water	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The activity is not relevant to the aim
Sanitation: Activity should improve sanitation.	4	The activity would improve sanitation
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts from the activity would affect everybody
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	3	Proper sanitation would help reduce epidemic
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	Good sanitation would give the people good health to work
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials and services would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	Local industries would be contracted to provide the skip containers

Description of PPP: Complete the construction of 3 No. Bus Terminals in Kumasi		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	0 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should be improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the construction of 3 No. Bus Terminals in Kumasi		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The activity has a neutral effect on the aim
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	4	Degraded land can be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used for the construction
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	The activity has neutral effect on rivers and water bodies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	Opinions of local communities would be shorted for
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	The activity is not relevant to the aim
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	4	The activity would create job for the local people during and after construction
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Local communities would be involved
Access to land: Activity should improve access to land.	3	The land for the activity can be accessed
Access to water: Activity should improve access to water	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The activity would help in access to transport
Sanitation: Activity should improve sanitation.	3	The activity has a neutral effect on sanitation
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts from the activity would affect only users
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity has a neutral effect on economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials and services would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	Local industries would be contracted

Description of PPP : Construct 2No. Multi- Purpose Car Parking Centres		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	0 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	0 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	0 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	0 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital : Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Construct 2No. Multi- Purpose Car Parking Centres		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	3	The activity has neutral effect on protected areas and wildlife
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	4	Degraded land can be enhanced
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	2	Fossil fuel would be used for the construction
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	Waste pollutants realized in the atmosphere cannot be prevented
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	2	Recycling of raw material is not possible
Rivers and Water bodies: should retain their natural character.	3	The activity has neutral effect on rivers and water bodies
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	4	Opinions of local communities would be shorted for
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	The activity is not relevant to the aim
Gender: The activity should empower women.	0	The activity is not relevant to the aim
Job creation: The activity should create jobs for local people especially women and young people.	4	The activity would create job for the local people during and after construction
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	Local communities would be involved
Access to land: Activity should improve access to land.	3	The land for the activity can be accessed
Access to water: Activity should improve access to water.	0	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	5	The activity would help in access to transport
Sanitation Activity should improve sanitation.	3	The activity has a neutral effect on sanitation
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	3	Adverse and beneficial impacts from the activity would affect only users
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	0	The activity is not relevant to the aim
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	3	The activity has a neutral effect on economic growth
Use of local material and service: PPP should encourage use of raw materials and services from local industries where possible.	4	Local materials and services would be used
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	4	Local industries would be contracted

Description of PPP : Complete the refurbishment of Prempeh Assembly Hall		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	(0) 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	(0) 1 2 3 4 5
Effects on Social and Cultural Conditions		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health and Well-being: The PPP should benefit the work force in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of people exposed to water-borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
Gender: The PPP should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people and particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
Access to land: Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to water: Activity should improve access to water	Number of the poor to be assisted	(0) 1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability and Risk: of drought, bushfire, floods crisis and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Effects on the Economy		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated.	(0) 1 2 3 4 5
Use of Local Materials and Services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	(0) 1 2 3 4 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5

Activity: Complete the refurbishment of Prempeh Assembly Hall		
Criteria – Basic Aims And Objectives	SCORE	REASONS
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	0	The activity is irrelevant to the aim.
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	0	The activity is irrelevant to the aim.
Energy: The PPP should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	0	The activity is not relevant to the aim
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	0	The activity is not relevant to the aim.
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	0	The activity is irrelevant to the aim.
Rivers and Water bodies: should retain their natural character.	0	The activity is irrelevant to the aim.
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be maintained and enhanced where practical.	0	The activity is not relevant to the aim
Health and Well-being: The PPP should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	0	The activity is irrelevant to the aim.
Gender: The activity should empower women.	0	The activity is not relevant to the aim.
Job creation: the activity should create jobs for local people and particularly women and young people.	5	The activity strongly supports the objective as it would create jobs for the local people
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	The activity will create a venue for the organisation of town hall meetings. This could encourage participation and involvement of the people through the views and opinions they share at these meetings.
Access to land: Activity should improve access to land.	(0)	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	(0)	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport.	0	The activity is irrelevant to the aim.
Sanitation: Activity should improve sanitation.	(0)	The activity has no relevance to the aim.
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	0	The activity is irrelevant to the aim.
Vulnerability and Risk: of drought, bushfire, floods and conflicts and epidemics should be reduced.	0	The activity is irrelevant to the aim.
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	4	The activity would serve as a facility that can rented out to organizations and individuals for their programs. This would generate revenue for the assembly.
Local materials and services: PPP should encourage use of raw materials and services from local industries where possible.	4	The materials and that would be used for the refurbishment will be obtained from local industries.
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials	5	The activity would support the objective as procurement of construction materials and services would be done locally

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE ASSEMBLY

4.0 Introduction

This chapter of the plan includes the various development programmes and sub-programmes of the Assembly which have been categorized under the Development Dimensions of the Agenda for Jobs. This also includes the Sustainability test as well as the indicative financial strategy of the Assembly.

4.1 Formulation of District Development Programmes and Sub- Programmes

With respect to the adopted issues, development dimensions, goals, policy objectives and strategies, it is imperative that the District reviews and formulates programmes and sub programmes, based on its functions to improve the living standard of the people.

In order to achieve desired goals, there is the need to implement planned sub-programmes successfully.

Table 4.1 shows Programmes and Sub Programmes of the Assembly for the plan period. It also indicates adopted Development Objectives and Strategies.

Table 4.1: Programmes and Sub-Programmes of MMDAs

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Ensure improved fiscal performance and sustainability	Ensure institutional framework relating to monetary policy management {SDG TARGETS 16.6,17.13}	Management and Administration	Finance and Revenue Mobilization
Enhance Business Enabling Environment	Develop a centralized web portal for business regulatory(SDG Targets(9c)	Economic Development	Trade, Tourism and Industrial Development
Diversify and expand the tourism industry for economic development	Expand the tourism sector through investment, innovations, and pursuit of service excellence(SDG Target 8.9,12b)	Economic Development	Trade, Tourism and Industrial Development
Improve production efficiency and yield	Establish modalities and regulatory frameworks for the production of seed planting materials and other agro inputs(SDG Target 2.1,2.a,2.4)	Economic Development	Agricultural Development
Enhance Domestic Trade	Ensure that rules and regulations regarding the reservation of areas of the retail trade of Ghanaians are strictly enforced(SDG Target17.5)	Economic Development	Trade, Tourism and Industrial Development
Enhance inclusive and equitable access to, and participation in quality education at all levels	Expand facilities and infrastructure at all levels (SDG Target 4.a)	Social Services Delivery	Education and Youth Development

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Strengthen school management systems	Ensure adequate supply of teaching and learning equipments(SDG Target 4.c)	Social Services Delivery	Education and Youth Development
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Expand and equip health facilities(SDG Target 3.8)	Social Services Delivery	Health Delivery
Ensure reduction of new HIV and AIDS/STIs and other infections, especially among the vulnerable groups	Intensify education to reduce stigmatisation (SDG Target 3.7)	Social Services Delivery	Health Delivery
Reduce disability morbidity, and mortality	Strengthen maternal newborn care and adolescence services(SDG Target 3.1,3.2)	Social Services Delivery	Health Delivery
Promote economic empowerment of women	Ensure at least 50% of MASLOC funds allocated to female applicants(SDG Target 5c)	Management and Administration	General Administration
Attain gender equality and equity in political, social and economic development systems and outcomes	Ensure at least 50% of MASLOC funds allocated to female applicants(SDG Target 5c)	Management and Administration	General Administration
Promote the creation of decent jobs	Provide infrastructure for the development of business(SDG Target 9.1,9.4)	Infrastructure Delivery and Management	Infrastructure Development

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Strengthen social protection, especially for children, women, persons with disability and the elderly	Mainstream social protection into sector plans and budgets(SDG Target 1.3)	Social Services Delivery	Social Welfare and Community Development
Eradicate poverty in all its forms and dimensions	Empower vulnerable people to access basic necessities of life(SDG Target1.4)	Social Services Delivery	Social Welfare and Community Development
Ensure effective child protection and family welfare system	Increase awareness on child protection(SDG Target16.3)	Social Services Delivery	Social Welfare and Community Development
Ensure the rights and entitlements of children	Eliminating worst form of child labour by enforcing laws on child labour and child protection(SDG Target 5.3)	Social Services Delivery	Social Welfare and Community Development
Promote full participation of PWDs in social and economic development	Generate a database on PWDs(SDG Target 17.18)	Social Services Delivery	Social Welfare and Community Development
Improve access to safe and reliable water supply services for all	Improve water production and distribution systems(SDG Targets6.4,6.1)	Environmental and Sanitation Management	Natural Resource Conservation
Enhance access to improved and reliable environmental sanitation services	Monitor and evaluate implementations of sanitation plans(SDG Target6.4,6.b)	Environmental and Sanitation Management	Disaster Prevention and Management

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Enhance sports and recreational infrastructure	Develop and maintain sports and recreational infrastructure(SDG Target 9.1)	Social Services Delivery	Education and Youth Development
Improve efficiency and effectiveness of road transport infrastructure and services	Expand and maintain national road networks(SDG Target 9.1,11.2)	Infrastructure Delivery and Management	Infrastructure Development
Reduce greenhouse gases	Manage climate induced health risk(SDG Target 1.5,16.6)	Environmental and Sanitation Management	Natural Resource Conservation
Promote proactive planning for disaster prevention and mitigation	Strengthen early warnings and response mechanisms for disasters(SDG Target3d,13.3)	Environmental and Sanitation Management	Disaster Prevention and Management
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Fully implement land use and spatial planning(Acts 925)(SDG Target 16.6)	Programme: Infrastructure Delivery and Management	Physical and Spatial Planning
Improve quality of life in slums, Zongos and inner cities	Strengthen and enforce the legal framework related to the prevention of slums(SDG Target 1.b)	Infrastructure Delivery and Management	Physical and Spatial Planning
	Encourage the participation of slum dwellers in improving infrastructure facilities(SDG Target 11.1,11.3)		

ADOPTED OBJECTIVE	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Improve popular participation at regional and district levels	Promote effective stakeholders involvement in development planning processes, local democracy and accountability(SDG Target 16.7)	Management and Administration	Planning, Budgeting and Coordination
Enhance public safety	Increase the proportion of security personnel on frontline duties(SDG Target 16.1)	Management and Administration	Legislative Oversight
Deepen political and administrative decentralization	Strengthen the sub district structures(SDG Target 16.6,17.9)	Management and Administration	Planning, Budgeting and Coordination
Improve decentralized planning	Strengthen local level capacity for participatory planning and budgeting(SDG Target16.6,16.7)	Management and Administration	Human Resource Management
Strengthen fiscal decentralization	Improve service delivery at MMDA levels(SDG Target16.5)	Management and Administration	Finance and Revenue Mobilization
Ensure responsive governance and citizen participation in the development dialogue	Create an enabling environment for development communication(SDG Target16.7,16.16)	Management and Administration	General Administration
Promote Ghana's political and economic interests abroad	Develop market for Ghanaian goods and services abroad(SDG Target1a)	Management and Administration	General Administration

4.1 Formulation of Programme of Action (POA)

Having aligned the development issues, objectives and strategies of KMA to the Agenda for Jobs, tailor- made programmes and projects were formulated to address the felt needs of residents in the Metropolis. This consists of the adopted goals/development dimensions, adopted policy objectives, strategies, programmes and sub-programmes. It also includes the set of projects or activities to address the adopted issues, outcome/impact indicators, timeframe, indicative budget and implementing agencies (both lead and collaborating). These programmes and projects are presented below

Development Dimension	Economic Development													
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
1.Ensure improved fiscal performance and sustainability	1.Ensure institutional framework relating to monetary policy management	1.Management and Administration	1.Finance and Revenue Mobilization	1.Review Revenue Improvement Plan Annually	1.Internally Generated Funds strengthened and Service delivery improved						14,200		Budget	Finance
				2. Update revenue database Annually						280,000		Finance	Revenue Collectors	
				3. Prepare Annual Fee Fixing Resolution						12,000		Budget	Assembly Members	
				4. Review monthly trial balance and pre audit payment vouchers						76,800		Finance	Internal Audit	
				5. Facilitate the holding of quarterly Budget Committee meetings						8,000		Budget	Internal Audit	
				6. Post-audit procurements, Kejetia (Race Course) terminal and all the sub metros Annually						18,000		Internal Audit	Auditor General	
				7. Embark on M&E of physical projects and goods Quarterly						120,000		Internal Audit	Planning, Budget, Finance	
				8.Prepare expenditure warrants for all Assembly expenditure						4,800		Budget		
				9. Build the capacity of the Internal Audit and Finance and Budget & Rating Departments with effective Public Finance Management						20,000		Budget	HR	
				10. Prepare Annual supplementary estimates for DACF						40,000		Budget	Budget Committee	
				11.Revise Budget Annually						6,000		Budget	Budget Committee	
				12.Prepare Annual Composite Budget						8,000		Budget	Budget Committee	

Development Dimension	Economic Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
1.Ensure improved fiscal performance and sustainability	1.Ensure institutional framework relating to monetary policy management	1.Management and Administration	1.Finance and Revenue Mobilization	13.Organise quarterly review meetings with revenue collectors, revenue Officers and revenue Task Force on the performance of IGF	1.Internally Generated Funds strengthened and Service delivery improved						65000		Finance	Revenue	
				14.Organize quarterly revenue mobilization campaign on Local FM Stations							32000		Finance	Revenue	
				15.Conduct quarterly audit of the activities of private revenue collection firms							40000		Audit	Revenue	
				16.Construct 3 No. revenue mobilisation station						200000			Finance	Revenue	

Development Dimension	Social Development													
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
2. Promote economic empowerment of women	2. Improve access to education, health and skills training in income-generating activities for vulnerable persons including head porters (kayayei)	2. Management and Administration	2. General Administration	1. Organize Breast Cancer Awareness & Screening in 6 Markets in the Kumasi Metropolis Annually	2. Access to education, health and skills training in income-generating activities for vulnerable persons including head porters improved (kayayei)						60,000		Gender Desk	MHD
				2. Organise a sensitization walk on family planning and child spacing annually						4,000		Gender Desk	MHD	
				3. Sensitize and empower 8 women groups on Local Governance annually						32,000		Gender Desk	Planning Unit	
				4. Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society						32,000		Gender Desk	Planning Unit	
3. Attain gender equality and equity in political, social and economic development systems and outcomes	3. Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality			1. Organize Training Workshop on the new Local Governance Act 936, 2016 for Assembly women & Unit Committee Members	3. Increased interest in women in governance						4,000		Gender Desk	Planning Unit
				2. Organize women in Management training for all Assembly Women & Staff of the Assembly						10,000		Gender Desk	Planning Unit	
				3. Celebrate International Womens Day						16,000		Gender Desk	Planning Unit	
				4. Update Gender Strategic Action Plan						8,000		Gender Desk	Planning Unit	
				5. Organize Governance training workshop for selected senior High & Tertiary Institutions								Gender Desk	Planning Unit	
				Prepare and update Gender profile for the Kumasi Metropolitan Assembly								Gender Desk	Planning Unit	

Development Dimension	Social Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
4. Ensure responsive governance and citizen participation in the development dialogue	4. Create an enabling environment for development communication	2. Management and Administration	2. General Administration	1. Publish Assembly's News Letter & Produce and distribute souvenir of the Assembly	4. Deepen citizen engagement in the development process					60000	60,000		PRO	Admin	
				2. Weekly update the Assembly's Website and Organize regular press soirees with the media						40000			PRO	ICT	
				3. Organize quarterly Town Hall meetings on Planning and budgeting processes							80000		Planning Unit	Budget & Ratings	
				4. Organise public education /sensitization programme on radio Stations on assembly programmes and activities							20000		PRO	All Depts.	
				5. Organize quarterly inspection/commissioning ceremony on Assembly projects								85000		Planning Unit	PRO

Development Dimension	Governance, Corruption and Public Accountability														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
5. Improve popular participation at regional and district levels	5. Promote effective stakeholders involvement in development planning processes, local democracy and accountability	2. Management and Administration	3. Planning, Budgeting and Coordination	1. Conduct monitoring and registration as well as renewal of certificates for 200 CSOs & NGOs	4. Deepen citizen engagement in the development process						5,000		Social Welfare	Planning Unit	
				2. Organize quarterly review meeting between the Assembly and CSO coalition						20,000		Social Welfare	Planning Unit		
6. Deepen political and administrative decentralization	6. Strengthen the sub district structures			1. Establish Assembly members Electoral Area Assist Funds	5. Functionality of substructure enhanced					1000000	1000000		Finance	Assembly Members	
				2. Rehabilitate Assembly's Bungalows/Markets in the metropolis						1200000		Works	Admin		
				3. Complete the construction of office accommodation for the Nhyiaeso & Suame Sub-Metros						1000000		Works	Admin		
				4. Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex)							6,000000		Works	Admin	
				5. Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit						15000	15000		Legal	Procurement	
				6. Complete the refurbishment of Prempeh Ass. Hall						1,000000			Works	Admin	
				7. Procure Vehicles 1No. Dispatch Motor Bike						900000			Admin	Procurement	
				8. Construct Office for Presiding Member and Refurbishment of Assembly Members common room						600000			Works	Admin	

Development Dimension	Governance, Corruption and Public Accountability														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
6. Deepen political and administrative decentralization	6. Strengthen the sub-district structures	2. Management and Administration	3. Planning, Budgeting and Coordination	3. Organise capacity building workshops for the Assembly members	5. Functionality of substructure enhanced						100000		Human Resource	All Assembly Members	
				4. Organise training on project management						80000		Human Resource	Planning Unit		
				5. Prepare 2018 - 2021 MTDP						100000		MPCU	All Depts.		
				6. Improve ICT Infrastructure in the Assembly						150000		IT Unit	Revenue		
7. Improve decentralised planning	7. Strengthen local level capacity for participatory planning and budgeting		4. Human Resource Management	1. Sponsor Officers of the Assembly to attend job-related refresher courses	6. Service delivery improved					30000	20000		Human Resource	All Depts	
				2. Organize training on Record & File management for staff						10000	10000		Human Resource	All Depts	
8. Enhance public safety	8. Improve relations between law enforcement agencies and the citizenry		5. Legislative Oversight	1. Construction of 3 No. Police Stations	7. Security enhanced					2500000			Legal Dept.	Works	
				2. Complete the construction of 1 No. semi-detached quarter for the District Magistrate							300000		Legal Dept.	Works	
				4. Organise physical security & risk management training for Metro Guards of the Assembly						50000	50000		Human Resource	Legal	
				5. Maintenance of Security in the Kumasi Metropolis						450000			Legal Dept.	Assembly Members	
				Maintenance and provision of Streetlights in the Kumasi Metropolis						3000000		3000000	Works	Assembly Members	
9. Promote Ghana's political and economic interests abroad	9. Develop market for Ghanaian goods and services abroad		2. General Administration	1. Revive Sister City relations	6. Service delivery improved					200000			Sister City Committee	Assembly Members	
				2. Support participation of Assembly members & Staff in sister city collaborations						200000				Assembly Members	

Development Dimension	Economic Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
10..Enhance Business Enabling Environment	10.Develop a centralised web portal for busines regulatory	3.Economic Development	6.Trade, Tourism and Industrial Development	1. Update data on SMEs Annually	8.Local Economic Development productivity improved						20000		Trade & Investment	Assi,AGI	
				2. Organize a sensitization workshop for SSEs on Records keeping & Financial Management						10,000		Trade & Investment	Assi,AGI		
				3. Organise a business forum to enhance public and private sector synergies						20,000		Trade & Investment	Assi,AGI		
11.Diversify and expand the tourism industry for economic development	11.Expand the tourism sector through investment,i nnovations, and pursuit of service excellence			1. Form Tourism Development Committee to advise management on plausible strategies that could help harness the tourism potentials within the metropolis	9.Tourist visits to the Kumasi Metropolis improved and Potential Tourist sites developed						2,000		Trade & Investment	Ghana Tourist Board	
				2. Organize quarterly radio-talk shows on the potentials of local tourism						8,000		Trade & Investment	Ghana Tourist Board		
				3. Develop & Distribute Kumasi Tourism & Investment guide brochures						60,000		Trade & Investment	Ghana Tourist Board		
				4. Construct an Ultra Modern Museum for the Kumasi Metropolis						1,000000		Trade & Investment	Ghana Tourist Board		
				5. Redevelop Kumasi Zoo						250,000		Trade & Investment	Ghana Tourist Board		

Development Dimension	Economic Development														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating	
12. Improve production efficiency and yield	12. Establish modalities and regulatory frameworks for the production of seed planting materials and other agro inputs	3.Economic Development	7. Agricultural Development	1. Train 240 maize farmers in 3 operational areas on simple bagging and storage technologies	9.Agricultural productivity improved							3,200	Agric	Beneficiary farmers	
				2. Train Agricultural Extension Agents (AEAs) & Carry out farm/home visits to advice farmers						26,400			Agric	Extension Agents	
				3. Educate Vegetable farmers in 4 operational zones on post-harvest handling of fresh/ perishable products						4,000			Agric	Beneficiary farmers	
				4. Carryout disease surveillance in the operational areas						2,000			Agric		
				5. Support for Food & Agriculture Sector Development Policy								79,497.50	Agric	Beneficiary farmers	
				6. Train 30 livestock & pig farmers on feed formulation & improved housing structures								1,200	Agric	Beneficiary farmers	
				7. Carryout mass vaccination of 7,500 dogs and 800 cats against rabies								1,800		Agric	
				8. Train 30 farmers on the use of small scale irrigation facilities and on cultural practices to control pest and diseases								2,300		Agric	Beneficiary farmers
				9. Train vegetable farmers on the storage and application of poultry manure and on safe use, handling and proper application of chemicals								5,000		Agric	Beneficiary farmers
				10. carryout demonstrations to train livestock farmers on the use of urea treatment and silage preparation								1,600		Agric	Beneficiary farmers
				11. Organise celebration of National Farmers Day Annually								80,000			Agric

Development Dimension	Economic Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
13. Enhance Domestic Trade	13. Develop modern markets and retail infrastructure in every district to enhance domestic trade	3.Economic Development	6. Trade, Tourism and Industrial Development	1. Complete the Reconstruction of 2No. markets	8. Local Economic Development productivity and IGF improved						400,000		Works Dept.	Beneficiaries	
				2. Provison of additional sheds at Sokoban Wood Village							1,000000	Works Dept.	Beneficiaries		
				3. Complete the reconstruction of Krofofrom & Sokoban Markets							Works Dept.	Beneficiaries			
				4. Construct 4No. Markets with Stores							Works Dept.	Beneficiaries			

Development Dimension	Social Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
14. Enhance inclusive and equitable access to, and participation in quality education at all level	14. Expand facilities and infrastructure at all levels	4. Social Services Delivery	8. Education and Youth Development	1. Complete the construction of 60 No. 6 Unit Classroom Blocks	10. Access to basic and secondary education improved						400,000		Education Dept.	Works Dept.	
				2. Procure 9,200 No. Dual Desk, 4,800 sets of students tables & chairs & 400 No. cupboards							1,000,000	Education Dept.	Works Dept.		
				3. Rehabilitate 48 no. Educational Facilities Metro wide						12,000,000	12,000,000	Education Dept.	Works Dept.		
				4. Construct 40 No. School/Communal Parks (Grass & Astro turf)						2,000,000	2,000,000	Education Dept.	Works Dept.		
				5. Construction of Teachers Quarters for Kumasi Wesley Girls SHS							500,000	Education Dept.	Works Dept.		
				6. Construction of 1 No. Dinning Hall and Administration Block at St. Hubert Seminary							1,000,000	Education Dept.	Works Dept.		
				7. Support the Annual celebration of "Stand Up for Girls" day						12,000		Education Dept.	GES.		
				8. Support the organisation of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils						36,000		Education Dept.	GES.		
				9. Carry out School Feeding Programmes in selected schools						15,000,000		Education Dept.	Beneficiary Schools		
				10. Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students						680,397		Education Dept.	GES		
				11. Support the organization of SMT Clinic for girls to promote Science, Mathematics & Technology							40,000		Education Dept.	GES.	

