



GOVERNMENT OF GHANA

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT



**KWADASO MUNICIPAL ASSEMBLY DRAFT DISTRICT MEDIUM-TERM
DEVELOPMENT PLAN**

(2018-2021)

UNDER THE

THE COORDINATED

**PROGRAMME OF ECONOMIC AND SOCIAL DEVELOPMENT POLICY (CPESD
2017-2024): AN AGENDA FOR JOBS**

SEPTEMBER, 2018

ACKNOWLEDGMENTS

The Assembly's Medium Term Development Plans (MTDP) is a time-bound development control framework of all Metropolitans, Municipals and District Assemblies in the Country. MTDP must be formulated in accordance of the development guidelines of the National Development Planning Commission (NDPC) to ensure development plans conformity with the National Development Policy Framework (NDPF) of government development agenda; in this regards, 'the coordinated programme of economic and social development policy (CPESD 2017-2024): an agenda for jobs.

In line with this, the preparation of this development plan would not have been possible without adequate guidance, commitment and dedication of certain individuals and stakeholders. Therefore, the management of Kwadaso Municipal Assembly wishes to sincerely thank all those who made invaluable contributions to the plan preparation process. These stakeholders include the Regional Co-ordinating Councils (RCCs) and the NDPC. Kwadaso Municipal Assembly is grateful to these two bodies for their guidance and support during the preparation of this development plan.

Much thanks and appreciation goes to the Municipal Chief Executive, Hon. Richmond Agyenim-Boateng, and the entire Hon members of the Assembly for approving logistics and their overwhelming support during the preparation of this Development Plana (2018-2021). The enthusiasm and efforts of members are deeply appreciated.

Finally the Assembly is grateful to the Municipal Planning and Coordinating Unit (MPCU), all the Municipal communities, traditional leaders, opinion leaders, the Civil Society Organizations (CSOs), the media, and all individuals who participated in the community needs assessments, and public hearings, at the preparation stages of this plan for the municipality.

EXECUTIVE SUMMARY

Kwadaso Municipal Assembly is located in the Ashanti Region of Ghana. It was carved out of the Kumasi Metropolitan Assembly as one of the 37 newly created and upgraded District Assemblies in 2018. The Municipality was established by LI 2292 of 2017, inaugurated on March 15, 2018, with Kwadaso as its administrative capital. The Municipality has a projected population of about 251,215 (2018) with a growth rate of 2.3 percent. The males constitute 139,304 of the total population, while females are 111,911.

The establishment of the Kwadaso Municipality as a Local Government entity gives it the legal authority to formulate an appropriate Medium Term Development Plan to regulate its socio-economic development framework. Against this backdrop, Kwadaso Municipal Assembly prepares this Medium Term Plan in accordance with the government development policy framework on the coordinated programme of economic and social development policies. The development plan has an agenda to deepen the government development intended to create prosperity and equal opportunities for all the people of Kwadaso Municipality as enshrined in the president's socioeconomic development vision (Agenda for jobs 2017-2024). This document is prepared through relevant local stakeholder participation in the form of community needs assessment and aspiration, public hearing and approval by the general assembly, in order to engender citizens ownership and sustainability of interventions, and the realization of the development vision goal and objectives of CPESD 2017-2024; the Agenda for Jobs.

The creation of the Municipality as a decentralized institution is rooted in the constitution of Ghana. 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. Specifically, chapter 20 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. It identified political, administrative and financial decentralization as a channel for fostering democracy and popular participation in governance. Article 34 sections 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”. This gave the assembly the legal Legislative and Planning authority. This is enshrined in 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.

The Kwadaso Municipal Assembly wishes to promote a functional and sustainable community participated development planning and implementing system in line with the Local Government Legislative, and sub-decentralized national structures and principles. The scope of this development plan is underpinned by the following four adopted development dimensions and four goals as a framework for the municipal development;

- Economic Development, and an adopted goal of building a prosperous society,
- Social Development and an adopted goal: Create opportunity for all
- Environment, infrastructure and human settlement, and an adopted goal: Safeguard the natural environment and ensure a resilient built environment, and
- Governance, corruption and public accountability and adopted goal: Maintain a stable, united and safe society.

In this regards, about 70-80 development programmes, projects and interventions are expected to be initiated in the municipality over the planned period-2018-2021. The municipal development strategies, programmes and projects will be implemented and critically supervised through an effective financial management and M&E system and reporting procedures within the decentralized national and sub-national stakeholders system as required by the national development planning system Act 1984, Act 480. In conclusion, about GHc 53,061,000.00 will be required to implement the content of the development plan. This calls for concerted efforts in effective resource mobilization (both internally, and externally), in order to implement the MTDP 2018-2021.

LIST OF ACRONYMS

AAP	-	Annual Action Plan
AIDS	-	Acquired Immune Deficiency Syndrome
APR	-	Annual Progress Report
BECE	-	Basic Education Certificate Examination
CHPS	-	Community-Based Health Planning Services
CBD	-	Central Business District
CBO	-	Community-Based Organisation
CLTS	-	Community-Led Total Sanitation
CWSA	-	Community Water and Sanitation Agency
MCE	-	Municipal Chief Executive
MMTDP	-	Municipal Medium-Term Development Plans
MMHIS	-	Municipal Mutual Health Insurance Scheme
MPCU	-	Municipal Planning Co-ordinating Unit
DCAT	-	District Chamber of Agriculture, Commerce, and Technology Initiative
MWSP	-	Municipal Water and Sanitation Plan
GDP	-	Gross Domestic Product
GPI	-	Gender Parity Index
GETFund	-	Ghana Education Trust Fund
GES	-	Ghana Education Service
GHS	-	Ghana Health Service
GLSS	-	Ghana Living Standard Survey
GNFS	-	Ghana National Fire Service
GPRTU	-	Ghana Private Road Transport Union
GSGDA	-	Ghana Shared Growth and Development Agenda
HIV	-	Human Immune Virus
ICT	-	Information Communication Technology
JHS	-	Junior High School
KdMA	-	Kwadaso Municipal Assembly
LEAP	-	Livelihood Empowerment against Poverty
MDGs	-	Millennium Development Goals
MDTDP	-	Medium-Term Development Plan
MLGRD	-	Ministry of Local Government and Rural Development
MOFA	-	Ministry of Food and Agriculture
NDPC	-	National Development Planning Commission
PoA	-	Programme of Action
PPP	-	Public-Private Partnership
PWDs	-	Persons with Disabilities
RCC	-	Regional Co-ordinating Council
RPCU	-	Regional Planning Co-ordinating Unit
SEA	-	Strategic Environment Assessment
SHS	-	Senior High School
TCPD	-	Town and Country Planning Department
WATSAN	-	Water and Sanitation Committees
WSDB	-	Water and Sanitation Development Board

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CHAPTER ONE

PERFORMANCE REVIEW AND MUNICIPAL PROFILE /CURRENT SITUATION/BASELINE

1.1 Introduction

This chapter contains a performance review of existing development plan 2014-2017, the vision, mission and a brief description of the physical environment and its development implication with respect to the location and size, climate vegetation and other socioeconomic features, as well as their development implications of the Municipality.

1.1.1 The MTDP 2018- 2021 Preparation Process

This document is prepared through relevant local stakeholder consultation and participation in the form of community needs assessment and aspiration, as well as a thorough analysis of the current situation of the Municipality. This process led to establishment of development aspirations, representing the majority needs of people, which have been harmonized in line with the Government's development vision. This process was capped by relevant public hearing of the MMTDP content, which facilitated an approval by the general assembly, in order to engender citizens ownership and sustainability of interventions, and the realization of the development goal and objectives of CPESD 2018-2021; the Agenda for Jobs.

1.1.2 Historical Background of the Municipality

As prescribed by the decentralization policy of Ghana, this document represents the Municipal Medium Term Development Plan spanning 2018-2021. Kwadaso Municipal Assembly is located in the Ashanti Region of Ghana. It was carved out of the Kumasi Metropolitan Assembly as one of the 37 newly created Assemblies in 2018. The Municipality was established by LI 2292 of 2017, inaugurated on March 15th, 2018, with Kwadaso as its administrative capital.

The establishment of the Kwadaso Municipality as a Local Government entity gives it the legal authority to formulate an appropriate Medium Term Development Plan to regulate its socio-economic development framework. Against this backdrop, Kwadaso Municipal Assembly

prepares this Medium Term Plan in accordance with the government development policy framework on the coordinated programme of economic and social development policies. The development plan has an agenda to deepen the government development intended to create prosperity and equal opportunities for all the people of Kwadaso Municipality as enshrined in the president's socioeconomic development vision (Agenda for jobs 2017-2024).

The principal aim of the Kwadaso Municipal Assembly's is to implement development programmes and projects to address the socioeconomic needs of the people in the Municipality. Its development mandate must be compatible and consistent with the National Development Policy Framework of Ghana. 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. Specifically, chapter 20 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.

It identified political, administrative and financial decentralization as the underlined channel for fostering democracy and popular participation in governance. Article 34 sections 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”. This gave the assembly the legal Legislative and Planning authority.

Therefore 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.

This constitutional mandate implies that, the Ministries, Departments and Agencies (MDAs) are required by the Civil Service Law 1993, PNDCL 327, Act 480 and LI 2232, to undertake development planning functions in consultation with the Commission. They are required to prepare and submit for approval by the Commission a development plan based on and compatible with national development priorities and sectoral development guidelines issued by NDPC. The MDAs are further required to monitor the implementation of approved development plans and submit a monitoring report in the prescribed form to the Commission at predetermined intervals.

The above activities are to be performed by the DPCUs of the MDAs. It is, therefore, recommended that for purposes of planning and budgeting, the membership of the budget committee established under Section 150 of the Financial Administration Regulations, 2004, should be reconstituted as the Medium-Term Development Plan Preparation units as detailed under Section 3.1 of these guidelines.

The RCCs were established by Act 936 in accordance with article 255 of the 1992 Constitution, to coordinate, harmonize and supervise the activities of MMDAs. The planning functions, in accordance with both Acts 936 and 480, include providing relevant data and information to the district planning authorities to facilitate the preparation of district development plans, coordinating the plans and programmes of the district planning authorities and integrating the plans and programmes into national development policies and priorities for consideration and approval by the Commission. Other functions include monitoring and evaluating the implementation of the programmes and projects of the district planning authorities within the region. The planning functions of the RCC are performed by the Regional Planning Coordinating Unit (RPCU), established under Section 190 of Act 936.

In relation to their planning functions therefore, the MMDAs are required to initiate and prepare for the approval of the Commission district development plans and settlement structure plans in the manner prescribed by NDPC and ensure that the plans are prepared with the full participation of the local community. They are to carry out studies on development planning matters in the district including economic, social, spatial, environmental, sectoral and human settlement issues and policies, and mobilize human and physical resources for development in the district and municipalities.

Other planning functions include initiating and coordinating the processes of programming, budgeting and implementation of district development plans, programmes and projects, integrating and ensuring that sector and spatial policies, plans, programmes and projects of the district are compatible with each other and with national development objectives issued by the Commission. The rest are synthesizing the policy proposals on planning in the district into a comprehensive framework for the economic, social and spatial development of the district, including human settlements and ensuring that the policy proposals and projects are in conformity with the principles of sound environmental management. MMDAs are also to monitor and evaluate the development policies, programmes and projects in the district, and provide the Commission with such data and information as it may require. The planning functions of the MMDAs are to be performed through the district planning coordinating units (DPCUs).

Section 84 of the Local Governance Act, 2016 (Act 936) established the DPCU while Section 85 prescribes its functions to assist the DA to execute designated planning functions. The DPCU consists of heads of department of the district as indicated in Annex 1, with the District Coordinating Director as chairperson. The District Planning Officer serves as the secretary of the DPCU, provides the planning documentation centre and lead monitoring visits.

Section 2 of LI 2232 enjoins a department of the DA to prepare a district sectoral plan in consultation with stakeholders as an input into the drafting of the DMTDP by the DPCU. The functions of DPCU therefore, include collating and synthesizing the district sectoral plans in preparing the DMTDP, coordinating planning activities of sectoral departments in the district and providing data as may be required by NDPC.

1.1.3 The process is expected to strengthen social capital mobilization and participatory development.

Civil society presence and participation in local governance is weak and still emerging in Ghana. The PPB process offers civil society an opportunity to improve its representation role, by engaging with local government officials on the public expenditure process, civil society can exercise their role as advocates for reform and better governance. Transparency is increased

when citizens help oversee public resource management. Such openness also reveals to citizens the limitations and constraints faced by the government. It ensures judicious use of resources

Figure 1 below depicts a simplified decentralized participatory development planning system, where the National, Regional and District levels planning authorities as well as the Sector agencies discharge the formulation and harmonization of the aspirations the population at the local and national levels. The arrow direction indicates the channels of commination, between, within and among the stakeholders from the office of the president downwards to the MMDAs and their sub-structures and likewise from the MMDAs through the RCC to the Presidency.

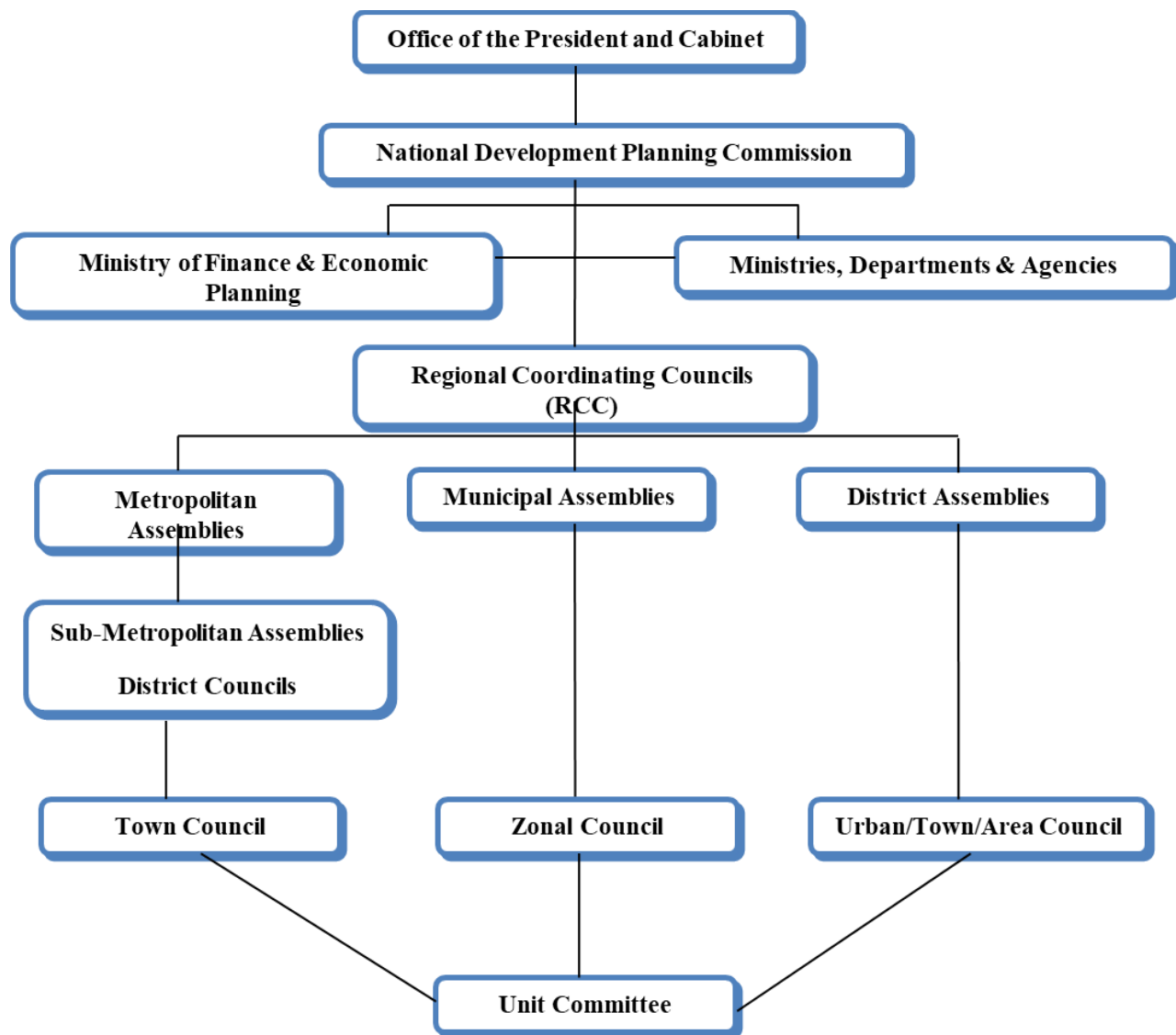


Figure 1: Simplified National Development Planning System (source; LGS, 2016).

1.1.4 Municipal Vision, Mission Functions and Core Values

Vision

The vision of Kwadaso Municipal Assembly is to attain a just, free, and prosperous municipality through appropriate formulation and implementation of world-class infrastructure.

Mission

‘The Kwadaso Municipal Assembly exists to create wealth and development through effective and efficient service provision to ensure sustainable development’.

Functions of the Assembly

Reference to article 245 of the 1992 Constitution of Ghana, the Local Government Act, 462, 1993, the Local Government Act, 936, 2016 and the Legislative Instrument (L.I) 2292 of 2018 which created the Kwadaso Municipal Assembly like all other Assemblies performs two major forms of functions; Political, Administrative and Development Planning functions. The administrative functions are derived from the Local Government Act 462 of 1993 and Legislative Instrument (L.I) 2292 of 2017, which necessitated the creation of the Assembly.

Subject to the Local Government Acts 462 of 1993 and Act 936, 2016, the Assembly shall exercise political and administrative authority in the District or Municipality, providing guidance, give direction to and supervise all other administrative authorities in the district or municipality. Specifically, section 46 sub-section 1 of the Local Government Act 1993, Act 462 establishes the Assembly as the Main Planning Authority whilst the section 2 subsection 1 of the National Development Planning System Act, 1994, Act 480 designates its planning functions as follows;

Summarily, the assembly is expected to exercise deliberative, legislative and executive functions. Section 10(3) of Act 462 lists them as follows:

- Be responsible for the overall development of the district and ensure the preparation and submission through the Regional Coordinating Council for approval of the development plan to the commission and budget to minister of finance for the district,
- Formulate and execute plans, programmes and strategies for the effective mobilization 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,
- 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 cooperation with appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district,
- Ensure ready access to the courts and public tribunals in the district for the promotion of justice,
- Initiate, sponsor or carry out such studies as may be necessary for the discharge of any of the functions conferred by this Law or any other enactment,
- Perform such other functions as may be provided under any other enactment.

In the decentralized context therefore, the MMDAs, have thus been entrusted with significant related to planning responsibilities to enforce physical development within their boundaries. Under the law, local authorities have some legislative, deliberative and planning powers to articulate the views and aspirations of the local communities in to development plans to regulate local level development. This function assists the District Assemblies not only to prepare development plans but also to subject such plans to public hearings and thereby induce mass participation.

Legislative

Provision is made for Local Government in the 1992 Constitution of the Republic of Ghana. Article 35 (5d) requires the state to take appropriate measures to ensure decentralization in administrative and financial machinery of government and to give opportunities to people to

participate in decision-making at every level in national life and government. The main legislative framework guiding Local Government functions are:

- The Civil Service Law 1993 (PNDCL 327),
- The Local Government Act 1993 (Act 462),
- The National Development Planning (System) Act 1994 (Act 479),
- The National Development Planning Commission Act 1994 (Act 480),
- The District Assemblies Common Fund Act 1993 (Act 455),
- The Local Government Service Act 2003 (Act 656),
- The Institute of Local Government Studies Act 2003 (Act 647).

A District Planning Authority established under the Local Government Act, 1993 (Act 462), shall initiate and prepare district development plans and settlement structure plans in the manner prescribed by the National Development Planning Commission and ensure that the plans are prepared with full participation of the local community. The requirement of participation of affected communities is a determinant in promoting pro-poor development since the specific needs of both the rich and poor can be captured.

In addition, the Act enjoins the local authorities to initiate programmes for the development of basic infrastructure and provide municipal works and services as well as improvement and management of human settlements and the environment in the district. A key function of the Assembly that has significant ramifications for the implementation of municipal infrastructure is the issue of development control. Section 52 sub-section 1 of Act 462 gives the Assembly the power to enforce developments that conform to the layouts that the Assembly approves for any locality.

Sub-section (4) states that any person who fails to comply with the terms of an approved development plan in this section commits an offence and is liable for conviction to a fine not exceeding GH¢20, or to a term of imprisonment not exceeding 6 months or to both and in the case of a continuing offence to a further fine not exceeding GH 20p for each day.

Furthermore, Section 55 of Act 462 states that a District Planning Authority may without prior notice, effect or carry out instant prohibition, abatement, alteration, removal or demolition of any unauthorized development carried out or being carried out that encroaches or will encroach upon a community right of space.

Financial control

MMDAs authorities have three sources of revenue: the District Assemblies Common Fund (DACF), Ceded revenue and own revenue rose through local taxation. The DACF is the main source, providing a constitutionally-guaranteed minimum share of government revenue (not less than 5%). Salaries of some staff working under the DA are still being paid by the sector Ministries. Ceded revenue refers to revenue received from a number of lesser tax fields that the Central Government has ceded to the DAs. It is collected by the Internal Revenue Service, and then transferred to DAs via the Ministry of Local Government and Rural Development.

Finally, there is the collection of own revenue through some local taxes. This does not, however, amount to much as the so-called “lucrative tax fields” such as the income tax, sales tax, import and export duties. The District Assemblies are responsible for the setting and collecting local rates. Thus, the major sources for Local Government revenue are:

- Central Government transfers: grants-in-aid and ceded revenue,
- Own taxes,
- User fees and charges.

It is important to note that Districts do get revenue from outside the national framework. On financial control, it is the Auditor General who audits the District Assembly accounts annually and reports to Parliament.

Core Values

Kwadaso Municipality upholds accountability, client-oriented service, diligent, discipline, equity, professionalism, integrity, commitment, loyalty, and timeliness as its core values. The Municipality considered these as very important drivers to promoting participatory and sustainable development.

1.2 Performance Review of the MTDP 2014-2017

Periodic development review is very critical in the development planning systems and approaches. In this regards, MMDAs have been required under this section to conduct a comprehensive assessment of their level of implementation of the programmes and projects as contained in the 2014-2017 Medium Term Development Plans, in line with the following thematic areas and benchmarks:

Thematic areas;

- Enhancing the Competitiveness of Ghana's private sector.
- Accelerated Agricultural Modernization And Sustainable Natural Resource Management
- Infrastructure, Energy and Human Settlements Development
- Human Development, Productivity and Employment
- Transparent and Accountable Governance

And benchmark

- 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

However, it is evident from the background information that Kwadaso Municipal assembly is unable to perform this function since it is a newly created Municipality. The assembly could not have implemented or executed well-structured planned programmes and projects as compared with the then exited MMDAs in the country. Table 1.1 presents a review of some development projects that were implemented in the sub-metro as a decentralized structure under the then KMA.

Table 1.1: 2014-2017 Performance

Period 2014- 2017	Thematic Area 1: Ensuring and Sustaining Macroeconomic Stability							
	Policy Objective: Improve fiscal resource mobilization							
	Programmes	Sub- Programme	Extent of implementation	Policy Outcome indication	Indicators			Remarks
				Baseline (2013)	DMTDP Target (2014-2017)	Achievements		
2014-2017	Revenue	Revenue Management	Fully implemented	Revenue database updated annually		Update revenue database annually	Database updated for 4 years	100%
	Policy Objective: Improve Public expenditure management							
2014-2017	Revenue	Public expenditure management	Fully implemented	Monthly trial balance reviewed		Review monthly trial balance	Monthly trial balance reviewed	100%
2014-2017			Fully implemented	Sub metros, Procurements, post-audited		Post-audit procurements of the sub metros	post-audited of sub metros under taken Procurements,	100%
2014-2017			Fully implemented	physical projects & goods monitored and inspected		Embark on monitoring and inspections of physical projects and goods at Kwadaso	All projects/goods were monitored	100%

Period 2014- 2017	Thematic Area 2: Enhancing competitiveness in Ghana's Private Sector							
	Policy Objective: To improve efficiency and competitiveness of MSEs							
	Programmes	Sub- Programme	Extent of implementation	Policy Outcome indication	Indicators			Remarks
				Baseline (2013)	DMTDP Target (2014-2017)	Achievements		
2015	Private Sector	SMEs Devt..	Fully implemented	Construction of 1no. Bus Terminal at sofoline-Kwadaso	Poor infrastructure for SMEs	Provide 1n Bust terminal at sofoline - kwadaso	1n Bust terminal constructed	100%

2016			Fully implemented	Construction of 50M X 6M(600 people) capacity additional transport terminal shed at sofoline-kwadaso		Provide 50M X 6M(600 people) capacity additional transport terminal shed at sofoline-kwadaso	substructure completed, columns completed, block work ongoing at lintel level constructed	100%
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Period; 2014- 2017	Thematic Area 3: Accelerated Agricultural Modernization and Sustainable Natural Resource Management							
	Policy Objective: Improved agricultural productivity							
					Indicators			Remarks
	Programmes	Sub-Programme	Extent of implementation	Broad Project Activity	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	
2014-2017	Agriculture		Fully implemented	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%
2014-2017			Fully implemented	Field work supervision, planning and 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%
	Programmes	Sub-Programme	Extent of implementation	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
2016	Agric		Fully implemented	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%

2014-2017			Fully implemented	National Farmers Day celebrated	National Farmers Day was celebrated annually	Celebrate National Farmers Day	National Farmers Day celebrated	100%
Policy Objective: Reverse forest and land degradation								
2015	Natural Resource	Afforestation	Fully implemented	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%

Period 2014-2017	Thematic Area 4: Infrastructure, Energy and Human Settlements Development							
	Policy Objective: To create and sustain an efficient transport system that meet user needs							
					Indicator			
	Programmes	Sub-Programme	Extent of implementation	Policy Outcome indication	Baseline (2013)	DMTDP Target (2014-2017)	Achievements	Remarks
2016	Transportation	Drain Construction	Fully implemented	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%
2017	Transportation	Road	On-going	Regravelling, gravelling, sealing and U-drains across the Metropolis completed		Regravelling, gravelling, sealing and U-drains across the Metropolis		90%

Policy Objective: Promote resilient urban infrastructure development, maintenance and provision of basic service								
2016	Settlement Planning	Asset Management	Not Implemented	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		Not implemented

						(phase 1)		
2015-2017		Street Naming	Fully implemented	Ground trothing and deskwork for street naming organized		Organize ground trothing for street naming and addressing system	Ground trothing for street naming organized	100%
Policy Objective: To accelerate the provision of affordable/safe water and improve environmental sanitation								
2016	Water		Not implemented	20 Community Water Management Committees formed and trained		Form and train 20 Community Water Management Committees (At least 50% being females)		Not implemented
2015-2017			Fully implemented	72No Mechanized boreholes with overhead tanks constructed		Construct 72No Mechanized boreholes with overhead tanks	72 Mechanized boreholes completed & in use	100%
2014-2017	Sanitation		Fully implemented	Public education on environmental sanitation bye-laws organized		Organize quarterly public education on environmental sanitation bye-laws	Public education on environmental sanitation bye-laws organized quarterly	100%
2016			Fully implemented	Construction of 1no. 20seater Water Closet Toilet at Prempeh SHS		Construction of 1no. 20seater Water Closet Toilet at Prempeh SHS	1no. 20seater Water Closet Toilet at Prempeh SHS provided	100%
			On-going	10-units of Public Address System for EHU procured		Procure 10-units of Public Address System for EHU	2-units of Public Address System procured	20%

Period 2014- 2017	Thematic Area 6: Human Development, Productivity and Employment							
	Policy Objective: To increase equitable access and participation in education at all levels							
					Indicators			Remarks
	Programmes	Sub-Programme	Extent of implementation	Policy Outcome indication	Baseline (2013)	DMTDP Target	Achievements	
2015	Education		On-going	Classroom blocks for kindergarten education constructed.	1 No. 2 unit classroom blocks at Apatrapa	Construct 1No. KG Blocks at Apatrapa	1 No. 2 unit classroom block completed	30%
2015	Education		On-going	Classroom blocks constructed for primary school education.	7 No. 6-unit classroom blocks completed	Construct 46No. 6- unit classroom blocks at Kwadaso Agric	23 No. 6-unit classroom block completed	60%
2015	Education		On-going	Classroom blocks constructed for primary school education.	1No. 12unit classroom block	Construct 2No. 12unit classroom block at Kwadaso	2No. 12unit classroom block constructed.	60%
2016	Education		Fully implemented	Construction of 6-Unit Classroom Block at Prempah Basic 'C' at Sofoline		Construction of 6-Unit Classroom Block at Prempah Basic 'C' at Sofoline	6-Unit Classroom Block completed	100%
Policy Objective: To bridge the equity gaps in access to healthcare and nutrition services and ensure sustainable financing arrangements that protect the poor								
2014-2017			Fully implemented	public education on health promotion	21	Organize public education on health promotion at kwadaso sub metro	public education organized	100%
Policy Objective: To ensure the reduction of new HIV and AIDS/STI/TB/Malaria								
2014-2017			Fully implemented	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%
2014-2017			Fully implemented	Sensitization activities to rally public support to roll back malaria	-	Organize sensitization activities to rally public support to roll back	Sensitization activities to rally public support to	100%

				organized		malaria at All sub metro	roll back malaria organized	
2015-2016			On-going	Training for 50 health staff on TB treatment	50	Organize training for 50 health staff on TB treatment procedures at All sub metro	30 health staff trained	70%
Policy Objective: To progressively expand Social Protection Interventions to cover the poor								
2014-2017	Vulnerable and Excluded		Fully implemented	LEAP activities to benefit 1200 beneficiaries carried	800	To carry out LEAP activities to benefit 1200 beneficiaries	1200 beneficiaries benefited on LEAP activities	100%
Thematic Area 7: Transparent and Accountable Governance								
Policy Objective: To enhance civil society and private sector participation in governance								
2014-2017	Governance	private sector participation	Fully implemented	All civil society organization registered	-	Register all civil society organizations	all civil society organization in the metropolis registered	100%
Policy Objective: Strengthen and operationalize sub-district structures and ensure consistency in Local Government Laws								
2015		Sub-district structures	Not implemented	Town Council staff trained	-	Train Town Council staff and unit Committee members.	Town Council staff not trained	Not
Project Objective: Improve the capacity of the security agencies to provide internal security for human safety and Protection								
2016	Security		Fully implemented	Security services supported		Support for security services at Kwadaso	Security services supported	100%
2015			Not implemented	1no. Fire Service Station constructed	-	Construct 1no. Fire Service Station at Kwadaso	Fire Service Station constructed	Not

Source; MPCU, 2018.

1.2.1 Statement of Revenue and Expenditure

Funds are very critical in ensuring an effective implementation of a development plan. Therefore the implementation of the 2014- 2017 MTDP was greatly linked to the inflow and availability of revenue to the Assembly (in this case the then sub-metro). Section 124 of the Local Governance Act 2016, Act 936 provides the major sources of revenue for MMDAs including Kwadaso Municipal Assembly (KdMA). Successful implementation of planned projects is 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. However, Kwadaso Municipal Assembly was not a designated establishment with a recognised revenue sources (Government of Ghana (GoG) transfers, Internally Generated Funds (IGF) and Donors) to fund its development projects and programmes.

1.2.2 Result of Performance Assessment of Projects

Inferring from Table 1.3 above, it is clear to notice that the overall performance of the Municipality in relation to the implementation of the Medium Term Development Plan (2014-2017) was limited in scope. It could not cover all the necessary areas and thematic aspects of the GSGDA II, due to inadequate legislative and financial capacities. It therefore suggests the need strategize for realistic development projects and programmes in the current plan, in order to augment the existing need gap. It creates room for a careful formulation of appropriate development goals and programmes to ensure the improvement of living standards in subsequent plans.

1.2.3 Key lessons and implications

Even though, some achievements were realized through the plan, the implementation of the MMTDP was faced with number problems, constituting the reasons for deviating set objectives. The major challenges that accounted for the poor development performance in the Municipality include the acute lack of funding, poor road network and condition in the communities among others. Specific lessons include;

- Comprehensive periodic development plan review by stakeholders is a necessary requirement.
- Effective M&E of programmes and projects is good to establish desired impact of interventions.
- Timely completion of programmes and projects depend on the availability of funds.
- Realistic costing of programmes and projects is necessary for timely completion.
- The Development Plan should not only be funded through traditional sources of funding, such as DACF.

Active collaboration between the Assembly, departments and other stakeholders such as the traditional rulers and the substructures in plan formulation/ implementation is relevant.

- Efforts must be made to make the district sub – structures more functional.
- Capacities of contractors and service providers must be built to ensure effective service delivery
- Provide adequate public education to ensure citizens appreciations to payment of levies.

1.3 Compilation of the Municipal Profile

This aspect of the chapter assesses the institutional human resource capacity of the assembly, the physical and natural conditions/attributes of the municipality, the local economic development, and other socio-economic features of the municipality. The essence of this is to determine the development implications of the existing physical and natural conditions/attributes of the municipality.

1.3.1 Institutional Human Resource Capacity

In terms of institutional capacity to formulate, implement, monitor and evaluate the 2018-2021 Municipal Medium Term Development Plan (MTDP), the Municipality has a good component of its thirteen (13) decentralized departments as listed under the Legislative Instrument 1961. Other agencies, units, authorities and other stakeholder listed to be represented on the Municipal Planning Co-ordinating Unit (MPCU) in accordance with the Legislative instrument 2232 of the national development planning system are also being established.

The organizational structure of the Municipal Assembly is not different from the one created by the Local Government Service on Metropolitan, Municipal and District Assemblies. The departments of the Assembly are clustered into six groups. Each department has section, units and sub-units all of which work in collaboration with each other to achieve development in the municipality.

At the apex is the Municipal Assembly is headed by the Presiding Member with the Municipal Co-ordinating Director as the secretary (Figure 2). The Assembly comprises of elected members who represent the various electoral areas in the Municipality and government appointed members who advise the Municipal Assembly on technical issues. Next to the Municipal Assembly is the Executive Committee which is chaired by the Hon. Municipal Chief Executive and the Municipal Co-ordinating Director is the secretary. It comprises of chairpersons (Assembly members) of the various sub-committees and their secretaries (heads of the departments of the relevant sub-committees).

Next to the Executive committee are the five statutory Sub-committees of the executive committee and two additional committees namely; Small and Medium Scale Sub-committee and Agriculture development sub-committee. These committees are made of Assembly members and heads of department. The committees meet and forward their recommendations to the executive committee for deliberation and further discussion at the Assembly level.

These sub-committees serve as sources of developmental issues in the district. The departments of the Assembly implement the decisions of the Municipal Assembly, Executive Committee, sub-committee and the sub-structures which are located the area and town council levels. The MPCU is responsible for the routine co-ordination of the entire activities of all the departments, sub-committees and the sub-structures of the Assembly, as well as other development interventions in the municipality.

In terms of human resource capacity, the Assembly has forty Assembly members including the Hon Member of Parliament and the Hon. Municipal Chief Executive comprising thirty-eight males and two female. There are twenty-seven elected and twelve appointed members. There

also exist the full complement of management staff and technical skills required for the plan preparation.

In terms of staff, the district has even though not adequate, a mixed of staff who can help achieve the goals, objectives, interventions and planned activities of the 2018-2021 MTDP prepared under the Agenda for Jobs creation as detailed below;

Table 1.2: Human resource capacity

Class	Number Available	Male	Female	Number Required	Gap
Administration	6	3	3	5	0
Radio operators	0	0	0	2	2
Executive officers	4	1	3	4	0
Internal Auditors	2	1	1	2	0
Finance	7	4	3	7	0
Budget Analysts	2	1	1	5	3
Secretaries	4	0	4	4	0
Development Planning	1	1	0	4	3
Supply /procurement Officer	3	0	3	3	0
Drivers	3	0	3	14	11
Human Resource	3	0	3	4	1
Auxiliary Staff	12	0	12	18	6
Revenue Class	17	12	5		
Environmental Health	5	3	2	10	5
Catering	0	0	0	17	17
Works Department	9	9	0	17	8
Agriculture staff	6	5	1	5	11
Information Service	1	0	1	0	0
Social Welfare/DoC.	4	2	2	9	5
Health Directorate	0	0	0	25	25
Education Directorate	0	0	0	25	25
NADMO	12	4	8	12	12
Trade and industry	0	0	0	Yet to be decided	Yet to be decided
Natural Resource Conservation	0	0	0	Yet to be decided	Yet to be decided
Urban road	0	0	0	Yet to be decided	Yet to be decided

Source: HR/MPCU, 2018

Table 1.3: MPCU Capacity and Management Index

INDICATORS	SCORE										TOT AL	AVER AGE	REMARKS
	1	2	3	4	5	6	7	8	9	10			
Qualification of personnel	9.5	10	9	9	9	8	8	10	10	9	91.5	9.15	All members of MPCU have the required qualification.
Staff compliment	9	10	9	10	8	8	10	10	9	9	92	9.2	All positions in the MPCU are filled.
M&E skills and knowledge	9	5	8	5	8	8	9	8	7	8	75	7.5	Some staff has requisite M&E skills and knowledge in some areas.
Availability of funds	6	8	7	7	8	9	7	8	6	7	73	7.3	Funds are available to meet the cost of basic activities but are not enough to carry out all activities in the M&E Plan.
Utilization of funds	7	7	8	8	7	6	7	7	6	6	69	6.9	Some resources are spent as approved. However, some funds are spent on other activities that are not in the MMTDP.
Timely access to funds	8	9	6	6	9	9	7	7	6	6	73	7.3	Sometimes funds are released on time but not regular.
Leadership	9	8	7	7	8	7	9	7	8	8	78	7.8	Leadership is dynamic and motivates the DA staff and members to work together for long-term development.
Management	10	9.5	9	10	8	9	9	7	8	8	87.5	8.75	Management is technically skilled to handle all functions.
Workload	8	8	7	7	7	8	6	6	8	8	73	7.3	Workload forces staff to work overtime in order to complete planning and M & E functions.
Motivation/ Incentives	6	6	7	8	8	8	7	7	6	6	69	6.9	Basic central government planning and motivation are accessible
Equipment/Facilities	8.5	7	7	8	8	5	6	6	7	7	69.5	6.95	Office space, equipment and furniture not adequate.
TOTAL	90	87.5	84	85	88	85	85	83	81	82	850.5	85.05	

Source: HR/MPCU, 2018

The index (Average Total Score) = 85.05, measured on 11 indicators, as captured in the table above. Therefore, the index is =11/85.05= 7.7.

The index of 7.8 implies that the Assembly has a good capacity and management performance to produce its development results. However, a lot may be needed in capacity building especially in the areas of enhancing M&E skills, as well as mobilizing adequate funds for timely M&E activities and the implementation of the MMTDP.

1.3.1.1 Logistical Capacity; Equipment and Furniture

Logistical capacity is a critical requirement for determining the general human resource output of the Municipality. Table 1.4 below presents the logistical situation of the assembly.

Table 1.4: Logistical Capacity; Equipment and Furniture

No	Description of Items	Spatial Distribution	Quantity Required	Quantity Available	Gap	Condition	
						Good	Bad
1	Official Vehicles	Central Administration	6	1	5		
		Finance / Internal Audit Unit	1	-	1		
		Works Department	2	-	2		
		Agriculture Department	1	-	1		
		Social Welfare & Comm. Dev't.	1	-			
		Information service	1	-	1		
2	Set of computers	Central Administration	14	7	7	-do-	
		Finance / Internal Audit Unit	8	2	6	-do-	
		Works Department	3	-	3		
		Agriculture Department	1	1	-		-do-
		Social Welfare & Comm. Dev't.	2	-	2		
		Physical Planning	2	-	-		
		Information service	1	-	-		
3	Printers	Central Administration	10	4	6	-do-	
		Finance Department	3	2	1	-do-	
		Works Department	1	-	1		
		Agriculture Department	1	-	1		-do-
		Social Welfare & Comm. Dev't	1	-	1		
		Information Service Department	1	-	1		
		Physical Planning Department	1	-	1		
4	Photocopier	Central Administration	4	1	3		
		Finance	1	-	1		
		Works dep't	2	-	2		
		Physical planning Dep't					
5	Set of office Desk	Central Administration	33	11	22		
		Finance department / IAU	10	5	5		

No	Description of Items	Spatial Distribution	Quantity Required	Quantity Available	Gap	Condition	
						Good	Bad
	& chairs	Agriculture Department	5	2	3		-do-
		Works Department	15	3	12		
		Social Welfare & Comm. Department	9	1	8		
		Information Service Department	2	-	2		
		Physical Planning Department	7	3	4		
6	Set of 3 No office desks	Sub- Structure	5	-	5		
6	Supply of chairs	-do-	5	-	5		

Source; Municipal Works Depart. 2018

Inferring from the Table above, it could be seen that the Municipality is constrained with several logistical issues. This implies that the development output of the entire assembly could be negatively affected since most of the departments and units do not have enough tools to work with.

1.3.1.2 Administrative and Functional organogram of the Municipal Assembly

The entire administration of the assembly is headed by the Municipal Chief Executive, who has an oversight responsibility over all the decentralized departments and agencies in the Municipality. Within the new local governance system of Ghana the key administrative units and departments of the Municipality and their current status are illustrated in Table 1.4 below. They include the Municipal Planning Coordinating Unit, the Internal Audit, the Department of Health, Agriculture and others.

Table 1.5: Existing and Status of Decentralized Departments

S/N	Departments Established (LI 1961, Act 656)	Status
1.	Central Administration	Established
2.	Works Department	Established
3.	Physical Planning Department	Established
4.	Transport Department	Not Established
5.	Department of Social Welfare and Community Development	Established
6	Department of Agriculture	Established
7.	Department of Education, Youth and Sport	Established
8.	District Health Department	Established
9.	Urban Roads Department	Not Established
10.	Finance Department	Established
11.	Trade Industry and Tourism	Not Established

12.	Natural Resource Conservation	Not Established
13.	Disaster Prevention Department	Not Established
	Established Units	
	MPCU, Internal Audit and Budgeting and Rating etc	Established

Source: Local Government Service, 2016

MUNICIPAL DEPARTMENTAL ORGANOGRAM (FUNCTIONAL)

13 Depts.

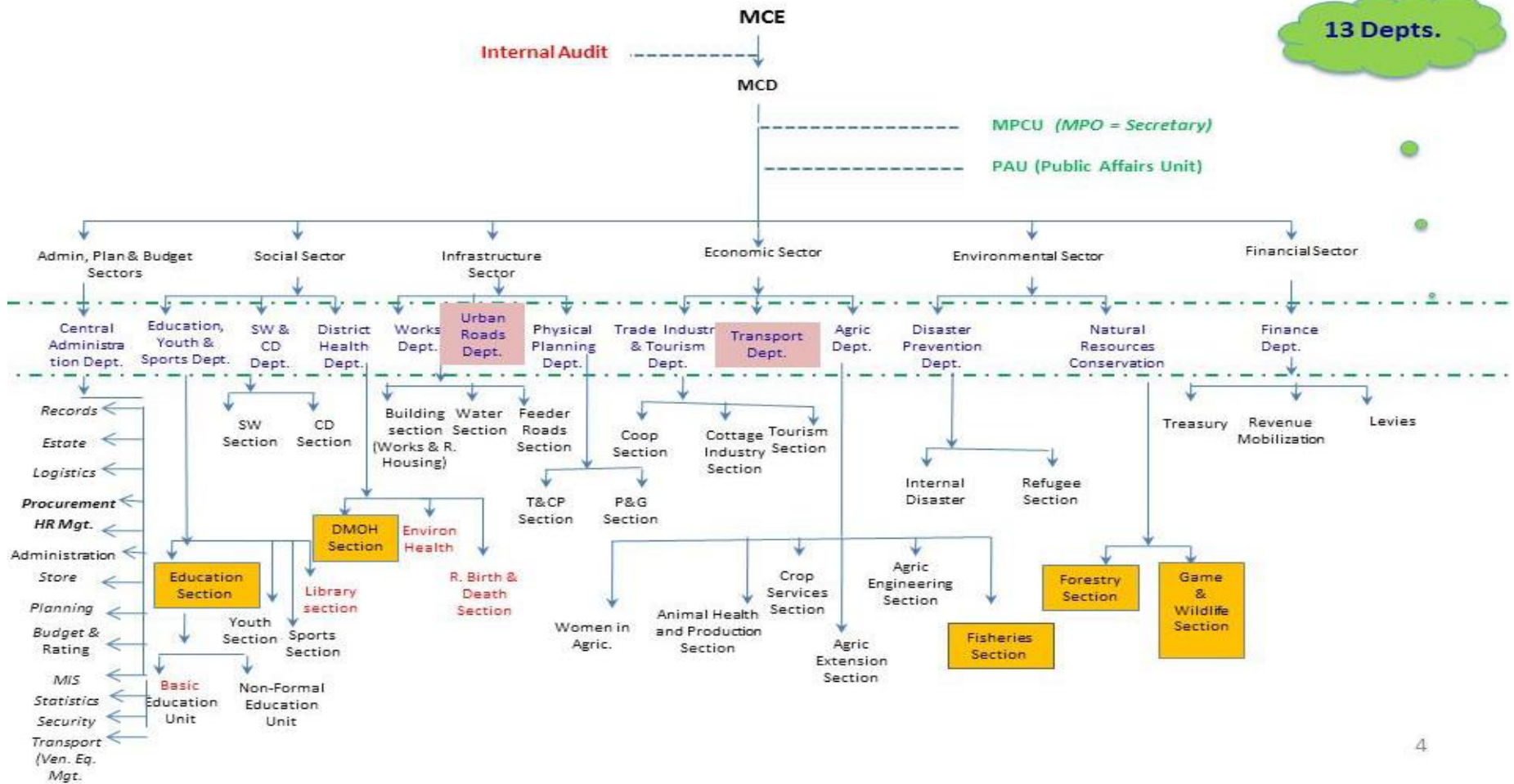


Figure 2 District Departmental Organogram Source (LGS, 2016)

1.4 Physical and Natural environmental characteristics

The physical, natural and social conditions of a locality can greatly affect the lives of the people live in a social setting. It influences the food, culture and socio-economic dynamics of the people. In this regards, this sub-section of the plan analysed the natural attributes of the municipality in order to establish their implications for development.

1.4.1 Location and Size

Kwadaso Municipal Assembly is located in the Ashanti Region of Ghana. The Assembly is carved out of the Kumasi Metropolitan Assembly as one of the 38 newly created and upgraded District Assemblies in 2018. It is created with LI 2292, inaugurated on March 15, 2018, alongside other 37 newly created districts, and with Kwadaso as its capital. The Municipal Assembly is located at the western part of Kumasi (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). As indicated in the table below, the Municipality shares boundaries with Atwima Nwabiagya District to the North, Bantama Sub Metro to the South, Nyiaeso Submetro to the East and the newly- created Atwima Kwanwoma District to the west.

Kwadaso Municipal Assembly comprises sixteen (16) classified major human settlements and communities including Apatrapa-Poku-krom, Nyankyerenease, Topre, Asuoyeboah, Denchenmuoso, Apire, Atwima-Takyiman, Nwamase, Kwadaso, Nzema, Edwenase, Tanoso, Ohwimase, Kokode, Atwima Amanfrom, which are further sub-divided into nine (9) electoral areas with nine elected assembly members. It has a surface area of approximately 42.4 kilometers square which is about 20 percent of the then KMA land area.