Development Dimension	Social Development														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating	
15. Strengthen school management systems	15. Ensure adequate supply of teaching and learning equipment	4. Social Services Delivery	8. Education and Youth Development	1. Support the organisation of Annual Metro Best Teacher's Award	11.Environment for teaching and learning enhanced						50000		Education Dept.	GES	
16.Enhance sports and recreational infrastructure	16.Develop and maintain sports and recreational infrastructure					1.Construct 2 No. community parks	12. Access to Sports and Recreation enhanced							100000	Parks & Gardens
			2.Procurement of Outdoor Toys & Games for kids & adults									200000	Works	Park Mgt.	
			3.Paving of 3No. Event grounds								500000		500000	Works	Assembly Members
			4.Complete the construction & beautification of 10No. Roundabouts										1000000	Parks & Gardens	Works
			Construction of Large Capacity Theatre and Conference facility										1000000	Works	
17.. Ensure reduction of new HIV and AIDS/STIs and other infections, especially among the vulnerable groups	17. Intensify education to reduce stigmitisation				1. Organize public education in 21 Town councils on stigmatization and discimation against PLWHAs	13.Incidence of HIV and other STIs reduced					80,536			Health Dept	GHS
					2.Support for Metro Response initiative for the prevention of HIV/AIDS/ Malaria						170099.44			Health Dept	GHS
					3.Organize public education on TB related issues on radio stations, churches and mosque quarterly							4,000		Health Dept	GHS
					4. Organize training for 50 health staff on TB treatment procedures annually							12,000		Health Dept	GHS

Development Dimension	Social Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
18. Reduce disability morbidity, and mortality	18. Strengthen maternal newborn care and adolescence services	4. Social Services Delivery	9. Health Delivery	1. Organize training for 240 midwives from public, private and CHAG on live saving skills. Annually	14. Incidence of Maternal and Infant Mortality reduced						16,000		Health Dept	GHS	
19. Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	19. Expand and equip health facilities			1. Complete the construction of 1No. male/female ward at Kumasi South Hospital with Furnishing	15. Access to quality healthcare improved					76,114.94			Health Dept.	Works	
				2. Furnish 6No. Clinics						400000		800000	Health Dept.	Works	
				3. Complete the construct 1No. Maternity Ward at Maternal & Child Health Hospital								150,000	Health Dept.	Works	
				4. Complete the Construction of 1No. and Construct 2No. CHP compounds/community clinics						200000		463,489.25	Health Dept.	Works	

Development Dimension	Social Development														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
20.Strengthen social protection, especially for children, women, persons with disability and the elderly	20.Mainstream social protection into sector plans and budgets	4. Social Services Delivery	10.Social Welfare and Community Development	1. To carry out LEAP activities to benefit 4800 beneficiaries	16.Adequate support to vulnerable and marginalized people provided						20000		Social Welfare	Community Development	
21.Eradicate poverty in all its forms and dimensions	21.Empower vulnerable people to access basic necessities of life			1.Render personal welfare services to 1200 indigents and link them up to NHIS						20000		Social Welfare	Community Development		
				2.To provide hospital welfare services for 6800 patients without support and mental health patients						60000		Social Welfare	Community Development		
22.Ensure effective child protection and family welfare system	22.Increase awareness on child protection			1.To monitor and support the growth and development of 5,200 orphans and street children						40000		Social Welfare	Community Development		
23.Ensure the rights and entitlements of children	23.Eliminating worst form of child labour by enforcing laws on child labour and child protection			1.Organise talks session on child abuse, labour and molestation in 80 schools.						24000		Social Welfare	Community Development/ CBOs/NGOs		
				2.Highlight the responsibilities of the child at home and in school within 80 selected schools						24000		Social Welfare	Community Development/ CBOs/NGOs		
				3.Visit and educate 200 households on parental role on child management.						16000		Social Welfare	Community Development		
				4.To monitor, register and renew certificate of 390 day care centres and organise training for 390 of them						1200		Social Welfare	Community Development		
24.Promote full participation of PWDs in social and economic development	24.Generate a database on PWDs	1.To organise programmes for 19,200 persons with disabilities (PWDs) and link them up to NHIS					21,000		Social Welfare	Community Development					
		2.Identify the needs of 712 PWDs support them					316000		Social Welfare	Community Development					

Development Dimension	Environment, Infrastructure and Human Settlement														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
25. Improve efficiency and effectiveness of road transport infrastructure and services	25. Expand and maintain national road networks	5. Infrastructure Delivery and Management	11. Infrastructure Development	1. Construct 10km length of road with its U-shape drains Metrowide	17. Access to road networks improved							3500000	Urban Roads	Works Dept.	
				2. Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC								2000000	Urban Roads	Works Dept.	
				3. Pothole patching/ Sectional Repairs along roads in Kumasi								12000000	Urban Roads	Works Dept.	
				4. Pothole patching & Grading Works along roads in Kumasi						320000			Urban Roads	Works Dept.	
				5. Resealing of 100km Length of roads in the Kumasi Metropolis						100000			Urban Roads	Works Dept.	
				6. Reshaping of Roads within the Sub- Metros in the Kumasi Metropolis						300000			Urban Roads	Works Dept.	
				7. Complete the construction of 3 No. Bus Terminals in Kumasi							2245911.02		Transport Dept.	Urban Roads	
				8. Construct 2 No. Multi Purpose Car Parking Centres								1000000	Transport Dept.	Urban Roads	
				9. Reconstruct Outfall Culvert at Subin Valley Area								200000	Urban Roads	Works Dept.	
				10. Construct of 10 no. 3.0m x 3.0m Box Culvert across River Susan at Oforikrom								2,000000	Urban Roads	Works Dept.	
				11. Construct 100 No. Metal foot bridges over drains/streams in selected communities								4,000000	Urban Roads	Works Dept.	
				12. Construct 10 No. 0.9m diameter pipe culvert behind Oforikrom STC workshop								500000	Urban Roads	Works Dept.	
				13. Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads								6000000	Urban Roads	Works Dept.	

Development Dimension	Environment, Infrastructure and Human Settlement														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
26.Reduce greenhouse gases	26.Manage climate induced health risk	6.Environmental and Sanitation Management	12.Natural Resource Conservation	1. Plant and nurture to growth 70,000 trees along water bodies weaving through the Metropolis	18. Degraded forest reserves and other areas restored					20000		22000	Forestry	Parks & Garden	
				2. Plant and nurture to growth 20,000 seedlings in 200 schools						3,000		Forestry	Parks & Garden		
				3. Undertake regular monitoring of planted seedlings and beating up						1,000		Forestry	Parks & Garden		
				4. Create an Inventory of activities/businesses that generate biomass waste					100000	150000		Waste Mgt	Planning Unit		
				5. Inventory of Businesses with capacity to convert biomass waste into any form of energy						25000		Waste Mgt	Planning Unit		
				6. Quantification of Biomass Waste in the Kumasi Metropolis						10000		Waste Mgt	Planning Unit		
				7. Facilitate the Construction of Biogas in Institutions & Public Toilets					150000	100000		Waste Mgt	Planning Unit		
				8. Facilitate the Conversion of wood waste from wood processing industries into pellets & briquettes						200000		Waste Mgt	Planning Unit		
27.Promote proactive planning for disaster prevention and mitigation	27.Strengthen early warnings and response mechanisms for disasters		13.Disaster Prevention and Management	1.Intensify public education on fire prevention techniques and how to handle fire extinguisher	19.Adequate security facilities and safety assurance provided					100000			NADMO	GNFS	
				2.Intensify educational campaign on flooding & Fire outbreaks and its impact on communities					40000			NADMO	GNFS		
				3.Desilt choked drains and streams in the Metropolis					2400000			NADMO	GNFS		
				4.Build the Capacity of NADMO Staff in disaster management						35000		NADMO	HR		
				5. Organise celebration of World Disaster Day					80000			NADMO	Admin		

Development Dimension	Environment, Infrastructure and Human Settlement														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
28. Enhance access to improved and reliable environmental sanitation services	28. Monitor and evaluate implementations of sanitation plans	6. Environmental and Sanitation Management	6. Disaster Prevention and Management	1. Visit 5 radio stations to discuss sanitation issues quarterly	20. Access to improved sanitation facilities enhanced						10000		EHU	PRO	
				2. Organise durbars for 21 town councils on environmental sanitation						40000		EHU	PRO		
				3. Develop and distribute education materials on improved sanitation practices						12000		EHU	PRO		
				4. Routinely inspect all food premises at sub-metros						6000		EHU	PRO		
				5. Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers						8000		EHU	PRO		
				6. Collect, compile and collate data on all food establishments in the Metropolis						1000		EHU	Sub-metros		
				7. Identify and select laboratories for the screening exercise and provide certificates to those screened						500		EHU	GHS		
				8. Organise food handlers into groups at the Town Councils to disseminate information of screening and registration						2000		EHU	GHS		
				9. Organize quarterly meetings/training for Private Waste collection contractors						16000		Waste Management	Contractors		
				10. Support the evacuation of refuse in the metropolis						200000		Waste MGT	EHU		
				11. Complete the rehabilitation of waste transfer station							100000	Works	Waste Management		
				12. Construction of additional Cells & Procurement of 1 No. Bulldozer								Waste Management	EHU		
				13. Operation & Maintenance of Land fill site and Heavy Duty Equipment								Waste Management	EHU		

Development Dimension	Environment, Infrastructure and Human Settlement														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
28. Enhance access to improved and reliable environmental sanitation services	28. Monitor and evaluate implementations of sanitation plans	6. Environmental and Sanitation Management	6. Disaster Prevention and Management	14. Conduct regular fumigation exercise	20. Access to improved sanitation facilities enhanced					208000			Waste	EHU	
				15. Support sanitation improvement package (Compound sanitation)						1196000			Waste Management	EHU	
				16. Intensify promotion on the arrangements for HH toilets & facilitate the enrolment of 1500 HH without toilets							16000		EHU	Waste Management	
				17. Issue abatement notice to landlords who have not initiated the process of constructing HH toilets & enforce the bye law by prosecuting recalcitrant ones							80000		EHU	Waste Management	
				18. Construct 40No. WASH facilities in schools								1,000000	EHU	Waste Management	
				19. Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers									Waste Management	EHU	
				20. Rehabilitation of Waste stabilization Pond									Waste	EHU	
				21. Train 140 EHOs on KMA byelaws and organize training on M&E tools									EHU	HR	
				Update the Knowledge of 140 EHOs on ind inspection									EHU	HR	
29. Improve access to safe and reliable water supply services for all	29. Provide mechanised boreholes and small-town water systems	7. Infrastructure Delivery and Management	7. Natural Resource Conservation	Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis	21. Access to potable water supply improved					2000000		2800000	Works	GWCL	
30. Promote the creation of decent jobs	30. Provide infrastructure for the development of business		8. Infrastructure Development	Construction of 4No. Vocational Training Centre	22. Access to employment and trading skills especially among youth enhanced							1,000000	Social Welfare	Works	

Development Dimension	Environment, Infrastructure and Human Settlement														
	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities	Outcome indicators	Time Frame				Indicative Budget			Implementing Agencies	
							2018	2019	2020	2021	GOG	IGF	Donor	Lead	Collaborating
31.Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	31.Fully implement land use and spatial planning	7.Infrastructure Delivery and Management	9.Physical and Spatial Planning	1. Identify, verify and acquire lease on all lands zoned for public use across the metropolis	23. Access to quality housing improved					500000			PPD	Traditional Authority	
				2. Recruit and train community-based enumerators and supervisors						50000			PPD	GSS	
				3. Stencil street names and property numbers, data collection, processing and cleaning								760000	PPD	Planning Unit	
				4. Procure and install street signs							1000000	PPD	Works		
				5. Implement Deals programme on Decongestion and Slum Development					50000	50000					
32.Improve quality of life in slums, Zongos and inner cities	32.Encourage the participation of slum dwellers in improving infrastructure facilities			1.Improve infrastructure facilities at slum areas						500000		1000000	Planning Unit	Traditional Authority	
				2.Promote investment in social programmes, including education on best sanitation practices in slum areas								Planning Unit	MPCU		
				3.Implement Manhyia Housing redevelopment project								Works			
	33.Strengthen and enforce the legal framework related to the prevention of slums														

4.2 Prioritization of Programme of Action

It is recommended that intra- and inter-sectoral approach be adopted in formulating the PoA. This will facilitate district multi-sectoral approach in its implementation and coordination in relation to synergy and resource efficiency. The broad projects/activities in the PoA may be a shopping list which should be prioritized by the DPCU through consensus. The prioritization should be guided by the following criteria – thus the broad projects/activities should:

- i. Impact nationally (economic, social, environment);
- ii. Impact spatially (e.g. nationwide/ selected region);
- iii. Have reliable source of funding;

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

Table 4.2: Prioritization Programme Matrix

From the table above, it has been highlighted that the most important programme for the Assembly is Infrastructure Development that is according to the prioritization matrix. This means that, given limited resources, the Assembly will implement the activities within the programmes in the prioritized order.

PROGRAMME	CRITERIA				Total Score	Rank
	Social impact (Educational, health, etc.)	Economic Impact (e.g. employment generation, poverty reduction)	Environmental impact (e.g. climate change, green economy, etc.)	Spatial impact (e.g. nationwide / selected region)		
1. General Administration	2	2	1	2	7	12 TH
2. Finance and Revenue Mobilization	2	3	1	3	9	8 TH
3. Planning, Budgeting and Coordination	3	2	2	3	10	5 TH
4. Legislative Oversight	1	1	2	2	6	14 TH
5. Human Resource Management	1	2	1	2	6	13 TH
6. Physical and Spatial Planning	3	2	2	3	10	3 RD
7. Infrastructure Development	3	3	2	3	11	1 ST
8. Education and Youth Development	3	3	1	3	10	4 TH
9. Health Delivery	3	2	1	3	9	10 TH
10. Social Welfare and Community Development	3	3	1	3	10	6 TH
11. Trade, Tourism and Industrial Development	2	3	2	3	10	2 ND
12. Agricultural Development	1	3	3	3	10	7 TH
13. Disaster Prevention and Management	1	2	3	3	9	9 TH
14. Natural Resource Conservation	0	2	3	3	8	11 TH

4.3 Indicative Financial Strategy

Based on the programme of Action, the Assembly is required to prepare an Indicative Financial strategy over the planned period. An Indicative Financial Plan deals with the means for mobilizing and utilizing financial resources for the implementation of the DMTDP. The strategies for funds mobilization and utilization should take into consideration

Table 4.3: Indicative Financial Strategy

Programme	Total cost 2018-2021		Expected revenue				Gap	Summary of resource mobilisation strategy	Alternative course of action
			GOG		IGF				
	¢	%	¢	%	¢	%			
Management and Administration	26,070,800	21	39,595,893.60	39	48,120,340.47	39	Revaluation of Properties	Writing of proposals for donor support	
Economic Development	2,976,999.50	2	2,030,558.66	2	2,467,709.77	2	Training and motivating Revenue Collectors	Creating an enabling environment to attract Private Sector Investments Prepare Development Proposals and submit to various Ministries, Embassies, Missionaries and others	
Social Services Delivery	39,432,836.63	31	24,366,703.75	24	29,612,517.22	24	Setting of Revenue Targets for Revenue Collectors		
Infrastructure Delivery and Management	45,455,911.02	37	25,381,983.08	25	30,846,372.10	25	Ensure effective monitoring of Revenue Collection		
Environmental and Sanitation Management	11,795,100	9	10,152,793.24	10	12,338,548.84	10	Revenue campaigns		
TOTAL	125,731,647	100	101,527,932.33	100	123,385,488.40	100	Enforcement of Bye-laws against Tax Defaulter		

CHAPTER FIVE

ANNUAL ACTION PLAN OF KMA

The annual action plan phases out the District Composite Programme of action into realistic time frame to be implemented by the Departments and agencies of the DAs, NGOs, Private sector and communities. Implementation involves translating the plan into actions to achieve the set objectives. The following are the action plans for 2018, 2019, 2020 and 2021.