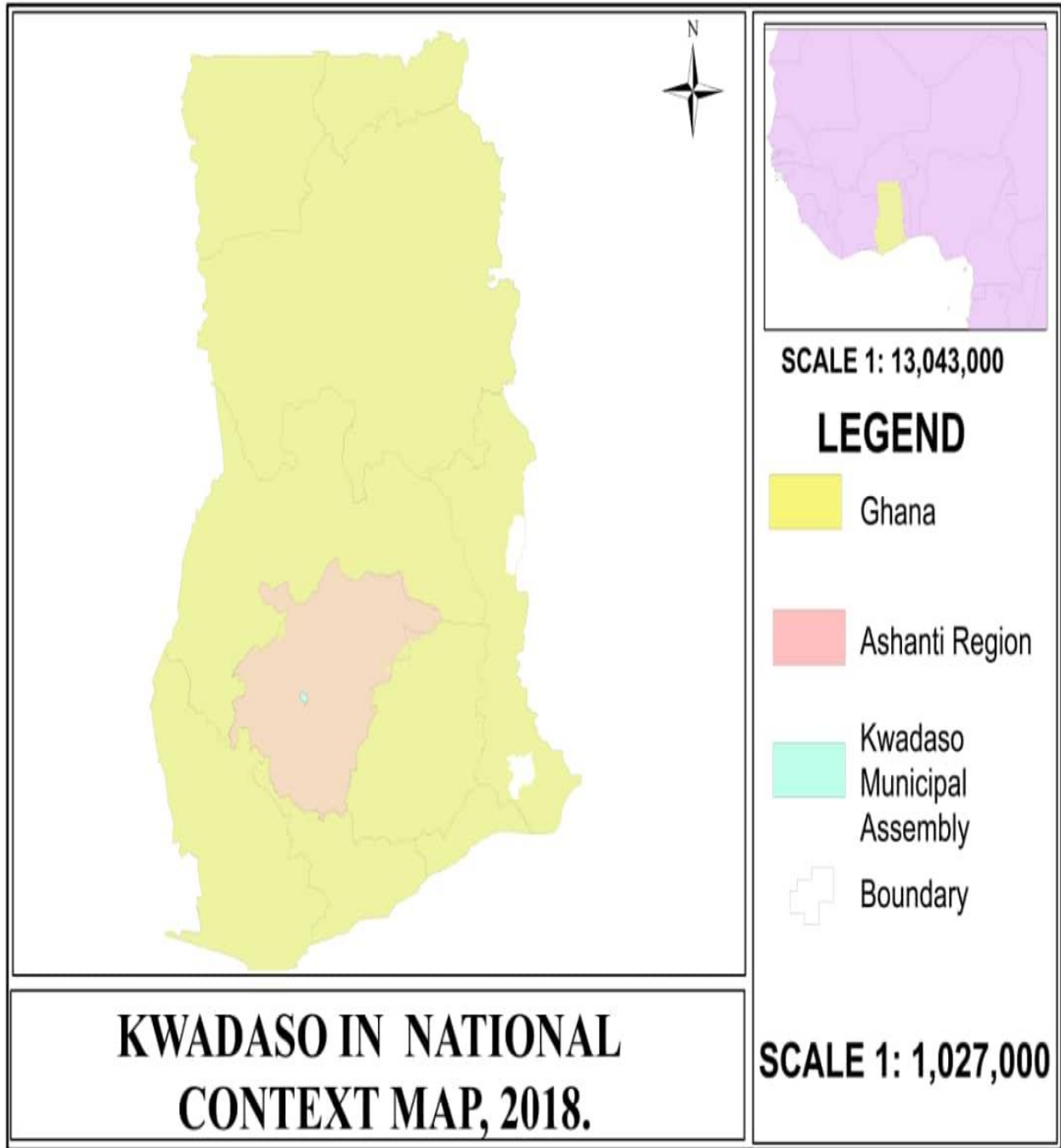


Figure 3: KdMA in National Context

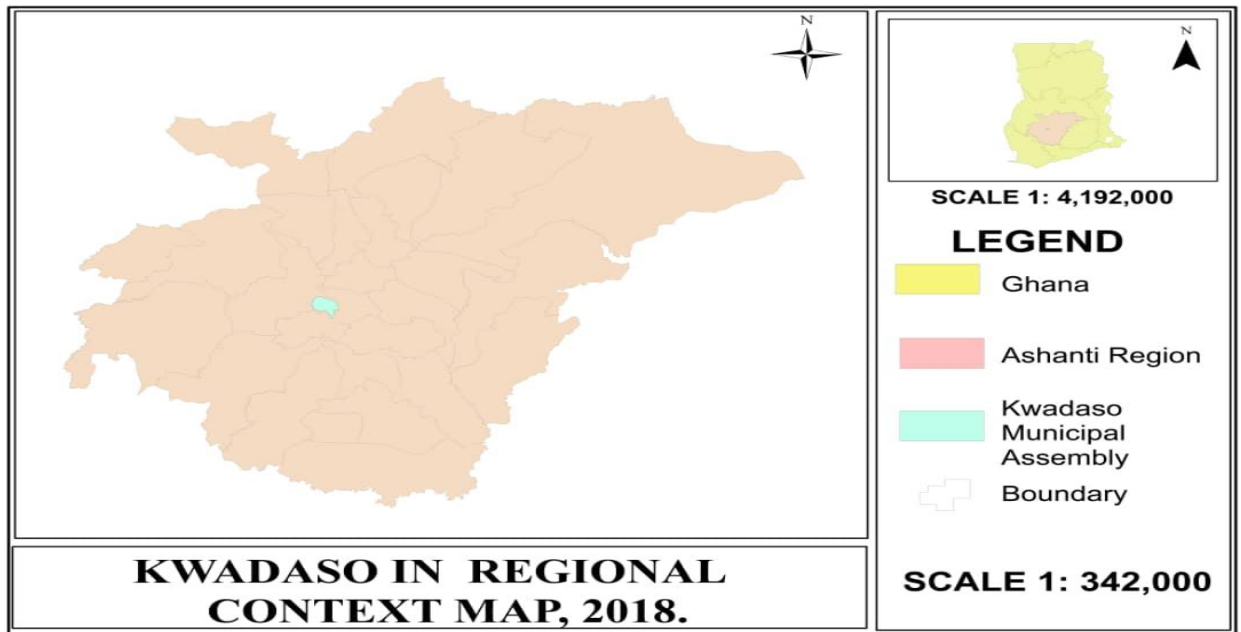


Figure 4: Kwadaso MA in Regional Context

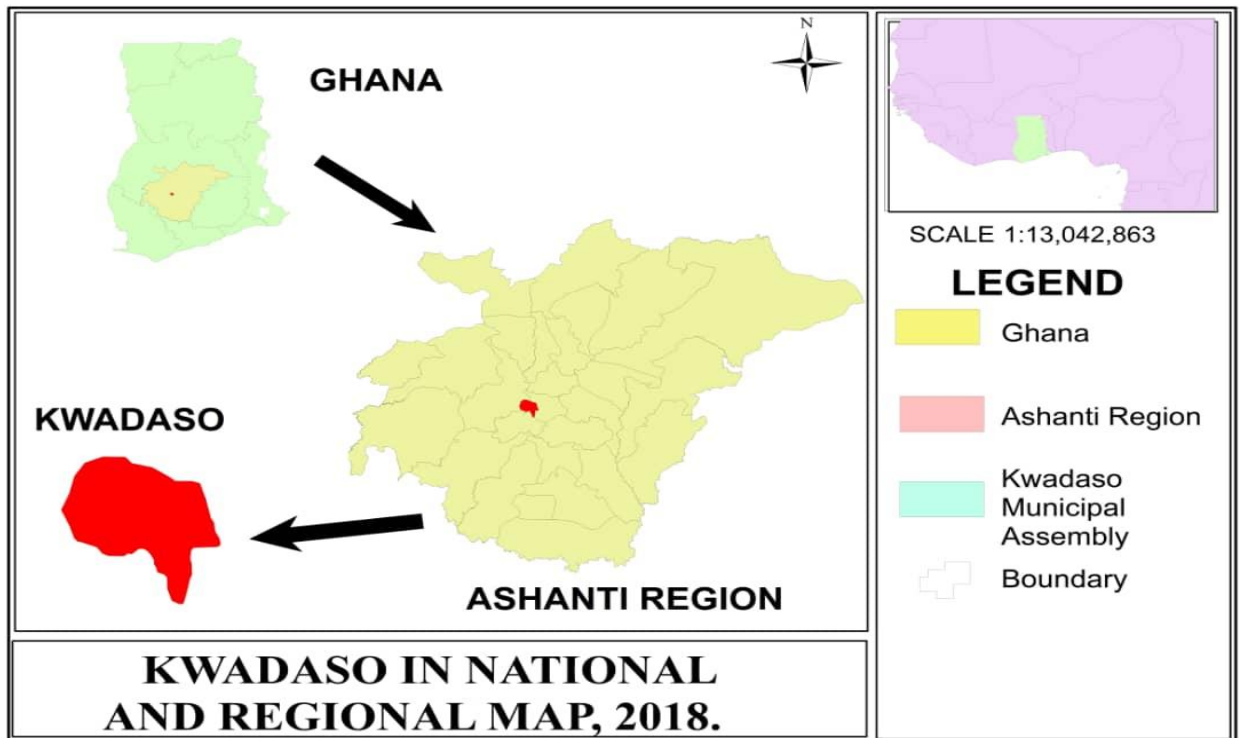


Figure 5: KdMA in National, and Regional Contexts

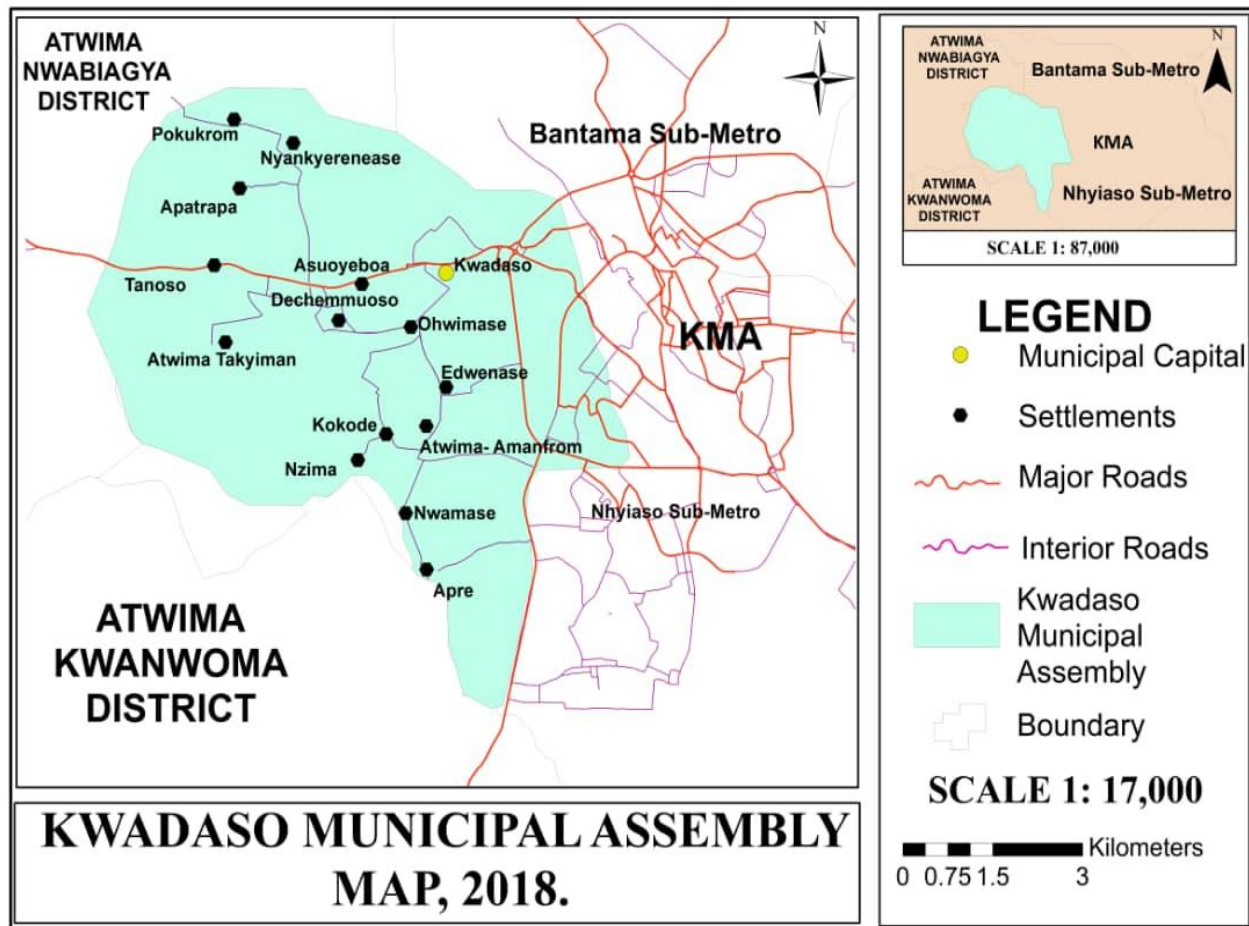


Figure 6: Kwadaso Municipal Assembly Map

1.4.1.1 Implication of Location for Development

Kwadaso Municipal proximity to KMA, offers a comparative advantage to access some specialized high level administrative, commercial, health, financial and other services. In this case, the adjoining KMA serves as the main source of other socioeconomic importance including agriculture, forest produce, while Kwadaso provides a good avenue for marketing of these produce to consumers from both neighboring Sunyani, the northern and western parts the country. It provides a reliable potential and an alternative for commercial activities to the existing KMA central market.

Similarly, the municipality can easily benefit from quality services in the area of healthcare (from Komfo Anokye Teaching Hospital), education (from Kwame Nkrumah University of Science and Technology), reliable transportation network linking the Accra and northern Ghana, auto mechanic services at Suame, financial services from well-established banking institutions and commercial activities at the Kumasi central market among others from the adjoining KMA. The physical location of the municipality is presented in Figures 4 and 5 respectively below.

1.4.2 Physical and Natural Environment

The Municipality falls within the wet sub-equatorial Climate of the Kumasi territory, with an average minimum temperature of about 21.5^oc and a maximum average temperature of 30.7^oc, just as KMA. 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 the increase in population with housing facilities has resulted in an 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. The situation provides fertile grounds for private investment in estate housing for the ever-growing population.

The municipality as any other locality in the Kumasi catchment area 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), which serve as tourist attractions. However, the rapid spate of urbanization has caused the depletion of most of this vegetation. Man's activities notably farming, lumbering and occasional bushfires have however disturbed this vegetation. This has transformed some areas into a deprived wood savanna. The situation is so critical that it requires that punitive measures be put in place to check the wanton destruction of the natural environment. In the wake of climate change, it is important for all district stakeholders to design

and implement pragmatic measures to help conserve the natural environment and prevent the loss of biodiversity.

1.4.2.1 Implication for Development

The double rainfall regimes experienced by the Municipality results in favourable weather temperatures and make it possible for farming activities. However, as a result of human activities namely farming, bush burning and physical development activities, most of the vegetative cover is lost. The available lands still provide potential for agricultural development especially in the area of fruits and vegetable production is rapidly becoming urbanized and converted into residential lands.

1.4.3 Relief, Drainage, Soil and Geology/Minerals

The topography is predominantly undulating with gentle slopes of less than 1 percent inclination. The land generally rises from 30m above sea level to over 61m in the South West, with some flat elevations occurring around the northern enclaves. The drainage pattern shaped by some few natural water bodies that stabilize temperatures of the area. The Rivers could provide the most reliable source of water for both domestic and agricultural purposes in the lean season for communities located along it in the municipality. Ground water potential in the municipality is highly variable. Much depends on the nature of the underlying rock formations and rainfall.

The major type of soil of the Municipality is the Forest Ochrosol, which is fairly consistent with the entire soil of the Kumasi Metropolis. Forest Ochrosol is endowed with the necessary soil nutrients for the cultivation of food crops such as vegetables, plantain, and cassava. The presence of this type of soils could enhance backyard cultivation of food crops notably along the western periphery of the Municipality. It could also support the cultivation of transitional and forest crops like cocoa and timber.

The Geology of the municipality is fairly in the entire Kumasi, which is dominated by Middle Precambrian Rocks. The unique nature of this geological structure can be traced to the presence of the Middle Precambrian rock. It lies within the plateau of the South – West physical region

which ranges from 250-300 meters above sea level. The topography is generally undulating and could sometime trigger flooding along the lowlands areas of the Municipality.

1.4.3.1 Implication for Development

The abandoned rocks could aid large-scale quarry industry for multi-purpose construction. This could create an opportunity for employment and an avenue for revenue/income generation to both the assembly and the inhabitants. However, the existing growth rate of urbanization in the Municipality is gradually reducing agricultural activities over the last decade. The demand for land for residential, industrial and commercial purposes is leading to the conversion of farmlands. 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).

1.4.4 Biodiversity and Climate change.

Human activities continue to impact negatively on the environment. Human-related activities such as estate development, encroachment and improper waste disposal have impacted negatively on these water bodies and are increasingly leading to their extinction. Runoffs during and after heavy rainfall is another problem associated with choked water bodies. This phenomenon translates into seasonal flooding problems in the Municipal. The situation is at time worsened by ignorance, illiteracy and poor attitudes. People are ignorant about the consequences of their acts on the environment in which they live. Refuse are disposed of haphazardly and there is little or no enforcement of environmental bye-laws. Trees cut for building and other purposes are not replanted. Indeed the environment as it exists now may not be able to support productive activities in the near future if measures are not put in place to curtail the rate at which environmental resources are being overstretched. It is important to rope in traditional authorities and empower them to impose sanctions on people whose conduct are injurious to the environment.

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. These emerging phenomena require attention by the Municipality through Environmental Protection principles and targeted projects from its Strategic Environmental Assessment tools. Nonetheless, the consequential effects of climate change if not mitigated can cumulatively result in global warming and its replicating dangers.

1.4.4.1 Possible triggers of Climate Change in the Municipality.

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

- The population of Kwadaso and its economic structure depends largely on the use of more vehicles and industries as both means of transport and economic transformation. 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.
- 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, the Municipality is not exempted from the 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.
- Encroachment on nature reserves.

1.4.4.2 Implication for Development

As discussed before, the human activities in the area have consequences of triggering Climate Change. Thus the depletion of vegetation covers for residential purposes are beginning to manifest in soil erosion, siltation of river beds, unpredictable rainfall patterns and strong winds

which destroy properties. Trees serve as windbreaks, hence the fewer trees, the more likely that buildings will be destroyed by strong winds especially during rainfall. Temperature in the Municipality has been increasing gradually over the years. Warmer temperature contributes to evaporation and drying up of rivers and water bodies. Key manifestation of the situation includes the following issues in Table 1.6.

1.6: Potential Climate Impacts and Proposed Adaptation and Mitigation Strategies

Sectors	Potential Climate Change Vulnerability	Possible Adaptation Strategies
Agriculture	Harvest failures from improper adaptive strategies 2. Reduce biological productivity and loss of forest cover Progressive loss of non-timber forest products Increased land degradation and loss of crop able land Reduction in livestock size and nutrition.	Breeding of early maturing genotypes. Developing food insurance schemes; Educating community to plant in low population densities so as to reduce competition for scarce or limited soil moisture; Shifts in natural production centres for various food crops areas where comparative advantage can be obtained. Enhancing food security measures by storing food in national banks
Human Health and Settlement	Possibility of emergence of new disease vectors in some areas Seasonal/Splash flooding leading to choked drains Climate change related health risks due to inadequate climate change adaptation efforts Destruction of properties by fire.	Establishing setback policies for new developments Improving drainage facilities Public education
Energy, Industry and	Disruption in industry productivity due to possible crises in the energy sector	i. Development of woodlot and ornamental ii. Promote and develop energy efficient technologies

1.4.5 Green Economy Consideration

Green Economy is defined as “one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities” (UNEP, 2010). Green Economy is one in which the vital linkages among the economy, society, and environment are taken into account in the transformation of production processes, and consumption patterns.

Effective adherence to green economy development options or principle will contribute to a reduce waste, pollution, and the efficient use of resources, materials, and energy. It is an important tool or vehicle for diversifying an economies (either micro or macro levels), creating decent employment opportunities, promote sustainable trade, reduce poverty, and improve equity and income distribution; hence sustainable development.

Issues of Green Economy are highly cherished in the development philosophy Kwadaso Municipality. The concept of Green Economy is emerging important concept. Adopting an integrated policymaking approach remains a vital framework for programme formulation and implementation. An integrated approach to interventions formulation and implementation will reduce failure to achieve sustainable development. A Green Economy approach should therefore advocates the adoption of integrated policymaking.

Benefits of such an approach will include additional jobs generated, increased output, creation of new market niches and increased trade, and a positive impact on the national GDP as indicated above. It is therefore essential to demonstrate and respect the relationship between investing in the environment, socioeconomic and sustainable development. Since human welfare should be the ultimate goal for any development strategy, a well-designed sustainable development strategy should result in poverty eradication.

1.4.5.1 Implication for Development

The issue of Green Economy presents numerous implications for development in the municipality. In this regards, some development options and elements will be inherent in the Green Economy drive of the municipality. Critically, the situation will be analyzed at the Agriculture and the Built Environment, as well as the Urban Planning sub-sectors, in order to achieve an effective environmentally sensitive or sustainable development.

1. Agriculture Sub-Sector

Although, the Municipality is predominantly a commercial and services driven economy than agriculture, the following options will be carefully inculcated in the development thinking under the agriculture sub-sector over the plan period. Factors such as Organic agriculture, Agroforestry, Conservation agriculture, and Climate Smart Agriculture will be adopted to regulate all forms agriculture including the backyard and commercial farming within and beyond the Municipality

Organic agriculture: Includes all agricultural systems that promote the environmentally, socially and economically sound production of food and fibers will be promoted.

Agroforestry: Agroforestry systems include both traditional and modern land-use systems where trees are managed together with crops and/or animal production systems in agricultural settings.

Conservation agriculture: Conservation Agriculture is an approach towards managing agro-ecosystems for improved and sustained productivity, and increased profits and food security, while preserving and enhancing the resource base and the environment. It is characterized by three linked principles, namely: (1) continuous minimum mechanical soil disturbance; (2) permanent organic soil cover; and (3) diversification of crop species grown in sequences and/ or associations.

Climate Smart Agriculture (CSA) is an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. CSA aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change and reducing and/or removing greenhouse gas emissions, where possible.

2. Built Environment and Urban Planning

Necessary efforts will be put in place in the area of green building, optimising infrastructure etc, to ensure that the built environment of the municipality complies with the ethics of green economy. Special attention will be given, but not limited to the following points.

Green buildings: A green building is defined as “Green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction.”

Optimising infrastructure: Optimising how infrastructure links people, activities, systems and processes in urban areas is critical to realizing sustainability objectives. This typically involves optimising transport, waste, energy, water, sanitation and other urban systems.

Clustering for competitiveness: It is important principles for the built environment that must be comply with. It considers how systems, functions, processes, people and activities can be

clustered within cities in order to facilitate enhanced mutualism and symbiosis in service of sustainability co-benefits in the social, economic and environmental spheres. This is will be very vital for the Municipality land used planning.

Building Energy Efficiency: Building energy efficiency relates to the energy and carbon profiles/footprints of buildings. The more efficient a building is in terms of energy consumption, the lower its energy footprint. This can result from retrofitting or design and construction considerations that are made from the outset.

Retrofit technologies: Retrofit technologies are new technologies that are added to old systems and processes, constructions, infrastructures and existing technologies, in order to improve their performance. In the context of green technologies, numerous technologies exist for optimising resource efficiency and lowering ecological and greenhouse gas footprints of existing systems. For example, solar water heaters, solar power, grey water recycling systems, anaerobic bio digesters, and so forth.

Passive design: Passive design makes use of the natural features of a site to maximise social, economic and environmental co-benefits in terms of resource efficiency and dependence, ecological impacts, living costs, availability of goods and services, and so forth.

1.4.6 Natural and man-made disasters, Prevention and Management

Disasters are common features of the socioeconomic dealings of society. Natural and man-made disasters, such as flooding, earthquake, bushfires are common features in the Municipality. They have been analysed in this section so as to determine their potential threats to the development of the area, and how they could be addressed.

The National Disaster Management Organization (NADMO) decentralized department is the body responsible for ensuring disaster prevention, prompt response and management in the Municipality. NADMO is quite well established in the Municipality. The unit however lacks the capacity to undertake preventive measures and respond speedily when disaster strikes. Given the unpredictable nature of the disaster, it is important for the unit to be well resourced to prevent,

respond and manage disasters when they occur. Again, efforts must be made to coordinate and harmonize disaster response from civil society and community groups in an effective manner.

1.4.6. 1 Implication for Development

The incidence of disaster in the form of fire outbreaks, flooding, rainstorms and epidemics have multiple development implications for Kwadaso Municipality. In the first place, domestic and workshop fire outbreaks are rampant in the Municipality. Among the factors that have contributed to this phenomenon are weak and naked electrical wires, un-switched off electrical gadgets, gas, candles and overloaded meters. For instance, fire outbreaks have led to huge destruction of property at the Sofoline and Kwadaso in 2017.

Unfortunately, due to uncontrolled land use patterns in the area, fire tenders from the neighbouring KMA usually finds it difficult accessing structures in the event of fire outbreaks. Also, accessing market facilities at those events is often impeded by availability of illegal temporary structures and hawkers. There is need for stakeholders' action in order to address the situation. The establishment of a Fire Service Department and residents' sensitization will be a good response measure to the outbreaks.

Also, Kwadaso municipality has issues of seasonal flooding. The notable locations of flooding includes, Book Trust ltd, Tanaso (Topreh), Apre and others. The situation is often triggered by the construction of buildings in waterways, disturbance of nature reserves, 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. Over the years, this situation has resulted in destruction of valuable properties and lives in the affected communities. This calls for the construction of appropriate drains to curb the situation in the municipality.

Another notable disaster in Kwadaso is a rainstorm. Structures in the estates are frequently affected in the early or mid-part of the wet seasons. This sometimes leads to severe destruction of property and may necessitate for the growth of trees to serve as windbreaks. To mitigate the frequency of these, disasters there is the need to promote proactive planning for their prevention and mitigation. Strategies such as public education, early warning and support the functional capacity of the NODMO staffs in the Municipality.

1.5 Population

No meaningful developmental activity can be undertaken without taking into account the characteristics of the population for whom the activity is targeted. The size of the population and its spatial distribution, growth and change over time, in addition to its socio-economic characteristics are all important in development planning. This is so because development planning should purpose to enhance human and societal development progress. Plans are prepared to identify and propose alternative ways of meeting the needs of present and future generations without a compromise on the environment. It is therefore imperative to understand the demographic dynamics in the development thinking and issues of the municipality.

1.5.1: Population Size and Growth Rate

The Municipality has a population of about 251,215 (PHC, 2010) with a growth rate of 2.3 percent. The males constitute 139,304 of the total population, while females are 111,911. The figure implies that Kwadaso Municipality in a male-dominated urban location and necessary contributor to the overall population growth rate Ghana (3.2%). It further called for necessary socioeconomic development interventions to meet the diverse needs of the people.

The rapidly increasing population in the region (2.3% growth rate) exerts pressure on the limited socio-economic facilities and has a negative impact on the physical environment of the Municipality. The substantial increase in population is due mainly to two main factors, fertility and the positive net inflow of migrants. These factors need to be checked in order to reduce their contributions to the population growth. The implementation of the programmes designed to reduce the fertility rate should be intensified and sustained by stakeholders. The net positive inflow of migrants can also be checked by an employment policy that will reduce people moving from other regions into Municipality in search of job opportunities.

1.5.2: Spatial Distribution of Population

The spatial distribution of the population is a very critical determining factor in the allocation of scarce resources. The population of top 12 the communities is captured in the table below. It could be seen from the table that Tanaso is the most populous (31, 831 persons) community in

the Municipality, whilst Apire remains least populated. Averagely, the Municipality has a household size of about 4 persons, with Denchenmuoso somewhat ahead (4.9) the rest of the communities.

Table 1.7: Spatial Distribution of Population.

S/N	Localities	Male	Female	Total	Household size
1	Tanoso	15132	16699	31831	4.1
2	Asuoyeboa	14486	15704	30190	4.1
3	Kwadaso Apatrapa-Pokukrom	7513	8028	15541	4.2
4	Nwamase	6808	7574	14382	4.2
5	Atwima Tachimam	4101	4629	8730	4.1
6	Nyankyerenease	3285	3657	6942	4.2
7	Atwima Amanfrom	2980	3527	6507	4.3
8	Edwenase	2830	3286	6116	4.4
9	Denchenmuoso	2293	2639	4932	4.9
10	Odeneho Kwadaso	1940	2151	4091	4.2
11	Kokode	1790	1822	3612	4.6
12	Apire	1157	1246	2403	4.6
	TOTAL	64,315	70,962	135,277	51.9
	Average Household Size				4.3

Source: GSS, PHC 2010.

1.5.3 Population Density

Population is not a static phenomenon. It is usually increasing, stagnating or decreasing. Comparatively, the land is a fixed asset and cannot be increased at least in the short term. The number of persons per parcel of land (e.g. per kilometer) is referred to as population density. This measure assumes equal distribution within any given area, hence it is known as crude density. The municipality has a population density of about 9,150 persons/ sq.km.

1.5.4: Household Size and Dwelling Units

The housing environment of the Municipality is characterized by poor drains and uncontrolled land use development, especially in the rural segments. The household size is defined as a person

or a group of persons, who live together in the same house or compound, share the same house-keeping arrangements and recognize one person as their head (PHC, 2010).

The Municipality recorded about 58,422 households with a household population of 63,925, which translates into an average household size of 4.3 persons per household compared with 4.2 and 3.8 of the region and metropolis respectively.

Table 1.8: Household size

Category	Region	Kumasi Metropolis	Kwadaso Municipal
Total household population	4,671,982	1,674,862	63,925
Number of households	1,126,205	440,283	58,422
Average household size	4.2	3.8	4.3

Source: GSS, 2010 PHC

On the other hand, the number of rooms occupied by a household includes living rooms, dining rooms, and bedrooms. The data in Table 1.7 further shows out of the 63,925 household's population in the district, 70.9 percent person's dwells in single rooms, while 94.3 persons out of 13,556 single household sizes reside in one room. On the Average, the data shows that rooms and for that matter houses are predominantly occupied by fewer people in the municipality. There is, therefore, an urgent need of the municipal authorities to strategize for the provision of housing stock to house its ever-growing population. The inadequate numbers of sleeping rooms is a major concern and have health implications related to the spread of communicable diseases and incestuous sexual behavior. Efforts need to be continued by the government to provide better low cost housing for workers in the Municipality in order to reduce this overcrowding problem resulting from the high use of compound houses.

Table 1.9: Household by size and number of dwelling units

Household size	Total	%	One room	Two rooms	Three rooms	Four rooms	Five rooms	Six rooms	Seven rooms	Eight rooms	Nine +
Total	63925	100	70.9	15.2	6.3	3.4	2	1.1	0.5	0.3	0.3
1	13556	100	94.3	3.7	0.9	0.4	0.2	0.1	0.1	0	0.1

Household size	Total	%	One room	Two rooms	Three rooms	Four rooms	Five rooms	Six rooms	Seven rooms	Eight rooms	Nine +
2	10157	100	84.4	11.5	2.3	0.8	0.5	0.2	0.1	0.2	0.1
3	9622	100	77.2	14.3	5.4	1.5	0.8	0.4	0.2	0.2	0.1
4	8976	100	69.5	18.3	6.5	3.2	1.3	0.7	0.3	0.2	0.1
5	7510	100	61.6	21.8	8.8	4.2	2.1	0.9	0.2	0.2	0.2
6	5441	100	51.8	24.8	11.4	5.7	3.6	1.6	0.5	0.3	0.3
7	3377	100	41.4	26.6	13.8	8.4	4.8	2.8	1.2	0.5	0.5
8	2029	100	35.1	24.8	15.6	10.6	7.2	3.8	1.6	0.9	0.5
9	1155	100	26	23.9	17.4	12.9	9.4	4.9	2.6	1.7	1.3
10+	2101	100	19.8	17.4	15.5	14.1	11.8	9.1	4.9	3.3	4.1

Source: GSS, 2010 PHC

1.5.5: Age and Sex Composition

The age and sex composition of a population are important development indicators. It could be observed from Table 1.8 that 55.5% and 44.5% of the entire population (251215) of the municipality are males and females respectively. Also, 11.7% of the entire population of the municipality is found between the ages of 0-4, while the ages of 20-24 constitute the highest (11.8%), implying that the municipality population is quite youthful. The youth population then calls for adequate development attention in order provide for their socioeconomic needs and interventions.

Table 1.10: Age and Sex Composition

Age Group	Both Sexes	%	Male	Female
0-4	29306	11.7	16251	13055
5-9	26485	10.5	14687	11799
10-14	27490	10.9	15244	12246
15-19	27602	11.0	15306	12296
20-24	29655	11.8	16444	13210
25-29	25769	10.3	14289	11480
30-34	20472	8.1	11352	9120
35-39	16228	6.5	8999	7229
40-44	12897	5.1	7152	5745
45-49	9307	3.7	5161	4146
50-54	7943	3.2	4404	3538
55-59	5212	2.1	2890	2322
60-64	3926	1.6	2177	1749
65-69	2490	1.0	1381	1109
70-74	2722	1.1	1510	1213
75-79	1527	0.6	846	680

Age Group	Both Sexes	%	Male	Female
80-84	1044	0.4	579	465
85+	1139	0.5	632	508
Total	251215	100	139304 (55.5%)	111911 (44.5%)

Source: Adapted from GSS and PHC, 2010.

1.5.6 age-sex structure

The age structure of the population is based on the effects of fertility and mortality. As captured in Table 1.7 and the population pyramid of the municipality has a broad-based and narrow - topped population pyramid. The males dominate the females in almost all the age category. This is a typical shape for a developing country.

The broad base pyramid and a taper or pointed top indicate a concentration of youths and children at the base. Deducing from the sex distribution there is a 44.54%: 55.45% female to male percentage ratio in the Municipality. The age structure follows the Ashanti regional age structure pattern where about 46% of the total population constitute children less than 15 years, 5% is the Aged (65+ years) and 49% for the active population (15-64 years) (Ghana Statistical service, 2014).

1.5.6. 1 Development Implications of the Age-Sex Composition

The pyramid depicts important development issues including sex ratio of the municipality. Sex ratio is defined as the number of males per every 100 females. The data shows that, in almost all age groups, except the ages 5-9, 10-14 and 15-19 the females outnumber the males in the municipality. The sex ratio then decreased sharply for the 20-24-year group and continued the fall in a gradual way to the last age group of 85+.

The situation shows that the Municipality has a youthful population, consisting of a large proportion of children under 15 years, and a small proportion of elderly persons 65 years and older. This is seen in the broad base of the pyramid narrowing as it moved up and peaked at the top. The age dependency ratio of the Municipality is 1:1.84. This indicates that each person in the working age group economically supports approximately two persons in the non-working age groups (0-14 years and 65+ years). According to the Ghana Statistical Service (2014), in 2010,

the total number of employed people (15 years and over) in the Municipality was 102,108 whilst the unemployed and the economically non-active population was 58,862. The economic dependency ratio derived from this is 1:0.59. This indicates that approximately, every working person has one non-working dependent to cater for.

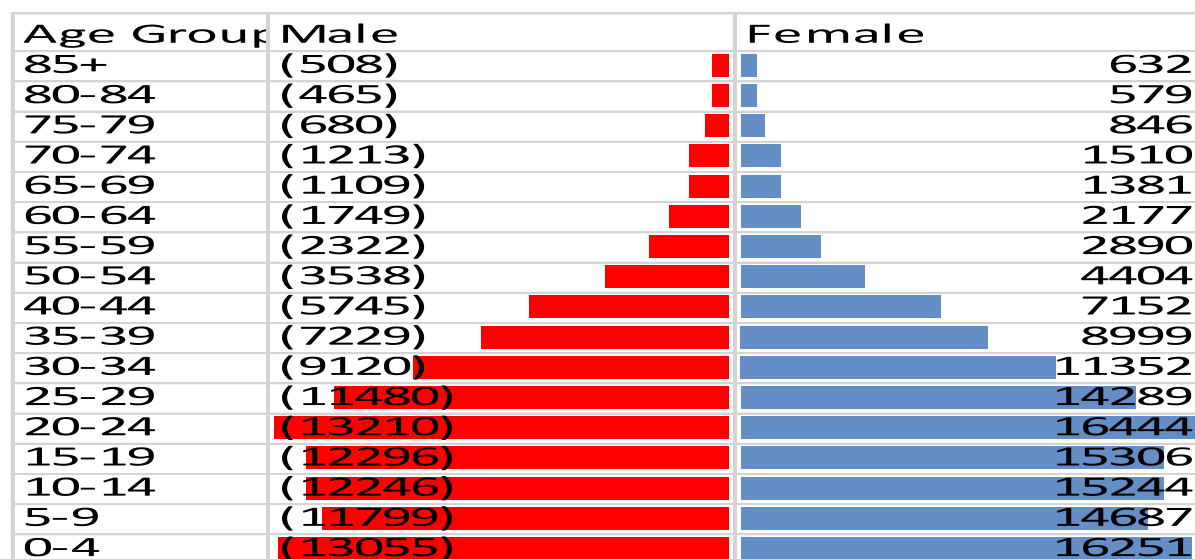


Figure 8: Population Pyramid-GSS, 2010.

1.6 Gender Analysis

The issue of gender has always been misconstrued. People are quick to associate gender activists to feminists. This sub-chapter is aimed at detailing the gender relations in the Municipality and how it can be improved to enhance socio-economic development. While gender is often misconstrued to be a biological distinction, the real meaning lies in social distinctions whereby society collectively defines what gender means.

1.6.1 Societal Roles of Men, Women, Boys and Girls

Every society has socially acceptable roles for men, women, boys and girls. Men in the Kwadaso Municipal Assembly are the heads of their families and for that matter the bread winners. They are supposed to raise incomes and take care of household bills. Women are on the other hand supposed to respect their husbands and assist them in all household responsibilities. Women take care of household chores, cook, clean and take care of the children. Boys and girls are also raised

up to behave like men and women. While boys assist their fathers, girls usually assist their mothers with domestic chores.

1.6.2 Power Relations among Gender Groups

Traditionally power has been in the hands of men. But in a district where the matrilineal system is the predominant practice, women equally wield considerable power. The chiefs are supposed to be endorsed by the queen mothers at the highest echelons of traditional authority. Under the matrilineal system of the predominant Akans, they inherit their uncles and because of this women are highly regarded in the community. This notwithstanding, men are the heads of the families and take major decisions on behalf of their families. On the other hand, few women are part of the highest decision-making body of the Assembly, thus, the Assembly members. The capacity of women needs to be built so as to boost the confidence of more women to be part of decision making. Conclusively, it can be argued that there is a positive interplay of power between gender groups as no group excessively dominates the other. This positively affects development and must be sustained and improved.

1.6.3 Access and Control over Resources

The most critical resource for production in the Kwadaso Municipal Assembly is the industrious nature of the inhabitants. There are various interests in trade, skill acquisition, and artisanship among others. To a large extent, there is equal access to land for both men and women because it is simply a matter of inheritance and purchasing power and women have the same rights as men. Other resources for which there can be competing claims are residential and commercial buildings and other properties acquired particularly during the marriage.

1.6.4 Implication for Development

The prevailing gender roles impact public decision making as women are unable to contribute meaningfully to public discourse in the presence of their husbands. In the long run, this situation influences the educational decision of the girl child within the Kwadaso Municipality. The girl child doesn't go to school partly due to this societal situation which in turn widens the gender parity gap between males and females. Although these are the traditional societal roles

predominant in the area, things are fast changing as spouses feel the urge to support each other in the general care of the family. Responsibilities are no longer shared but co-handled by men and women, boys and girls. The emerging trend is therefore a positive development that would eventually empower women and create opportunities for social development.

Also, in the event of divorce women are usually deprived of their due share. National legislations on this related only to the demise of one of the spouses but are very silent on divorce. It is therefore important for national legislations to be drafted spelling out measures to be taken to share properties in the case of divorce. The Intestate Succession Law does not adequately address these issues and that is a serious challenge to the issue of equity in access and control over resources.

1.7 Migration; Emigration and Immigration trends

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 which the Kwadaso Municipal Assembly is included. Another reason has been the ease of accessibility to the Municipality for businesses transactions and proximity to the CBD of the Kumasi Metropolitan Assembly.

1.8: Settlement System

The built environment is critical for the provision of quality infrastructure for both the private and public sectors of the economy. As a municipality Kwadaso has a comparative advantage in the built industry. It has available land for residential and industrial development infrastructure. Indeed, physical accessibility to telecommunication, water, housing infrastructure is good and could improve substantially with adequate stakeholder engagement and management.

Spatial analyses seek to assess the linkages and interaction between settlements of different categories in the district. Socio-economic interactions are linked to the distribution of facilities

and services and the transport links between settlements. This sub-chapter would analyse the extent to which people have access to or otherwise to the basic facilities and services within the district.

1.8.1: Settlement Systems and Patterns

Apart from the few peripheral small towns in the Municipality, the remaining settlements are urbanized by nature. The settlements in the municipality are somewhat homogeneous in nature, and could take a linear pattern along the major access roads. However, due to poor road network among the settlements, connections among them is some mostly hectic. It is important to improve the transport links between the settlements in order to enhance socio-economic interactions.

Table 1.11: Scalogram Analysis/Centrality Index Analysis

COMMUNITIES	FACILITIES																				Total No. of Functions	Total Centrality Score	Level of Hierarchy						
	EXISTING	Population	KG	Prim Sch.	JHS	SHS.	Boreholes	CHPS	Health Centre	Mat. Home/	Govt. Hospital	Pipe System	River/ Stream	Electricity	Refuse Dump Site	Public Toilet	Satellite Market	Drug Store/ Pharm.	Local Processing	Extension service				Hotel/ Guest Hse.	Filling Stat.	Accessible Roads	Bank/ Fin. Ist	Police Post	
WEIGHT		5	4	3	2	5	4	4	4	4	4	5	2	3	4	5	5	3	2	3	1	3	5	3	5				
Tanoso	15132	X	X	x	x				x	x	x			x	x	x	x	x	x	x	x	x	x	x	x		2,162.1	1 ST	
Asuoeyboa	14486	X	X	x	x				x			x	x	x	x	x	x	x		x	x	x	x			8	200.1	12 TH	
Kwadaso Apatrapa- Pokukrom	7513	X	X	x	x			X	x			x	x	x	x	x	x	x		x				x	x	x	12	386.2	8 TH
Nwamase	6808	X	X	x				X	x			x	x	x	x	x		x		x						19	1,095.4	2 ND	
Atwima Tachiman	4101	X	X	x	x		x		x			x	x	x	x	x	x	x		x		x	x	x	x	4	85.2	17 TH	
Nyankyerenease	3285	X	X	x					x			x	x	x	x	x		x		x						5	129.6	16 TH	
Atwima Amanfrom	2980	X	X	x					x			x		x	x		x		x							4	82.4	18 TH	
Edwenase	2830	X	X	x					x			x	x	x	x	x	x		x							11	453.8	7 TH	
Denchenmuoso	2293	X	X	x					x			x		x	x	x		x		x		x				16	1,001.0	3 RD	
Odeneho Kwadaso	1940	X	X	x				X	x			x		x	x	x				x						2	46.3	19 TH	
Kokode	1790	X	X	x								x		x	x	x		x		x						7	172.8	14 TH	
Apire	1157	X	X	x								x	x	x	x		x		x							9	283.9	10 TH	
Topre,	0	X	X	x								x	x	x	x		x		x							7	172.8	14 TH	
Nzema,	0	X	X	x	x							x		x	x	x	x		x	x						8	200.1	12 TH	
Ohwimase,	0	X	X	x								x		x	x	x	x		x	x	x	x	x	x		7	168.8	14 TH	
TOTAL NO. OF SETTLEMENT		16	16	11	2	16	1	3	2	1	5	18	16	9	10	4	7	3	20	4	6	18	3	4	19	5			
TOTAL CENTRALITY		100	100	100	100	100	10	10	10	100	100	100	100	100	100	100	100	100	100	100	100	100	10	10					
WEIGHTED CENTRALITY SCORE		31.3	25	27.3	100	31.3	40	13	20	400	100	11.1	31.3	44.4	50	125	42.9	66.7	15	25	50	27.8	10	12					

Source; MPCU (2018)

1.8.2: Implications for Development

The settlement pattern of the Municipality can be described as highly urbanized, in terms of population criteria. Settlements are fairly distributed in the area. The compact nature of the settlements in the area makes easy in the provision of facilities which require a minimum population threshold to make them viable.

Through the application of Scalogram, a centrality index was calculated for settlements in the Municipality to give an indication of the distribution of the services. As indicated in the table, most communities had a good centrality index and could be categorized as first order settlements.

A closer look at the scalogram indicates that there is an unequal distribution of facilities and services in the Municipality. These services and facilities are concentrated in Tanoso and Asuoyeboá with the rest of the settlements depending on facilities of these two settlements.

It could also be observed that, the municipal's educational infrastructure is predominated by primary or basic school facilities, with only few Senior High Schools infrastructure. On health infrastructure, the district has only one district Mission (CHAG) hospital with support services from few GoG rural health centres. The situation may pose some challenges to the health care delivery in the district as the population is outgrowing existing facilities. The same can be said about water and sanitation in that the municipality has much concentration on the provision of boreholes to the detriment of sanitation facilities. Development strategies should therefore ensure equitable spatial development and distribution of facilities. This situation could have serious health implications on the population.

1.9: Housing Characteristics

The type of material used for constructing various parts of a dwelling unit contributes to the durability and lifespan of the unit. The main construction material for outer walls of dwelling units in the municipality is cement/concrete, constituting 76.8 percent, followed by wood (15.9%). It is then implied that most of the dwelling units' construction material is cement, which may create a reliable investment potential for the private sector operators.

Table 1.12: Main Construction Material for Dwelling Units

Material for outer wall	Number	%
Wood	673	15.9
Cement/concrete	3254	76.8
Other	311	7.3
Total	4238	100
Material for roofing	Population	%
Wood and Metal sheets	2831	70.4
Roofing slates	381	9.5
Bamboo	71	1.8
Palm leaf/thatch (grass)/ raffia	50	1.2
Other	687	17.1
Total	4020	100

Source: GSS 2010 and PHC.

The type of building material used by individuals and institutions depends on the cost and availability of material and people's ability to pay for these materials. Table 1.10 indicates that in the Municipality. The main material for roofing of dwelling unit is metal sheets (70.4 percent). However, less than two percent (1.2 %) uses roofing palm leaves or grass. This implies that a significant proportion of dwellings in the area are roofed with metal sheets as the main material for building. It presupposes that the incomes of the business community of the municipality could be enhanced through an investment in the sale of such materials. The material for the construction of dwelling units is of considerable quality as the majority of outer walls are constructed with cement blocks/concrete, floors are paved with cement/concrete and metal sheets are used for roofing. These are signs of improvement in the quality of dwelling units, making them able to withstand rain and other storms that render poorly constructed dwellings uninhabitable, and forces inhabitants to call for help that entails public expenditures. Those who use inferior building materials complain of the high cost of the materials. There is the need to investigate the high cost of building materials and to explore the use of other materials such as bricks made of mud and earth.

1.9.1: Ownership of Housing Facilities

Ownership of housing facilities in Kwadaso municipality is dominated by the private sector (Figure 1.39). Nevertheless, Government owns a certain quantum of housing stock in the Municipality. 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 the 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.

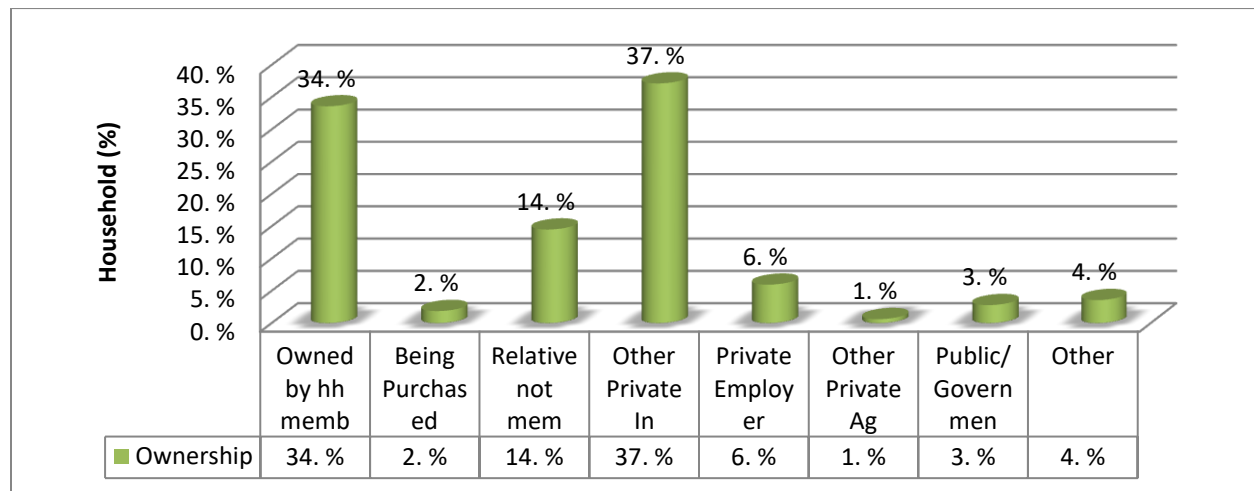


Figure 9: Ownership of Housing Stock of the Municipality (Source: GSS, 2010)

Although majority of the housing stock in the Municipality 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 pitchers (Figure 4). 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 Municipality. This is because they lack the sense of obligation towards maintaining a house which does not belong to them.

1.9.2: Key Development Implication

There is an acute inadequate housing facility for both official and residential purposes. This tends to have negative influence on the general cost of accommodation for both residential. There are emerging slums in the communities Apart from the housing deficit in the Municipality also have issues with sanitation facilities at both the household and institutional level (such as Toilet, bathrooms). The situation is compounded by poor development control and weak enforcement of physical planning regulations. All these needs appropriate stakeholder attention in order to get issues resolved.

1.10 Culture

Cultural believes and practices play a critical role in shaping the Ghanaian existence and experience. A unique culture of the people of Kwadaso municipality can be found in their dressing code, fufu as the staple food, a common language and a common pattern of funeral celebration. As a Ghanaian community, the musicality is dominated by the Asante's ethnic grouping and minor traces of other ethnic groups. The rich culture of the people is translated into pockets of knowledge in the area of local herbal medical practitioners and healers, local dress-making. However, many of these practitioners have rudimentary knowledge and products. This implies that efforts must be made by stakeholders to ensure the safety of their product to the consuming public. They can be attached to modern medical practitioners and TVET education to help formalize those indigenous systems in the municipality.

Also, different ethnic groups co-exist peacefully in the Kwadaso Municipality. The most dominant ethnic group is Akan. However, there are traces of minor ethnic groups such as Dagombas and Guans. The spirit of co-existence of these people in the area is a mark of relative peace within the Municipality. It is essential for socio-economic growth and development.

1.10.1 Religious Composition

The population of Kwadaso is affiliated to different types of religions. Table 1.8 shows the religious affiliation of the population by sex in the municipality. It consists of about 32 percent Protestants (Anglican, Lutheran etc) and Pentecostal/ Charismatic, 12 percent other Christians,

about 11 percent Catholic, while less than one (0.2) percent are traditionalist. However, about 3% of does belong to any religious denomination. This means that religion plays a critical role in regulating or modeling the behaviour of the population in the area.

Table 1.13: Population by religion and sex

	Male	Female	Both Sexes	%
Religion	Number	Number	Number	
Total	120000	131219	290,399	100
No Region	5264	2558	7,222	2.5
Catholic	15787	17166	32953	11.3
Protestants (Anglican, Lutheran etc)	24412	28361	92553	31.9
Pentecostal/ Charismatic	42648	49900	92548	31.9
Other Christian	16296	17955	34251	11.8
Islam	14212	13979	28191	9.7
Traditionalist	313	214	527	0.2
Other	1068	1086	2154	0.7

Source: Adapted from GSS 2010 PHC.

1.10.2 Implications for Local Development

It is a known fact that the existence of different cultural practices could go a long way to shape the lifestyle of the people. However, some of the social forms of identity can be inimical to existing efforts of development. A typical development concern is the area of excessive funeral celebration. It is important for the Municipal stakeholders to continuously monitor the process and effective education the public to safe societal resources for sound development. This is so because positive cultural practices can drive tourism, create jobs, propel local development, increase district revenue base and ultimately sustain development efforts.

They can also become a source of entertainment and a means to promote cohabitation between different ethnic groups. On the other hand, negative cultural practices can drive away investors, lower production levels, lead to unemployment, reduced incomes and reverse local development. It is therefore important for the municipal development planning authority to seek a positive balance and adopt innovative means to project positive cultural practices while destroying negative practices.

1.11: Governance and Local Administration

Governance is necessary in the process of providing effective development. Over the years decentralized governance has assumed enormous importance as a tool for propelling development and ensuring grassroots participation. Ghana has since 1988 been implementing a decentralization system aimed at devolving decision making power to local governments. Within the framework of decentralized administration in Ghana, the Municipal Assembly is the highest decision making body at the local level. The inclusion of political administration plays a critical role in resource mobilization and distribution for socio-economic development at the local level. This underlines the importance of the administrative structure and functions of the Kwadaso Municipal Assembly.

The Local Governance Act 2016, 936 Sections 12 and 13 gives all MMDAs (including KdMA) the mandate to exercise political and administrative authority, provide guidance and supervise all other decentralized departments and agencies. The Act also gives 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.

As indicated at the institutional capacity segment previously, District Assembly comprised;

1. The District Chief Executive who is nominated by the President of the Republic and approved by 2/3 majority of assembly members
2. All elected and appointed assembly members
3. Member of Parliament in the Constituency
4. A Presiding member who is elected from among the Assembly members presides over general assembly meetings

Under the general assembly is the Executive Committee (EXECO) which is one-third of the entire Assembly and made up of chairpersons of the various sub-committees of the assembly.

The Kwadaso Municipal Assembly has a membership of 10 elected including the Member of Parliament and 5 appointed. The statutory sub-committees of the Assembly are the Finance and Administration Sub-committee, the Works Sub-committee, the Social Services Sub-committee, the Development Planning Sub-committee, and the Justice and Security Sub-committee as indicated in Figure 6. The assembly as at September, 2018 is in the process of inaugurating its sub-structures being the various zonal councils of the Municipality.