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
1.Management and Administration	1.Finance and Revenue Mobilization	1.Review Revenue Improvement Plan Annually	Revenue Improvement Plan reviewed						14,200		Budget	Finance	
		2. Update revenue database Annually	Revenue database updated annually						280,000		Finance	Revenue Collectors	
		3. Prepare Annual Fee Fixing Resolution	Fee fixing resolution prepared						12,000		Budget	Assembly Members	
		4. Review monthly trial balance and pre audit payment vouchers	Trial balance reviewed monthly						76,800		Finance	Internal Audit	
		5. Facilitate the holding of quarterly Budget Committee meetings	Budget Committee meetings organized						8,000		Budget	Internal Audit	
		6. Post-audit procurements, Kejetia (Race Course) terminal and all the sub metros Annually	Procurements post audited						18,000		Internal Audit	Auditor General	
		7. Embark on M&E of physical projects and goods Quarterly	Monitoring conducted					120,000			Internal Audit	Planning, Budget, Finance	
		8.Prepare expenditure warrants for all Assembly expenditure	Expenditure warrants prepared						4,800		Budget		
		9. Build the capacity of the Internal Audit and Finance and Budget & Rating Departments with effective Public Finance Management	PFM training organized					20,000			Budget	HR	
		10. Prepare Annual supplementary estimates for DACF	DACF Supplementary estimates prepared						40,000		Budget	Budget Committee	
		11.Revise Budget Annually	Budget revised annually						6,000		Budget	Budget Committee	
		12.Prepare Annual Composite Budget	Composite budget prepared						8,000		Budget	Budget Committee	
2.Management and Administration	1.Finance and Revenue Mobilization	13.Organise quarterly review meetings with revenue collectors, revenue Officers and revenue Task Force on the performance of IGF	Quarterly review meetings organized						65000		Finance	Revenue	
		14.Organize quarterly revenue mobilization campaign on Local FM Stations	Quarterly revenue mobilization campaigns organized						32000		Finance	Revenue	
		15.Conduct quarterly audit of the activities of private revenue collection firms	Quarterly audit conducted						40000		Audit	Revenue	
		16.Construct 3 No. revenue mobilisation station	3No. revenue mob. stations constructed					2000000			Finance	Revenue	

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
3.Economic Development	2. Agricultural Development	1. Train 240 maize farmers in 3 operational areas on simple bagging and storage technologies	240 farmers trained							3,200	Agric	Beneficiary farmers	
		2. Train Agricultural Extension Agents (AEAs) & Carry out farm/home visits to advice farmers	Agric extension agents trained					26,400			Agric	Extension Agents	
		3. Educate Vegetable farmers in 4 operational zones on post-harvest handling of fresh/perishable products	Vegetable farmers trained						4,000		Agric	Beneficiary farmers	
		4. Carryout disease surveillance in the operational areas	Disease surveillance carried out						2,000		Agric		
		5. Support for Food & Agriculture Sector Development Policy	Food & Agric Sector Devt Policy supported							79,497.50	Agric	Beneficiary farmers	
		6. Train 30 livestock & pig farmers on feed formulation & improved housing structures	30 livestock & pig farmers trained							1,200	Agric	Beneficiary farmers	
		7. Carryout mass vaccination of 7,500 dogs and 800 cats against rabies	Mass vaccination carried out						1,800		Agric		
		8. Train 30 farmers on the use of small scale irrigation facilities and on cultural practices to control pest and diseases	30 farmers trained						2,300		Agric	Beneficiary farmers	
		9. Train vegetable farmers on the storage and application of poultry manure and on safe use, handling and proper application of chemicals	Vegetable farmers trained						5,000		Agric	Beneficiary farmers	
		10. carryout demonstrations to train livestock farmers on the use of urea treatment and silage preparation	Demonstrations carried out						1,600		Agric	Beneficiary farmers	
		11. Organise celebration of National Farmers Day Annually	National Farmers day celebrated					80,000			Agric	Beneficiary farmers	

Development Dimension	Economic Development											
3.Economic Development	3. Trade, Tourism and Industrial Development	1. Complete the Reconstruction of 2No. markets	2No. markets						400,000		Works Dept.	Beneficiaries
		2. Provison of additional sheds at Sokoban Wood Village	Additional Sheds provided							1,000000	Works Dept.	Beneficiaries
		3. Complete the reconstruction of Krofofrom & Sokoban Markets	Reconstruction of markets completed								Works Dept.	Beneficiaries
		4. Construct 4No. Markets with Stores	4No. Markets completed								Works Dept.	Beneficiaries

Development Dimension	Economic Development													
Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame			
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating		
3.Economic Development	3.Trade, Tourism and Industrial Development	1. Update data on SMEs Annually	SMEs data updated						20000			Trade & Investment	Assi,AGI	
		2. Organize a sensitization workshop for SSEs on Records keeping & Financial Management	Sensitization workshop SSEs organised					10,000				Trade & Investment	Assi,AGI	
		3. Organise a business forum to enhance public and private sector synergies	Business forum organised					20,000				Trade & Investment	Assi,AGI	
		1. Form Tourism Development Committee to advise management on plusible strategies that could help harness the tourism potentials within the metropolis	Committee formed						2,000				Trade & Investment	Ghana Tourist Board
		2. Organize quarterly radio-talk shows on the potentials of local tourism	Quarterly radio-talk shows organised						8,000				Trade & Investment	Ghana Tourist Board
		3. Develop & Distribute Kumasi Tourism & Investment guide brochures	Brochures developed and distributed						60,000				Trade & Investment	Ghana Tourist Board
		4. Construct an Ultra Modern Museum for the Kumasi Metropolis	Museum constructed							1,000000			Trade & Investment	Ghana Tourist Board
		5. Redevelop Kumasi Zoo	Kumasi Zoo developed					250,000					Trade & Investment	Ghana Tourist Board

Development Dimension	Social Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
2. Management and Administration	2. General Administration	1. Organize Breast Cancer Awareness & Screening in 6 Markets in the Kumasi Metropolis Annually	Breast Cancer Awareness & Screening organized							60,000		Gender Desk	MHD
		2. Organise a sensitization walk on family planning and child spacing annually	sensitization walk organized annually							4,000		Gender Desk	MHD
		3. Sensitize and empower 8 women groups on Local Governance annually	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		4. Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		1. Organize Training Workshop on the new Local Governance Act 936, 2016 for Assembly women & Unit Committee Members	Training workshop organised							4,000		Gender Desk	Planning Unit
		2. Organize women in Management training for all Assembly Women & Staff of the Assembly	Training organized							10,000		Gender Desk	Planning Unit
		3. Celebrate International Womens Day	International women Day celebrated							16,000		Gender Desk	Planning Unit
		4. Update Gender Strategic Action Plan	Gender strategic Action Plan updated							8,000		Gender Desk	Planning Unit
		5. Organize Governance training workshop for selected senior High & Tertiary Institutions	Governance training organized									Gender Desk	Planning Unit
		Prepare and update Gender profile for the Kumasi Metropolitan Assembly	Gender profile prepared and updated									Gender Desk	Planning Unit

Development Dimension	Social Development											
2. Management and Administration	2. General Administration	1. Publish Assembly's News Letter & Produce and distribute souvenir of the Assembly	Assembly's News letters published					60000	60,000		PRO	Admin
		2. Weekly update the Assembly's Website and Organize regular press soirees with the media	Website update					40000			PRO	ICT
		3. Organize quarterly Town Hall meetings on Planning and budgeting processes	Town Hall meetings organized						80000		Planning Unit	Budget & Ratings
		4. Organise public education /sensitization programme on radio Stations on assembly programmes and activities	Public education organized						20000		PRO	All Depts.
		5. Organize quarterly inspection/commissioning ceremony on Assembly projects	Inspection/commissioning organized						85000		Planning Unit	PRO
Development Dimension	Social Development											
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Time Frame			Time Frame	
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
4. Social Services Delivery	4. Education and Youth Development	1. Complete the construction of 60No. 6 Unit Classroom Blocks	60No. 6 Unit Classroom Blocks constructed						400,000		Education Dept.	Works Dept.
		2. Procure 9,200 No. Dual Desk, 4,800 sets of students tables & chairs & 400 No. cupboards	Dual Desk procured							1,000000	Education Dept.	Works Dept.
		3. Rehabilitate 48no. Educational Facilities Metro wide	48no. Edu. Facilities rehabilitated						12,000000	12,000000	Education Dept.	Works Dept.
		4. Construct 40 No. School/Communal Parks (Grass & Astroturf)	40 No. School/Communal Parks constructed						2000000	2000000	Education Dept.	Works Dept.
		5. Construction of Teachers Quarters for Kumasi Wesley Girls SHS	Teachers Quarters constructed							500000	Education Dept.	Works Dept.
		6. Construction of 1No. Dining Hall and Administration Block at St. Hubert Seminary	Dining Hall & Admin Block constructed							1,000000	Education Dept.	Works Dept.
		7. Support the Annual celebration of "Stand Up for Girls" day	"Stand Up for Girls" day supported						12,000		Education Dept.	GES.
		8. Support the organisation of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils	"My First Day at School" supported						36,000		Education Dept.	GES.
		9. Carry out School Feeding Programmes in selected schools	School Feeding implemented in schools					15,000000			Education Dept.	Beneficiary Schools
		10. Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students	Sponsorship for 200 students provided					680,397			Education Dept.	GES
		11. Support the organization of SMT Clinic for girls to promote Science, Mathematics & Technology	SMT Clinic supported & organized						40000		Education Dept.	GES.

4. Social Services Delivery	4. Education and Youth Development	1. Support the organisation of Annual Metro Best Teacher's Award	Annual Metro Best Teacher's Awards supported						50000		Education Dept.	GES	
		1.Construct 2 No. community parks	2 No. community parks constructed							100000	Parks & Gardens	Works Dept.	
		2.Procurement of Outdoor Toys & Games for kids & adults	Outdoor Toys & Games procured							200000	Works	Park Mgt.	
		3.Paving of 3No. Event grounds	3No. Event grounds paved					500000		500000	Works	Assembly	
		4.Complete the construction & beautification of 10No. Roundabouts	10No. Roundabouts constructed							1000000	Parks & Gardens	Works	
		Construction of Large Capacity Theatre and Conference facility	Theatre and Conference facility constructed							1000000	Works		
		1. Organize public education in 21 Town councils on stigmatization and discrimination against PLWHAs	Public education organized					80,536				Health Dept	GHS
		2.Support for Metro Response initiative for the prevention of HIV/AIDS/ Malaria	Metro Response initiative supported					170099.44				Health Dept	GHS
		3.Organize public education on TB related issues on radio stations, churches and mosque quarterly	Public education organized							4,000		Health Dept	GHS
4. Organize training for 50 health staff on TB treatment procedures annually	Training for 50 staff organized							12,000		Health Dept	GHS		
Development Dimension	Social Development												
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
4. Social Services Delivery	5. Health Delivery	1. Organize training for 240 midwives from public, private and CHAG on live saving skills. Annually	240 midwives trained						16,000		Health Dept	GHS	
		1. Complete the construction of 1No. male/female ward at Kumasi South Hospital with Furnishing	Male/ Female ward constructed					76,114.94			Health Dept.	Works	
		2. Furnish 6No. Clinics	6No. clinics furnished					400000		800000	Health Dept.	Works	
		3. Complete the construct 1No. Maternity Ward at Maternal & Child Health Hospital	Maternity ward completed							150,000	Health Dept.	Works	
		4. Complete the Construction of 1No. and Construct 2No.CHP compounds/community clinics	3No.clinics constructed					200000		463,489.25	Health Dept.	Works	

4. Social Services Delivery	6.Social Welfare and Community Development	1. To carry out LEAP activities to benefit 4800 beneficiaries	4800 supported through leap					20000		Social Welfare	Community Development
		1.Render personal welfare services to 1200 indigents and link them up to NHIS	1200 indigents registered with NHIS					20000		Social Welfare	Community Development
		2.To provide hospital welfare services for 6800 patients without support and mental health patients	6800 patients provided with hospital services					60000		Social Welfare	Community Development
		1.To monitor and support the growth and development of 5,200 orphans and street children	5,200 orphans and street children monitored					40000		Social Welfare	Community Development
		1.Organise talks session on child abuse, labour and molestation in 80 schools.	Talk sessions organized					24000		Social Welfare	Community Development/CB Os/NGOs
		2.Highlight the responsibilities of the child at home and in school within 80 selected schools	Programmes organized					24000		Social Welfare	Community Development/CB Os/NGOs
		3.Visit and educate 200 households on parental role on child management.	200 households visited					16000		Social Welfare	Community Development
		4.To monitor, register and renew certificate of 390 day care centres and organise training for 390 of them	Monitoring, registration & training organized for 390 day cares					1200		Social Welfare	Community Development
		5.To organise programmes for 19,200 persons with disabilities (PWDs) and link them up to NHIS	19,200 PWDs linked to NHIS					21,000		Social Welfare	Community Development
		6.Identify the needs of 712 persons with disability and support them	712 PWDs supported					316000		Social Welfare	Community Development

Development Dimension	Environment, Infrastructure and Human Settlement													
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
5. Infrastructure Delivery and Management	7. Infrastructure Development	1. Construct 10km length of road with its U-shape drains	10km length of road constructed								3500000	Urban Roads	Works Dept.	
		2. Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC	Open storm drains constructed								2000000	Urban Roads	Works Dept.	
		3. Pothole patching/ Sectional Repairs along roads	Pothole patching carried out								12000000	Urban Roads	Works Dept.	
		4. Pothole patching & Grading Works along roads							3200000			Urban Roads	Works Dept.	
		5. Resealing of 100km Length of roads in the Kumasi Metropolis	100km Length of roads resealed							1000000			Urban Roads	Works Dept.
		6. Reshaping of Roads within the Sub- Metros	Roads reshaped							3000000			Urban Roads	Works Dept.
		7. Complete the construction of 3 No. Bus Terminals in Kumasi	3No. Bus terminals constructed									2245911.0	Transport	Urban Roads
		8. Construct 2No. Multi Purpose Car Parking Centres	2No. Car Parking Centres constructed									1000000	Transport	Urban Roads
		9. Reconstruct Outfall Culvert at Subin Valley Area	Outfall Culvert reconstructed									200000	Urban Roads	Works Dept.
		10. Construct of 10no. 3.0m x 3.0m Box Culvert across River Susan at Oforikrom	10No. box culverts constructed									2,000000	Urban Roads	Works Dept.
		11. Construct 100No. Metal foot bridges over drains/streams in selected communities	100 metal footbridges constructed									4,000000	Urban Roads	Works Dept.
		13. Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads	Walkway & landscaping constructed									6000000	Urban Roads	Works Dept.
		6. Environmental and Sanitation Management	8. Natural Resource Conservation	1. Plant and nurture to growth 70,000 trees along water bodies weaving through the Metropolis	70,000 trees planted						20000		22000	Forestry
2. Plant nurture to growth 20,000 seedlings in 200 schools	20,000 trees planted									3,000		Forestry	P&G	
3. Undertake regular monitoring of planted seedlings beating up	Monitoring conducted									1,000		Forestry	P&G	
4. Create an Inventory of activities/businesses that generate biomass waste	Inventory created								100000	150000			Waste Mgt	Planning Unit
5. Inventory of Businesses with capacity to convert biomass waste into any form of energy									25000				Waste Mgt	Planning Unit
6. Quantification of Biomass Waste in the Kumasi Metropolis										10000			Waste Mgt	Planning Unit
7. Facilitate the Construction of Biogas in Institutions & Public Toilets	Construction of biogas facilitated								150000	100000			Waste Mgt	Planning Unit
8. Facilitate the Conversion of wood waste from wood processing industries into pellets & briquettes	Conversion of wood waste facilitated									200000			Waste Mgt	Planning Unit

9. Disaster Prevention and Management	1. Intensify public education on fire prevention techniques and how to handle fire extinguisher	Education intensified					100000			NADMO	GNFS
	2. Intensify educational campaign on flooding & Fire outbreaks and its impact on communities						40000			NADMO	GNFS
	3. Desilt choked drains and streams in the Metropolis	Choked drains desilted					2400000			NADMO	GNFS
	4. Build the Capacity of NADMO Staff in disaster management	Training organized						35000		NADMO	HR
	5. Organise celebration of World Disaster Day	Day celebrated					80000			NADMO	Admin

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	9. Disaster Prevention and Management	1. Visit 5 radio stations to discuss sanitation issues quarterly	Sanitation issues discussed on 5 radio stations						10000			EHU	PRO
		2. Organise durbars for all town councils on environmental sanitation	Durbars organized in all town councils						40000			EHU	PRO
		3. Develop and distribute education materials on improved sanitation practices	Education materials developed & distributed						12000			EHU	PRO
		4. Routinely inspect all food premises at sub-metros	Food premises inspected						6000			EHU	PRO
		5. Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers	Public sensitization organized						8000			EHU	PRO
		6. Collect, compile and collate data on all food establishments in the Metropolis	Data collected						1000			EHU	Sub-metros
		7. Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories selected						500			EHU	GHS
		8. Organise food handlers into groups at the Town Councils to disseminate information of screening and registration	Food handlers registered and screened						2000			EHU	GHS
		9. Organize quarterly meetings/training for Private Waste collection contractors	Quarterly meetings organized						16000			Waste Management	Contractors
		10. Support the evacuation of refuse in the metropolis	Refuse evacuated						2000000			Waste Management	EHU
		11. Complete the rehabilitation of waste transfer station at the CBD	Waste transfer station rehabilitated							100000		Works	Waste Management
		12. Construction of additional Cells & Procurement of 1No. Bulldozer	Additional cell constructed									Waste Management	EHU
		13. Operation & Maintenance of Land fill site and Heavy Duty Equipment	Landfill maintained									Waste Management	EHU

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	6. Disaster Prevention and Management	14. Conduct regular fumigation exercise	Fumigation exercise conducted					208000			Waste	EHU	
		15. Support sanitation improvement package	SIP supported					1196000			Waste	EHU	
		16. Intensify promotion on the arrangements for HH toilets & facilitate the enrolment of 1500 HH without toilets	Promotion intensified						16000		EHU	Waste Management	
		17. Issue abatement notice to landlords who have not initiated the process of constructing HH toilets & enforce the bye law by prosecuting recalcitrant ones	Abatement notice issued						80000		EHU	Waste Management	
		18. Construct 40No. WASH facilities in schools	40No. WASH facilities constructed					1000000		1,100000	EHU	Waste Management	
		19. Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers	20No. Skip pads constructed								Waste Management	EHU	
		20. Rehabilitation of Waste stabilization Pond	Waste pond rehabilitated								Waste	EHU	
		21. Train 140 EHOs on KMA byelaws and organize training on M&E tools	Training organized								EHU	HR	
	Update the Knowledge of 140 EHOs on ind inspection									EHU	HR		
	7. Natural Resource Conservation	Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis	150No. Mechanised Boreholes constructed					2000000		2800000	Works	GWCL	

7.Infrastructure Delivery and Management	8.Infrastructure Development	Construction of 4No. Vocational Training Centre	4No. Vocational Training Centres constructed						1,000000	Social Welfare	Works	
	9.Physical and Spatial Planning	1. Identify, verify and acquire lease on all lands zoned for public use across the metropolis	Lease acquired					500000			PPD	Traditional Authority
		2. Recruit and train community-based enumerators and supervisors	Training organized					50000			PPD	GSS
		3. Stencil street names and property numbers, data collection, processing and cleaning	Street names stenciled							760000	PPD	Planning Unit
		4. Procure and install street signs	Street signs procured and installed							1000000	PPD	Works
		5. Implement Deals programme on Decongestion and Slum Development	Deals implemented					50000	50000			
		1. Improve infrastructure facilities at slum areas	Slum areas improved					500000		1000000	Planning	Traditional
		2. Promote investment in social programmes, including education on best sanitation practices in slum areas									Planning Unit	MPCU
		3. Implement Manhyia Housing redevelopment project	Manhyia Housing redevelopment implemented									Works

Development Dimension	Governance, Corruption and Public Accountability												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
2. Management and Administration	3. Planning, Budgeting and Coordination	1. Conduct monitoring and registration as well as renewal of certificates for 200 CSOs & NGOs	Monitoring & Registration conducted						5,000			Social Welfare	Planning Unit
		2. Organize quarterly review meeting between the Assembly and CSO coalition	Quarterly review meetings held						20,000			Social Welfare	Planning Unit
		1.Establish Assembly members Electoral Area Assist Funds (Self Help Projects)	Funds established					1000000	1000000			Finance	Assembly Members
		2.Rehabilitate Assembly's Bungalows/Markets in the metropolis	Bungalows/Markets rehabilitated					1200000				Works	Admin
		3.Complete the construction of office accommodation for the Nhyiaeso & Suame Sub-Metros	Office accommodation completed					1000000				Works	Admin
		4.Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex)	City Hall constructed						6,000000			Works	Admin
		5.Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit	Items procured					15000	15000			Legal	Procurement
		6. Complete the refurbishment of Prempeh Ass. Hall	Refurbishment completed					1,000000				Works	Admin
		7.Procure Vehicles 1No. Dispatch Motor Bike	Vehicles/Bikes procured					900000				Admin	Procurement
8.Construct Office for Presiding Member and Refurbishment of Assembly Members common room	PM Office constructed					600000				Works	Admin		

2. Management and Administration	3. Planning, Budgeting and Coordination	3.Organise capacity building workshops for the Assembly members	Training organized						100000		HR	All Assembly Members	
		4.Organise training on project management						80000			HR	Planning Unit	
		5.Prepare 2018 - 2021 MTDP	MTDP Prepared					100000			MPCU	All Depts.	
		6.Improve ICT Infrastructure in the Assembly	ICT Infrastructure improved					150000			IT Unit	Revenue	
	4. Human Resource Management	1.Sponsor Officers of the Assembly to attend job-related refresher courses	Officers sponsored					30000	20000		HR	All Depts	
		2.Organize training on Record & File management for staff	Training organized					10000	10000		HR	All Depts	
	5.Legislative Oversight	1. Construction of 3No. Police Stations	3No. Police constructed					250000	0			Legal Dept.	Works
		2.Complete the construction of 1 No. semi-detached quarter for the District Magistrate	Magistrate building completed							300000		Legal Dept.	Works
		4.Organise physical security & risk management training for Metro Guards of the Assembly	Training organized					50000	50000			Human Resource	Legal
		5.Maintenance of Security in the Kumasi Metropolis	Security improved					450000				Legal Dept.	Assembly
		Maintenance and provision of Streetlights in the Kumasi Metropolis	Streetlights provided					300000	0	3000000		Works	Assembly Members
	2. General Administration	1.Revive Sister City relations	Sister City relations revived					200000				SCC	Assembly
2.Support participation of Assembly members & Staff in sister city collaborations		Assembly members & staff supported					200000					Assembly Members	

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
1.Management and Administration	1.Finance and Revenue Mobilization	1.Review Revenue Improvement Plan Annually	Revenue Improvement Plan reviewed						14,200		Budget	Finance	
		2. Update revenue database Annually	Revenue database updated annually					280,000		Finance	Revenue Collectors		
		3. Prepare Annual Fee Fixing Resolution	Fee fixing resolution prepared					12,000		Budget	Assembly Members		
		4. Review monthly trial balance and pre audit payment vouchers	Trial balance reviewed monthly					76,800		Finance	Internal Audit		
		5. Facilitate the holding of quarterly Budget Committee meetings	Budget Committee meetings organized					8,000		Budget	Internal Audit		
		6. Post-audit procurements, Kejetia (Race Course) terminal and all the sub metros Annually	Procurements post audited					18,000		Internal Audit	Auditor General		
		7. Embark on M&E of physical projects and goods Quarterly	Monitoring conducted					120,000		Internal Audit	Planning, Budget, Finance		
		8.Prepare expenditure warrants for all Assembly expenditure	Expenditure warrants prepared					4,800		Budget			
		9. Build the capacity of the Internal Audit and Finance and Budget & Rating Departments with effective Public Finance Management	PFM training organized					20,000		Budget	HR		
		10. Prepare Annual supplementary estimates for DACF	DACF Supplementary estimates prepared					40,000		Budget	Budget Committee		
		11.Revise Budget Annually	Budget revised annually					6,000		Budget	Budget Committee		
		12.Prepare Annual Composite Budget	Composite budget prepared					8,000		Budget	Budget Committee		
2.Management and Administration	1.Finance and Revenue Mobilization	13.Organise quarterly review meetings with revenue collectors, revenue Officers and revenue Task Force on the performance of IGF	Quarterly review meetings organized					65000		Finance	Revenue		
		14.Organize quarterly revenue mobilization campaign on Local FM Stations	Quarterly revenue mobilization campaigns organized					32000		Finance	Revenue		
		15.Conduct quarterly audit of the activities of private revenue collection firms	Quarterly audit conducted					40000		Audit	Revenue		
		16.Construct 3 No. revenue mobilisation station	3No. revenue mob. stations constructed					2000000		Finance	Revenue		