MUNICIPAL ASSEMBLY ORGANOGRAM

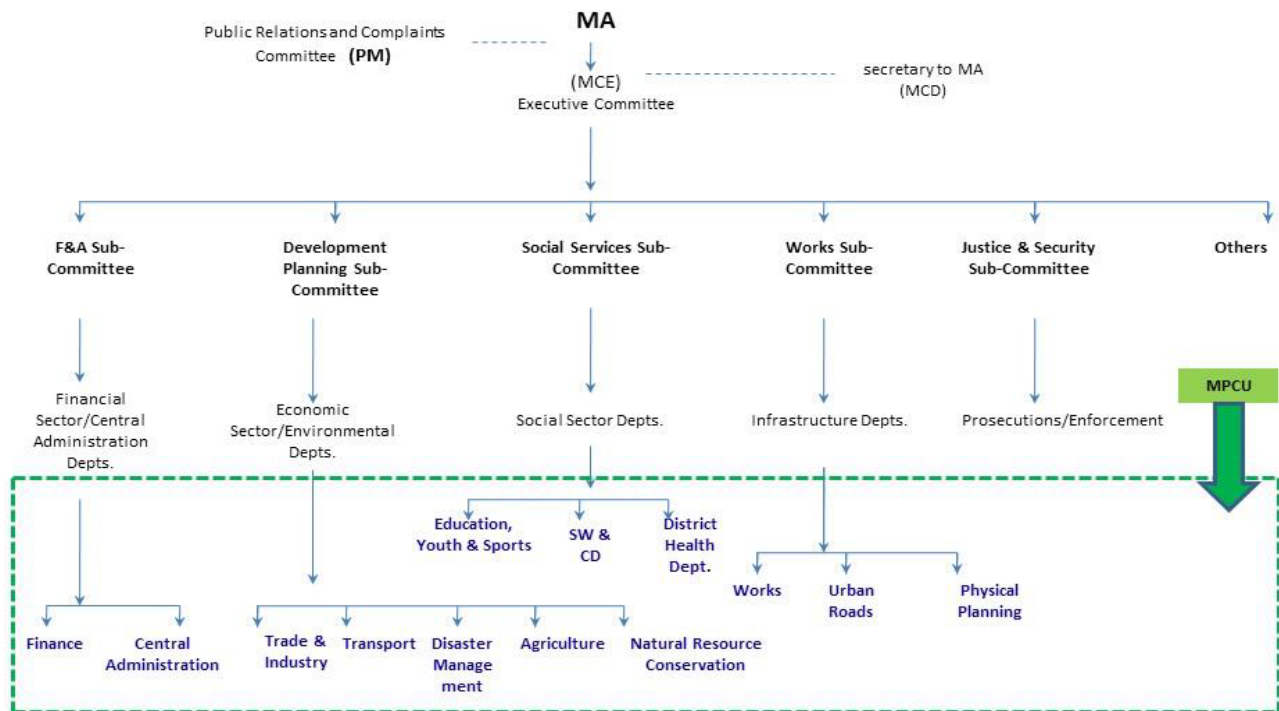


Figure 10: Organogram of the Assembly-LGS, 2016

1.11.1 Citizens Participation

The basic tenet of decentralized governance is participation. Decentralization thrives on an effective mechanism of public participation. The system of decentralization as it exists now in Ghana promotes citizens participation. The general assembly of every assembly is made up of elected representatives of the people who are supposed to deliberate and make decisions on

behalf of the people. Apart from that, there is also unit committee members at the grassroots level engaged in deepening the participation process. In district development planning for instance, a number of public consultations are made with area councils, civil society groups, youth groups and other identifiable groups. The guidelines for decentralized planning make explicit the requirement for people to participate in the development planning process. Various public hearing sessions must be held throughout the municipality to collate opinions, harmonize them and prioritize development interventions. This particularly necessary to promote sub-district structures functionality, social accountability- involvement of traditional authorities, community mobilization,- participation of citizenry (communities, CBOs, CSOs, NGOs) and application of communication strategies such as public hearing on development planning, budgeting and financial management processes including dissemination and promotion of dialogue) for effective development.

1.12: Municipal Security Situation

Effective development can only occur in an atmosphere of peace, tolerance and a situation where crime levels are relatively low. Such a congenial atmosphere allows community members, market women and others business organization to conduct their daily activities to improve their lives thereby promotes the development of the larger society. Crime takes various forms including robbery, rape, stealing, domestic violence and petty crimes. The municipal security must therefore be well positioned to handle crime and ensure that people live in an atmosphere of peace and tranquility.

Security issues in the municipality are influenced by land litigation, crime, unemployment, police-population ratio and other factors. Therefore, the Municipal Security Committee chaired by the MCE has to intensify their regular activities and to take measures to implement that would combat crime in the area. The factors of security are identified below.

1.12.1 Land Issues

Land development and acquisition procedures in the Municipality are plagued with problems of irregularities. In the land market, unclear land boundaries and the absence of well-institutionalized estate agencies are quite common features among land users in the municipality. 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 Municipality. 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. There is a need for effective interventions in the form of public education by the assembly through its physical planning department to regulate those emerging issues in the municipality.

1.13: Energy and other Utility Access

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 homes, factories and transportation is very significant indicators of development progress. The good energy source is a critical potential for society. Major energy sources used by residents in the Municipality comprised Electricity, Wood fuels (in the form of Charcoal, firewood, 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 municipality.

1.13.1 Electricity

Electricity is an important development facility for both domestic and industrial purposes. Fortunately, KMA has 5 bulk supply points with over 231km of overhead lines and 140.6km underground cables, which could benefit Kwadaso municipality. This situational advantage supports all forms of consumers include utility usage. As a result, the main source of lightning

in Kwadaso municipality is electricity (91.1%), followed by flashlight/torch (4.6%). However, renewable source of light from sources such as solar (0.1%) should be relooked at in order to augment the hydro-electricity due to emerging trends of climate change on the national grid in recent times.

Table 1.14: Main source of light in Kwadaso Municipality

Main source of light	Total	%
	Number	
Total	63925	100.0
Electricity (mains)	58252	91.1
Electricity (private generator)	298	0.5
Kerosene lamp	1402	2.2
Gas lamp	73	0.1
Solar energy	57	0.1
Candle	746	1.2
Flashlight/torch	2945	4.6
Firewood	61	0.1
Crop residue	10	0.0
Other	81	0.1

Source: GSS 2010 and PHC.

However, the spate of growth in the catchment areas of Kumasi is beginning to outpace the rate of electricity generation and supply. This calls for reliable power supply steps in order to boost productivity and unmet needs within the Municipality.

1.13.1.1 Domestic Fuel

Domestic fuel in the Municipality comprised of charcoal, firewood and others. The supply of charcoal to the Municipality comes from Nkoranza-Kintampo and Ejura-Mampong areas and wood 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). This fuel is often used by households and commercial activities such as bakers, “chop bars” and soap manufacturers. However, the rate of consumption of these fuels has more negative implication on the rate of deforestation and may compromise the accomplishment of SDGs goal 7, 13 and 11 and other global treaties.

1.13.1.2 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).

In order to protect the environment from deforestation, drying of rivers and lakes, extinction of animal species, and so on, part of government policy has been to discourage the use of wood and charcoal as fuel for cooking and to encourage the use of liquefied petroleum gas (LPG). These efforts have yielded some desired effect as on Households; charcoal and wood consumption as fuel for cooking. LPG as a source of fuel for cooking is used in 35.7 percent of households. The use of LPG should be regularly encouraged as fuel for cooking.

1.14: 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 Municipality. These are Vodafone, Tigo and Airtel, and MTN providing a variety of services.

These facilities aid both voice and non-voice (data) communication and they are connected to each other by Digital Radio Transmission Links in start configuration. 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 underscore 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. Figure 11, below contained information on the selected telecom mast facilities in the in Kwadaso Municipality.

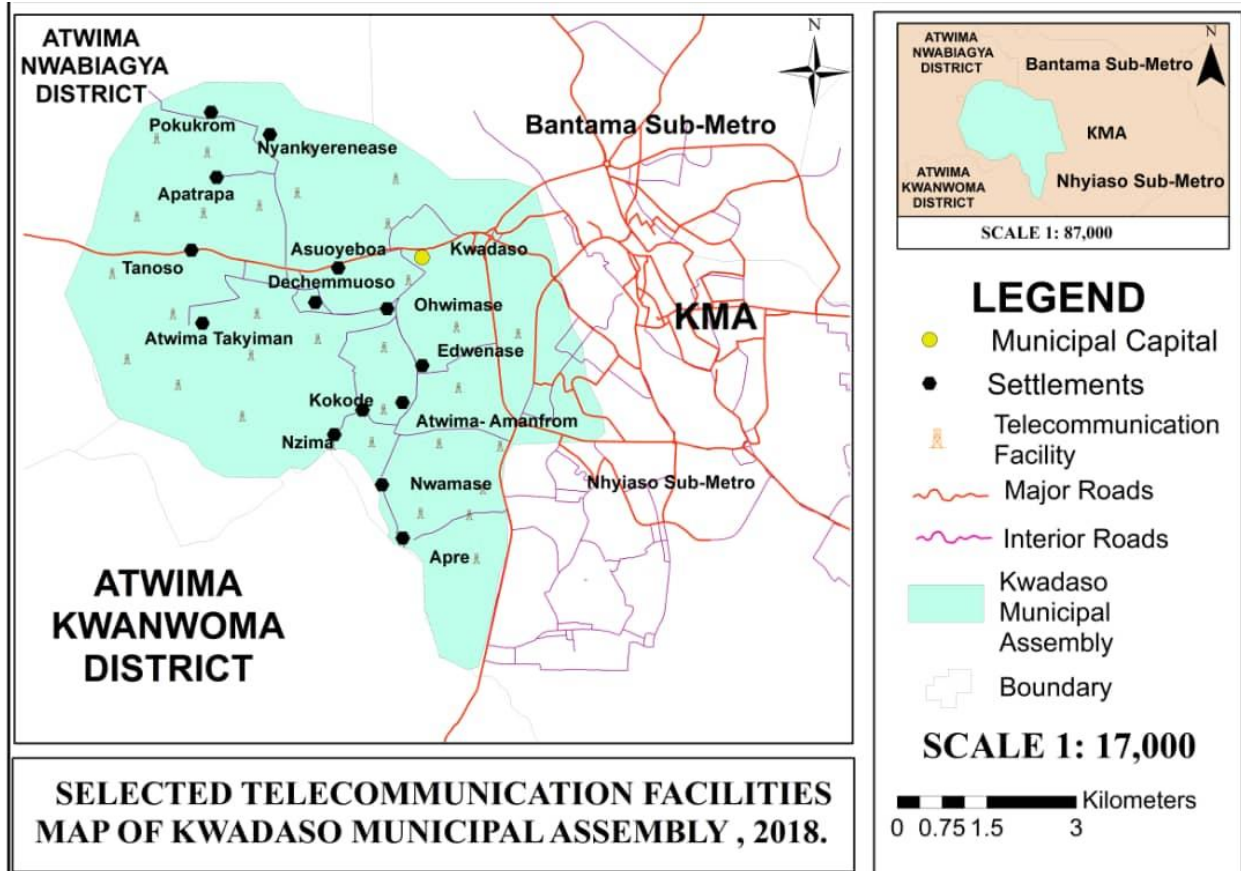


Figure 11: Telecommunication Facility Map-MPCU, 2018

1.15: Transportation System

The transportation system of the Municipality is mainly composed of air and road transportation. In term of air, the Kumasi catchment area has the second largest Airport which could offer adjoining services to Kwadaso Municipality. This airport supports air travel to and from the National City Accra. 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 Kumasi.

The second category of transportation system of the Municipality is road. The dominant medium of transportation within the Municipality is the road network. The road network in Kumasi can be categorized into arterials, collectors and local roads. It has a highly commuted highway linking the Kumasi to Brong Ahafo and Western regions, which. Furthermore, it has eight arterial roads which carry in-coming and out-going traffic from Kumasi to Bosomtwe. However, most portions of its internal access roads are unengineered. There is much work to be done on the access roads sector to improve the road network in the metropolis to support economic growth. For instance, the Kumasi-Sunyani road is the major traffic attractor in the Municipality. The situation needs urgent stakeholders' attention in order to improve the local economic fortunes and revenue generation. The figure below represents an overview of the Municipal road network.

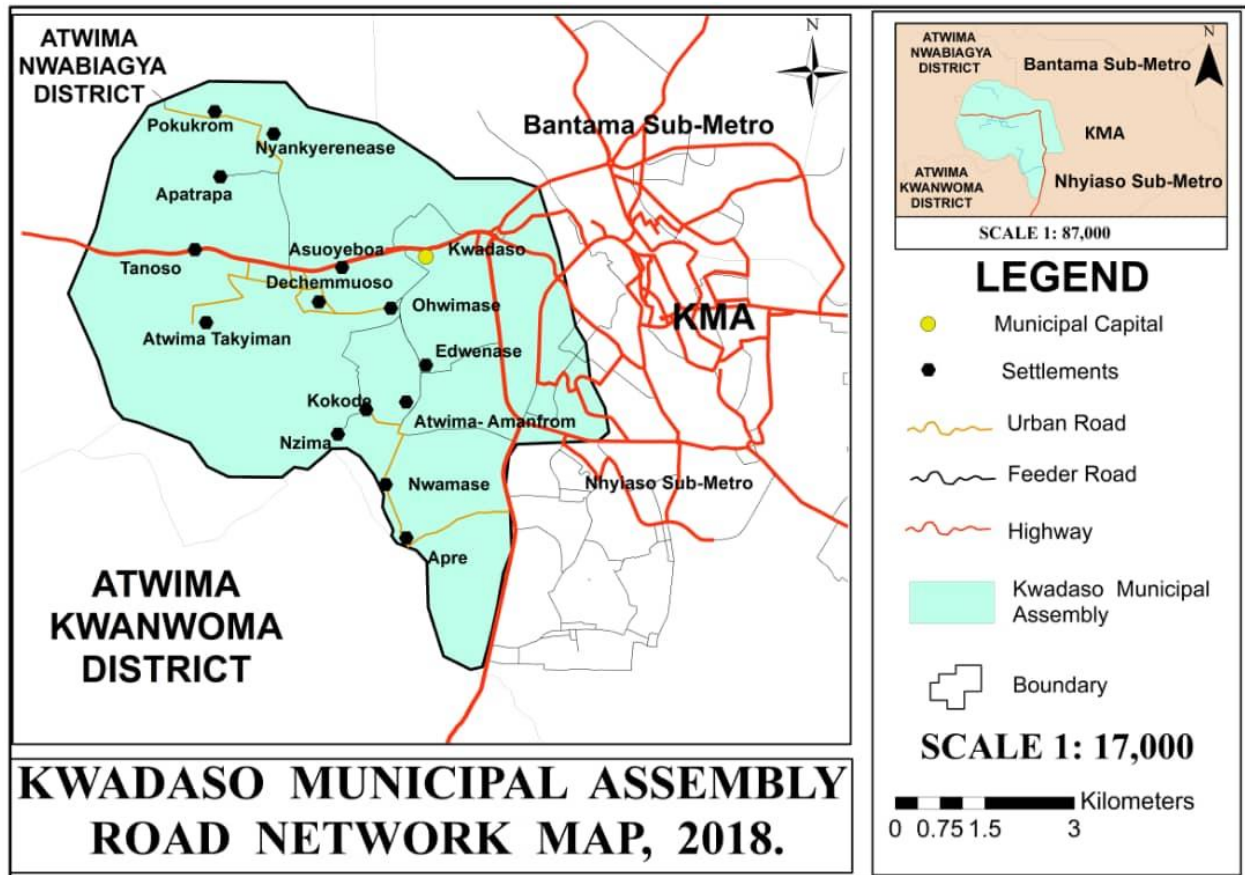


Figure 12: Road Network Map-MPCU, 2018

1.16: 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 municipality include Senator, Chasma, and Lasab. Other facilities in the catchment area of in adjoining location of Kwadaso Municipality are Golden Tulip Hotel and Golden Bean Hotel, which are four-star hotels located at Nhyaieso. Others are Royal Lamerta Hotel, Miklin Hotel at Ahodwo Danyame. The importance of this sub-sector to the city's economy cannot be overstated.

1.16.1: Implication for Development

The availability of specific infrastructure such as the telecommunication facilities, hotel facilities, and the air trans port facility indicate some potential for development. However, key issues such as listed below tend to hinder the development climate. They are:

- Encroachment on access roads by private developers
- Poor Markets infrastructure
- Inadequate Road infrastructure
- Inadequate drainage facilities and
- Overloaded power supply stations

The above issues collectively militate against the ease of doing business and development of the Municipality.

1.17: Social Services

This section assesses development issues with regards to education, health, water and sanitation, among others within the municipality.

1.17.1 Education

Formal education and literacy are important factors that promote socio-economic development of individuals and the nation as a whole. Education enhances the acquisition of knowledge, skills,

values and attitudes that develop individual capacities for socio-economic well-being. In this regards partial 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 has been made in the municipality by the then KMA. To measure progress made by the educational systems in the Municipality, the following parameters are used.

1.17.1.1 Educational Facilities

In terms of education, the Municipality is currently without an Education Directorate to facilitate the routine management of all educational activities at all levels of education. Notwithstanding, the educational system in the Municipality comprises basic schools (from Pre-School to JHS), Senior High Schools (SHS), Vocational and Technical Schools, Agric College and other Tertiary Institutions. To enhance teaching and learning, there is a total of 102 educational facilities in Kwadaso Municipality (Metro Education Department, 2018). 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 Kwadaso (Figure 4). 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 e.g., Basic Education Certificate Examination (B.E.C.E). However, limited data is available on the distribution of KGs in the basic schools. Figure 5, represents various education facilities in the Municipality.

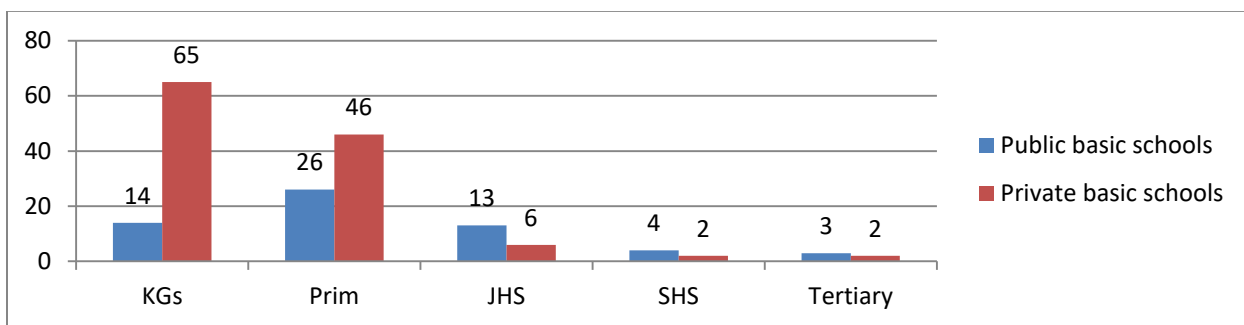


Figure 13: Educational Facilities in the Municipality (Source: Metro Edu. Dept., 2018)

There is, therefore, the need for the formulation effective programmes and projects to encourage school attendance of children have contributed immensely in increasing the proportion of children currently in school. The number of persons who are not literate could be reduced with the intensification of the on-going Adult Education programme for it to reach more people through a wide media including television networks.

1.17.1.2 Access to Education Facilities

In measuring the level of accessibility to education in the municipality, the following indicators are used; enrolment rate, retention rate, and gender parity index. In view of data constraint for the preparation of this plan, and enrolment at the various levels of education are analyzed. As captured in Table 1.12, about 9 % of the entire population of Municipality has never been to school. Moreover, the percentage (50.4%) of the population that has been to school in the past has declined to 40.5%. Also, there are males (43.2%) in schools than females (38.0%). This implies that there are more hindering factors on the females to schooling than the male cater parts. Those factors could be as a result of teenage pregnancy, abuse cases others that need proper investigation.

Table 1.15 School Attendance of Persons 3 Years and Older by Sex

School Attendance	Sex Distribution					
	Total	%	Male	%	Female	%
Never	21235	9.1	6098	5.5	15137	12.4
Now	94204	40.5	47766	43.2	46437	38.0
Past	117267	50.4	56736	51.3	60531	49.6
Total	232706	100	110600	100	122105	100

Source: (2010 PHC)

1.17.1.3 Enrolment Level

Enrolment level refers to the number of people admitted to 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.

Table 1.13 depicts information on the enrolment relationship across the various levels of formal educational facilities in the municipality. In all, enrolment is more at basic schools as compared with Senior High School (SHS) education and the other institutions. It indicates a problem in the retention and transiting rate in the municipality. This implies that necessary strategies should be put in place to address issues of school dropouts at the basic level. It will be imperative the Assembly to improve the capacity of SHSs in the Municipality through effective supervision and provision of appropriate classrooms infrastructure to ensure access to SHS education.

Table 1.16 Gross Enrolment Rate in Kwadaso Municipality

Level of education	Currently Attending			Attended in the past		
	Both Sexes	Male	Female	Both sexes	Male	Female
	No.	No.	No.	No.	No.	No.
KG	5978	3068	2926	0	0	0
Primary	48,168	23,985	24,193	12336	4255	8051
JHS	17698	8556	9148	33777	15319	18462
SHS	13425	6831	6594	22,397	12,709	10,411
Vocational/Technical	499	273	232	4826	2213	2663
Tertiary	7548	4762	2786	11118	7092	4056
Total	93316	47475	45879	84454	41588	43643

(Source: Metro Education Department, 2018)

1.17.1.4 Quality of Education

Access to education is not entirely the sheer numbers of education facilities but the quality of teaching and learning is a key element in education provision. To ensure that the required human resource is produced efforts should go beyond infrastructure provision to include measurement of gender parity index, the percentage of students who passed the Basic Education Certificate Examination (BECE) and the number of trained teachers thus teacher/ pupil ratio. However, as a newly created municipality data is not readily available to determine or assess such indicators. It indicates the need for effective action to ensure appropriate data availability in order to measure such important indicators in the municipality. Figure 14 below depicts information on the educational infrastructure.

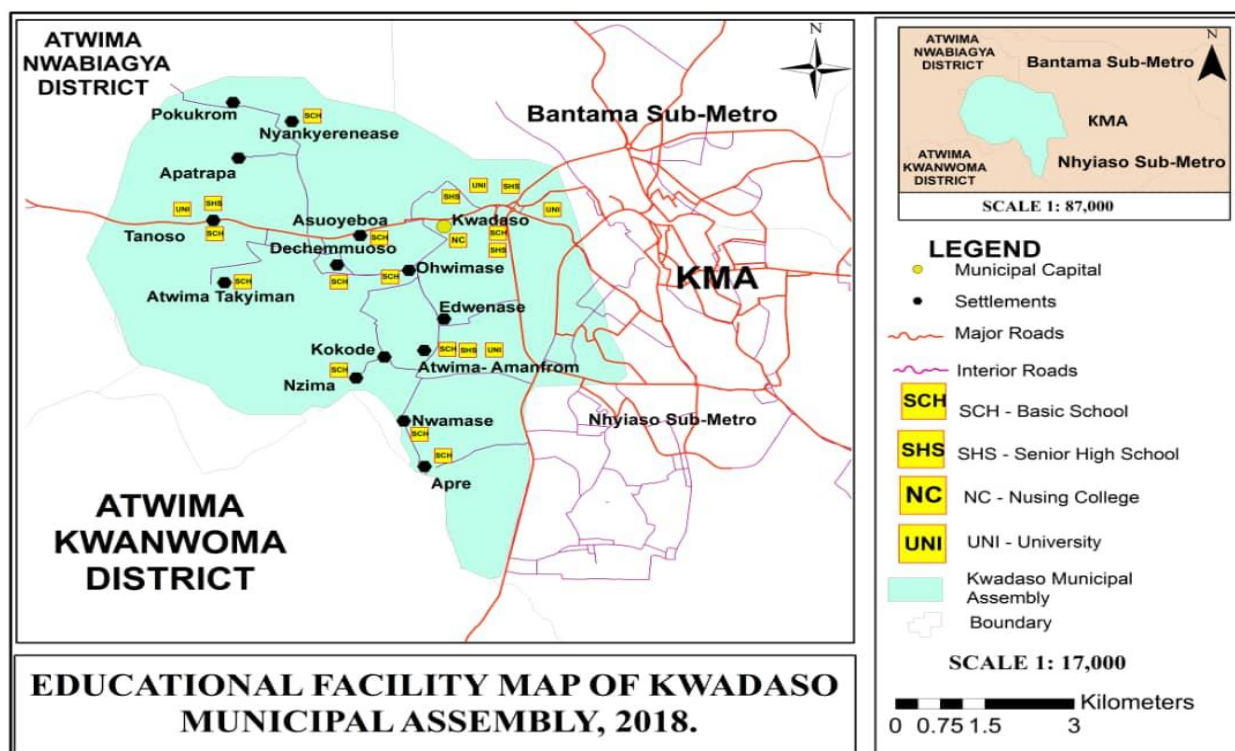


Figure 14: Education Facility Map-MPCU, 2018

1.17.1.4 .1 Key Development Implications

The absence of a functional education Directorate is a key development issue to the Municipality. This means that the activities of the sector cannot be effectively regulated ensure quality. Some specific issues of concern are enumerated below;

- Inadequate classrooms infrastructure
- Encroachment on school lands by developers and squatters
- Inadequate school furniture
- Noise pollution by encroachers on public school lands, and
- Inadequate access to potable water and sanitation facilities in basic schools

1.17.2 Health Services

Ensuring a healthy and productive human resource is a right vision to pursue by every government. In this regards, effective access to quality health care and nutrition services

irrespective of their gender, geographical location in the country and financial status, as envisaged by the Government of Ghana must be supported by all agencies and institutions of the state. The Kwadaso Municipal Assembly is therefore well determined to achieve this vision of the government.

However, health available data of the municipality shows that the Municipality has no established Health Directorate to provide leadership in the management of public health needs of the population. As a result, adequate health needs of the population could be negatively affected. At the moment the Municipality mainly relies on the previous services provided by the then KMA and private sector to deliver health related services to the people.

The existing health facilities in the municipality include limited clinics, Hospitals and other few logistics. The delivery of quality healthcare in the municipality is faced by critical shortage of these facilities. Against this backdrop, collaborating with the private sector in health service delivery will be key to ensuring the provision of affordable and quality healthcare for all citizens in the municipality.