Table 5.2: 2019 Annual Action Plan

Development Dimension	Economic Development													
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame		
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
3.Economic Development	2. Agricultural Development	1. Train 240 maize farmers in 3 operational areas on simple bagging and storage technologies	240 farmers trained								3,200	Agric	Beneficiary farmers	
		2. Train Agricultural Extension Agents (AEAs) & Carry out farm/home visits to advice farmers	Agric extension agents trained					26,400					Agric	Extension Agents
		3. Educate Vegetable farmers in 4 operational zones on post-harvest handling of fresh/perishable products	Vegetable farmers trained						4,000				Agric	Beneficiary farmers
		4. Carryout disease surveillance in the operational areas	Disease surveillance carried out						2,000				Agric	
		5. Support for Food & Agriculture Sector Development Policy	Food & Agric Sector Devt Policy supported								79,497.50		Agric	Beneficiary farmers
		6. Train 30 livestock & pig farmers on feed formulation & improved housing structures	30 livestock & pig farmers trained								1,200		Agric	Beneficiary farmers
		7. Carryout mass vaccination of 7,500 dogs and 800 cats against rabies	Mass vaccination carried out							1,800			Agric	
		8. Train 30 farmers on the use of small scale irrigation facilities and on cultural practices to control pest and diseases	30 farmers trained							2,300			Agric	Beneficiary farmers
		9. Train vegetable farmers on the storage and application of poultry manure and on safe use, handling and proper application of chemicals	Vegetable farmers trained							5,000			Agric	Beneficiary farmers
		10. carryout demonstrations to train livestock farmers on the use of urea treatment and silage preparation	Demonstrations carried out							1,600			Agric	Beneficiary farmers
		11. Organise celebration of National Farmers Day Annually	National Farmers day celebrated							80,000			Agric	Beneficiary farmers

Development Dimension	Economic Development											
3.Economic Development	3. Trade, Tourism and Industrial Development	1. Complete the Reconstruction of 2No. markets	2No. markets						400,000		Works Dept.	Beneficiaries
		2. Provison of additional sheds at Sokoban Wood Village	Additional Sheds provided							1,000000	Works Dept.	Beneficiaries
		3. Complete the reconstruction of Krofofrom & Sokoban Markets	Reconstruction of markets completed								Works Dept.	Beneficiaries
		4. Construct 4No. Markets with Stores	4No. Markets completed								Works Dept.	Beneficiaries

Development Dimension	Economic Development													
Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame			
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating		
3.Economic Development	3.Trade, Tourism and Industrial Development	1. Update data on SMEs Annually	SMEs data updated						20000			Trade & Investment	Assi,AGI	
		2. Organize a sensitization workshop for SSEs on Records keeping & Financial Management	Sensitization workshop SSEs organised					10,000				Trade & Investment	Assi,AGI	
		3. Organise a business forum to enhance public and private sector synergies	Business forum organised					20,000				Trade & Investment	Assi,AGI	
		1. Form Tourism Development Committee to advise management on plusible strategies that could help harness the tourism potentials within the metropolis	Committee formed						2,000				Trade & Investment	Ghana Tourist Board
		2. Organize quarterly radio-talk shows on the potentials of local tourism	Quarterly radio-talk shows organised						8,000				Trade & Investment	Ghana Tourist Board
		3. Develop & Distribute Kumasi Tourism & Investment guide brochures	Brochures developed and distributed						60,000				Trade & Investment	Ghana Tourist Board
		4. Construct an Ultra Modern Museum for the Kumasi Metropolis	Museum constructed							1,000000			Trade & Investment	Ghana Tourist Board
		5. Redevelop Kumasi Zoo	Kumasi Zoo developed					250,000					Trade & Investment	Ghana Tourist Board

Development Dimension	Social Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
2. Management and Administration	2. General Administration	1. Organize Breast Cancer Awareness & Screening in 6 Markets in the Kumasi Metropolis Annually	Breast Cancer Awareness & Screening organized							60,000		Gender Desk	MHD
		2. Organise a sensitization walk on family planning and child spacing annually	sensitization walk organized annually							4,000		Gender Desk	MHD
		3. Sensitize and empower 8 women groups on Local Governance annually	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		4. Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		1. Organize Training Workshop on the new Local Governance Act 936, 2016 for Assembly women & Unit Committee Members	Training workshop organised							4,000		Gender Desk	Planning Unit
		2. Organize women in Management training for all Assembly Women & Staff of the Assembly	Training organized							10,000		Gender Desk	Planning Unit
		3. Celebrate International Womens Day	International women Day celebrated							16,000		Gender Desk	Planning Unit
		4. Update Gender Strategic Action Plan	Gender strategic Action Plan updated							8,000		Gender Desk	Planning Unit
		5. Organize Governance training workshop for selected senior High & Tertiary Institutions	Governance training organized									Gender Desk	Planning Unit
		Prepare and update Gender profile for the Kumasi Metropolitan Assembly	Gender profile prepared and updated									Gender Desk	Planning Unit

Development Dimension	Social Development											
2. Management and Administration	2. General Administration	1. Publish Assembly's News Letter & Produce and distribute souvenir of the Assembly	Assembly's News letters published					60000	60,000		PRO	Admin
		2. Weekly update the Assembly's Website and Organize regular press soirees with the media	Website update					40000			PRO	ICT
		3. Organize quarterly Town Hall meetings on Planning and budgeting processes	Town Hall meetings organized						80000		Planning Unit	Budget & Ratings
		4. Organise public education /sensitization programme on radio Stations on assembly programmes and activities	Public education organized						20000		PRO	All Depts.
		5. Organize quarterly inspection/commissioning ceremony on Assembly projects	Inspection/commissioning organized						85000		Planning Unit	PRO
Development Dimension	Social Development											
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Time Frame			Time Frame	
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
4. Social Services Delivery	4. Education and Youth Development	1. Complete the construction of 60No. 6 Unit Classroom Blocks	60No. 6 Unit Classroom Blocks constructed						400,000		Education Dept.	Works Dept.
		2. Procure 9,200 No. Dual Desk, 4,800 sets of students tables & chairs & 400 No. cupboards	Dual Desk procured							1,000000	Education Dept.	Works Dept.
		3. Rehabilitate 48no. Educational Facilities Metro wide	48no. Edu. Facilities rehabilitated						12,000000	12,000000	Education Dept.	Works Dept.
		4. Construct 40 No. School/Communal Parks (Grass & Astroturf)	40 No. School/Communal Parks constructed						2000000	2000000	Education Dept.	Works Dept.
		5. Construction of Teachers Quarters for Kumasi Wesley Girls SHS	Teachers Quarters constructed							500000	Education Dept.	Works Dept.
		6. Construction of 1No. Dining Hall and Administration Block at St. Hubert Seminary	Dining Hall & Admin Block constructed							1,000000	Education Dept.	Works Dept.
		7. Support the Annual celebration of "Stand Up for Girls" day	"Stand Up for Girls" day supported						12,000		Education Dept.	GES.
		8. Support the organisation of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils	"My First Day at School" supported						36,000		Education Dept.	GES.
		9. Carry out School Feeding Programmes in selected schools	School Feeding implemented in schools					15,000000			Education Dept.	Beneficiary Schools
		10. Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students	Sponsorship for 200 students provided					680,397			Education Dept.	GES
		11. Support the organization of SMT Clinic for girls to promote Science, Mathematics & Technology	SMT Clinic supported & organized						40000		Education Dept.	GES.

4. Social Services Delivery	4. Education and Youth Development	1. Support the organisation of Annual Metro Best Teacher's Award	Annual Metro Best Teacher's Awards supported						50000		Education Dept.	GES	
		1. Construct 2 No. community parks	2 No. community parks constructed							100000	Parks & Gardens	Works Dept.	
		2. Procurement of Outdoor Toys & Games for kids & adults	Outdoor Toys & Games procured							200000	Works	Park Mgt.	
		3. Paving of 3No. Event grounds	3No. Event grounds paved					500000		500000	Works	Assembly	
		4. Complete the construction & beautification of 10No. Roundabouts	10No. Roundabouts constructed							1000000	Parks & Gardens	Works	
		Construction of Large Capacity Theatre and Conference facility	Theatre and Conference facility constructed							1000000	Works		
		1. Organize public education in 21 Town councils on stigmatization and discrimination against PLWHAs	Public education organized					80,536				Health Dept	GHS
		2. Support for Metro Response initiative for the prevention of HIV/AIDS/ Malaria	Metro Response initiative supported					170099.44				Health Dept	GHS
		3. Organize public education on TB related issues on radio stations, churches and mosque quarterly	Public education organized							4,000		Health Dept	GHS
4. Organize training for 50 health staff on TB treatment procedures annually	Training for 50 staff organized							12,000		Health Dept	GHS		
Development Dimension	Social Development												
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
4. Social Services Delivery	5. Health Delivery	1. Organize training for 240 midwives from public, private and CHAG on live saving skills. Annually	240 midwives trained						16,000		Health Dept	GHS	
		1. Complete the construction of 1No. male/female ward at Kumasi South Hospital with Furnishing	Male/ Female ward constructed					76,114.94			Health Dept.	Works	
		2. Furnish 6No. Clinics	6No. clinics furnished					400000		800000	Health Dept.	Works	
		3. Complete the construct 1No. Maternity Ward at Maternal & Child Health Hospital	Maternity ward completed							150,000	Health Dept.	Works	
		4. Complete the Construction of 1No. and Construct 2No. CHP compounds/community clinics	3No. clinics constructed					200000		463,489.25	Health Dept.	Works	

4. Social Services Delivery	6.Social Welfare and Community Development	1. To carry out LEAP activities to benefit 4800 beneficiaries	4800 supported through leap					20000		Social Welfare	Community Development
		1.Render personal welfare services to 1200 indigents and link them up to NHIS	1200 indigents registered with NHIS					20000		Social Welfare	Community Development
		2.To provide hospital welfare services for 6800 patients without support and mental health patients	6800 patients provided with hospital services					60000		Social Welfare	Community Development
		1.To monitor and support the growth and development of 5,200 orphans and street children	5,200 orphans and street children monitored					40000		Social Welfare	Community Development
		1.Organise talks session on child abuse, labour and molestation in 80 schools.	Talk sessions organized					24000		Social Welfare	Community Development/CB Os/NGOs
		2.Highlight the responsibilities of the child at home and in school within 80 selected schools	Programmes organized					24000		Social Welfare	Community Development/CB Os/NGOs
		3.Visit and educate 200 households on parental role on child management.	200 households visited					16000		Social Welfare	Community Development
		4.To monitor, register and renew certificate of 390 day care centres and organise training for 390 of them	Monitoring, registration & training organized for 390 day cares					1200		Social Welfare	Community Development
		5.To organise programmes for 19,200 persons with disabilities (PWDs) and link them up to NHIS	19,200 PWDs linked to NHIS					21,000		Social Welfare	Community Development
		6.Identify the needs of 712 persons with disability and support them	712 PWDs supported					316000		Social Welfare	Community Development

Development Dimension	Environment, Infrastructure and Human Settlement													
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
5. Infrastructure Delivery and Management	7. Infrastructure Development	1. Construct 10km length of road with its U-shape drains	10km length of road constructed								3500000	Urban Roads	Works Dept.	
		2. Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC	Open storm drains constructed								2000000	Urban Roads	Works Dept.	
		3. Pothole patching/ Sectional Repairs along roads	Pothole patching carried out								12000000	Urban Roads	Works Dept.	
		4. Pothole patching & Grading Works along roads							3200000			Urban Roads	Works Dept.	
		5. Resealing of 100km Length of roads in the Kumasi Metropolis	100km Length of roads resealed							1000000			Urban Roads	Works Dept.
		6. Reshaping of Roads within the Sub- Metros	Roads reshaped							3000000			Urban Roads	Works Dept.
		7. Complete the construction of 3 No. Bus Terminals in Kumasi	3No. Bus terminals constructed									2245911.0	Transport	Urban Roads
		8. Construct 2No. Multi Purpose Car Parking Centres	2No. Car Parking Centres constructed									1000000	Transport	Urban Roads
		9. Reconstruct Outfall Culvert at Subin Valley Area	Outfall Culvert reconstructed									200000	Urban Roads	Works Dept.
		10. Construct of 10no. 3.0m x 3.0m Box Culvert across River Susan at Oforikrom	10No. box culverts constructed									2,000000	Urban Roads	Works Dept.
		11. Construct 100No. Metal foot bridges over drains/streams in selected communities	100 metal footbridges constructed									4,000000	Urban Roads	Works Dept.
		13. Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads	Walkway & landscaping constructed									6000000	Urban Roads	Works Dept.

6.Environmental and Sanitation Management	8.Natural Resource Conservation	1. Plant and nurture to growth 70,000 trees along water bodies weaving through the Metropolis	70,000 trees planted					20000		22000	Forestry	P&G		
		2. Plant nurture to growth 20,000 seedlings in 200 schools	20,000 trees planted						3,000			Forestry	P&G	
		3. Undertake regular monitoring of planted seedlings beating up	Monitoring conducted						1,000			Forestry	P&G	
		4. Create an Inventory of activities/businesses that generate biomass waste	Inventory created					100000	150000			Waste Mgt	Planning Unit	
		5. Inventory of Businesses with capacity to convert biomass waste into any form of energy						25000				Waste Mgt	Planning Unit	
		6. Quantification of Biomass Waste in the Kumasi Metropolis							10000				Waste Mgt	Planning Unit
		7. Facilitate the Construction of Biogas in Institutions & Public Toilets	Construction of biogas facilitated					150000	100000				Waste Mgt	Planning Unit
		8. Facilitate the Conversion of wood waste from wood processing industries into pellets & briquettes	Conversion of wood waste facilitated						200000				Waste Mgt	Planning Unit
9.Disaster Prevention and Management		1.Intensify public education on fire prevention techniques and how to handle fire extinguisher	Education intensified					100000				NADMO	GNFS	
		2.Intensify educational campaign on flooding & Fire outbreaks and its impact on communities						40000					NADMO	GNFS
		3.Desilt choked drains and streams in the Metropolis	Choked drains desilted					2400000					NADMO	GNFS
		4.Build the Capacity of NADMO Staff in disaster management	Training organized						35000				NADMO	HR
		5. Organise celebration of World Disaster Day	Day celebrated					80000					NADMO	Admin

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	9. Disaster Prevention and Management	1. Visit 5 radio stations to discuss sanitation issues quarterly	Sanitation issues discussed on 5 radio stations						10000			EHU	PRO
		2. Organise durbars for all town councils on environmental sanitation	Durbars organized in all town councils						40000			EHU	PRO
		3. Develop and distribute education materials on improved sanitation practices	Education materials developed & distributed						12000			EHU	PRO
		4. Routinely inspect all food premises at sub-metros	Food premises inspected						6000			EHU	PRO
		5. Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers	Public sensitization organized						8000			EHU	PRO
		6. Collect, compile and collate data on all food establishments in the Metropolis	Data collected						1000			EHU	Sub-metros
		7. Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories selected						500			EHU	GHS
		8. Organise food handlers into groups at the Town Councils to disseminate information of screening and registration	Food handlers registered and screened						2000			EHU	GHS
		9. Organize quarterly meetings/training for Private Waste collection contractors	Quarterly meetings organized						16000			Waste Management	Contractors
		10. Support the evacuation of refuse in the metropolis	Refuse evacuated						2000000			Waste Management	EHU
		11. Complete the rehabilitation of waste transfer station at the CBD	Waste transfer station rehabilitated							100000		Works	Waste Management
		12. Construction of additional Cells & Procurement of 1No. Bulldozer	Additional cell constructed									Waste Management	EHU
		13. Operation & Maintenance of Land fill site and Heavy Duty Equipment	Landfill maintained									Waste Management	EHU

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	6. Disaster Prevention and Management	14. Conduct regular fumigation exercise	Fumigation exercise conducted					208000			Waste	EHU	
		15. Support sanitation improvement package	SIP supported					1196000			Waste	EHU	
		16. Intensify promotion on the arrangements for HH toilets & facilitate the enrolment of 1500 HH without toilets	Promotion intensified						16000		EHU	Waste Management	
		17. Issue abatement notice to landlords who have not initiated the process of constructing HH toilets & enforce the bye law by prosecuting recalcitrant ones	Abatement notice issued						80000		EHU	Waste Management	
		18. Construct 40No. WASH facilities in schools	40No. WASH facilities constructed					1000000		1,100000	EHU	Waste Management	
		19. Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers	20No. Skip pads constructed								Waste Management	EHU	
		20. Rehabilitation of Waste stabilization Pond	Waste pond rehabilitated								Waste	EHU	
		21. Train 140 EHOs on KMA byelaws and organize training on M&E tools	Training organized								EHU	HR	
	Update the Knowledge of 140 EHOs on ind inspection									EHU	HR		
	7. Natural Resource Conservation	Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis	150No. Mechanised Boreholes constructed					2000000		2800000	Works	GWCL	

7.Infrastructure Delivery and Management	8.Infrastructure Development	Construction of 4No. Vocational Training Centre	4No. Vocational Training Centres constructed					1,000000	Social Welfare	Works	
	9.Physical and Spatial Planning	1.Identify, verify and acquire lease on all lands zoned for public use across the metropolis	Lease acquired				500000			PPD	Traditional Authority
		2.Recruit and train community-based enumerators and supervisors	Training organized				50000			PPD	GSS
		3.Stencil street names and property numbers, data collection, processing and cleaning	Street names stenciled						760000	PPD	Planning Unit
		4.Procure and install street signs	Street signs procured and installed						1000000	PPD	Works
		5.Implement Deals programme on Decongestion and Slum Development	Deals implemented				50000	50000			
		1.Improve infrastructure facilities at slum areas	Slum areas improved				500000		1000000	Planning	Traditional
		2.Promote investment in social programmes, including education on best sanitation practices in slum areas								Planning Unit	MPCU
		3.Implement Manhyia Housing redevelopment project	Manhyia Housing redevelopment implemented							Works	

Development Dimension	Governance, Corruption and Public Accountability												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
2. Management and Administration	3. Planning, Budgeting and Coordination	1. Conduct monitoring and registration as well as renewal of certificates for 200 CSOs & NGOs	Monitoring & Registration conducted							5,000		Social Welfare	Planning Unit
		2. Organize quarterly review meeting between the Assembly and CSO coalition	Quarterly review meetings held							20,000		Social Welfare	Planning Unit
		1.Establish Assembly members Electoral Area Assist Funds (Self Help Projects)	Funds established					1000000	1000000			Finance	Assembly Members
		2.Rehabilitate Assembly's Bungalows/Markets in the metropolis	Bungalows/Markets rehabilitated					1200000				Works	Admin
		3.Complete the construction of office accommodation for the Nhyiaeso & Suame Sub-Metros	Office accommodation completed					1000000				Works	Admin
		4.Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex)	City Hall constructed						6,000000			Works	Admin
		5.Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit	Items procured					15000	15000			Legal	Procurement
		6. Complete the refurbishment of Prempeh Ass. Hall	Refurbishment completed					1,000000				Works	Admin
		7.Procure Vehicles 1No. Dispatch Motor Bike	Vehicles/Bikes procured					900000				Admin	Procurement
8.Construct Office for Presiding Member and Refurbishment of Assembly Members common room	PM Office constructed					600000				Works	Admin		

2. Management and Administration	3. Planning, Budgeting and Coordination	3.Organise capacity building workshops for the Assembly members	Training organized						100000		HR	All Assembly Members
		4.Organise training on project management						80000			HR	Planning Unit
		5.Prepare 2018 - 2021 MTDP	MTDP Prepared					100000			MPCU	All Depts.
		6.Improve ICT Infrastructure in the Assembly	ICT Infrastructure improved					150000			IT Unit	Revenue
	4. Human Resource Management	1.Sponsor Officers of the Assembly to attend job-related refresher courses	Officers sponsored					30000	20000		HR	All Depts
		2.Organize training on Record & File management for staff	Training organized					10000	10000		HR	All Depts
	5.Legislative Oversight	1. Construction of 3No. Police Stations	3No. Police constructed					2500000			Legal Dept.	Works
		2.Complete the construction of 1 No. semi-detached quarter for the District Magistrate	Magistrate building completed							300000	Legal Dept.	Works
		4.Organise physical security & risk management training for Metro Guards of the Assembly	Training organized					50000	50000		Human Resource	Legal
		5.Maintenance of Security in the Kumasi Metropolis	Security improved					450000			Legal Dept.	Assembly
		Maintenance and provision of Streetlights in the Kumasi Metropolis	Streetlights provided					3000000		3000000	Works	Assembly Members
	2. General Administration	1.Revive Sister City relations	Sister City relations revived					200000			SCC	Assembly
		2.Support participation of Assembly members & Staff in sister city collaborations	Assembly members & staff supported					200000				Assembly Members

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
1.Management and Administration	1.Finance and Revenue Mobilization	1.Review Revenue Improvement Plan Annually	Revenue Improvement Plan reviewed						14,200		Budget	Finance	
		2. Update revenue database Annually	Revenue database updated annually					280,000		Finance	Revenue Collectors		
		3. Prepare Annual Fee Fixing Resolution	Fee fixing resolution prepared					12,000		Budget	Assembly Members		
		4. Review monthly trial balance and pre audit payment vouchers	Trial balance reviewed monthly					76,800		Finance	Internal Audit		
		5. Facilitate the holding of quarterly Budget Committee meetings	Budget Committee meetings organized					8,000		Budget	Internal Audit		
		6. Post-audit procurements, Kejetia (Race Course) terminal and all the sub metros Annually	Procurements post audited					18,000		Internal Audit	Auditor General		
		7. Embark on M&E of physical projects and goods Quarterly	Monitoring conducted					120,000		Internal Audit	Planning, Budget, Finance		
		8.Prepare expenditure warrants for all Assembly expenditure	Expenditure warrants prepared					4,800		Budget			
		9. Build the capacity of the Internal Audit and Finance and Budget & Rating Departments with effective Public Finance Management	PFM training organized					20,000		Budget	HR		
		10. Prepare Annual supplementary estimates for DACF	DACF Supplementary estimates prepared					40,000		Budget	Budget Committee		
		11.Revise Budget Annually	Budget revised annually					6,000		Budget	Budget Committee		
		12.Prepare Annual Composite Budget	Composite budget prepared					8,000		Budget	Budget Committee		
2.Management and Administration	1.Finance and Revenue Mobilization	13.Organise quarterly review meetings with revenue collectors, revenue Officers and revenue Task Force on the performance of IGF	Quarterly review meetings organized					65000		Finance	Revenue		
		14.Organize quarterly revenue mobilization campaign on Local FM Stations	Quarterly revenue mobilization campaigns organized					32000		Finance	Revenue		
		15.Conduct quarterly audit of the activities of private revenue collection firms	Quarterly audit conducted					40000		Audit	Revenue		
		16.Construct 3 No. revenue mobilisation station	3No. revenue mob. stations constructed					2000000		Finance	Revenue		

Table 5.3: 2020 Annual Action Plan

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GO G	IGF	Donor	Lead	Collaborating
3.Economic Development	2. Agricultural Development	1. Train 240 maize farmers in 3 operational areas on simple bagging and storage technologies	240 farmers trained							3,200	Agric	Beneficiary farmers	
		2. Train Agricultural Extension Agents (AEAs) & Carry out farm/home visits to advice farmers	Agric extension agents trained					26,400			Agric	Extension Agents	
		3. Educate Vegetable farmers in 4 operational zones on post-harvest handling of fresh/ perishable products	Vegetable farmers trained						4,000		Agric	Beneficiary farmers	
		4. Carryout disease surveillance in the operational areas	Disease surveillance carried out						2,000		Agric		
		5. Support for Food & Agriculture Sector Development Policy	Food & Agric Sector Devt Policy supported							79,497.50	Agric	Beneficiary farmers	
		6. Train 30 livestock & pig farmers on feed formulation & improved housing structures	30 livestock & pig farmers trained							1,200	Agric	Beneficiary farmers	
		7. Carryout mass vaccination of 7,500 dogs and 800 cats against rabies	Mass vaccination carried out						1,800		Agric		
		8. Train 30 farmers on the use of small scale irrigation facilities and on cultural practices to control pest and diseases	30 farmers trained						2,300		Agric	Beneficiary farmers	

		9. Train vegetable farmers on the storage and application of poultry manure and on safe use, handling and proper application of chemicals	Vegetable farmers trained						5,000		Agric	Beneficiary farmers
		10. carryout demonstrations to train livestock farmers on the use of urea treatment and silage preparation	Demonstrations carried out						1,600		Agric	Beneficiary farmers
		11. Organise celebration of National Farmers Day Annually	National Farmers day celebrated					80,000			Agric	Beneficiary farmers
Development Dimension	Economic Development											
3.Economic Development	3. Trade, Tourism and Industrial Development	1. Complete the Reconstruction of 2No. markets	2No. markets						400,000		Works Dept.	Beneficiaries
		2. Provison of additional sheds at Sokoban Wood Village	Additional Sheds provided							1,000000	Works Dept.	Beneficiaries
		3. Complete the reconstruction of Krofofrom & Sokoban Markets	Reconstruction of markets completed								Works Dept.	Beneficiaries
		4. Construct 4No. Markets with Stores	4No. Markets completed								Works Dept.	Beneficiaries

Development Dimension	Economic Development													
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame		
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
3.Economic Development	3.Trade, Tourism and Industrial Development	1. Update data on SMEs Annually	SMEs data updated						20000			Trade & Investment	Assi,AGI	
		2. Organize a sensitization workshop for SSEs on Records keeping & Financial Management	Sensitization workshop SSEs organised					10,000				Trade & Investment	Assi,AGI	
		3. Organise a business forum to enhance public and private sector synergies	Business forum organised					20,000				Trade & Investment	Assi,AGI	
		1. Form Tourism Development Committee to advise management on plausible strategies that could help harness the tourism potentials within the metropolis	Committee formed						2,000				Trade & Investment	Ghana Tourist Board
		2. Organize quarterly radio-talk shows on the potentials of local tourism	Quarterly radio-talk shows organised						8,000				Trade & Investment	Ghana Tourist Board
		3. Develop & Distribute Kumasi Tourism & Investment guide brochures	Brochures developed and distributed						60,000				Trade & Investment	Ghana Tourist Board
		4. Construct an Ultra Modern Museum for the Kumasi Metropolis	Museum constructed								1,000000		Trade & Investment	Ghana Tourist Board
5. Redevelop Kumasi Zoo	Kumasi Zoo developed					250,000					Trade & Investment	Ghana Tourist Board		

Development Dimension	Social Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
2. Management and Administration	2. General Administration	1. Organize Breast Cancer Awareness & Screening in 6 Markets in the Kumasi Metropolis Annually	Breast Cancer Awareness & Screening organized							60,000		Gender Desk	MHD
		2. Organise a sensitization walk on family planning and child spacing annually	sensitization walk organized annually							4,000		Gender Desk	MHD
		3. Sensitize and empower 8 women groups on Local Governance annually	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		4. Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		1. Organize Training Workshop on the new Local Governance Act 936, 2016 for Assembly women & Unit Committee Members	Training workshop organised							4,000		Gender Desk	Planning Unit
		2. Organize women in Management training for all Assembly Women & Staff of the Assembly	Training organized							10,000		Gender Desk	Planning Unit
		3. Celebrate International Womens Day	International women Day celebrated							16,000		Gender Desk	Planning Unit
		4. Update Gender Strategic Action Plan	Gender strategic Action Plan updated							8,000		Gender Desk	Planning Unit
		5. Organize Governance training workshop for selected senior High & Tertiary Institutions	Governance training organized									Gender Desk	Planning Unit
		Prepare and update Gender profile for the Kumasi Metropolitan Assembly	Gender profile prepared and updated									Gender Desk	Planning Unit
Development Dimension	Social Development												
2. Management and Administration	2. General Administration	1. Publish Assembly's News Letter & Produce and distribute souvenir of the Assembly	Assembly's News letters published					60000	60,000		PRO	Admin	
		2. Weekly update the Assembly's Website and Organize regular press soirees with the media	Website update					40000			PRO	ICT	
		3. Organize quarterly Town Hall meetings on Planning and budgeting processes	Town Hall meetings organized						80000		Planning Unit	Budget & Ratings	
		4. Organise public education /sensitization programme on radio Stations on assembly programmes and activities	Public education organized						20000		PRO	All Depts.	
		5. Organize quarterly inspection/commissioning ceremony on Assembly projects	Inspection/commissioning organized						85000		Planning Unit	PRO	

Development Dimension	Social Development												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Time Frame			Time Frame	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
4. Social Services Delivery	4. Education and Youth Development	1. Complete the construction of 60No. 6 Unit Classroom Blocks	60No. 6 Unit Classroom Blocks constructed						400,000			Education Dept.	Works Dept.
		2. Procure 9,200 No. Dual Desk, 4,800 sets of students tables & chairs & 400 No. cupboards	Dual Desk procured							1,000000		Education Dept.	Works Dept.
		3. Rehabilitate 48no. Educational Facilities Metro wide	48no. Edu. Facilities rehabilitated						12,000000	12,000000		Education Dept.	Works Dept.
		4. Construct 40 No. School/Communal Parks (Grass & Astro turf)	40 No. School/Communal Parks constructed						2000000	2000000		Education Dept.	Works Dept.
		5. Construction of Teachers Quarters for Kumasi Wesley Girls SHS	Teachers Quarters constructed							500000		Education Dept.	Works Dept.
		6. Construction of 1No. Dinning Hall and Administration Block at St. Hubert Seminary	Dining Hall & Admin Block constructed							1,000000		Education Dept.	Works Dept.
		7.Support the Annual celebration of "Stand Up for Girls" day	"Stand Up for Girls" day supported						12,000			Education Dept.	GES.
		8.Support the organisation of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils	My First Day at School" supported						36,000			Education Dept.	GES.
		9.Carry out School Feeding Programmes in selected schools	School Feeding implemented in schools					15,00000				Education Dept.	Beneficiary Schools
		10.Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students	Sponsorship for 200 students provided					680,397				Education Dept.	GES
		11.Support the organization of SMT Clinic for girls to promote Science, Mathematics &Technology	SMT Clinic supported & organized						40000			Education Dept.	GES.

4. Social Services Delivery	4. Education and Youth Development	1. Support the organisation of Annual Metro Best Teacher's Award	Annual Metro Best Teacher's Awards supported						50000		Education Dept.	GES	
		1. Construct 2 No. community parks	2 No. community parks constructed							100000	Parks & Gardens	Works Dept.	
		2. Procurement of Outdoor Toys & Games for kids & adults	Outdoor Toys & Games procured							200000	Works	Park Mgt.	
		3. Paving of 3 No. Event grounds	3 No. Event grounds paved					500000		500000	Works	Assembly	
		4. Complete the construction & beautification of 10 No. Roundabouts	10 No. Roundabouts constructed							1000000	Parks & Gardens	Works	
		Construction of Large Capacity Theatre and Conference facility	Theatre and Conference facility constructed							1000000	Works		
		1. Organize public education in 21 Town councils on stigmatization and discrimination against PLWHAs	Public education organized					80,536				Health Dept	GHS
		2. Support for Metro Response initiative for the prevention of HIV/AIDS/ Malaria	Metro Response initiative supported					170099.44				Health Dept	GHS
		3. Organize public education on TB related issues on radio stations, churches and mosque quarterly	Public education organized							4,000		Health Dept	GHS
4. Organize training for 50 health staff on TB treatment procedures annually	Training for 50 staff organized							12,000		Health Dept	GHS		
Development Dimension	Social Development												
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
4. Social Services Delivery	5. Health Delivery	1. Organize training for 240 midwives from public, private and CHAG on live saving skills. Annually	240 midwives trained						16,000		Health Dept	GHS	
		1. Complete the construction of 1 No. male/female ward at Kumasi South Hospital with Furnishing	Male/ Female ward constructed					76,114.94			Health Dept.	Works	
		2. Furnish 6 No. Clinics	6 No. clinics furnished					400000		800000	Health Dept.	Works	
		3. Complete the construction of 1 No. Maternity Ward at Maternal & Child Health Hospital	Maternity ward completed							150,000	Health Dept.	Works	
		4. Complete the Construction of 1 No. and Construct 2 No. CHP compounds/community clinics	3 No. clinics constructed					200000		463,489.25	Health Dept.	Works	

4. Social Services Delivery	6.Social Welfare and Community Development	1. To carry out LEAP activities to benefit 4800 beneficiaries	4800 supported through leap					20000		Social Welfare	Community Development
		1.Render personal welfare services to 1200 indigents and link them up to NHIS	1200 indigents registered with NHIS					20000		Social Welfare	Community Development
		2.To provide hospital welfare services for 6800 patients without support and mental health patients	6800 patients provided with hospital services					60000		Social Welfare	Community Development
		1.To monitor and support the growth and development of 5,200 orphans and street children	5,200 orphans and street children monitored					40000		Social Welfare	Community Development
		1.Organise talks session on child abuse, labour and molestation in 80 schools.	Talk sessions organized					24000		Social Welfare	Community Development/CB Os/NGOs
		2.Highlight the responsibilities of the child at home and in school within 80 selected schools	Programmes organized					24000		Social Welfare	Community Development/CB Os/NGOs
		3.Visit and educate 200 households on parental role on child management.	200 households visited					16000		Social Welfare	Community Development
		4.To monitor, register and renew certificate of 390 day care centres and organise training for 390 of them	Monitoring, registration & training organized for 390 day cares					1200		Social Welfare	Community Development
		5.To organise programmes for 19,200 persons with disabilities (PWDs) and link them up to NHIS	19,200 PWDs linked to NHIS					21,000		Social Welfare	Community Development
		6.Identify the needs of 712 persons with disability and support them	712 PWDs supported					316000		Social Welfare	Community Development

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
5. Infrastructure Delivery and Management	7. Infrastructure Development	1. Construct 10km length of road with its U-shape drains	10km length of road constructed								3500000	Urban Roads	Works Dept.
		2. Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC	Open storm drains constructed								2000000	Urban Roads	Works Dept.
		3. Pothole patching/ Sectional Repairs along roads	Pothole patching carried out								1200000	Urban Roads	Works Dept.
		4. Pothole patching & Grading Works along roads							320000			Urban Roads	Works Dept.
		5. Resealing of 100km Length of roads in the Kumasi Metrolis	100km Length of roads resealed						100000			Urban Roads	Works Dept.
		6. Reshaping of Roads within the Sub- Metros	Roads reshaped						300000			Urban Roads	Works Dept.
		7. Complete the construction of 3 No. Bus Terminals in Kumasi	3No. Bus terminals constructed								2245911.0	Transport	Urban Roads
		8. Construct 2No. Multi Purpose Car Parking Centres	2No. Car Parking Centres constructed								1000000	Transport	Urban Roads
		9. Reconstruct Outfall Culvert at Subin Valley Area	Outfall Culvert reconstructed								200000	Urban Roads	Works Dept.
		10. Construct of 10no. 3.0m x 3.0m Box Culvert across River Susan at Oforikrom	10No. box culverts constructed								2,000000	Urban Roads	Works Dept.
		11. Construct 100No. Metal foot bridges over drains/streams in selected communities	100 metal footbridges constructed								4,000000	Urban Roads	Works Dept.
		13. Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads	Walkway & landscaping constructed								6000000	Urban Roads	Works Dept.

6.Environmental and Sanitation Management	8.Natural Resource Conservation	1. Plant and nurture to growth 70,000 trees along water bodies weaving through the Metropolis	70,000 trees planted					20000		22000	Forestry	P&G		
		2. Plant nurture to growth 20,000 seedlings in 200 schools	20,000 trees planted						3,000			Forestry	P&G	
		3. Undertake regular monitoring of planted seedlings beating up	Monitoring conducted						1,000			Forestry	P&G	
		4. Create an Inventory of activities/businesses that generate biomass waste	Inventory created					100000	150000			Waste Mgt	Planning Unit	
		5. Inventory of Businesses with capacity to convert biomass waste into any form of energy						25000				Waste Mgt	Planning Unit	
		6. Quantification of Biomass Waste in the Kumasi Metropolis							10000				Waste Mgt	Planning Unit
		7. Facilitate the Construction of Biogas in Institutions & Public Toilets		Construction of biogas facilitated					150000	100000			Waste Mgt	Planning Unit
		8. Facilitate the Conversion of wood waste from wood processing industries into pellets & briquettes	Conversion of wood waste facilitated						200000			Waste Mgt	Planning Unit	
9.Disaster Prevention and Management	1.Intensify public education on fire prevention techniques and how to handle fire extinguisher	Education intensified					100000				NADMO	GNFS		
	2.Intensify educational campaign on flooding & Fire outbreaks and its impact on communities						40000				NADMO	GNFS		
	3.Desilt choked drains and streams in the Metropolis	Choked drains desilted					240000				NADMO	GNFS		
	4.Build the Capacity of NADMO Staff in disaster management	Training organized						35000			NADMO	HR		
	5. Organise celebration of World Disaster Day	Day celebrated					80000				NADMO	Admin		

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	9. Disaster Prevention and Management	1. Visit 5 radio stations to discuss sanitation issues quarterly	Sanitation issues discussed on 5 radio stations						10000			EHU	PRO
		2. Organise durbars for all town councils on environmental sanitation	Durbars organized in all town councils						40000			EHU	PRO
		3. Develop and distribute education materials on improved sanitation practices	Education materials developed & distributed						12000			EHU	PRO
		4. Routinely inspect all food premises at sub-metros	Food premises inspected						6000			EHU	PRO
		5. Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers	Public sensitization organized						8000			EHU	PRO
		6. Collect, compile and collate data on all food establishments in the Metropolis	Data collected						1000			EHU	Sub-metros
		7. Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories selected						500			EHU	GHS
		8. Organise food handlers into groups at the Town Councils to disseminate information of screening and registration	Food handlers registered and screened						2000			EHU	GHS
		9. Organize quarterly meetings/training for Private Waste collection contractors	Quarterly meetings organized						16000			Waste Management	Contractors
		10. Support the evacuation of refuse in the metropolis	Refuse evacuated						2000000			Waste Management	EHU
		11. Complete the rehabilitation of waste transfer station at the CBD	Waste transfer station rehabilitated							100000		Works	Waste Management
		12. Construction of additional Cells & Procurement of 1No. Bulldozer	Additional cell constructed									Waste Management	EHU
		13. Operation & Maintenance of Land fill site and Heavy Duty Equipment	Landfill maintained									Waste Management	EHU

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	6. Disaster Prevention and Management	14. Conduct regular fumigation exercise	Fumigation exercise conducted					20800			Waste	EHU	
		15. Support sanitation improvement package	SIP supported					1196000			Waste	EHU	
		16. Intensify promotion on the arrangements for HH toilets & facilitate the enrolment of 1500 HH without toilets	Promotion intensified						16000		EHU	Waste Management	
		17. Issue abatement notice to landlords who have not initiated the process of constructing HH toilets & enforce the bye law by prosecuting recalcitrant ones	Abatement notice issued						80000		EHU	Waste Management	
		18. Construct 40No. WASH facilities in schools	40No. WASH facilities constructed					1000000		1,100000	EHU	Waste Management	
		19. Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers	20No. Skip pads constructed								Waste Management	EHU	
		20. Rehabilitation of Waste stabilization Pond	Waste pond rehabilitated								Waste	EHU	
		21. Train 140 EHOs on KMA byelaws and organize training on M&E tools	Training organized								EHU	HR	
		Update the Knowledge of 140 EHOs on ind inspection									EHU	HR	

	7.Natural Resource Conservation	Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis	150No. Mechanised Boreholes constructed				200000		2800000	Works	GWCL	
7.Infrastructure Delivery and Management	8.Infrastructure Development	Construction of 4No. Vocational Training Centre	4No. Vocational Training Centres constructed						1,000000	Social Welfare	Works	
	9.Physical and Spatial Planning	1.Identify, verify and acquire lease on all lands zoned for public use across the metropolis	Lease acquired				500000				PPD	Traditional Authority
		2.Recruit and train community-based enumerators and supervisors	Training organized				50000				PPD	GSS
		3.Stencil street names and property numbers, data collection, processing and cleaning	Street names stenciled						760000		PPD	Planning Unit
		4.Procure and install street signs	Street signs procured and installed						1000000		PPD	Works
		5.Implement Deals programme on Decongestion and Slum Development	Deals implemented				50000	50000				
	1.Improve infrastructure facilities at slum areas	Slum areas improved				500000		1000000		Planning	Traditional	
	2.Promote investment in social programmes, including education on best sanitation practices in slum areas									Planning Unit	MPCU	
3.Implement Manhyia Housing redevelopment project	Manhyia Housing redevelopment implemented								Works			

Development Dimension	Governance, Corruption and Public Accountability												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IG F	Donor	Lead	Collaborating
2. Management and Administration	3. Planning, Budgeting and Coordination	1. Conduct monitoring and registration as well as renewal of certificates for 200 CSOs & NGOs	Monitoring & Registration conducted							5,000		Social Welfare	Planning Unit
		2. Organize quarterly review meeting between the Assembly and CSO coalition	Quarterly review meetings held							20,000		Social Welfare	Planning Unit
		1.Establish Assembly members Electoral Area Assist Funds (Self Help Projects)	Funds established					1000000	1000000			Finance	Assembly Members
		2.Rehabilitate Assembly's Bungalows/Markets in the metropolis	Bungalows/Markets rehabilitated					1200000				Works	Admin
		3.Complete the construction of office accommodation for the Nhyiaeso & Suame Sub-Metros	Office accommodation completed					1000000				Works	Admin
		4.Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex)	City Hall constructed						6,000000			Works	Admin
		5.Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit	Items procured					15000	15000			Legal	Procurement
		6. Complete the refurbishment of Prempeh Ass. Hall	Refurbishment completed					1,000000				Works	Admin
		7.Procure Vehicles 1No. Dispatch Motor Bike	Vehiicles/Bikes procured					900000				Admin	Procurement
8.Construct Office for Presiding Member and Refurbishment of Assembly Members common room	PM Office constructed					600000				Works	Admin		

2. Management and Administration	3. Planning, Budgeting and Coordination	3.Organise capacity building workshops for the Assembly members	Training organized						100000		HR	All Assembly Members
		4.Organise training on project management						80000			HR	Planning Unit
		5.Prepare 2018 - 2021 MTDP	MTDP Prepared					100000			MPCU	All Depts.
		6.Improve ICT Infrastructure in the Assembly	ICT Infrastructure improved					150000			IT Unit	Revenue
	4. Human Resource Management	1.Sponsor Officers of the Assembly to attend job-related refresher courses	Officers sponsored					30000	20000		HR	All Depts
		2.Organize training on Record & File management for staff	Training organized					10000	10000		HR	All Depts
	5.Legislative Oversight	1. Construction of 3No. Police Stations	3No. Police constructed					250000			Legal Dept.	Works
		2.Complete the construction of 1 No. semi-detached quarter for the District Magistrate	Magistrate building completed							300000	Legal Dept.	Works
		4.Organise physical security & risk management training for Metro Guards of the Assembly	Training organized					50000	50000		Human Resource	Legal
		5.Maintenance of Security in the Kumasi Metropolis	Security improved					450000			Legal Dept.	Assembly
		Maintenance and provision of Streetlights in the Kumasi Metropolis	Streetlights provided					300000		3000000	Works	Assembly Members
	2. General Administration	1.Revive Sister City relations	Sister City relations revived					200000			SCC	Assembly
		2.Support participation of Assembly members & Staff in sister city collaborations	Assembly members & staff supported					200000				Assembly Members