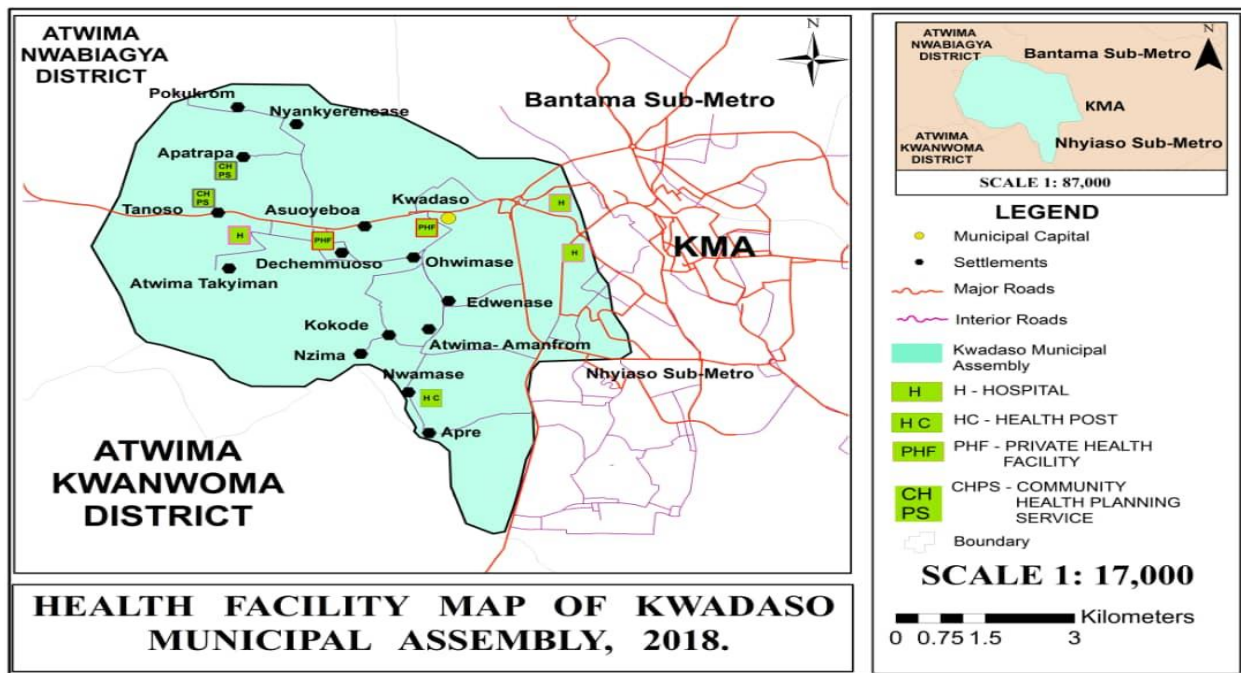


Figure 15: Health Facility Map-MPCU, 2018

1.17.2 .1 Key Development Implications

Also, as a newly created municipality data is not readily available on key indicators such as; Access to Health Care and Nutritional Services, Out-Patients Department (OPD) Attendance, Maternal Mortality Ratio, Level and Distribution of Health Resources, Doctor to Population Ratio, Affordability of Health Care etc. It therefore becomes very difficult to make an informed judgment on the current situation of health care delivery in the municipality. The absence of a dedicated directorate to provide and regulate the health activities further compounded these issues. It calls for the need for effective action to ensure appropriate data availability in order to measure such important indicators in the municipality. Key development issues confronting the sector include the following;

- Inadequate Health infrastructure, logistics and health data.
- High incidence of Malaria, TB and cholera
- Proliferation of unauthorized herbal medicines
- None availability of Health Insurance municipal directorate.

1.17.3 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.

1.17.3.1: Water Security

Kwadaso Municipality depends largely on two main water treatment plants that supply treated water to the Kumasi catchment area. These plants are the Owabi heaworks, which is 10km away from the Kumasi metro's CBD and the Barekese headworks which is also 16km from the same point. These treatment plants serve the entire Metropolis and other adjoining Municipalities of the city. 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 concrete reservoir at Suame and KNUST.

The treatment and supply of water is faced with a number of challenges including damaged pipelines due to human activities and erosion, resulting in leakages and wastage. Others include illegal connections and low capacity for water production and supply. This implies that Kwadaso Municipality should take practical steps in boosting potable water supply for its citizens.

1.17.3.2 Sources of Water

As indicated in the table below, water for human consumption and households is regulated by various kinds of water facilities in the municipality. These facilities include Pipe-Borne, Tanker Supply, Well, Borehole, Spring/Rain Water, Rivers/Stream and Dugout.

Table 1.17: Main source of water of dwelling unit for other domestic purposes

Sources of water	Total country		Region		Kwadaso Municipal.	
	Number	Percent	Number	Percent	Number	Percent
Pipe-born inside dwelling	905566	16.6	257088	22.8	28207	44.1
Pipe-born outside dwelling	1089030	19.9	205678	18.3	14744	23.1
Public tap/standpipe	704293	12.9	112574	10	4903	7.7
Bore-hole/pump/tube well	1280465	23.4	354585	31.5	9394	14.7
Protected well	465775	8.5	101863	9	5510	8.6
Rain water	39916	0.7	2376	0.2	70	0.1
Protected spring	18854	0.3	4323	0.4	212	0.3
tanker supply/vendors	100048	1.8	5110	0.5	186	0.3
Unprotected well	152005	2.8	10674	0.9	315	0.5
Unprotected spring	15738	0.3	1797	0.2	43	0.1
River/stream	588590	10.8	65730	5.8	201	0.3
Dugout/pond/lake/dam/canal	96422	1.8	2547	0.2	49	0.1
Other	10302	0.2	1860	0.2	93	0.1
Total	5467054	100	1126205	100	63925	100

Source: (2010 PHC)

Notwithstanding, available data from the 2010 PHC reveals that potable water from pipe-borne facilities is plagued with erratic supply resulting in water shortages in the municipality and its environs. 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 could hamper the stakeholder efforts of reducing the outbreak of water-borne diseases and the attainment of SDGs goal Six (6) on Clean Water and Sanitation.

1.18: Waste Management in the Municipality

Kwadaso Municipality still faces sanitation crises that debilitate and kills in large number limiting economic growth, educational access, and life opportunities. Waste is a very important component of sanitation could trigger cases of cholera and other diseases associated at all levels of society. This portion of the document discusses of solid and liquid waste facilities used by households in the Municipality.

1.18.1 Types of Toilet and bathing facilities used by households

It is observed from Table 1.12 that the majority of households in Municipality rely on W.C (42.5%) and Public toilet (36.2 %). In general, households in urban areas dominate in the usage of toilet facilities such as water closet (WC), KVIP, and public toilet (WC/KVIP/Pit/Pan etc) compared to households in rural areas. On the other hand, more households in rural areas use toilet facilities such as bush/beach/field and pit latrine compared to their urban counterparts. Also, it is seen that a small proportion of households both in urban and rural areas use bucket/pan latrine as their main source of toilet facility.

Table 1.18: Type of bathing facility used by household by type of locality

Bathing/Toilet facilities	Total country		Region		Kwadaso Mun.	
	Number	Percent	Number	Percent	Number	Percent
Bathing facility						
Total	5467054	100	1126205	100	63925	100
Own bathroom	1535392	28.1	280657	24.9	16040	25.1
shared separate bathroom in the same house	1818522	33.3	501675	44.5	33533	52.5
Private open cubicle	381979	7	158985	5.8	1844	2.9
shared open cubicle	1000257	18.3	16648	14.1	8298	13
Public bath house	140501	2.6		1.5	1333	2.1
Bathroom in another house	187337	3.4	31329	2.8	564	0.9
Open space around the same house	372556	6.8	67321	6	2202	3.4
River/pond/lake/dam	14234	0.3	1320	0.1	21	0

Bathing/Toilet facilities	Total country		Region		Kwadaso Mun.	
	Number	Percent	Number	Percent	Number	Percent
Other	16276	0.3	2861	0.3	87	0
Toilet facility					0	
Total	5467054	100	1126205	100	63925	100
No facilities (bush/beach/field)	1056382	19.3	71322	6.3	1513	2.4
W.C	839611	15.4	261106	23.2	27149	42.5
Pit latrine	1040883	19	200798	17.8	7116	11.1
KVIP	572824	10.5	98434	8.7	4577	7.2
Bucket/Pan	40678	0.7	3082	0.3	154	0.2
Public toilet (WC/KVIP/Pit/Pan, etc)	1893291	34.6	487596	43.3	2311	36.2
Other	23385	0.4	3867	0.3	255	0.4

Source: (2010 PHC)

1.18.2 Liquid Waste Management

Generally, liquid waste in the Municipality comprises wastewater and human fecal matter. Some principal liquid waste generators in the Municipality are; Prempeh College, Methodist Technical institute, SDA Hospital, and University of Wineba, Kumasi campus, etc. Such issues make it difficult for the Municipality to conform to environmental sustainability as waste at times discharged into drains, which end up in water bodies in the Municipality. 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. This incidence may trigger a seasonal outbreak of communicable diseases like Cholera in the Municipality.

Table 1.19: Method of solid waste disposal of households by type of locality

Solid disposal method	Total country		Region		Kwadaso Mun.	
	Number	Percent	Number	Percent	Number	Percent
Total	5467054	100	1126205	100	63925	100
Collected	785889	14.4	102035	9.1	11017	17.2
Burned by household	584820	10	59303	5.3	2839	4.4
public dump (container)	1299654	23.8	399121	35.4	37598	58.8
Public dump (open space)	2061403	37.7	472344	41.9	9958	15.6
Dumped indiscriminately	498868	9.1	55344	4.9	1195	1.9
Buried by household	182615	3.3	30215	2.7	1036	1.6

Solid disposal method	Total country		Region		Kwadaso Mun.	
	Number	Percent	Number	Percent	Number	Percent
Other	53805	1	7540	0.7	282	0.4
Liquid waste disposal						
Total	5467054	100	1126205	100	63925	100
Through the sewerage system	183169	3.4	35882	3.2	3365	5.3
Through drainage system into a gutter	594404	10.9	223451	19.8	22689	35.5
Through drainage system into a pit (soak way)	167555	3.1	28882	2.6	2257	3.5
Thrown onto the street/outside	1538550	28.1	258473	23	4958	7.8
Thrown into gutter	1020096	18.7	245146	21.8	20611	32.2
Thrown onto compound	1924986	35.2	330818	29.4	9848	15.4
Other	38294	0.7	3550	0.3	198	0.3

Source: (2010 PHC)

1.18.3 Solid Waste Management

As indicated in Table 1.12, solid waste generated in the Municipality is currently stood at 63,925 per year metric tons compared with 1,126,205 by the region (2010 PHC projections). A Significant volume of this solid waste is generated by the existing market centers in the Municipality. While 58.8 % of this waste is usually disposed of through public containers, as much 15.6% and 1.9 is dumped in open spaces and indiscriminate opening respectively. These conditions call for urgent attention by the Municipal authorities to curb eminent environmental health disasters in the area.

1.18.4 Waste Collection

Kwadaso has two main methods for collecting and disposing of solid waste. These are the house to house collection and the communal collection points. The house to house collection is carried out by private wastes vendors. To facilitate these methods of waste collection and disposal, the Assembly has to formulate effective measures to help manage the situation.

1.18.5 Final Waste Disposal Sites

Proper waste handling required well-engineered landfill sites. However, the facility to help in the efficient management of waste within the municipality does not exist. The Municipality currently relies on the engineered landfill sites of the Kumasi Metropolitan Assembly 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 Kumasi and its catchment area is sent there for processing and decomposition. However, there are other unengineered disposal sites within the city to complement existing efforts. These facilities are located within the Ohwim and Amanfrom townships (DMTDP-KMA, 2018).

1.18.6 Key Development Issues and their Implication for Development

From the above analysis, it is clear that, water and sanitation needs of the Municipality are challenged with a number of issues including the following;

- Inadequate coverage of potable water and sanitation facilities
- Poor Drainage System and
- Poor Waste Disposal.

1.19 Vulnerability Analysis

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 within the Municipality are not immune to the effects of vulnerability. Hence the pillars of the social vulnerability are discussed as fellow;

Human development

Vulnerable groups are mostly 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 of supportive resources like startup capital and working kits which limits their productivity.

Productivity

Due to the lack of human development and supportive resources for these vulnerable persons, their productivity and contribution to GDP as a whole are 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.

1.19.1 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, The LEAP program is implemented within three (3) communities within the Kwadaso Municipality which are, Asuoyeboah, Atwima Techiman and Kwadaso. The Kwadaso Municipal Assembly was carved out of the Kumasi Metropolis which had Thirteen (13) communities under the programme constituting a total of 2,776 urban poor beneficiaries with the kwadaso catchment area inclusive. Following its creation, there is an urgent need to establish and expand the intervention in the municipality in order to give hope to the aged population.

1.19.2 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, there is however, the need to establish probation committees in the Municipal Assembly to review the work of Probation Officers; Training of Probation Officers to serve on Family Tribunals establishment and other disadvantaged youth and investigation of all circumstances relating to proposed adoption on behalf of the courts.

1.19. 3 Child Right Promotion and protection

Child rights and protection deal with the registration of orphanages, child welfare services, interventions to deprived and neglected children. These include assessment of fit persons and provision of safety shelter. This is identified as a critical need for society This means that the established Social Welfare and Community Development within the Municipality should be empowered to uphold issues of children rights and development.

(e) Persons with Disability

The Department of Social Welfare and Community Development of the Municipal Assembly upon its recognizance survey in June, 2018 identifies with a number of incidences of Persons with Disability (PWDs) which 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 toward addressing the issue of inequality in the Municipality 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 mass meetings to sensitize on cross-cutting issues concerning Persons Living with HIV/AIDS (PLWHA), aged, family reconciliation, proper child upbringing, home science, peaceful co-existent among neighbors and cohabitation of religious groups in the Municipality.

1.19.6. HIV and AIDS Profile

Ghana Growth and Development Agenda recognize the serious threat of HIV and AIDS to the socio-economic development of the country. As a disease, it has a potential impact on human capital development, productivity, and social service delivery. There is a need for several efforts to curb and control the spread of HIV and AIDS infection, in order to achieve the Global and National Development Goal of combating the prevalence of HIV and AIDS.

However, HIV and AIDS control and prevention within the Municipality has not been very successful since it is a topical issue of concern for stakeholders. This is as a result of stigmatization concerns and complaints with newly infected persons. The presence of teenage pregnancy and juvenile delinquencies has partially contributed to this failure since some of them succumb to unprotected sex. Another situation that has engulfed the Municipality and compounded the prevalence of HIV and AIDS especially within Asuoyeboah and Kwadaso 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. 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 Municipal 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
- Private initiatives by Churches, NGOs, Banks to support HV/AIDS activities

1.19.6. 1; Challenges

One major challenge in fighting the HIV disease in the District is the Spiritualism people attach to the disease. People perceive PLHIV to be under Spiritual attack, so they rather seek help from prayer camps rather than the Anti-Retroviral centre or the Health facilities.

- Some HIV/AIDS clients after taken the Anti-Retroviral drug for a while cannot be traced as they stop attending the Anti-Retroviral centre.
- Lack of funds to undertake HIV/AIDS activities. Annual Action Plans on HIV/AIDS activities are not implemented due to the lack of funds
- Inadequate funds to provide care and support in the form of food supplements and other medication to PLHIV.

1.19.6. 2: Implications for Development

The incidence of the disease is becoming a challenge to the labour force in the area, since the youth population is more prone to it. It could deepen poverty if adequate care is not taken by the stakeholders. Key underlining issues include;

- High stigmatization and discrimination against PLWHAS
- Lack of incentives for HIV care givers
- Inadequate capacity support for key stakeholders on HIV/AIDS activities
- Delay in the submission of bills on services provided by accredited NHIS providers
- Lack of office accommodation for NHISs

1. 20: Municipal Economy Characteristics

The health of the municipal economy determines its investments patterns and the resources available for public infrastructure development. This sub-chapter focuses on the various components of the municipal's micro-economy and how they relate to the development prospects of the entire municipality.

In this regards, household income and expenditure, major economic activities such as farming, petty trading manufacturing, constitute the unit of Analysis of to the economy. Revenue and

expenditure status, revenue base, economic resources, inter/intra-trade, economically active population (disaggregated labour force, i.e. employed, unemployed etc), and their development implication.

The 2000 census results show that 76.9 percent of the population, aged 15 and older in the region, is economically active. The proportion of the economically active population, which is those who worked, for at least one day, in seven days prior to the census was 71.4% in the Kwadaso Municipality. The proportion of the unemployed population in the Kwadaso Municipality is 21.0%. The unemployment rates are more pronounced in the urban areas. This general trend is the same for both sexes and may be as a result of the high rural urban drift, apparently in search of non-existent jobs. The situation could result in crime upsurge in the municipality if pragmatic measures are not put in place to address the situation.

1.20.1 Market Infrastructure

The Municipality has some scattered markets located at Tanoso, Edwenase, Kwadaso-Onion market and the Kwadaso Wood Markets. There is a market at Asuoyeboah which is in a deplorable state and requires urgent attention. Erosion has taken a heavy toll on the market and another challenge is the use of the market by squatters as their place of residence. Part of the Tanoso Market has also been affected by the Komfo Anokye – Abuakwa Road project. The Nzema Market is still under the Town Development Committee and the chief. The Kwadaso Municipal Assembly does not take market tolls from the facility.

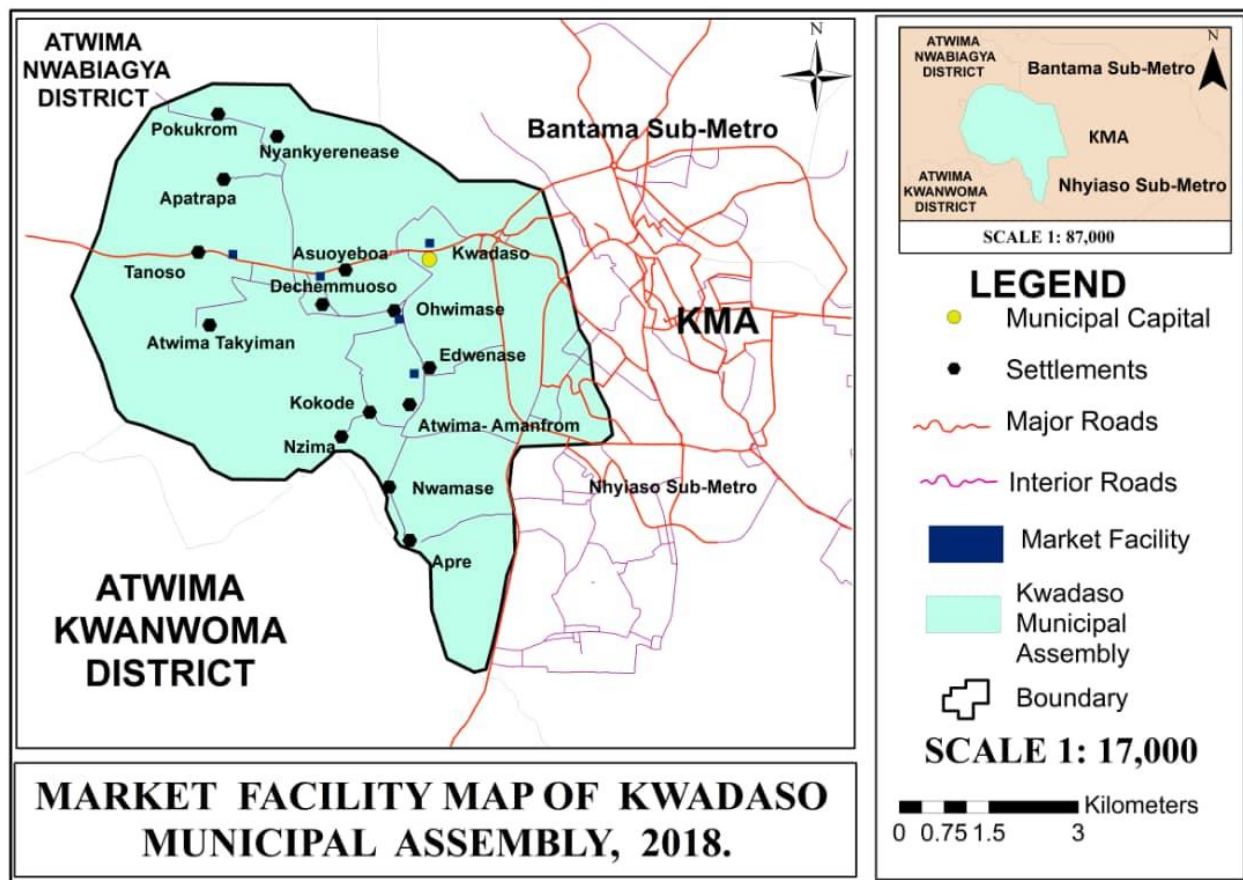


Figure 16: Market Facility Map-MPCU, 2018.

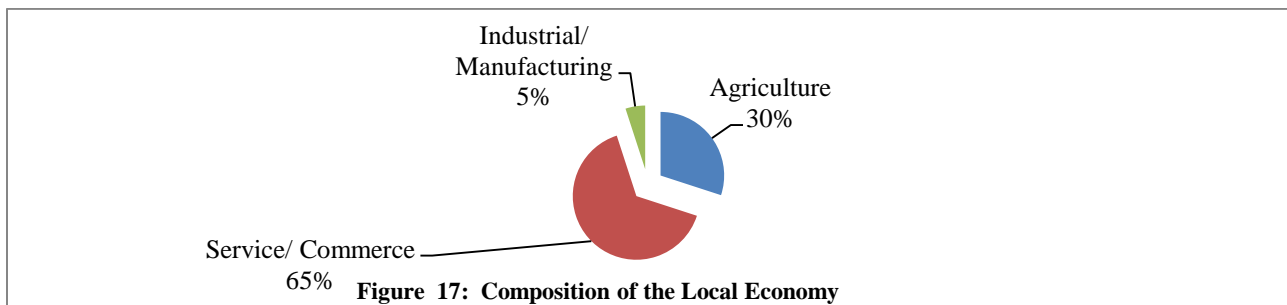
1.20.2 Structure of the Local Economy

The local economy is structured into three key sectors. These include; agricultural, commerce or service and industrial sectors all have their fair share of the local economic base. The Municipality is the major transit point for goods and services between the Brong Ahafo North and southern parts of the Country, economic activities are dominated by the provision of Services of retail and wholesale trading. Industrial activities are concentrated around Sofoline and its environs with commerce and service activities also being concentrated at a different location of the Municipality.

Agricultural activities have been on the down turn due to competing for interest of land for commercial and other purposes rather than Agric. However, it is gradually making way for the

service and industrial sector. The service sector now has to do with telecommunication, taxi and transport services, education and health services and general public administration. The industrial/manufacturing sector is also dominated by small-scale artisans like carpenters, auto mechanics, tailors, hairdressers, palm oil processing, gari processing, distilling and mining activities. 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.

Figure 1 below shows the trends in the performance of the key sectors of the economy. While agriculture constitutes 30%, the service or commerce and Industrial/ manufacturing sector represent 65 and 5 % of people employed respectively. This analysis is very crucial for determining the sector of the general economy of the municipality in its current and future development process.



Source: GPHC 2010

1.20.2.1 Manufacturing and Industries

Industries play a critical role in the transformation of an economy. The potential of industries can be felt in the area of job creation and revenue generation. Few industries currently operating in the Kwadaso Municipality include the following.

- Agric Care Company Limited at Tanoso
- Paramount Distilleries at Tanoso
- Rolex Shoe Centre at Ohwimase

- Mark II Electronics Company Limited at Ohwimase
- Co-operative Distilleries at Ohwimase

The manufacturing industry is quite low (5%) as compared with the other sectors in the municipality. It comprised micro/small-scale industries in the field of brewery, food processing, leather works, craft works, fashion designing, and furniture works. Notable among them is the Kasapraku Limited along the Sunyani-Kumasi highway. These manufacturing industries need to be expanded in order for them to contribute directly to the development of the Municipality through the payment of Permit and Rates in addition to the provision of employment for some resident. Urban Industrialization has been hampered by the expensive and unreliable power supply and the high cost of land amongst others. It has however become imperative on the Assembly to device strategies to develop the industrial sector in order to improve its contribution to the local economy. It is will be a good vehicle to attracting investment and stimulate the micro economy.

1.20.2.2 Accommodation and Food service activities

This sector of the economy consists of Hotels, Guest Houses, Restaurants and Traditional Catering Services (Chop Bars). The municipality has a number of well-classed hotels that can host local and international services. Collectively the sector serves as an employment avenue for the working population (GSS 2010) and if harnessed would boost the local economy and improve revenue mobilization for the municipality.

1.20.2.3 Wholesale and retail; repair of onions

Wholesale and retail trading in mainly imported goods such as onions goods forms a significant part of the economy due to excessive demand by the population. This sector employs a good percentage of the working population in Kumasi (GSS 2010). Most of these trading activities are concentrated at the Sofoline and the other satellites markets in the City. However, there are commodity-based markets flecked around the City for example; the Wood village which specializes in sale of finished and unfinished timber products. 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.

1.20.3 Financial Institutions

Due to the ever-growing commercial activities in Kumasi and its catchment area local and international financial institutions have opened well operational financial branches. The Municipality therefore rely on those financial institutions such as the Ghana Commercial Banks, Rural Banks, Insurance Companies and Forex Bureaus. They can facilitate reliable financial transactions, which is the life-blood of every local economy. Other major branches are; Ecobank, Barclays Bank, Standard Chartered Bank, ADB, Zenth Bank, UBA, NIB, Cal Bank, , Royal Bank, Access Bank, Bank of Africa, Omni Bank etc. 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.

1.20.4 Occupation

Occupation refers to the actual work that a person does at his/her place of work whether in paid employment, unpaid family worker or self-employment. The occupations are usually classified according to the International Standard Classifications of Occupation (ISCO) which guides all nations including Ghana. Table 1.14 describes the distribution of the workforce by occupation and sex in the Kwadaso Municipality. It is observed that the highest proportion of the population (38.9%) is employed in service and sales workers and it is females (55.1%) dominate employment as compared with males (22.0%). However, skilled agricultural forestry and fishery workers (2.6 %) are among the least employment avenues with more males (3.0%) engagement than their females (2.3%) counter parts. Following this patterns, it would be important for policy makers to initiation of appropriate policy measures to achieve a balance occupational status.

Table 1.20: Employed population 15 years and older by occupation and sex

	Both Sexes	%	Male	%	Female	%
OCCUPATION	Numbers		Numbers		Numbers	
Total	102108	100.0	50075	100.0	52033.22	100.0
Managers	4525	4.4	2490	5.0	2034.403	3.9

	Both Sexes	%	Male	%	Female	%
OCCUPATION	Numbers		Numbers		Numbers	
Professionals	8963	8.8	5237	10.5	3725.578	7.2
Technicians and associate professionals	2754	2.7	2022	4.0	732.3388	1.4
Clerical support workers	2779	2.7	1459	2.9	1320.068	2.5
Service and sales workers	39689	38.9	11027	22.0	28662.12	55.1
Skilled agricultural forestry and fishery workers	2689	2.6	1512	3.0	1176.62	2.3
Craft and related trades workers	23280	22.8	16462	32.9	6817.546	13.1
Plant and machine operators and assemblers	6823	6.7	6626	13.2	197.0229	0.4
Elementary Occupations	10478	10.3	3126	6.2	7351.7	14.1
Other Occupations	130	0.1	114	0.2	15.82572	0.0

Source: Ghana Statistical Service, 2010 Population and Housing Census.

1.20.5 Economically Active Population

The economically active population is defined as persons who are capable of working but might not be working due to some uncontrolled circumstance, hence maybe seeking work for the first time (PHC, 2010).