Development Dimension	Economic Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
1.Management and Administration	1.Finance and Revenue Mobilization	1.Review Revenue Improvement Plan Annually	Revenue Improvement Plan reviewed						14,200			Budget	Finance
		2. Update revenue database Annually	Revenue database updated annually						280,000			Finance	Revenue Collectors
		3. Prepare Annual Fee Fixing Resolution	Fee fixing resolution prepared						12,000			Budget	Assembly Members
		4. Review monthly trial balance and pre audit payment vouchers	Trial balance reviewed monthly						76,800			Finance	Internal Audit
		5. Facilitate the holding of quarterly Budget Committee meetings	Budget Committee meetings organized						8,000			Budget	Internal Audit
		6. Post-audit procurements, Kejetia (Race Course) terminal and all the sub metros Annually	Procurements post audited						18,000			Internal Audit	Auditor General
		7. Embark on M&E of physical projects and goods Quarterly	Monitoring conducted					120,000				Internal Audit	Planning, Budget, Finance
		8.Prepare expenditure warrants for all Assembly expenditure	Expenditure warrants prepared						4,800			Budget	
		9. Build the capacity of the Internal Audit and Finance and Budget & Rating Departments with effective Public Finance Management	PFM training organized					20,000				Budget	HR
		10. Prepare Annual supplementary estimates for DACF	DACF Supplementary estimates prepared						40,000			Budget	Budget Committee
		11.Revise Budget Annually	Budget revised annually						6,000			Budget	Budget Committee
		12.Prepare Annual Composite Budget	Composite budget prepared						8,000			Budget	Budget Committee

2.Management and Administration	1.Finance and Revenue Mobilization	13.Organise quarterly review meetings with revenue collectors, revenue Officers and revenue Task Force on the performance of IGF	Quarterly review meetings organized						65000		Finance	Revenue
		14.Organize quarterly revenue mobilization campaign on Local FM Stations	Quarterly revenue mobilization campaigns organized						32000		Finance	Revenue
		15.Conduct quarterly audit of the activities of private revenue collection firms	Quarterly audit conducted						40000		Audit	Revenue
		16.Construct 3 No. revenue mobilisation station	3No. revenue mob. stations constructed					2000000			Finance	Revenue

Development Dimension	Economic Development												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame	
					1	2	3	4	GO G	IGF	Donor	Lead	Collaborating
3.Economic Development	2. Agricultural Development	1. Train 240 maize farmers in 3 operational areas on simple bagging and storage technologies	240 farmers trained							3,200	Agric	Beneficiary farmers	
		2. Train Agricultural Extension Agents (AEAs) & Carry out farm/home visits to advice farmers	Agric extension agents trained					26,400			Agric	Extension Agents	
		3. Educate Vegetable farmers in 4 operational zones on post-harvest handling of fresh/perishable products	Vegetable farmers trained						4,000		Agric	Beneficiary farmers	
		4. Carryout disease surveillance in the operational areas	Disease surveillance carried out						2,000		Agric		
		5. Support for Food & Agriculture Sector Development Policy	Food & Agric Sector Devt Policy supported							79,497.50	Agric	Beneficiary farmers	
		6. Train 30 livestock & pig farmers on feed formulation & improved housing structures	30 livestock & pig farmers trained							1,200	Agric	Beneficiary farmers	
		7. Carryout mass vaccination of 7,500 dogs and 800 cats against rabies	Mass vaccination carried out						1,800		Agric		
		8. Train 30 farmers on the use of small scale irrigation facilities and on cultural practices to control pest and diseases	30 farmers trained						2,300		Agric	Beneficiary farmers	
		9. Train vegetable farmers on the storage and application of poultry manure and on safe use, handling and proper application of chemicals	Vegetable farmers trained						5,000		Agric	Beneficiary farmers	
		10. carryout demonstrations to train livestock farmers on the use of urea treatment and silage preparation	Demonstrations carried out						1,600		Agric	Beneficiary farmers	
		11. Organise celebration of National Farmers Day Annually	National Farmers day celebrated					80,000			Agric	Beneficiary farmers	

Development Dimension	Economic Development											
3.Economic Development	3. Trade, Tourism and Industrial Development	1. Complete the Reconstruction of 2No. markets	2No. markets						400,000		Works Dept.	Beneficiaries
		2. Provision of additional sheds at Sokoban Wood Village	Additional Sheds provided							1,000000	Works Dept.	Beneficiaries
		3. Complete the reconstruction of Krofofrom & Sokoban Markets	Reconstruction of markets completed								Works Dept.	Beneficiaries
		4. Construct 4No. Markets with Stores	4No. Markets completed								Works Dept.	Beneficiaries

Table 5.4: 2021 Annual Action Plan

Development Dimension	Economic Development												
Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame		
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
3.Economic Development	3.Trade, Tourism and Industrial Development	1. Update data on SMEs Annually	SMEs data updated						20000			Trade & Investment	Assi,AGI
		2. Organize a sensitization workshop for SSEs on Records keeping & Financial Management	Sensitization workshop SSEs organised					10,000				Trade & Investment	Assi,AGI
		3. Organise a business forum to enhance public and private sector synergies	Business forum organised					20,000				Trade & Investment	Assi,AGI
		1. Form Tourism Development Committee to advise management on plausible strategies that could help harness the tourism potentials within the metropolis	Committee formed						2,000			Trade & Investment	Ghana Tourist Board
		2. Organize quarterly radio-talk shows on the potentials of local tourism	Quarterly radio-talk shows organised						8,000			Trade & Investment	Ghana Tourist Board
		3. Develop & Distribute Kumasi Tourism & Investment guide brochures	Brochures developed and distributed						60,000			Trade & Investment	Ghana Tourist Board
		4. Construct an Ultra Modern Museum for the Kumasi Metropolis	Museum constructed							1,000000		Trade & Investment	Ghana Tourist Board
		5. Redevelop Kumasi Zoo	Kumasi Zoo developed					250,000				Trade & Investment	Ghana Tourist Board

Development Dimension	Social Development												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
2. Management and Administration	2. General Administration	1. Organize Breast Cancer Awareness & Screening in 6 Markets in the Kumasi Metropolis Annually	Breast Cancer Awareness & Screening organized							60,000		Gender Desk	MHD
		2. Organise a sensitization walk on family planning and child spacing annually	sensitization walk organized annually							4,000		Gender Desk	MHD
		3. Sensitize and empower 8 women groups on Local Governance annually	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		4. Sensitize 8 women groups on their rights and in legislations that support them in taking leadership positions in society	8 women groups sensitized							32,000		Gender Desk	Planning Unit
		1. Organize Training Workshop on the new Local Governance Act 936, 2016 for Assembly women & Unit Committee Members	Training workshop organised							4,000		Gender Desk	Planning Unit
		2. Organize women in Management training for all Assembly Women & Staff of the Assembly	Training organized							10,000		Gender Desk	Planning Unit
		3. Celebrate International Womens Day	International women Day celebrated							16,000		Gender Desk	Planning Unit
		4. Update Gender Strategic Action Plan	Gender strategic Action Plan updated							8,000		Gender Desk	Planning Unit
		5. Organize Governance training workshop for selected senior High & Tertiary Institutions	Governance training organized									Gender Desk	Planning Unit
		Prepare and update Gender profile for the Kumasi Metropolitan Assembly	Gender profile prepared and updated									Gender Desk	Planning Unit

Development Dimension	Social Development											
2. Management and Administration	2. General Administration	1. Publish Assembly's News Letter & Produce and distribute souvenir of the Assembly	Assembly's News letters published					60000	60,000		PRO	Admin
		2. Weekly update the Assembly's Website and Organize regular press soirees with the media	Website update					40000			PRO	ICT
		3. Organize quarterly Town Hall meetings on Planning and budgeting processes	Town Hall meetings organized						80000		Planning Unit	Budget & Ratings
		4. Organise public education /sensitization programme on radio Stations on assembly programmes and activities	Public education organized						20000		PRO	All Depts.
		5.Organize quarterly inspection/commisioning ceremony on Assembly projects	Inspection/commisioning organized						85000		Planning Unit	PRO
Development Dimension	Social Development											
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Time Frame			Time Frame	
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
4. Social Services Delivery	4. Education and Youth Development	1. Complete the construction of 60No. 6 Unit Classroom Blocks	60No. 6 Unit Classroom Blocks constructed						400,000		Education Dept.	Works Dept.
		2. Procure 9,200 No. Dual Desk, 4,800 sets of students tables & chairs & 400 No. cupboards	Dual Desk procured							1,000000	Education Dept.	Works Dept.
		3. Rehabilitate 48no. Educational Facilities Metro wide	48no. Edu. Facilities rehabilitated						12,000000	12,000000	Education Dept.	Works Dept.
		4. Construct 40 No. School/Communal Parks (Grass & Astroturf)	40 No. School/Communal Parks constructed						2000000	2000000	Education Dept.	Works Dept.
		5. Construction of Teachers Quarters for Kumasi Wesley Girls SHS	Teachers Quarters constructed							500000	Education Dept.	Works Dept.
		6. Construction of 1No. Dinning Hall and Administration Block at St. Hubert Seminary	Dining Hall & Admin Block constructed							1,000000	Education Dept.	Works Dept.
		7.Support the Annual celebration of "Stand Up for Girls" day	"Stand Up for Girls" day supported						12,000		Education Dept.	GES.
		8.Support the organisation of "My First Day at School" in 9 basic schools to welcome KG and Primary 1 pupils	My First Day at School" supported						36,000		Education Dept.	GES.
		9.Carry out School Feeding Programmes in selected schools	School Feeding implemented in schools					15,000000			Education Dept.	Beneficiary Schools
		10.Provide sponsorship for 200 (150 girls and 50 boys) needy but brilliant students	Sponsorship for 200 students provided					680,397			Education Dept.	GES
		11.Support the organization of SMT Clinic for girls to promote Science, Mathematics &Technology	SMT Clinic supported & organized						40000		Education Dept.	GES.

4. Social Services Delivery	4. Education and Youth Development	1. Support the organisation of Annual Metro Best Teacher's Award	Annual Metro Best Teacher's Awards supported					50000		Education Dept.	GES
		1. Construct 2 No. community parks	2 No. community parks constructed						100000	Parks & Gardens	Works Dept.
		2. Procurement of Outdoor Toys & Games for kids & adults	Outdoor Toys & Games procured						200000	Works	Park Mgt.
		3. Paving of 3 No. Event grounds	3 No. Event grounds paved				500000		500000	Works	Assembly
		4. Complete the construction & beautification of 10 No. Roundabouts	10 No. Roundabouts constructed						1000000	Parks & Gardens	Works
		Construction of Large Capacity Theatre and Conference facility	Theatre and Conference facility constructed						1000000	Works	
		1. Organize public education in 21 Town councils on stigmatization and discrimination against PLWHAs	Public education organized				80,536			Health Dept	GHS
		2. Support for Metro Response initiative for the prevention of HIV/AIDS/ Malaria	Metro Response initiative supported				170099.44			Health Dept	GHS
		3. Organize public education on TB related issues on radio stations, churches and mosque quarterly	Public education organized						4,000	Health Dept	GHS
4. Organize training for 50 health staff on TB treatment procedures annually	Training for 50 staff organized						12,000	Health Dept	GHS		

Development Dimension	Social Development												
Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies		
				1	2	3	4	GOG	IGF	Donor	Lead	Collaborating	
4. Social Services Delivery	5. Health Delivery	1. Organize training for 240 midwives from public, private and CHAG on live saving skills. Annually	240 midwives trained						16,000			Health Dept	GHS
		1. Complete the construction of 1No. male/female ward at Kumasi South Hospital with Furnishing	Male/ Female ward constructed					76,114.94				Health Dept.	Works
		2. Furnish 6No. Clinics	6No. clinics furnished					400000		800000		Health Dept.	Works
		3. Complete the construct 1No. Maternity Ward at Maternal & Child Health Hospital	Maternity ward completed							150,000		Health Dept.	Works
		4. Complete the Construction of 1No. and Construct 2No.CHP compounds/community clinics	3No.clinics constructed					200000		463,489.25		Health Dept.	Works

4. Social Services Delivery	6.Social Welfare and Community Development	1. To carry out LEAP activities to benefit 4800 beneficiaries	4800 supported through leap					20000		Social Welfare	Community Development
		1.Render personal welfare services to 1200 indigents and link them up to NHIS	1200 indigents registered with NHIS					20000		Social Welfare	Community Development
		2.To provide hospital welfare services for 6800 patients without support and mental health patients	6800 patients provided with hospital services					60000		Social Welfare	Community Development
		1.To monitor and support the growth and development of 5,200 orphans and street children	5,200 orphans and street children monitored					40000		Social Welfare	Community Development
		1.Organise talks session on child abuse, labour and molestation in 80 schools.	Talk sessions organized					24000		Social Welfare	Community Development/ CBOs/NGOs
		2.Highlight the responsibilities of the child at home and in school within 80 selected schools	Programmes organized					24000		Social Welfare	Community Development/ CBOs/NGOs
		3.Visit and educate 200 households on parental role on child management.	200 households visited					16000		Social Welfare	Community Development
		4.To monitor, register and renew certificate of 390 day care centres and organise training for 390 of them	Monitoring, registration & training organized for 390 day cares					1200		Social Welfare	Community Development
		5.To organise programmes for 19,200 persons with disabilities (PWDs) and link them up to NHIS	19,200 PWDs linked to NHIS					21,000		Social Welfare	Community Development
		6.Identify the needs of 712 persons with disability and support them	712 PWDs supported					316000		Social Welfare	Community Development

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
5. Infrastructure Delivery and Management	7. Infrastructure Development	1. Construct 10km length of road with its U-shape drains	10km length of road constructed								3500000	Urban Roads	Works Dept.
		2. Construct 500m length 5.0m x 3.0m open storm drain between Osei 17 Freedom House and CPC	Open storm drains constructed								2000000	Urban Roads	Works Dept.
		3. Pothole patching/ Sectional Repairs along roads	Pothole patching carried out								1200000	Urban Roads	Works Dept.
		4. Pothole patching & Grading Works along roads							320000			Urban Roads	Works Dept.
		5. Resealing of 100km Length of roads in the Kumasi Metropolis	100km Length of roads resealed						100000			Urban Roads	Works Dept.
		6. Reshaping of Roads within the Sub- Metros	Roads reshaped						300000			Urban Roads	Works Dept.
		7. Complete the construction of 3 No. Bus Terminals in Kumasi	3No. Bus terminals constructed								2245911.0	Transport	Urban Roads
		8. Construct 2No. Multi Purpose Car Parking Centres	2No. Car Parking Centres constructed								1000000	Transport	Urban Roads
		9. Reconstruct Outfall Culvert at Subin Valley Area	Outfall Culvert reconstructed								200000	Urban Roads	Works Dept.
		10. Construct of 10no. 3.0m x 3.0m Box Culvert across River Susan at Oforikrom	10No. box culverts constructed								2,000000	Urban Roads	Works Dept.
		11. Construct 100No. Metal foot bridges over drains/streams in selected communities	100 metal footbridges constructed								4,000000	Urban Roads	Works Dept.
		13. Construction of 4km length of walkway & landscaping of 1.2km length of median along selected roads	Walkway & landscaping constructed								6000000	Urban Roads	Works Dept.

6.Environmental and Sanitation Management	8.Natural Resource Conservation	1. Plant and nurture to growth 70,000 trees along water bodies weaving through the Metropolis	70,000 trees planted					20000		22000	Forestry	P&G	
		2. Plant nurture to growth 20,000 seedlings in 200 schools	20,000 trees planted						3,000			Forestry	P&G
		3. Undertake regular monitoring of planted seedlings beating up	Monitoring conducted						1,000			Forestry	P&G
		4. Create an Inventory of activities/businesses that generate biomass waste	Inventory created					10000	15000			Waste Mgt	Planning Unit
		5. Inventory of Businesses with capacity to convert biomass waste into any form of energy							25000			Waste Mgt	Planning Unit
		6. Quantification of Biomass Waste in the Kumasi Metropolis							10000			Waste Mgt	Planning Unit
		7. Facilitate the Construction of Biogas in Institutions & Public Toilets	Construction of biogas facilitated					15000	10000			Waste Mgt	Planning Unit
		8. Facilitate the Conversion of wood waste from wood processing industries into pellets & briquettes	Conversion of wood waste facilitated						20000			Waste Mgt	Planning Unit
	9.Disaster Prevention and Management	1.Intensify public education on fire prevention techniques and how to handle fire extinguisher	Education intensified					10000				NADMO	GNFS
		2.Intensify educational campaign on flooding & Fire outbreaks and its impact on communities						40000				NADMO	GNFS
		3.Desilt choked drains and streams in the Metropolis	Choked drains desilted					24000				NADMO	GNFS
		4.Build the Capacity of NADMO Staff in disaster management	Training organized						35000			NADMO	HR
		5. Organise celebration of World Disaster Day	Day celebrated					80000				NADMO	Admin

Development Dimension	Environment, Infrastructure and Human Settlement													
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Output indicators			Time Frame		
					1	2	3	4	GOG	IGF	Don or	Lead	Collaborating	
6. Environmental and Sanitation Management	9. Disaster Prevention and Management	1. Visit 5 radio stations to discuss sanitation issues quarterly	Sanitation issues discussed on 5 radio stations							10000		EHU	PRO	
		2. Organise durbars for all town councils on environmental sanitation	Durbars organized in all town councils							40000		EHU	PRO	
		3. Develop and distribute education materials on improved sanitation practices	Education materials developed & distributed							12000		EHU	PRO	
		4. Routinely inspect all food premises at sub-metros	Food premises inspected							6000		EHU	PRO	
		5. Organise quarterly public sensitization on food hygiene through radio, public announcement vans, information centers	Public sensitization organized							8000		EHU	PRO	
		6. Collect, compile and collate data on all food establishments in the Metropolis	Data collected							1000		EHU	Sub-metros	
		7. Identify and select laboratories for the screening exercise and provide certificates to those screened	Laboratories selected							500		EHU	GHS	
		8. Organise food handlers into groups at the Town Councils to disseminate information of screening and registration	Food handlers registered and screened							2000		EHU	GHS	
		9. Organize quarterly meetings/training for Private Waste collection contractors	Quarterly meetings organized							16000		Waste Management	Contractors	
		10. Support the evacuation of refuse in the metropolis	Refuse evacuated						20000	00		Waste Management	EHU	
		11. Complete the rehabilitation of waste transfer station at the CBD	Waste transfer station rehabilitated								100000		Works	Waste Management
		12. Construction of additional Cells & Procurement of 1No. Bulldozer	Additional cell constructed									Waste Management	EHU	
		13. Operation & Maintenance of Land fill site and Heavy Duty Equipment	Landfill maintained									Waste Management	EHU	

Development Dimension	Environment, Infrastructure and Human Settlement												
	Programmes	Sub-Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
6. Environmental and Sanitation Management	6. Disaster Prevention and Management	14. Conduct regular fumigation exercise	Fumigation exercise conducted					208000			Waste	EHU	
		15. Support sanitation improvement package	SIP supported					1196000			Waste	EHU	
		16. Intensify promotion on the arrangements for HH toilets & facilitate the enrolment of 1500 HH without toilets	Promotion intensified						16000		EHU	Waste Management	
		17. Issue abatement notice to landlords who have not initiated the process of constructing HH toilets & enforce the bye law by prosecuting recalcitrant ones	Abatement notice issued						80000		EHU	Waste Management	
		18. Construct 40No. WASH facilities in schools	40No. WASH facilities constructed					1000000		1,100000	EHU	Waste Management	
		19. Construct 20No. Skip pads in selected communities & Procure and distribute 40No. 23m3 and 40No. 25m3 Communal Containers	20No. Skip pads constructed								Waste Management	EHU	
		20. Rehabilitation of Waste stabilization Pond	Waste pond rehabilitated								Waste	EHU	
		21. Train 140 EHOs on KMA byelaws and organize training on M&E tools	Training organized								EHU	HR	
	Update the Knowledge of 140 EHOs on ind inspection									EHU	HR		
7. Natural Resource Conservation	7. Natural Resource Conservation	Construct 150No. Mechanised Boreholes with overhead tanks across the metropolis	150No. Mechanised Boreholes constructed					2000000		2800000	Works	GWCL	

7.Infrastructure Delivery and Management	8.Infrastructure Development	Construction of 4No. Vocational Training Centre	4No. Vocational Training Centres constructed							1,000000	Social Welfare	Works	
	9.Physical and Spatial Planning	1. Identify, verify and acquire lease on all lands zoned for public use across the metropolis	Lease acquired					500000				PPD	Traditional Authority
		2.Recruit and train community-based enumerators and supervisors	Training organized					50000				PPD	GSS
		3.Stencil street names and property numbers, data collection, processing and cleaning	Street names stenciled							760000		PPD	Planning Unit
		4.Procure and install street signs	Street signs procured and installed							1000000		PPD	Works
		5.Implement Deals programme on Decongestion and Slum Development	Deals implemented					50000	50000				
		1.Improve infrastructure facilities at slum areas	Slum areas improved					500000		1000000		Planning	Traditional
		2.Promote investment in social programmes, including education on best sanitation practices in slum areas										Planning Unit	MPCU
3.Implement Manhyaia Housing redevelopment project	Manhyaia Housing redevelopment implemented									Works			

Development Dimension	Governance, Corruption and Public Accountability												
	Programmes	Sub- Programmes	Activities	Output indicators	Time Frame				Indicative Budget			Implementing Agencies	
					1	2	3	4	GOG	IGF	Donor	Lead	Collaborating
2. Management and Administration	3. Planning, Budgeting and Coordination	1. Conduct monitoring and registration as well as renewal of certificates for 200 CSOs & NGOs	Monitoring & Registration conducted						5,000			Social Welfare	Planning Unit
		2. Organize quarterly review meeting between the Assembly and CSO coalition	Quarterly review meetings held						20,000			Social Welfare	Planning Unit
		1.Establish Assembly members Electoral Area Assist Funds (Self Help Projects)	Funds established					1000000	1000000			Finance	Assembly Members
		2.Rehabilitate Assembly's Bungalows/Markets in the metropolis	Bungalows/Markets rehabilitated					1200000				Works	Admin
		3.Complete the construction of office accommodation for the Nhyiaeso & Suame Sub-Metros	Office accommodation completed					1000000				Works	Admin
		4.Construct a multi-purpose, ultra-modern City Hall (New Assembly Complex)	City Hall constructed						6,000000			Works	Admin
		5.Procure furniture, fittings and office electronic accessories to furnish the Marriage Unit	Items procured					15000	15000			Legal	Procurement
		6. Complete the refurbishment of Prempeh Ass. Hall	Refurbishment completed					1,000000				Works	Admin
		7.Procure Vehicles 1No. Dispatch Motor Bike	Vehicles/Bikes procured					900000				Admin	Procurement
8.Construct Office for Presiding Member and Refurbishment of Assembly Members common room	PM Office constructed					600000				Works	Admin		

2. Management and Administration	3. Planning, Budgeting and Coordination	3.Organise capacity building workshops for the Assembly members	Training organized						100000		HR	All Assembly Members	
		4.Organise training on project management						80000			HR	Planning Unit	
		5.Prepare 2018 - 2021 MTDP	MTDP Prepared					100000			MPCU	All Depts.	
		6.Improve ICT Infrastructure in the Assembly	ICT Infrastructure improved					150000			IT Unit	Revenue	
	4. Human Resource Management	1.Sponsor Officers of the Assembly to attend job-related refresher courses	Officers sponsored					30000	20000		HR	All Depts	
		2.Organize training on Record & File management for staff	Training organized					10000	10000		HR	All Depts	
	5.Legislative Oversight	1. Construction of 3No. Police Stations	3No. Police constructed					2500000				Legal Dept.	Works
		2.Complete the construction of 1 No. semi-detached quarter for the District Magistrate	Magistrate building completed							300000		Legal Dept.	Works
		4.Organise physical security & risk management training for Metro Guards of the Assembly	Training organized					50000	50000			Human Resource	Legal
		5.Maintenance of Security in the Kumasi Metropolis	Security improved					450000				Legal Dept.	Assembly
		Maintenance and provision of Streetlights in the Kumasi Metropolis	Streetlights provided					3000000		3000000		Works	Assembly Members
	2. General Administration	1.Revive Sister City relations	Sister City relations revived					200000				SCC	Assembly
		2.Support participation of Assembly members & Staff in sister city collaborations	Assembly members & staff supported					200000					Assembly Members

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

The Government of Ghana is committed to prudent management and accountability practices within the public service that result in effective and efficient delivery of services for the benefit of all people living in Ghana. Government is further committed to the Medium Term Expenditure Framework (MTEF) that links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes.

All government agencies responsible for the implementation of the programmes and projects of the new policy framework should demonstrate, through evidence-based information, that these interventions are having the desired impacts in terms of positively transforming the lives of all targeted beneficiaries. In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate reliable and accurate information to help government make sound policies and decisions is becoming increasingly relevant.

6.2 Monitoring

6.2.1 Introduction

Monitoring is a process, which ensures that, at any given stage of a project, the required inputs are delivered on time, used as intended and is producing the desired results.

Since plans are affected by uncontrollable situations such as:

- (i) Socio-economic changes
- (ii) Political climate
- (iii) International relations,

It is necessary that they are constantly monitored and adjustments made accordingly. The monitoring scheme is designed for the annual plan. In the scheme, three (3) activities occur:

- (i) Monitoring activities cover the implementation period.
- (ii) On-going evaluation occurs at specific points within the implementation phase.
- (iii) Terminal evaluation occurs at specific end of the project implementation.

6.2.2 Monitoring Report

Project monitoring formally starts when the actual implementation of project begins. Monitoring is therefore directed at ensuring that the progress of the project proceeds according to schedule that the quality of work is up to standard, and that all inputs (including labour) are on site at the appropriate time, in the right quantity and of right quality.

Programme and Project Monitoring Report Format

- (i) Project Code No
- (ii) Project Identification /Title
- (iii) Project Location.....
- (iv) Project cost
- (v) Implementing Agency (ies).....
- (vi) Monitoring Team.....
- (vii) Date of Monitoring.....

6.2.3 Monitoring and Evaluation Work plan & Budget

A total of One Hundred and Seventy – One Thousand Ghana Cedis (**171,000.00**) would be needed in the four (4) year period to monitor agreed M&E activities. Again, the work plan and budget guides the implementation of the M&E Plan. This has been showed in Table 6.1 below

Table 6.1: Monitoring and Evaluation Work plan and Budget for 2018-2021

M&E Activities	Time Frame				Actors	Budget
	2018	2019	2020	2021		
A. DMTDP 18-21 Evaluations						
Undertake Ex-ante Evaluation	15th Jan, 2017-30th Jun, 2017				MPCU and Other Stakeholders	3,000.00
Undertake Mid-term Evaluation	15th Jan, 2020 -17th Feb, 2020				MPCU and Other Stakeholders	8,000.00
Undertake Terminal Evaluation	15th Jan 2022-17th Feb, 2022				MPCU and Other Stakeholders	8,000.00
Organize Participatory M&E	7th Feb, 2019 and 11th Feb, 2021				MPCU and Other Stakeholders	15,000.00
B. Implementation of Monitoring						
Undertake Monthly Monitoring	Last Week of Every Month				MPCU and Other Stakeholders	60,000.00
Organise Quarterly Review Meetings	1st Thursday of ensuing Month after the Quarter ends				MPCU and Other Stakeholders	20,000.00
Organise Annual Review Meetings	3 rd Wednesday of January, Annually				MPCU and Other Stakeholders	10,000
C. QPR/APR Preparation and Dissemination						
Data Collection, Collation, Analysis and Validation of 1st, 2nd, 3rd and 4th Quarter Progress Reports	1 st Week of ensuing Month after the Quarter ends				MPCU and Other Stakeholders	20,000.00
Organise Quarterly Review Meetings	1 st Thursday of ensuing Month after the Quarter ends				MPCU and Other Stakeholders	-
Submit Quarterly Progress Reports to NDPC through RCC	Before 15th day of ensuing Month after the Quarter ends				MPCU, District Assembly	-
Data Collection, Collation, Analysis and Validation of APRs	3 rd Week of ensuing Month after the Year ends				MPCU and Other Stakeholders	12,000.00
Organise Annual Review Meetings	3 rd Wednesday of January, Annually				MPCU and Other Stakeholders	
Submit APRs to NDPC through RCC	1 st week of Feb, Annually				MPCU and Other Stakeholders	-
Disseminate the APRs	3 rd week of February, Annually				MPCU and Other Stakeholders	15,000.00
Grand Total						171,000.00

Source: MPCU, 2018

6.3 Indicators for Monitoring the Plan/Results Frame Matrix

The selection of indicators for the M&E plan was based on the outcome of stakeholder engagements with Heads of Decentralized Departments. The core and district indicators were categorised into input and output indicators in relation to the adopted policy objectives. The output indicator measures the activities to be performed on the project and the input indicator measures the financial and human resources needed for the implementation of the project. These indicators have been disaggregated, where possible, into age, gender, location and among others. Table 6.2 presents the monitoring indicators, baselines and targets of the DMTDP 2018-2021

APPENDIX A RESULTS FRAME MATRIX - 2018-2021										
Development Dimension:Economic										
Objective 1.1: Ensure improved fiscal performance and sustainability										
Indicators	Indicator Type	Indicator Definition	Base line 2017	Projections				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Revenue improvement plan prepared	Output	Existence of outlined strategies for improved revenue generation	1	1	1	1	1	Main Admin	Annually	MPCU, Budget Committee
Percentage of DA expenditure within Budget	Output	Total amount of budgeted funds released as an expression over the total approved annual budget	83%	86%	89%	92%	95%	Main Admin	Annually	MPCU
Number of Budget Committee meetings held	Output	Count of Budget committee meetings organized	4	4	4	4	4	Main Admin	Quarterly	MPCU, Budget Committee
Number of Monitoring visits organized	Output	Count of Monitoring exercises conducted	24	24	24	24	24	Main Admin	Monthly	MPCU
Objective 1.2: Enhance Business Enabling Environment										
% Increase in number of SMEs registered	Output	% increase of SMEs registered within a year over the previous year	30%	40%	50%	60%	70%	Main Administration	Annually	ASSI, AGI, Trade & Investment committee
Objective 1.3: Diversify and expand the tourism industry for economic development										
Ultra Modern Museum constructed	Output	Ultra Modern Museum constructed at the end of the plan period	-	-	1	-	-		Quarterly	Trade & Investment committee, Ghana Tourism Authority

Objective 1.4: Improve production efficiency and yield										
Indicators	Indicators Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Total number of beneficiary farmers with access to various agriculture technologies	Input	Count of farmers trained and using improved technology	50	75	80	90	100	All Sub Metros	Annually	Agric Dept, MOFA
Number of extension officers trained	Input	Count of Extension officers trained annually	20	15	15	15	20	All Sub Metros	Quarterly	Agric Dept, MOFA
Percentage increase in the yield of vegetables	Output	Total number of vegetables cultivated annually expressed over the previous years performance	–	5%	7%	10%	10%	All Sub Metros	Quarterly	Agric Dept, MOFA
Percentage reduction in rabies cases	Output	Reduction in the total number of rabies cases annually	45	5%	5%	5%	5%	All Sub Metros	Quarterly	Agric Dept, MOFA
Number of young people engaged under the Planting for Food and Jobs	Output	The sum of graduates and other young persons registered under the Planting for Food and Jobs initiative and provided with support, including subsidised fertilizer and seeds	–	35	40	45	50	Selected Community	Annually	Agric Dept, MOFA
Objective 1.5: Enhance Domestic Trade										
Number of markets constructed	Output	Count of markets constructed annually	3	1	–	–	–	Kejetia/Central Market	Annually	Works Dept.

Development Dimension: Social Development										
Objective 2.1: Enhance inclusive and equitable access to, and participation in quality education at all levels										
Indicators	Indicators Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Improvement in school infrastructure *Classroom Blocks *Furniture	Output	Count of Classroom Blocks and furniture provided annually	25 2,500	10 2,500	10 2,500	10 2,500	10 2,500	All Sub-Metros	Quarterly	Works Dept/ Beneficiaries
Gross Enrolment Rate (GER) Pre-school Primary J.S.S	Output	Count of pupils enrolled in school at different grade levels	86.9 73.6 72.3	87.5 74.0 73.0	87.9 74.5 73.6	88.5 75.0 74.0	88.9 75.5 74.6	All Sub-Metros	Quarterly	Works Dept/ Beneficiaries
Number of needy but brilliant students sponsored.	Output	Count of needy but brilliant students sponsored annually	150	80	100	110	120	All Sub-Metros	Annually	Assembly members/ Religious Organisations
Pupils-to-trained teacher ratio in basic schools	Output	The number of pupils per trained teacher (minimum qualification of post-SHS Teachers Diploma)						All Sub-Metros	Quarterly	Works Dept/ Beneficiaries
Basic schools needing major repairs (%)	Output	Number of basic schools that requires major repairs expressed as percentage of total number of basic schools	8					All Sub-Metros	Quarterly	Works Dept/ Beneficiaries
Number of schools benefiting from school feeding programme	Output	Count of Schools benefiting from the School feeding programme	97	110	120	120	125	All Sub-Metros	Annually	Administration

Objective 2.3: Ensure affordable, equitable, easy accessible and universal health coverage (UHC)										
Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of health facilities constructed	Output	Count of health facilities constructed	3	2	1	1	1	All Sub-Metros	Quarterly	Works Dept/ Beneficiaries
Number of wards constructed	Output	Number of wards constructed	3	2	1	1	–	Atonsu-Agogo North	Annually	Works Dept/ Hospital Admin.
Number of CHPS compounds constructed.	Output	Number of CHPS compounds constructed	1	–	1	–	–	Kentinkrono Anloga West Adoato	Annually	Works Dept/ Hospital Admin.
Objective 2.4: Ensure the reduction of new HIV and AID/STIs infections, especially among the vulnerable groups										
HIV prevalence rate	Output	Percentage of people in the population living with HIV	–					All Sub-Metros	Quarterly	AIDS Desk Officer/ AIDS Commission
Number of radio programmes organized on TB related issues.	Output	Number of radio programmes organized	4	4	4	4	4	All Sub-Metros	Quarterly	Community Dev't
Number of health staff trained on TB treatment procedures.	Output	Count of health staff trained annuall	30	35	–	35	–	Main Administration	Annually	G.H.S
Objective 2.5: Reduce disability morbidity, and mortality										
Under-five (per 1,000 live births) mortality ratio	Output	Number of deaths occurring in children under-5 years per 1,000 live births						Main Administration	Annually	G.H.S/ Health Dept.
Objective 2.6: Promote economic empowerment of women.										
% Reduction in Breast Cancer cases	Output	Number of Breast cancer cases reported annually	–	5%	5%	5%	5%	Main Administration	Annually	G.H.S, Gender Desk

Objective 2.7: Attain gender equality and equity in political, social and economic development systems and outputs										
Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of women empowered in local governance.	Output	Count of women trained in local governance	10	20	20	25	35	All Sub-Metros	Annually	Social Welfare, Community Dev't
International Womens Day celebrated.	Output		1	1	1	1	1	All Sub-Metros	Annually	Health Dept, all Depts
Number of gender training workshops organized	Output	Total number of gender training workshops organized annually	5	2	2	4	2	Main Administration	Quarterly	Planning Unit
Objective 2.8: Promote the creation of decent jobs										
Suame Vocational Training Centre constructed	Output	Vocational Training Centre constructed by end of year one	-	1	-	-	-	Metrowide	Quarterly	Community Dev't/ FBOs/NGOs/ CBOs
Objective 2.9: Strengthen social protection, especially for children,women,persons with disability and elderly										
Number of LEAP beneficiaries	Output	Count of LEAP beneficiaries annually	1200	1200	800	800	800	All Sub-Metros	Annually	Community Dev't/ FBOs/NGOs/ CBOs
Objective 2.10: Eradicate poverty in all its forms and dimensions										
Number of orphans and street children supported.	Output	Number of orphans and street children supported annually	1300	1300	900	900	900	All Sub-Metros	Annually	Community Dev't/ FBOs/NGOs/ CBOs
Objective 2.12: Ensure the rights and entitlements of children										
Reduction in child abuse, labour and molestation cases	Output	Number of child abuse, labour and molestation cases reported annually	-	3%	5%	8%	10%	All Sub-Metros	Annually	Community Dev't/ FBOs/NGOs/ CBOs

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of households educated on parental role on child management.	Output	Count of households visited annually to educate them on parental role on child management	90	50	50	50	50	All Sub-Metros	Annually	Community Dev't/CBOs
Number of schools visited to highlight the responsibilities of child at home and at school.	Output	Number of schools visited annually	20	20	15	15	15	All Sub Metros	Annually	Community Dev't/ FBOs/NGOs/ CBOs
Number of Day Care centres registered and renewed	Output	Number of Day care centres registered and renewed annually	90	90	70	70	70	All Sub Metros	Annually	Legal Dept, social welfare dept
Objective 2.13: Promote full participation of PWDs in social and economic development of the country										
Number of Persons with disability supported.	Output	Count of PWDs supported annually	618	618	400	400	400	All Sub-Metros	Annually	Associations of PWDs
Objective 2.14: Improve access to safe and reliable water supply services for all										
% of population using safely managed drinking water services	Output	Number of population using safely managed drinking water expressed as a percentage of the total population annually	–	85%	88%	91%	95%	All Sub-Metros	Quarterly	GWCL
Objective 2.15: Improve access to improved and reliable environmental sanitation services										
Number of radio stations visited	Output	Count of radio stations visited annually	5	5	5	5	5	All Sub-Metros	Quarterly	P.R.O

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of durbars organised	Output	Number of durbars organized annually	21	21	11	11	11	All Sub-Metros	Quarterly	P.R.O, ISD
Number of food establishments in the Metropolis registered and screened	Output	Count of food establishments screened and registered annually	13000	13000	6,500	6,500	6,500	All Sub-Metros	Annually	GSS, Planning Unit
% of solid waste collected and disposed at the final disposal site	Output	Total waste collected expressed as a percentage over total waste generated annually	474,500 Tonnes	474,500 Tonnes	437480 Tonnes	437480 Tonnes	437480 Tonnes	All Sub-Metros	Quarterly	ESMA
Objective 2.16: Enhance sports and recreational infrastructure										
Number of community parks constructed	Output	Parks constructed	–	–	1	–	–	Dadiesoaba	Quarterly	Works Dept, Forestry Dept
Number of Outdoor Toys & Games for kids & adults procured.	Output	Number procured	–	–	3	3	3	Rattray Park	Annually	Park Management
Number of event grounds paved.	Output	Number of event grounds paved annually	–	1	1	–	–	Dakwadwom Odencho Kwadaso	Annually	Assembly Members
Ten Roundabouts beautified	Output	Number of roundabouts beautified	–	10	–	–	–	All Sub-Metros	Annually	Works Dept,
Objective 3.1: Improve efficiency and effectiveness of road transport infrastructure and services										
Road condition mix	Output	The road condition mix shows the proportion of the classified road network which is good, fair, poor)	10% Good 74% fair 16% poor	10% Good 74% fair 16% poor	20% Good 70% fair 10% poor	30% Good 60% fair 10% poor	40% Good 55% fair 5% poor	All Sub Metros	Quarterly	Urban Roads Dept

Indicators	IndicatorType	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Proportion of classified road network maintained	Output	Roads maintained as a percentage of the classified road network	–	10%	15%	20%	25%	Metrowide	Quarterly	Urban Roads Dept, Works Dept
Objective 3.2: Reduce greenhouse gases										
Number of Biogas constructed in Institutions & Public Toilets	Output	Count of Biogas installed in Institutions and Public Toilets annually	–	5	10	15	25	All Sub Metros	Quarterly	Planning, Waste Mgt
No. of trees planted	Output	Count of trees planted annually						All Sub Metros	Quarterly	Forestry Dept, EHU, Parks & Garden Dept.
Objective 3.3: Promote proactive planning for disaster prevention and mitigation										
% Reduction in fire outbreaks	output	Number of fire outbreaks recorded annually expressed over the previous years number	–	5%	10%	15%	20%	All Sub Metros	Annually	NADMO,NFS,ISD,SW&CD
World Disaster Day celebrated	Output		1	1	1	1	1	Selected Communities	Annually	NADMO, Central Admin
% Reduction in No. of deaths, missing persons and directly affected persons attributed to disasters	Output	Number of disaster victims expressed over the previous years number	7,427	5%	10%	15%	20%	All Sub Metros	Annually	NADMO, Waste Mgt, EHU
Objective 3.4: Promote a sustainable, spatially integrated, balanced and orderly development of human settlements										
Number of lease acquired on all lands zoned for public use	Output	Count of lease acquired on all lands zoned for public use	–	2	2	2	2	All Sub Metros	Annually	Physical Planning Unit, Traditional Authorities, Lands

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of street signs procured and installed	Output	Count of street signs procured and installed	1348	50	150	150	150	All Sub Metros	Annually	Physical Planning Unit, Works Dept.
% of population living in slums or informal settlements	Output	Number of people living in slums or informal settlements expressed over the total population	–	4%	3%	2%	1%	All Sub Metros	Annually	MPCU
Objective 4.1: Improve popular participation at regional and district levels										
Number of CSOs & NGOs registered and renewed	Output	Count of CSOs & NGOs registered and renewed annually	25	25	20	20	20	Main Admin	Annually	SW&CD, Planning Unit, Human Resource Unit
Number of meetings organised between Assembly and CSOs	Output	Number of meetings organized annually	4	4	4	4	4	Main Admin	Annually	SW&CD
Objective 4.2: Enhance public safety										
Number of Metro Guards trained	Output	Number of Metro Guards trained annually	100	150	–	50		Main Admin	Annually	HR, Legal Unit
Number of police stations constructed.	Output	Number of police stations constructed	1	–	1	–	–	All Sub Metros	Quarterly	Works Dept, Ghana Police Service
Number of Street lights maintained /provided	Output	Count of streetlights maintained/provided annually	370	100	150	150	150	All Sub Metros	Annually	Works Dept., Assembly Members
Objective 4.3: Deepen political and administrative decentralization										
Number of Assembly Members who received support in the area of self help projects	Output	Number of assembly members who were supported in self-help projects annually	20	10	15	20	20	Asem	Quarterly	Works

Indicators	Indicator Type	Indicator Definition	Baseline 2017	Targets 2018-21				Disaggregation	Monitoring frequency	Responsibility
				2018	2019	2020	2021			
Number of Bungalows/ Markets Rehabilitated	Output	Number of rehabilitated bungalows/markets	5	5	10	10	10	All Sub Metro	Quarterly	Works,Main Admin
City Hall Complex	Output	The construction of a city hall complex	–	–	1	–	–			Works,Main Admin
Number of workshops organised	Output	Number of capacity workshops organised	10	20			35	All Sub Metro	Annually	Works,Main Admin
Number of Vehicles and D. Motor procured	Output	Count of vehicles and dispatch motor bikes procured	–	–	2	1	2	Main Admin	Annually	Planning Unit,Procurement Unit, Stores
Objective 4.4: Improve decentralised planning										
2018 - 2021 MTDP prepared	Output	2018 - 2021 MTDP prepared	2014-2017	2018-2021	2018-2021	2018-2021	2018-2021	Main Admin	Annually	MPCU
Objective 4.5:Strengthen fiscal decentralization										
Percentage increase in IGF	Output	Amount of IGF increase expressed over the previous year's IGF	20%	25%	30%	35%	40%	All Sub Metros	Quarterly	Works Dept, Adim
Number of Reveune mob. stations constructed	Output	Count of revenue mobilization stations constructed	–	–	1	1	–	All Sub Metros	Annually	Revenue Unit, Finace Dept.
Objective 4.6:Ensure responsive governance and citizen participation in the development dialogue										
Number of public educations organized	Output	Number of public educations organized	4	4	4	4	4	Main Admin	Quarterly	PRO, ICT
Number of Town Hall meetings organised	Output	Number of town hall meetings organized	4	4	4	4	4	All Sub Metros	Quarterly	PRO, All Dept
Objective 5.1:Promote Ghana's political and economic interests abroad										
Number of sister City collaborations revived	Output	Count of functional sister city collaborations	1	2	2	2	2	National/ International	Annually	Sister City Com.,All Heads of Dept.