Table 1.18 presents the data on the economic activity status for all persons 15 years and older by sex in Kwadaso Municipality. It indicates that majority (66.5%) of the population 15 years and older are economically active, which more males (68.5) are affected than females (64.7), While 33.5% are economically not active, with more females (35.3%) been affected compared with males (31.5%). This indicates that more males participated in economic activities. This has both positive as well as negative impact on the economic development for the municipality; as more females are economically not active with full-time education. Also, less than three (2.9) percent are Disabled/sick, which calls for proper stakeholder attention to cater for the universal needs of the population.

Table 1.21: Population 15 years and older by activity status and sex

Activity Status	Total	Male	Female
	Percent	Percent	Percent
Total	100	100	100
Economically Active	66.5	68.5	64.7

Activity Status	Total	Male	Female
	Percent	Percent	Percent
Employed	91.4	92.8	90.1
Worked	94.7	96	93.4
Did not work but had job to go back to	5.1	3.8	6.3
Did voluntary work without pay	0.2	0.2	0.3
Unemployed	8.6	7.2	9.9
Worked before, seeking work and available	43.6	36.9	48.1
Seeking work for the first time and available	56.4	63.1	51.9
Economically not Active	33.5	31.5	35.3
Did home duties (household chore)	19.5	10.6	26.5
Full time education	56.4	67.3	47.8
Pensioner/retired	3.6	5.3	2.4
Disabled/sick	2.9	2.7	3.1
too old/young	8.7	5.2	11.5
Other	8.7	8.9	8.7

Source: Ghana Statistical Service, 2010 Population and Housing Census

On the economic activity status of population 15 years and older by sex and age, it is found out that, more of the population (17.7%) between the ages 20-24 is the actual labour force of the municipality. However, it is observed that unemployment is higher in the ages 20-24 across both sexes. It would therefore be necessary for the municipal authorities to begin taking steps to address the unemployment condition of this very active population.

Table 1.22: Economic activity status of population 15 years and older by sex and age

Age Group	All Status		Employment	%	Unemployment	%	Economically not active	%
	Number	%	Number		Number		Number	
BOTH SEXES								
Total	167934	100	102108	100	9598	100	56227	100
15-19	27602	16.4	3864	3.8	828	8.6	22910	40.7
20-24	29654	17.7	14086	13.8	2847	29.7	12692	22.6
25-29	25769	15.3	18657	18.3	2353	24.5	4748	8.4
30-34	20472	12.2	16726	16.4	1249	13.0	2498	4.4
35-39	16228	9.7	13875	13.6	747	7.8	1607	2.9
40-44	12897	7.7	11182	11.0	490	5.1	1225	2.2
45-49	9307	5.5	7976	7.8	335	3.5	986	1.8
50-54	7943	4.7	6513	6.4	270	2.8	1160	2.1
55-59	5212	3.1	4003	3.9	182	1.9	1027	1.8
60-64	3926	2.3	2250	2.2	181	1.9	1496	2.7

Age Group	All Status		Employment	%	Unemployment	%	Economically not active	%
	Number	%	Number		Number		Number	
BOTH SEXES								
65+	8923	5.3	2945	2.9	98	1.0	5880	10.5
MALE		100.0						
Total	78705	100	50057	100.0	3857	100.0	24792	100.0
15-19	12832	16.3	1630	3.3	308	8.0	10895	43.9
20-24	14310	18.2	6668	13.3	1173	30.4	6468	26.1
25-29	12034	15.3	8953	17.9	999	25.9	2082	8.4
30-34	9734	12.4	8411	16.8	477	12.4	847	3.4
35-39	7701	9.8	6962	13.9	246	6.4	485	2.0
40-44	6282	8.0	5674	11.3	203	5.3	405	1.6
45-49	4316	5.5	3866	7.7	137	3.6	323	1.3
50-54	3629	4.6	3179	6.4	105	2.7	345	1.4
55-59	2336	3.0	1992	4.0	70	1.8	273	1.1
60-64	1817	2.3	1201	2.4	92	2.4	524	2.1
65+	3668	4.7	1502	3.0	43	1.1	2123	8.6
FEMALE								
Total	89228	100.0	52033	100.0	5739	100.0	31456	100.0
15-19	14770	16.6	2239	4.3	515	9.0	12016	38.2
20-24	15344	17.2	7436	14.3	1684	29.3	6224	19.8
25-29	13735	15.4	9711	18.7	1360	23.7	2665	8.5
30-34	10737	12.0	8311	16.0	773	13.5	1643	5.2
35-39	8527	9.6	6916	13.3	486	8.5	1126	3.6
40-44	6615	7.4	5504	10.6	291	5.1	820	2.6
45-49	4991	5.6	4113	7.9	200	3.5	679	2.2
50-54	4372	4.9	3387	6.5	165	2.9	821	2.6
55-59	2772	3.1	1924	3.7	108	1.9	740	2.4
60-64	2109	2.4	1050	2.0	90	1.6	970	3.1
65+	5255	5.9	1445	2.8	58	1.0	3752	11.9

Source: Ghana Statistical Service, 2010 Population and Housing Census

1.20.6 Industry

The industry is defined as the type of activity carried out by the enterprise where a person is working or the type of product produced or services rendered at the respondent's workplace. Information was collected only on the main product produced or service rendered in the establishment during the reference period. Industry in the 2010 PHC was categorized using the International Standard Industrial Classification (ISIC).

Table 1.21 indicates the distribution of employed population 15 years and older in the industry of employment by sex in the Kwadaso Municipality. Overall, wholesale and retail; repair of motor vehicles and motorcycles employed 38 percent and Manufacturing contributed about 14 percent. This may imply that the Municipality is mainly consuming and hence the need for more interventions to be formulated to help exploit the manufacturing potentials within the municipality.

Table 1.23: Employed population 15 years and older by Industry and Sex

Industry	Total	Male		Female		
		%	Number	%	Number	
Total	102108	100.0	50075	100.0	52033	100.0
Agriculture forestry and fishing	3395	3.3	2070	4.1	1325	2.5
Mining and quarrying	201	0.2	180	0.4	20	0.0
Manufacturing	13858	13.6	7383	14.7	6475	12.4
Electricity gas steam and air conditioning supply	236	0.2	190	0.4	46	0.1
Water supply; sewerage waste management and remediation activities	264	0.3	145	0.3	119	0.2
Construction	5060	5.0	4915	9.8	144	0.3
Wholesale and retail; repair of motor vehicles and motorcycles	39161	38.4	15191	30.3	23970	46.1
Transportation and storage	5946	5.8	5688	11.4	258	0.5
Accommodation and food service activities	8155	8.0	1056	2.1	7099	13.6
Information and communication	677	0.7	516	1.0	161	0.3
Financial and insurance activities	1480	1.4	785	1.6	695	1.3
Real estate activities	54	0.1	49	0.1	5	0.0
Professional scientific and technical activities	1335	1.3	914	1.8	421	0.8
Administrative and support service activities	896	0.9	695	1.4	201	0.4
Public administration and defense; compulsory social security	1906	1.9	1341	2.7	565	1.1
Education	6439	6.3	3351	6.7	3087	5.9
Human Health and social work activities	2102	2.1	805	1.6	1297	2.5
Arts entertainment and recreation	1060	1.0	919	1.8	141	0.3
Other service activities	9036	8.8	3475	6.9	5561	10.7
Activities of households as employers; undifferentiated goods- and services- producing activities of households for own use	839	0.8	415	0.8	425	0.8
Activities of extraterritorial organizations and bodies	10	0.0	7	0.0	3	0.0

Source: Ghana Statistical Service, 2010 Population and Housing Census.

1.20.7 Employment sector

Employment sector refers to the sector in which a person works. Table 1.21 shows employed population 15 years and older by employment sector and sex. The total population 15 years and older in the employment sector were 23,483, with males being 13,288 and the females 10,195. This shows that the employment sector is male-dominated.

According to the table, the percentage of the population who are employed in the private informal sector was 91.4 percent, followed by the Public Government constituting 4.9 percent. This could be attributed to the fact that the district is a rural-oriented economy and the majority of the people are self-employed. The male population employed in the public (Government) sector is higher 5.8 percent compare to female 3.9 percent. The least employed population in the municipality are the Semi-Public/Parastatal which recorded 11 males and eight females and Other International Organization recorded six for males only.

Table 1.24: Employed population 15 years and older by employment sector and sex

Employment Sector	Both sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
Total	23,483	100.0	13,288	100.0	10,195	100.0
Public (Government)	1,162	4.9	765	5.8	397	3.9
Private Formal	791	3.4	629	4.7	162	1.6
Private Informal	21,462	91.4	11,855	89.2	9,607	94.2
Semi-Public/Parastatal	19	0.1	11	0.1	8	0.1
NGOs (Local and International)	43	0.2	22	0.2	21	0.2
Other International Organisations	6	0.0	6	0.0	0	0.0

Source: Ghana Statistical Service, 2010 Population and Housing Census

1.20.7.1 Employment Status

Employment status refers to the status or position of a person in the establishment where he/she works currently or previously worked. Such information provides insight into the socio economic status of the society. According to Table 1.18, 49.2 % of the population of the municipality is self-employed without employee(s), out of whom 37.9% are males, while 20.1% of them are females. It further shows that domestic employee (house help) is a female dominated

activity; hence the needs for effective labour policy and appropriate private intervention to create enabling the environment to promote growth and protect the fundamental human right of the house-helps.

Table 1.25: Population 15 years and older by employment status and sex

	Both Sexes	%	Male	%	Female	%
Employment Status			Number		Number	
Total	102108	100.0	50075	100.0	52033	100.0
Employee	29306	28.7	18838	37.6	10468	20.1
Self-employed without employee(s)	50260	49.2	18980	37.9	31280	60.1
Self-employed with employee(s)	10496	10.3	6135	12.3	4361	8.4
Casual worker	2515	2.5	1575	3.1	940	1.8
Contributing family worker	2362	2.3	772	1.5	1590	3.1
Apprentice	6436	6.3	3446	6.9	2990	5.7
Domestic employee(house help)	575	0.6	236	0.5	339	0.7
Other	159	0.2	93	0.2	66	0.1

Source: Ghana Statistical Service, 2010 Population and Housing Census

1.20.8 Household Income and Expenditure

Planning is aimed at bringing about qualitative change resulting in the reduction in poverty level and improvement on equity among others. Additionally, social planning as an aspect of planning has as its main objective of interventions to reduce deprivation, to increase access to social and welfare services (insurance and a reduction in social risk).

One of the prudent means by which change can be realized is by looking at the income and expenditure of households. In other words, the amount of money households earn from their work and the ways the money is spent at a particular period of time. It can thus be seen that income and expenditure are directly related and that how much a person earns to a larger extent determines how much that person spends. However, there is currently limited data on the income and expenditure patterns of the municipality to warrant a proper assessment of the situation. In this regards urgent attention is needed from the Municipal stakeholders on appropriate interventions to manage the situation.

1.21 Municipal Revenue and Expenditure Status

The main revenue of the Municipality includes Central Government Transfers in the form of DACF and other financial support from Development Partners. IGF is expected to complement these known sources. The Assembly is heavily reliant on the DACF funds for capital investment and as a result, will suffer major development setbacks without it. Moreover, there are strict expenditure guidelines which may hinder investment in critical areas to propel the local economy. Therefore the need for continuous efforts to improve revenue mobilization to ensure effective performance of the Assembly's cannot be over stated.

1.21.1 Revenue

Revenue generation is an important component to the development of every assembly. The need of the diversity of sources of revenue in the Municipality cannot be over emphasized. In this respect to the Municipal Assembly the revenue generation sources can be grouped into two main sources; including Internal and External sources.

The Internal source includes the Internally Generated Funds which mainly comes from Rates, Stool lands, Fees and Fines, Licenses, Investment and property rates from private property within the territorial boundaries of the assembly. The external sources on the other hand also include District Assemblies Common Fund (DACF), District Development Facility (DDF), Multi-Sectoral HIV and AIDS Programme (MSHAP) all from the Government of Ghana and the MPs share of the Common Fund. The external support may also come from the African Development Bank (AFD) and the International Development Bank (IDA) under Community Water and Sanitation Agency. However, being a newly created Municipality the assembly, its revenue status could not be analysed beyond IGF. As captured in the Table 1.24, the revenue situation of Kwadaso Municipal Assembly from April to August, 2018 is displayed. Inferring from the table, it could be deduced that a total of GH¢ 530,656.58 of IGF has been generated over the time frame.

Table 1.26: Municipal Revenue Situation (April – September, 2018)

Description		April -August	
		Estimated (GH¢)	Actual Cumulative (GH¢)
Internally Generated Funds	Rates	475,953.88	
	Lands	146,000.00	
	Fees and Fines	320,585.00	
	Licenses	222,193.00	
	Rents	21,280.00	
	Investments	0.00	
	Miscellaneous	5,000.00	
Total IGF		1,191,011.88	530,656.58
Externally Generated Funds	Grants	3,787,379.40	

Source: Municipal Finance Office (2018)

1.21.2 Expenditure

Expenditure pattern in the Municipality has been categorized into two broad areas, that is, recurrent and capital expenditures. The recurrent expenditure includes personnel emolument, travel and transport, general expenditure, maintenance, and other current expenditure. The capital expenditure looks at the development of projects and programmes carried out. As indicated in the above, the Assembly's the total expenditure as at August 2018 was about GH¢ 463,298.52. The trend of the revenue and expenditure pattern suggests that Fiscal policies should be put in place to reduce and manage expenditure on recurrent in order to give meaning IGF to mobilization. Table 1.21 below analyses the Municipal expenditures for the periods April-August, 2018.

Table 1.27: Municipal Expenditure Situation

ITEM		April–August, 2018	
		Estimated (GH¢)	ACTUAL (GH¢)
RECURRENT EXPENDITURE	Personnel Emolument; IGF casuals collectors and other allowances and transfer grants	219,310.00	152,671.27
	Travel and Transport	273,300.00	43,685.00
	General Expenditure; utilities, Goods/Services and rentals	2,675,869.00	157,501.14
	Maintenances	275,000.00	0
	Other Current Expenditure		109,441.11

Non- Recurrent/ Capital Expenditure	Internally Generated Funds, District Assembly's Common Fund and Other Development Funds	1,554,692.00	
Excess Income Over Expenditure (Surplus)			
Overall Total		4,998,171.00	463,298.52

Source: Municipal Finance Office (2018)

1.21.3 Revenue Bases

The number of economic activities determines and constitutes the revenue base of the municipality. Kwadaso Municipal Assembly as an urban-dominated economy has a number of revenue sources and products from which taxes could be levied. Some of them include agricultural products such as plantain, cassava, and vegetables sold in the open market. Other major ones include land, property, and other property rates from corporate bodies such as MTN, Vodafone and Tigo with the Municipality. Licenses, rents, investments, and fees and fines in the area are among the broad revenue bases items.

1.21.4.1 Implications for Development

The analysis on the economic parameters shows that the municipality has great potentials for economic growth and investment. It has a good labour force and a good potential for marketing and commercial infrastructure base for private sector development.

However, from the above financial analysis of the municipality, the following specific development implications have been deduced;

- Unreliable data on ratable items
- Low revenue mobilization due to leakages
- Strict Guidelines on Utilization of funds based on PFA.
- Poor monitoring of revenue collectors
- Lack of a reliable revenue database

1.22 Access to Modern Agriculture Extension Services

Appropriate agriculture extension services are an important rapid transformation inputs in most developing countries. Even though Kwadaso Municipal is an urban locality, the results of the

2010 Population and Housing Census shows that agriculture is an important component of the local economy. About 49 percent of the Municipality households of the entire household population engaged in agricultural activities as a livelihood strategy (see Table 1.26). A good number of the households population who are into agriculture are specifically on crop farming (44.5%) and livestock rearing (5.2%), as compared with Fish farming (0.2%) and tree planting (1.5%) activities. It follows that the institution that is responsible for the transfer of new techniques to the farmers is a vital livelihood empowerment of the Municipality.

Table 1.28: Households by Agricultural Activities and Type of Locality

Farming Activity	Number	%
Total households	11184	100.0
Households engaged in agriculture	5438	48.6
Crop Farming	4982	44.5
Tree Planting	165	1.5
Livestock rearing	583	5.2
Fish farming	17	0.2

Source: Ghana Statistical Service, 2010 Population and Housing Census

The agriculture sector could play an important role in sustaining the government agriculture development vision on DCAT. Appropriate extension services institutions will provide the key link between the research laboratories or experimental farms and the farmer population. They also advise farmers on new techniques of farming such as row planting, correct use of agro chemicals, improved crop varieties, seed planting material production and multiplication techniques, disease and pest surveillance, post-harvest handling, and soil fertility improvement and management among others. There is a need for the municipal authorities to take appropriate steps to revamp the Department of Agriculture to offer its critical services to the municipality in this direction. Even as the government focuses on the improvement of research and extension services, much emphasis should be placed on enhancing the direct farmer well fare. Some of the problems facing extension service delivery in the districts are inadequate logistics and insufficient accommodation, poor road condition especially in the rainy season, and possible low cooperation of some farmers with extension officers.

1.22.1 Food Security

Food security refers to the availability, accessibility, utilisation and stability of food for a population at a specific time period. Many countries in the world are still grappling with the twin food crises in the world. Developing countries with weak coping mechanisms usually suffer the most. Food safety, food management systems, diets, and their implications for food and nutrition security are useful issues of development for the current and projected populations.

The incidence of the climate change and all its uncertainties has left some important implication for the municipality development. This necessitates for important that steps are taken by duty bearers to ensure food sufficiency all year round. Besides the its large capacity as a commercial hop for vast staple foods, the municipality has enough untapped capacity for rabbit rearing and aqua culture. Therefore, key interventions should be put in place in the case of Kwadaso Municipality to enhance food security in the area. Such interventions may include the provision of staff accommodation facilities, the promotion of agro-industrial processing and promotion of vegetables, fish and rabbit farming. Most of the vegetables consumed in the Municipality are perishable not produce in the in the locality and worst are may not be produced on hygienic conditions. It is therefore important to seek adequate measures and processes. Proactive measures and response are necessary to prevent food insecurity effects on the Municipality.

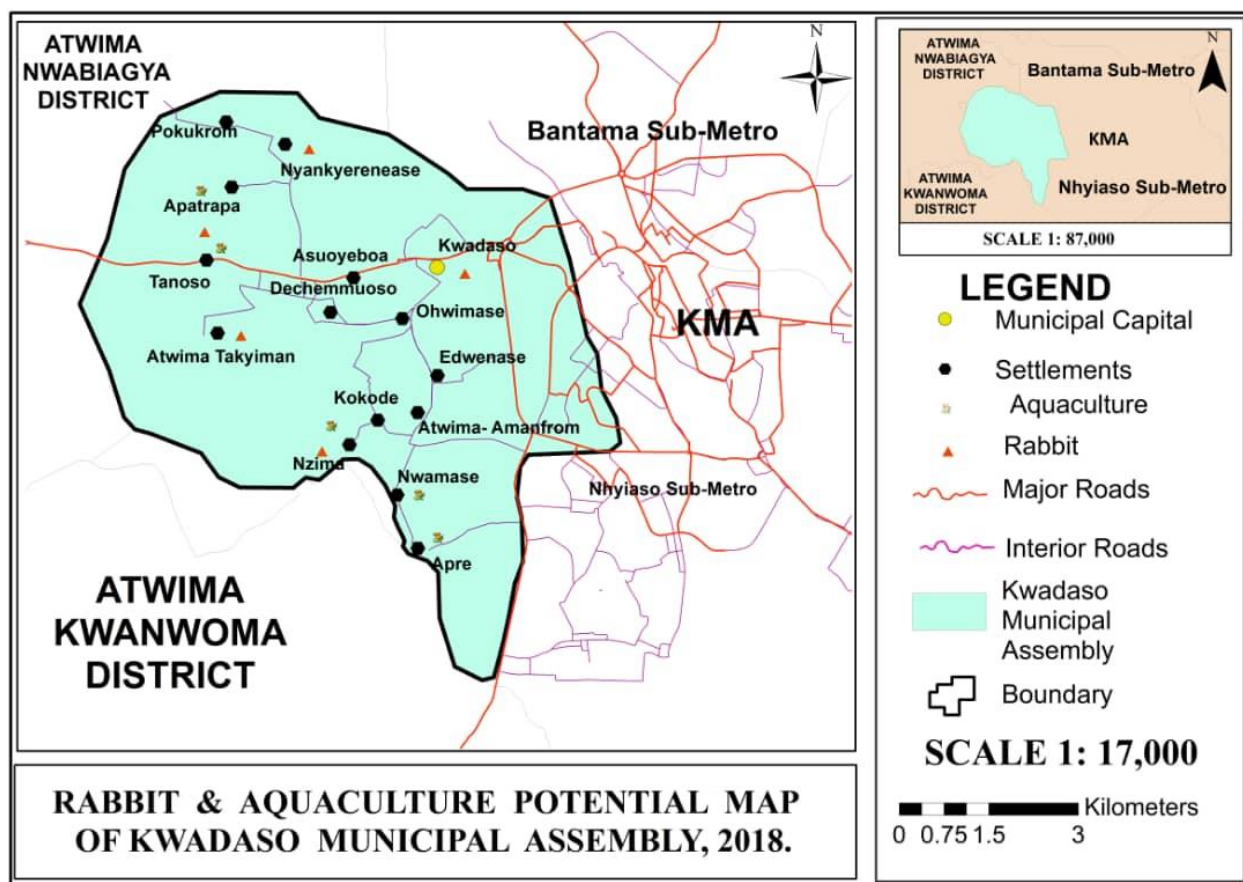


Figure 18: Rabbit & Aquaculture Potential Map-MPCU, 2018

1.23 Poverty Profile

The poverty profile of an assembly is a very critical development indicator. It is often analysed according to the basic decentralized units of assembly, including Area councils, Town councils, and Urban or Zonal councils. This calls for surveys, bordering on issues such as malnutrition, dependency, income levels, housing condition among others, and ranking of these indicators to establish the most poverty stricken localities in the catchment.

A major poverty indicator that may hinder the short and long-term sustainable development of the sectors of the municipality is poor road network. The roads linking the major town centres need adequate attention. Moreover, the dependency ratios as recorded in the municipality do not favour poverty reduction strategies. Public education, especially on family planning is therefore

an important tool to help reduce the ratio. The poor economic situation of the people is also aggravated by the non-availability of strategic market facilities. The conditions may have development implications for revenue in the area. However, comprehensive poverty pockets and their characteristics could not be analysed due to lack of proper socio economic data of the Municipality. There is a critical need for the Municipal authorities to fashion out immediate interventions to get over this development challenge.

Table 1.29: Poverty Situation in the Municipality

Zonal/Town/Area Council	Poverty Ranking	Indicators on the Poverty Characteristics
	Most Poverty Stricken	Malnutrition- % of the population calorie intake per day Dependency Ratio Income levels of average households. Level of education -% of the population with minimum education. Poor housing conditions- % of structures are built of mud/mud bricks. Inadequate toilet facilities-% of residences do not have toilet facilities. Inadequate access to potable water. Inadequate Health facilities No access to banking and financial institutions. Inadequate access to electricity.
-do-	2 nd Most Poverty Stricken	-do-

Source: Municipal Assembly, (2018)

1.24 Information and Communication Technology

Information and Communication Technology (ICT) has become an important tool in today's knowledge-based information society and economy. The role of ICT in an emerging economy such as Ghana's, has been widely recognized at various levels. The recognition is reflected in actions such as the development and deployment of a national ICT infrastructure, institutional and regulatory framework for managing the sector, promoting the use of ICT in all sectors of the economy, implementing e-governance in all government institutions and the construction of a National Data Centre as well as Regional Innovation Centres. The national efforts of expanding ICT intervention and infrastructure should be extended to Kwadaso Municipal promote access to mobile phones, computers, safe internet facility either for mobile devices and the access to fixed

telephone lines by individuals or households. This will to drive the implementation of government development programmes with science, technology and appropriate innovation.

1.25 Summary of Key Identified Development Gaps/Problems/Issues from the Situational Analysis/Profile and Performance Review

The above situational analysis has provided an in-depth study of the Kwadaso Municipality in terms of its socioeconomic development challenges and constraints. As already discussed, the analysis took a holistic situational analysis of the municipality to extract relevant information on socio-demographic features, spatial, emerging issues and the socio-economic components of development. Following the comprehensive review, the under listed development issues were identified for the Assembly and relevant stakeholders attention. Development issues identified are presented according to the GSGDA Thematic Areas as follows;

Enhancing Competitiveness of Ghana's Private Sector;

- Inadequate socioeconomic data on MSMEs.
- Low entrepreneurial skills
- High cost of accessing credit facilities/start-up capital by MSMEs.
- Limited business development skills.
- Inadequate market infrastructure.

Accelerated Agricultural Modernization and Sustainable Natural Resources Management;

- Inadequate Access to Land.
- Limited Access to Extension Services.
- Poor environmental conservation and management.
- Limited of Climate Change Awareness

Infrastructure and Human Settlement Development;

- Poor environmental sanitation at the markets.
- Poor road conditions.

- Poor Drainage System.
- Poor Waste Disposal.
- Inadequate access to potable water and sanitation facilities.
- Poor Enforcement Development Control.
- Weak Enforcement of Planning Regulations.
- Inadequate housing facilities resulting in slums development
- Inadequate access to electricity/ street lighting.
- Seasonal flooding.
- Destruction of properties by fire.
- Poor enforcement of existing sanitation laws

Human Development Productivity and Employment;

- Rapid population growth rate.
- Inadequate Educational Infrastructure.
- Encroachment on school lands by private developers and squatters.
- Poor maintenance of school infrastructure.
- Inadequate Health Infrastructure.
- Inadequate Logistics for Quality Health Service Delivery.
- High Stigmatization and Discrimination towards People with HIV and AIDS.
- High Level of Unemployment.
- High Poverty levels among the Vulnerable.
- Child Abuse.
- High incidence of malaria cases and communicable diseases –TB/Cholera.
- Incidence of maternal and child mortality.
- Proliferation of unauthorised herbal medicines.
- Lack of youth friendly health centers.
- Inadequate access to NHIS infrastructure/ office accommodations.
- Lack of community social /durbar ground.