6.4 Data Collection, Validation and Collation

Information or data on on-going programmes and projects under the auspices of the Metropolitan Assembly as well as Development Partners and NGOs are necessary for the purposes of effective M & E processes. During field visits, these data will be validated and collated for further analysis.

6.5 Data Analysis and use of the Results

In relation to the data gathered, in-depth analysis will be done with both qualitative and quantitative methods to highlight key areas of concern and to identify interventions for development and poverty reduction in the Metropolis. The data will be analysed to show the results being produced by each project. Data analysis will further show how the Metropolis is performing with regard to all the indicators (core and district specific) and the critical areas of concern for its citizens. The basis for the analysis is to report on the progress of each indicator towards meeting the goal, objectives and targets of the DMTDP and NMTDPF. When this is done in a systematic and coherent way, lessons learned can be fed into the Metropolitan Action Plans and the next DMTDP.

6.6 Reporting

After a careful synthesis of the results, the key findings and observations shall be presented to all the stakeholders involved such as project actors, communities and sector departments. MPCU shall also brief the MCE, Presiding Member and other actors of the assembly on progress of work, observations and gaps identified. The Assembly will also organize half-yearly meet-the Press to communicate the performance of the plan. This will allow stakeholders to take the necessary action that require redress before the next monitoring exercise.

6.7 Dissemination of the Reports

For the purposes that M & E is necessary i.e. efficient and effective projects implementation, accountability and transparency, copies of reports prepared after quarterly review meetings shall be made available to Regional Planning Coordinating Unit (RPCU), National Development Planning Commission (NDPC), Sub-Metros, Town Councils and other stakeholders. Sharing the contents of these reports with stakeholders at the sub-district and community levels will increase the accountability and transparency level of the Assembly as well as displaying commitment to development and poverty reduction.

6.8 Communication Strategy

6.8.1 Overview

To ensure public ownership and mobilize collective efforts from the stakeholders in the Metropolis towards sustainable development, KMA has prepared this communication strategy to bring the content of the DMTDP to the door steps of all stakeholders. Furthermore, KMA aims at upholding the tenets of good governance, transparency and accountability to elicit public trust in performing their constitutional mandates.

6.8.2 Communication Objectives

- Ensure timely communication to relevant groups or individuals
- Ensure effective communication between the Assembly and the various stakeholders.
- Ensure timely notices for requirements/meetings
- Ensure optimum results for all communications and project expectations
- Measure the results of the communication strategy execution and revise accordingly

6.8.3 Communication Types

This outlines the types of communication that may be used as part of the DMTDP dissemination. All these types of communication have been addressed to ensure that communication flows to all necessary stakeholders when they need it. The following are the types of communications addressed:

Management

- Communication from managements to District Departmental heads and staff
- Feedback from the District Departments to managements
- Feedback and direction to MPCU/Core Team

Assembly Members & Parliamentarians

- Communication to Assembly Members and Parliamentarians for distribution to constituents.

- Communications from Assembly Members and Parliamentarians to managements.
- Feedback communication from Assembly Members and Parliamentarians to MPCU/Core Team.

Sub Metro Councils & Town councils

- Communication/feedback from Sub Metro Councils and Town Councils to Assembly Members and Managements.
- Communication/feedback from Sub Metro Councils and Town Councils to MPCU/Core Team.

Traditional Authorities, Opinion Leaders & Religious Organization

- Communication/feedback from Traditional Authorities and Religious organizations to MPCU/Core Team.

Development Partners, NGOs & CBOs

- Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team.

Private Sector

- Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team.

Academia

- Communication/feedback from Academia to MPCU/Core Team.

MPCU/Core Team

- Internal project team communication.
- Communications/feedback to managements
- Meeting notices and Plans to managements, Assembly Members & Parliamentarians, Sub Metro Councils & Town councils, Traditional Authorities & Religious Organization, Development Partners, NGOs & CBOs, Private Sector, Academia.

6.8.4 Communications Vehicles

Communication cannot be limited to any one method or vehicle. It comes in many forms and must follow guidelines and an appropriate level of formality to ensure knowledge and information transfer. Within the following sections, each communication plan item will suggest the preferred vehicle and timing of the communication. The following is a list of vehicles that will be used to disseminate the content of the DMTDP. This list is not extensive and will grow throughout the life of the project.

- MPCU Meetings
- Management Meetings
- Sub – Committee Meetings
- Email
- General Assembly Meetings
- Durbars
- Use of the web
- Town Hall Meetings
- Meeting the Press
- Radio Talk Shows
- Public Announcement
- Seminars & Workshops
- Community Meetings
- Policy Fairs

6.8.5 Communication Plan

The communication plan is the detailed list of items to be communicated, to whom they are communicated and when they are to be communicated. The communication plan is broken into seven sections based on the communication type discussed above

Table 6.1: Communication Plan**Communication Plan: Management**

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present programmes, projects and activities proposed to management.	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> Email MPCU Meetings Management Meetings 	MPCU Core Team	Management	7 th February, 2018
Discuss roles and expectations of the stakeholders in the implementation	To assign roles to stakeholders	<ul style="list-style-type: none"> Email MPCU Meetings Management Meetings 	Management	Management	12 th March, 2018
Present Quarterly/ Annual Progress Reports	To create awareness of the Action Plan	<ul style="list-style-type: none"> Email MPCU Meetings Management Meetings 	Heads of Departments	Managements	Quarterly
Discuss public expectations concerning the services of the District	To know the public's perception about the district	<ul style="list-style-type: none"> Email MPCU Meetings Management Meetings 	Management	Management	Quarterly

Table 6.2: Communication Plan: Traditional Authorities, Opinion Leaders & Religious Organization

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> Durbars Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	16 th February, 2018
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> Durbars Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	21 st March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> Durbars Seminars & Workshops 	P.R.O	Traditional/ Religious & Opinion leaders	Quarterly

Table 6.3: Communication Plan: Assembly Members & Parliamentarians

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	9 th February, 2018
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	15 th March, 2018
Present Quarterly / Annual Progress Reports	To create awareness of the Annual Action Plan	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	Quarterly
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • General Assembly Meetings • Sub – Committee Meetings 	Presiding Member/ P.R.O	Assembly Members & Parliamentarians	Quarterly

Table 6.4: Communication Plan: Sub Metro Councils & Town Councils

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Sub Metro Councils & Town Councils	13 th February, 2018
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Sub Metro Councils & Town Councils	16 th March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	P.R.O	Sub Metro Councils & Town Councils	Quarterly

Table 6.5: Communication Plan: Development Partners, NGOS & CBOS

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	19 th February, 2018
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	23 rd March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Email • Use of the web • Policy Fairs 	Planning Unit	Development Partners/ NGOs & CBOs	As and when needed

Table 6.6: Communication Plan: Private Sector

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	22 nd February, 2018
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	26 th March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Use of the web • Email 	Planning Unit	Private Sector	As and when needed

Table 6.7: Communication Plan: Academia

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops 	MPCU Core Team	Academic	26 th February, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops 	MPCU Core Team	Academic	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Use of the web • Email 	Planning Unit	Academic	As and when needed

6.9 Evaluation Arrangement

6.9.1 Introduction

To determine whether results (Positive or Negative) have been achieved, the causes of deviation, if any, and how to counteract any unintended consequences, evaluation processes are undertaken. The main purpose for evaluation is to give feedback, which can lead to re-planning.

6.9.2 Evaluation Report

Evaluation is conducted in greater details at the project level. Ex-post evaluation is conducted in order to find out whether the resources invested have produced or are producing the expected level of output and benefits and whether the benefits are reaching the intended target population. The first Ex-post evaluation should be conducted one year after completion of the project when the impact of the project should be evident. The evaluation report is prepared in accordance with the following format.

Programme/Project Identification

- (i) Project Code No
- (ii) Project Title
- (iii) Project Location.....
- (iv) Implementation Agency (ies).....
- (v) Evaluation Agency (ies)/ Team.....
- (vi) Date of Evaluation.....

(a) Evaluation Topics

- (i) Objectives
 - ✓ Have the Programme/Project objectives been achieved?
 - ✓ Are the Programme/Project objectives still relevant?

- ✓ Has the Programme/Project supported the policy (ies) as planned? Where the Programme/Project have not been achieved give reasons
 - ✓ State any policies, which need adjustment and give reasons for those objectives, which are shown to be no longer relevant as a result of the evaluation.
- (ii) Time and Finance
- ✓ Was the Project completed in the time planned? If not, state the length of over-run.
 - ✓ Was the Project cost within the amount estimated? If not state amount of over or under expenditure.
 - ✓ Did the funds come on-stream as planned and anticipated? If not what shortfalls occurred.
 - ✓ Are recurrent costs within the planned level? If not state over expenditure.
 - ✓ Where over-runs, over-expenditure and funding shortfalls have occurred give reasons in full and state how these events can be avoided in future.
- (ii) Are the benefits reaching the targeted beneficiaries? If not state beneficiaries not being reached.
- ✓ Are the benefits at the planned quantitative and qualitative levels? If not state shortfalls.
 - ✓ Where planned targets in terms of benefits and beneficiaries have not been achieved, give reasons in full and state how the situation will be avoided in future.
- (iv) Operations
- ✓ Is the project operating at the planned level? If not state deficiency.
 - ✓ Are the programme/project assets being properly maintained? If not state causes for failure.

Appendix

Public Hearing (1)

Name of Town/Zonal Area Council: KMA

Date: 28th July, 2017

Venue: GNAT Hall

1.0 General Introduction

On the 28th July, 2017, the first public hearing was organized to present the performance review and profile to all the 21 town councils. The meeting started at 10:00 a.m. Invitation letters and phone calls were the mediums used in inviting people for the public hearing. Interest groups such as Assembly Members & Unit committee members, Land Lords and Traders Association, Teachers , PTA and Health workers, Community Members and identifiable groups, Representatives from the Sub Metro Council, Vulnerable groups, Market women, Drivers associations, and representatives from the various radio stations were present. The total number of person present at the public hearing was **321**. The total number of women present was **110 (34%)** and the remaining males were **211 (66%)**. The major language used at the public hearing was **Asante Twi** with a little bit of English.

2.0 Brief Background

The implementation of Medium-Term Development Policy Framework is the responsibility of the Ministries, Departments and Agencies (MDAs) as well as the Metropolitan, Municipal and District Assemblies (MMDAs), Civil Society Organisations (CSOs), the private sector, etc. These organizations are required to formulate their policies, strategies, programmes and actions into District or Sector Medium-Term Development Plans (MTDP) in line with the Medium-Term Development Policy Framework as the case may be to improve the living conditions of Ghanaians. It is against this backdrop that MMDAs were enjoined to prepare a Four – Year MTDP spanning 2018 to 2021. As an effort to increase effective community participation in the preparation of the 2018-2021 MTDP of KMA, there was the need to organize stakeholder engagements in all the Twenty-one (21) Town Councils of the Kumasi Metropolitan Assembly (KMA) to identify the problems and needs

of the various communities as an input into the 2018-2021 Medium Term Development Plan.

3.0 Activities

3.1 Introduction

Mr. Adjei, from the Planning Department, told the audience the significance of the meeting. He explained that, there was the need to present the performance of the previous plan to members for them to know progress made and also identify lessons learnt for the new one being prepared. Mr. Adjei, then introduced the Chairman for the public hearing in the person of Mr. A.A Amankwah, Chief Budget Analyst for the Assembly.

In his acceptance speech the Chairman stated that, it was important to be present at the public hearing because, it would help them to know the current state of development of the Assembly and also know the needs of the people to be addressed.

3.2 Presentation

Mr. Charles Adjei, started the presentation by saying that, Assemblies were required to prepare Medium Term Plans every four (4) years. According to him, the plan preparation team put together by the Assembly had completed the performance review and profile and it was only right that it was presented to the people of Kumasi for their input. This showed the progress made by the Assembly in the implementation of the previous plan (2014-2017). The presentation ended at exactly 11:30 a.m.



Mr. Charles Adjei, presenting the performance review and profile to the audience

3.3 Questions and Comments

- Mr Yaw Akuamoah Frimpong, commended Mr. Adjei for a good presentation and talked about drains being choked with sand and filth in the metropolis. The Waste Management Director informed the house that, the drains were desilted frequently but citizens must also change their attitude towards littering.
- Chris Barima Antwi, was worried about fire outbreaks of late and pleaded that more fire stations should be constructed in order to get to the scene on time, to reduce property loss.
- Mr. Prince Debrah from GFD asked why there were no ramps for persons with disability to access facilities.
- Mr. Prince Debrah, was worried about gas filling stations that are close to residential and work places. He therefore suggested that, these gas filling stations should be relocated.
- Samuel Gariba, from Youth Without Borders, was concerned about the unemployment rate in Kumasi. This had resulted in the creation of slums in the metropolis. He, therefore pleaded that more jobs should be created by the Assembly.
- Madam Afia Adomah was concerned about the sanitation in Kumasi especially at the CBD. She therefore suggested that skip containers should be provided and also sanitary sites should be improved.
- Mr. Mohammed Bun Bida was very much concerned with the state of the various public schools in the metropolis. According to him, the school lands were being encroached which affects teaching and learning. He, therefore suggested that, fence wall should be constructed around all public schools to protect them from outsiders.
- Mr. Denkyi Solomon suggested that, more recreational centers should be constructed.

3.4 Major Issues at Public Hearing

- High unemployment rate
- Poor sanitation
- Encroachment on school land
- Non availability of disability facilities
- Frequent fire outbreaks at various markets

- Inadequate recreational centers e.g Children's' park

3.5 Controversies

- Complaints were made regarding waste management in Kumasi. The people present were very much concerned about the worsening sanitary situation in the Metropolis.

3.6 Proposals for the resolution of the above controversies and complaints

Divine Akosua Adade from CHRAG, proposed a resolution to ensure that, the above mentioned issues were taken into consideration by the Assembly. This was unanimously agreed to by the members present.

4.0 Conclusion

In general, the level of participation was good. Community members and various interest groups adhered to the announcement of the meeting. Questions from the people were answered and comments were taken into consideration in which they were pleased. Thus, making the meeting very successful.

The Chairman gave his closing remarks at 1:00pm by saying that, citizens should get involved in the development process. He thanked the audience for being present at the meeting and actively participating. The closing prayer was said by Adam Yakubu.

Public Hearing (Performance Review)

Name of District: Kumasi Metropolitan Assembly

Region: Ashanti

Name of Town/Zonal Area Council: KMA
2017

Date: 19th December,

Venue: GNAT Hall

1.0 General Introduction

On the 19th of December, 2017, a public hearing was organized to present the review and current situational analysis of the Medium Term Development Plan to the people of Kumasi. The meeting started at 10:05 a.m.

Invitation letters and phone calls were the mediums used in inviting people for the public hearing. Interest groups such as traders' union, people with disabilities, seamstresses and tailors union, driver unions and representatives from the various radio stations were present.

The total number of person present at the public hearing was **253**. The total number of women present was **63 (25%)** and the remaining males **190(75%)**. The major language used at the public hearing was **Asante twi** with a little bit of English.

2.0 Brief Background

The implementation of Medium-Term Development Policy Framework is the responsibility of the Ministries, Departments and Agencies (MDAs) as well as the Metropolitan, Municipal and District Assemblies (MMDAs), Civil Society Organisations (CSOs), the private sector, etc. These organizations are required to formulate their policies, strategies, programmes and actions into District or Sector Medium-Term Development Plans (MTDP) in line with the Medium-Term Development Policy Framework as the case may be to improve the living conditions of Ghanaians. It is against this backdrop that MMDAs were enjoined to prepare a Four – Year MTDP spanning 2014 to 2017 under seven Thematic Areas of the Ghana Shared Growth & Development Agenda II (GSGDA).

3.0 Activities

3.1 Introduction

Mr. Christopher K. Ofosu, Director of Planning started the meeting by telling the audience the significance of the meeting. He explained that the meeting had been organized for some sections of the current plan to be presented to them for input and feedback. According to him the Performance review, Profile and Development issues were to be discussed. He also said that, the meeting would bring out new ideas which would be inculcated in the plan preparation.

At this juncture, Mr. Adjei introduced the Chairman for the public hearing in the person of Mr. Atuahene, the Ashanti Regional Budget Officer.

In his acceptance speech the Chairman stated that, it was important to be present at the public hearing because, it would help them know the current state of development of the Assembly and also they will get the opportunity to see the issues affecting them in their everyday life. This would help in proper development in Kumasi Metropolitan.



Mr. Christopher K. Ofosu, Director of Planning, telling the audience the significance of the meeting.

3.2 Presentation

Mr. Charles Adjei, a Development Planning officer from KMA started the presentation by saying that, Assemblies were required to prepare Medium Term Plans every four (4) years. According to him, the plan preparation team put together by the Assembly had completed two chapters of the plan and it was only right that it was presented to the people of Kumasi for their input. He presented the 2014-2017 performance review of the Assembly to members present. This showed the progress made by the Assembly in the implementation of the previous plan (2014-2017). In addition Mr. Adjei also presented the current state of the Metropolis to the public. This highlighted issues like the current population, employment statistics, state of infrastructure like educational, health, roads amongst others. Finally, the development issues identified during the town council meetings were also presented. The presentation ended at exactly 11:49 a.m.



Mr. Charles Adjei, presenting the plan to the audience

3.3 Questions and Comments

- Mr. Divine Johnson Dorlah talked about the improper maintenance of open spaces and recreational center which is breeding social vices. Mr. Charles Adjei, responded by saying that it was the duty of everyone to protect the open spaces and recreational centers even though the Assembly had the oversight responsibility of maintaining them.

- Chris Barima Antwi was worried about a small portion of Santasi –Appre road which had been abandoned by the contractor working on it. According to him this had caused heavy traffic on that stretch. Mr. Adjei, answered by saying that, he would report the issue to the appropriate quarters for redress. Chris Barima Antwi, again asked what the Assembly was doing about mental persons in Kumasi, who were creating sanitation issues and nuisance- Mr. Adjei agreed to the menace and prompted the Social Welfare Officer at the meeting to take notice of the issue.
- Mr. Suleman Bamba said the Assembly should do something about streams and rivers which were being polluted and encroached.

Mr. Adjei responded by saying that there was poor enforcement of rules and regulations but assured members that action would soon be taken on offenders.
- Aunty Aba was worried about the short notice of the meeting. She urged the Assembly to follow the stipulated two weeks’ notice. She also brought to the notice of the Chair an overflowing septic tank at Dakodwom. This was worrying because majority of Kumasi’s kenkey is produced in that area.

The Environmental Health Officer assured everyone present that he, together with his officers would inspect and avert the situation.
- Mr. Enoch Akonnor, asked why the traders who were evacuated from the Kejetia terminal were not relocated to the various satellite markets. Mr. Godwin Okumah Nyame, PRO of KMA responded by saying that the traders were relocated to the various satellite markets such as Abinky market and others. However, they have refused to go and taken over all the pavements and some streets, causing both human and vehicular congestion.
- Mr. Adam Yakubu, from GWCL commended the Assembly for the nice presentation but drew its attention to a heap of refuse at Suame.

The Waste Management Director informed the house the refuse will be evacuated over the weekend.
- Mr. Prince Debrah from GFD asked why there were no ramps for persons with disability to access facilities.

Mr. Adjei answered by saying the Assembly passed a resolution in 2014 on accessibility and after that all facilities provided by the Assembly has disability access.



A participant asking a question

3.4 Major Issues at Public Hearing

- Poor Road Conditions
- Environmental and Waste Management issues
- Disability issues
- Relocation of traders from Kejetia
- Construction on waterways

3.5 Controversies

- Complaints were made regarding the late commencement of projects, especially with roads.
- Another complain was about inadequate link roads in various towns in the Assembly.

3.6 Proposals for the resolution of the above controversies and complaints

Hon. Agyei Kusi- Boadum, convener of Development Sub Committee, proposed a resolution to ensure that, the above mentioned issues were taken into consideration by the Assembly. This was unanimously agreed to by the members present.

4.0 Conclusion

In general, the level of participation was good. People and various interest groups adhered to the announcement of the meeting. Questions from the people were answered, in which they were pleased. Thus, making the meeting very successful.

The Chairman gave his closing remarks at 1:19pm by saying that, citizens should get involved in the development process. He thanked the audience for being present for the meeting and actively participating. The closing prayer was said by Mohammed Bun Bida.



A section of participants present at the meeting.

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