Transparent And Accountable Governance;

- Inadequate local participation in governance and development issues.
- Inadequate Office and Residential Accommodation for Staff.
- Poor Revenue Generation.
- Inadequate Capacity of Assembly Staff, Revenue Collectors, and Assembly sub-structures .
- Malfunctioning of the Sub –Structures and Unit Committees.
- Inadequate Representation of Women at the Assembly.
- Unreliable data on ratable items.
- Revenue leakages
- Apathy by the public to pay fees.
- Low motivation for revenue collectors.
- Poor human security and public safety infrastructure.

CHAPTER TWO

DEVELOPMENT ISSUES; FRAMEWORK FOR 2018-2021

2.0 Introduction

This Chapter discusses the identified and harmonised development issues (GSGDA II pillars) and their link to relevant development dimensions of the Coordinated Programme of Economic and Social Development Policies; an Agenda for Jobs creation (2018-2021). The dimensions of the Agenda for Jobs creation are as below;

- Economic Development
- Social Development
- Environment, Infrastructure and Human Settlements
- Governance Corruption Public Accountability

The chapter then concluded with a thorough analysis of the identified development potentials, opportunities, constraints and challenges of the Municipality, socioeconomic compatibility analysis as part of prioritization of the development issues in the this plan.

2.1 Harmonization of Community Needs and Aspirations with Identified Key Development Gaps/Problems/Issues (from Review of Performance and Profile)

On the basis of the summarized key development issues in chapter one, the MPCU classified and harmonize the prioritized development issues to guide development thinking for 2018-2021. In order to meet the emerging community needs the MPCU organized a community needs and aspirations forum for consultations with the citizens at the sub-structure levels (electoral and unit committee) to provide inputs into the plan.

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.

Table 2.1: Scoring

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Table 2.2 Harmonization of Community Needs and Aspirations with Identified Development Problems/Issues from Review of Performance and Profiling-2014-2017

Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues	Scores
Ineffective education on environmental management	Poor environmental conservation and management. Limited of Climate Change Awareness	2
Construction of a fire service station	Destruction of properties by fire.	2
Promote family planning through sensitization	Rapid population growth rate.	2
	Lack of youth friendly health centers.	
Job creation	Limited employment opportunities	2
Entrepreneurial skills	Low entrepreneurial skills.	2
Construction of Skills Training centers	Limited business development skills.	2
	Inadequate skill training centers.	
Non-compliance with land use regulatory framework on private infrastructure provision.	Inability to match housing supply with population growth.	2
	High cost of accommodation.	
	Absence of well-institutionalized estate agencies.	
Reduction in the cost of lands	High cost of building plots.	2
Improve land acquisition and registration procedure	Inadequate housing facilities resulting in slums development	2
Ensuring proper layout of settlement-building codes	Poor Enforcement Development Control. Seasonal flooding.	2
Construction and mechanization of bore holes	Inadequate access to quality and affordable water.	2
Construction of sanitation facilities	Inadequate access to potable water and sanitation facilities.	2
	Poor Waste Disposal.	
Construction and desilting of drains.	Poor Drainage System.	2
Proper management of waste material	Seasonal flooding due to Poor Waste Disposal.	2
Construction of Improved Sanitary Site	Poor Waste Disposal	2
Reduction in sanitary fees	Poor enforcement of existing sanitation laws	2
Enforcement of noise pollution and Sanitation Bye-laws	Poor enforcement of existing sanitation laws.	2
Construction and rehabilitation of basic	Inadequate Educational Infrastructure.	2

Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues	Scores
Classroom blocks with ancillary facilities		
Provision of ICT centers and infrastructure.		
Construction of fence wall for all public schools	Encroachment on school lands by private developers and squatters.	2
Provision of furniture for schools	Inadequate Educational Infrastructure.	2
Provision of gender sensitive institutional toilet facilities	Lack /inadequate gender sensitive sanitation facilities in school (Toilet and urinal).	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 and training of teachers	Inadequate logistics (example Textbooks).	2
Effective support to sports development schools and community	Low diversity of sport development	2
Government support for private schools	High cost of school fees by the private operators.	2
Renovation and construction of community health centres and CHPS.	Inadequate Health Infrastructure.	2
Construction of nurses' quarters	Inadequate Logistics for Quality Health Service Delivery	
Provision of incentives to retain Doctors and nurses		
Provision of community ambulance		
Sensitization on malaria prevention and periodic mass spraying of the environment	High incidence of malaria cases and communicable diseases –TB/Cholera.	2
Antenatal and postnatal care	High incidence of maternal and child mortality.	2
Regulate herbal medicine speared and usage	Proliferation of unauthorized herbal medicines.	2
Decentralize activities of food and drugs board	High Poverty levels among the Vulnerable.	
Public sensitization on Stigmatization and discrimination against PLWHAS	High Stigmatization and Discrimination towards People with HIV and AIDS.	2
Provision of adequate financial support for care givers	Child Abuse.	2
Strengthen District Response Initiative (DRIs) activities and encourage information sharing among partners	Ineffective collaboration among partners providing care and support	2
Public education on contraceptive use	Lack of youth friendly health centers.	2
Improve Service of NHIS	Inadequate access to NHIS infrastructure/ office accommodations.	2
Protection of nature reserves and public lands	Encroachment on public lands.	2
Construction of recreational centers	Lack of community social /durbar ground.	2
	Lack of youth friendly centers.	
	Poor/inadequate infrastructure facilities.	

Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues	Scores
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. Inadequate market infrastructure.	1
Effective monitoring of urban Agriculture farms	Limited Access to Extension Services Poor environmental conservation and management Limited of Climate Change Awareness	2
Construction of markets/ rehabilitation	Inadequate market infrastructure	2
Improve sanitation at markets and public places.	Poor environmental sanitation at the markets.	1
1). Construction of Roads and bridges/culverts 2) Reshaping of access roads 3) Construction of footbridges	Deteriorated road condition. Inadequate bridges and poor road intersection designs.	2
Enforcement of planning codes	Proliferation of streets hawkers. Encroachment on access roads.	2
street lights for community and in public ie markets	Inadequate street lights Human security and public safety	
Construction of municipal police station. Logistics for police patrols in community and watch committee		2
Sensitize and support participation of women in decision making	Limited participation of women in decision making process. Inadequate Representation of Women at the Assembly Inadequate local participation in governance and development issues.	2
Low mobilization of internally generated funds by the Assembly.	Leakages in revenue collection. Inadequate donor funds. Poor Revenue Generation	2
Motivation packages for revenue collectors	Low motivation for revenue collectors.	2
Reliable municipal socioeconomic data	Poor availability of data	
Poor participation and implementation of public development policy	Poor participation and implementation of Public policy. Inadequate Capacity of Assembly Staff, Revenue Collectors, Assembly and the Unit Committee Members. Malfunctioning of the Sub –Structures and Unit Committees. Inadequate Office and Residential Accommodation for Staff.	2
Total= 43		96=96/43 = 2.2

Source: MPCU, 2018

Inferring from the Table 2.2 above, the results revealed an average harmonized score of 2.2. This is calculated as, total harmonized score/ Total No. of Community Needs; 96/43=2.2. This implies a strong harmony of the community needs/ aspiration and Key development issues.

2.2 Summary of Key Development Issues Harmonized Under the Appropriate Thematic Areas of GSGDA II with Implication for 2018-2021

In order to offer a better understanding and appreciation on the development issues of the Municipality, the MPCU summarized and categorized the identified issues under the appropriate thematic areas of the GSGDA II. These issues emerged from the performance review and municipal profiling as indicated in Table 2.3 below.

Table 2.3: Key development issues under GSGDA II with implications for 2018-2021

S/N	Thematic Area of GSGDA II	Key Development Issues under GSGDA II with Implications for 2018-2021
1.0	Enhancing Competitiveness of Ghana's Private sectors	Inadequate socioeconomic data on MSMEs.
		Low entrepreneurial skills
		High cost of accessing credit facilities/start-up capital by MSMEs.
		Limited business development skills.
		Inadequate market infrastructure.
2.0	Accelerated Agricultural Modernization and Sustainable Natural Resources	Inadequate Access to Land.
		Limited Access to Extension Services.
		Poor environmental conservation and management.
		Limited of Climate Change Awareness
3.0	Infrastructure, Energy and Human Settlement	Poor environmental sanitation at the markets.
		Poor road conditions.
		Poor Drainage System.
		Poor Waste Disposal.
		Inadequate access to potable water and sanitation facilities.
		Poor Enforcement Development Control. .
		Inadequate housing facilities resulting in slums development
		Inadequate access to electricity/ street lighting.
		Seasonal flooding.
		Destruction of properties by fire.
Poor enforcement of existing sanitation laws		

S/N	Thematic Area of GSGDA II	Key Development Issues under GSGDA II with Implications for 2018-2021
4.0	Human Development, Productivity and Employment	<p>Rapid population growth rate.</p> <p>Inadequate Educational Infrastructure.</p> <p>Encroachment on school lands by private developers and squatters.</p> <p>Poor maintenance of school infrastructure.</p> <p>Inadequate Health Infrastructure.</p> <p>Inadequate Logistics for Quality Health Service Delivery.</p> <p>High Stigmatization and Discrimination towards People with HIV and AIDS.</p> <p>High Level of Unemployment.</p> <p>High Poverty levels among the Vulnerable.</p> <p>Child Abuse.</p> <p>High incidence of malaria cases and communicable diseases – TB/Cholera.</p> <p>Proliferation of unauthorised herbal medicines.</p> <p>Lack of youth friendly health centers.</p> <p>Inadequate access to NHIS infrastructure/ office accommodations.</p> <p>Lack of community social /durbar ground.</p> <p>Proliferation of streets hawkers at Sofoline and Tanaso</p>
6.0	Transparent, Responsive and Accountable Governance	<p>Inadequate local participation in governance and development issues.</p> <p>Inadequate Office and Residential Accommodation for Staff.</p> <p>Poor Revenue Generation.</p> <p>Inadequate Capacity of Assembly Staff, Revenue Collectors, Assembly and the Unit Committee Members.</p> <p>Malfunctioning of the Sub –Structures and Unit Committees.</p> <p>Inadequate Representation of Women at the Assembly.</p> <p>Unreliable data on ratable items.</p> <p>Revenue leakages</p> <p>Apathy by the public to pay fees.</p> <p>Low motivation for revenue collectors.</p> <p>Poor human security and public safety infrastructure.</p>

Source: MPCU, 2018.

2.3 Harmonization of key development issues under GSGDA II with implication for 2018-2021 with CESP: Agenda for Jobs, 2018-2021

This sub-section of the plan deals with the continuity of relevant ongoing programmes and as enshrined in Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana. The implementation of GSGDA II has generated some key issues as indicated before. In order to ensure continuity of relevant ongoing projects and programmes, the MPCU harmonized those issues associated with programmes and projects that commenced under GSGDA II, spanning 2014-2017 with those issues of the Coordinated Programme of Economic and Social Development Polies: Agenda for Jobs, 2018-2021. Table 2.3 indicates the link between GSGDA II and CP; Agenda for Jobs.

Table 2.4 Identified Development Issues under GSGDA II to CP; Agenda for Jobs

GSGDA II, 2014-2017		CESP AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	POLICY ISSUES
Ensuring and Sustaining Macroeconomic Stability	Inadequate database on ratable items for effective revenue generation	Economic Development	Revenue underperformance due to leakages and others.
	Inadequate logistics for revenue mobilization		Inadequate/Narrow tax base
	Inadequate skills		Inadequate supplementary Infrastructure such as roads, etc
	High revenue leakages		Poor entrepreneurship culture
Enhanced Competitiveness of Ghana's Private Sector	Inadequate market infrastructure		Inadequate market information
	Inadequate Business Development skills		Limited access to affordable credit
	High rate of youth unemployment		Informal nature of businesses
	Lack business corporative/ associations		Limited access to extension services.
			High cost of accommodation.
			High production cost
Accelerated Agriculture Modernization Natural Resource Management	Inadequate skills in best agricultural practices	Inadequate vaccination of pets.	
	High cost of farm inputs		
	Post-harvest loses		
	Inadequate staff accommodation		
	Inadequate logistics		

GSGDA II, 2014-2017		CESP AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	POLICY ISSUES
	Bad land and water management practices		
	Livestock disease		
Infrastructure and Human Settlement Development	Poor Drainage system	Environment, Infrastructure and Human Settlement	Poor quality and road networks
	Poor Municipal Roads Condition		
	Poor Highway Roads Condition		Poor electricity access to all citizens
	Inadequate culverts on feeder Roads		Inadequate ICT centers within communities
	Inadequate office equipment for departments		
	Inadequate and Frequent malfunctioning of street light		Low level of citizens' access to social centres
	Lack of community layout		Weak enforcement of planning and building regulations
	Inadequate adherence to building standards		Low institutional and citizen capacity to adapt to climate change impacts
			Weak gender and vulnerability inclusion in dev't.
			Poor sanitation and drainage systems
			Indiscriminate dumping of refuse
			Inadequate waste management infrastructure
	Weak disaster prevention, preparedness and response systems.		
Human Development, Employment and Productivity	Inadequate classroom infrastructure	Social Development	Poor access to universal educational infrastructure

GSGDA II, 2014-2017		CESP AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	POLICY ISSUES
	Inadequate Pre-school (KG) infrastructure		Poor linkage among schools' providers and stakeholders
	Inadequate teaching and learning materials for basic schools		Inadequate monitoring and supervision
	High incidence of poverty/ Low household incomes		Lack of staff accommodation
	Inadequate skilled trained teachers		Huge gaps in access to quality health care
	High rate of teenage pregnancies among in and out of school adolescents		Inadequate health service data
	Low enrolment rates		Increasing maternal mortality and communicable diseases
	Poor BECE Performance		Unavailability of NHIS office.
	Poor Hygiene and sanitation in schools		Inadequate coverage of reproductive health and family planning services
	Inadequate monitoring and supervision		Inadequate and unsustainable measures to improving nutritional needs
	Lack of staff accommodation		Inadequate public education on nutritional status
	Inadequate maternal and reproduction health infrastructure		Incidence of malaria, HIV/AIDS and communicable diseases (TB)
	Inadequate resourced health infrastructure (CHPS, Health centres)		High levels of youth unemployment
	Inadequate health professionals		Weak enforcement of laws and rights of children
	High incidence of malaria, HIV/AIDS and communicable diseases		Diminishing interest in local sports by general public

GSGDA II, 2014-2017		CESP AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	POLICY ISSUES
	Poor living conditions of vulnerable groups		
	Inadequate logistics		
	High rates of Open Defecation		Inadequacy of social protection programmes
	Poor sanitation, solid and liquid waste disposal		High cost of land and housing facilities.
	Inadequate potable water sources		Poor water and sanitation planning and implementation
	Frequent breakdown of water sources		Prevalence of open defecation
			Inadequate maintenance of water facilities
			Inadequate support for special education for PWDs.
			Severe social stigma of PWDs and inequalities.
			Low levels of entrepreneurial skills
			Inadequate structures for the security service
			Limited implementation of fiscal decentralization policy
			Weak financial base and management capacity of the District Assemblies
	Non-functioning sub-district structures		
Transparent Responsive and Accountable Governance	Inadequate managerial, planning, budgeting and administrative skills	Governance Corruption and Public Accountability	Low levels of participation of women in governance and decision making
	Lack of office equipment, stationary, furniture and other		Poor linkage between planning and budgeting at

GSGDA II, 2014-2017		CESP AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	POLICY ISSUES
	logistics		all levels
	Inadequate means of transport		Inefficient and ineffective implementation of development policies and plans
	Inadequate office accommodation		Ineffective and weak monitoring and evaluation systems
	Inadequate staff accommodation		Weak coordination of the development planning system
	Inadequate co-ordination among department		Inadequate financial resources
	Weak reporting and communication		Low level stakeholder consultation
	Weak monitoring system		Gaps in communication between MMDA's and the citizens
	Pressure on available infrastructure		Limited implementation of fiscal decentralization policy
	Inadequate training opportunities		Incidence of crimes
	Inadequate participation		Inadequate coverage of street lights
	High incidence of smuggling of consumable items		
	Loss of confidence in Assembly Members by the public.		
	Poor publicity of the Assembly's achievements.		
	High crime rate		
	Inadequate street lights		

Source: MPCU, 2018

2.4 Adopted Development Dimensions, Sub-Goal, Key Focus Area and Issues of MMDAs

To enhance clarity, the MPCU classified and matched the set of development dimensions, sub-goals and key policy focus areas of the CP with their corresponding adopted development issues to determine their relationships in terms of similarity for adoption. The adopted thematic areas and issues for the MMTDP are presented in in Table 2.4 below.

Table 2.5: Adopted Development Dimensions, Issues of MMDAs, Sub-Goal, and Key Focus Areas

MMTDP Development Dimensions 2018-2021	Adopted Issues
Economic Development	Revenue underperformance due to leakages
	Inadequate/Narrow tax base
	Inadequate supplementary Infrastructure such as roads, etc.
	Poor entrepreneurship culture and skills
	Inadequate market information
	Limited access to affordable credit.
	Informal nature of businesses
	Limited access to extension services.
	High production cost
	High cost of accommodation.
	Inadequate vaccination of pets.
Social Development	Poor access to universal educational infrastructure
	Encroachment on school lands by private developers and squatters.
	Lack of sports and recreational in communities.
	Huge gaps in access to quality health care
	Inadequate health service data
	Increasing maternal mortality and communicable diseases
	Poor access to NHIS facilities.
	Incidence of malaria, HIV/AIDS and communicable diseases (TB)
	Rapid population growth Inadequate coverage of reproductive health and family planning services
	Inadequate public education on nutritional status
	Drug abuse by adults/Child abuse

MMTDP Development Dimensions 2018-2021	Adopted Issues
	<p>High levels of unemployment amongst the youth.</p> <p>Weak enforcement of laws and rights of children</p> <p>Low levels of participation of women in governance and decision making</p> <p>Diminishing interest in local sports by general public</p> <p>Inadequacy of social protection programmes</p> <p>High cost of land and housing facilities.</p> <p>Poor water and sanitation planning and implementation</p> <p>Prevalence of open defecation</p> <p>Low public education on environmental health</p> <p>Inadequate maintenance of water and sanitation facilities</p> <p></p> <p>Inadequate support for special education for PWDs</p> <p>Severe social stigma and inequalities of PWDs</p> <p>Inadequacy of social protection programmes</p> <p>Low levels of entrepreneurial skills</p>
<p>Environment, Infrastructure and Human Settlement</p>	<p>Poor quality road networks</p> <p>Limited electronic access to all citizens</p> <p>Inadequate ICT centers within communities</p> <p>Indiscriminate dumping of refuse</p> <p>Low level of citizens' access to social centres</p> <p>Low institutional and citizen capacity to adapt to climate change impacts</p> <p>Weak gender and vulnerability inclusion in dev't.</p> <p>Poor sanitation and drainage systems</p> <p>Inadequate waste management infrastructure</p> <p>Weak disaster prevention, preparedness and response systems.</p> <p>Weak enforcement of planning and building regulations</p>
<p>Governance Corruption and Public Accountability</p>	<p>Inadequate structures for the security service</p> <p>Limited implementation of fiscal decentralization policy</p> <p>Non-functioning of sub-district structures</p> <p>Poor linkage between planning and budgeting at all levels</p>

MMTDP Development Dimensions 2018-2021	Adopted Issues
	Gaps in communication between MMDA's and the citizens
	Incidence of crimes Inadequate coverage of street lights
	Inefficient and ineffective implementation of development policies and plans
	Ineffective and weak monitoring and evaluation systems
	Weak coordination of the development planning system

Source: MPCU, 2018

2.4 Prioritization of Development Issues

Following the adoption of the various development issues in Table 2.4 above, this subsection objectively prioritized them. The prioritization process was conducted through series of development planning tools as required by the NDPC guidelines. These include; ranking of items based on their perceived or measured importance or significance which leads to prioritization of the development issues as an essential decision-making process since needs are insatiable and cannot be attained at once. The POCC analysis follows the ranking tool to examine the strength and weakness of issues. It provides a direction to which the implementation of interventions can have significant coverage of benefits to the people being planned for. Subsequently, the adopted issues were subjected to both the impact and sustainable analysis to further check the outcome level of the issues with its implementation; this was done using analysis to sort out the diverse issues.

2.4.1 Prioritization Criteria/Factors

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 development dimensions issues were prioritized as follows:

- Economic Development.
- Social Development.

- Environment, Infrastructure and Human settlement
- Governance, Corruption and Public Accountability.

Specific factors governing the prioritization 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

2.4. 2: Prioritization by Ranking

The community needs of the municipality have been prioritized by careful summarizing and harmonizing in order to shorten the list of needs and avoiding the same or similar needs. Table 2.5 below presents a matrix to the ranking effect.

Table 2.6: Prioritization by Ranking

Unit Ranking /Weight Community Needs	1 st	2 nd	3 rd	4 th	5 th	6 th	Total Weighted Score	U/T/ A Level Ranking
	6	5	4	3	2	1		
Revenue performance	8 (48)	3 (15)	-	2 (6)	2 (4)	-	73	1st
Poor entrepreneurship culture and skills	8 (48)	3 (15)	-	2 (6)	-	-	69	2 nd
Inadequate market infrastructure and data	7 (42)	2 (10)	-	3 (12)	-	1 (3)	67	3rd
Limited access to affordable credit	7 (42)	2 (10)	-	3 (12)	-	1 (3)	67	3rd
Limited access to extension and centenary services	6 (36)	3 (15)	2 (8)	-	1 (2)	1 (1)	62	4 th

Unit Ranking /Weight Community Needs	1 st	2 nd	3 rd	4 th	5 th	6 th	Total Weighted Score	U/T/ A Level Ranking
	6	5	4	3	2	1		
High cost of production	6 (36)	2 (10)	1 (4)	1 (3)	-	-	53	5 th
Poor access to universal education infrastructure	6 (36)	5 (25)	-	2 (6)	2 (4)	2 (1)	73	1 st
Encroachment on school lands by private developers and squatters	-	4 (20)	5 (20)	2 (6)	2 (4)	1 (1)	51	6 th
Lack of sports and recreational infrastructure		4 (20)	5 (20)	1 (3)	-	2 (2)	45	7 th
Huge gaps in access to quality health care and facilities	8 (48)	3 (15)	-	2 (6)	2 (4)	-	73	1 st
Incidence of malaria, HIV/AIDS and communicable diseases (TB)	4 (24)	-	5 (20)	-	-	-	44	8 th
Rapid population growth and poor family planning services	6 (36)	1 (5)	1 (4)	-		1 (1)	42	9 th
Inadequate public health education on nutritional status	3 (18)	2 (10)	2 (8)	-	-	-	40	10 th
High levels of unemployment amongst the youth.	4 (24)	-	2 (8)	-	2 (4)	2 (2)	38	11 th
Weak enforcement of child rights promotion	2 (12)	3 (15)		-	4 (8)		36	12 th
Low levels of participation of women in governance and decision making	2 (12)	2 (10)	-)	-	2 (4)	-	26	16 th
Inadequacy of social protection programmes : LEAP, School Feeding	-	-	4 (16)	-	2 (4)	8 (8)	28	15 th
High cost of land and housing facilities.	2 (12)	-	2 (8)	-	1 (2)		22	17 th
Prevalence of open defecation	-	3 (15)	1 (4)	-	-	1 (1)	20	18 th
Poor water and sanitation planning and implementation	3 (18)	2 (10)	-	-	1 (2)	2 (2)	32	14 th
High cost of land and housing facilities.								
Poor quality road networks	3 (18)	2 (10)	1 (4)	-	-	2 (2)	34	13 th
Limited access to ICT and electronic infrastructure	-	3 (15)	-	-	1 (2)	1 (1)	18	19 th
Low institutional and citizen capacity to adapt to climate change impacts	-	3 (15)	-	-	-	1 (1)	16	20 th
Weak gender and vulnerability inclusion in dev't.	2 (12)	-	-	-	2 (4)	-	14	21 th
Poor sanitation infrastructure and drainage systems	2 (12)	-	-	-	-	-	12	22 nd

Unit Ranking /Weight Community Needs	1 st	2 nd	3 rd	4 th	5 th	6 th	Total Weighted Score	U/T/A Level Ranking
	6	5	4	3	2	1		
Weak disaster prevention, preparedness and response systems.	1 (6)	-	-	-	2 (4)	-	10	23 rd
Weak enforcement of planning and building regulations	-	1 (5)	-	-	2 (4)	-	9	24 th
Incidence of crimes and poor security infrastructure	1 (6)	-	-	-	1 (2)	-	8	25 th
Limited implementation of fiscal decentralization policy	-	-	-	-	2 (4)	2 (2)	6	26 th
Non-functioning of sub-district structures	-	1 (5)	-	-	-	-	5	27 th
Poor linkage between planning and budgeting at all levels	-	-	-	1 (3)	-	-	3	28 th
Inefficient and ineffective implementation of development policies and plans	-	-	-	-	1 (2)	-	2	29 th
Weak coordination of the development planning and monitoring systems	-	-	-	-	-	1 (1)	1	30 th

Source: MPCU, 2018

As indicated in the table above, the ranking led to reduction (from 45 to 33) in the original emerging needs and issues of the Municipality.

2.4.3: POCC Analysis (Potential, Opportunity, Constrains and Challenges)

The second instance of the needs prioritization involved a POCC Analysis. As indicated in Table 2.5, the analysis has to with an examination of the issues based on their Potential, Opportunity, Constrains and Challenges surrounding them. The following offer a contextual meaning for the concepts;

- 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 2.7: Potential Opportunities Constraints and Challenges (POC) Analysis

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
Revenue underperformance due to leakages and others.	1. Existence of daily markets 2. Ineffective exploitation of Property Rate revenue	1. Support for the Implementation of Street Naming and Property Addressing System by GIZ 2. Efforts to create a database on ratable items	1. Lack of database on ratable items 2. Revenue leakages	1. Delay and untimely release of statutory funds 2. unplanned deductions	In conclusion, the adopted issues can be resolved by harnessing the prevailing development potentials and opportunities available. That is by developing appropriate strategies and programme based on the existing potentials, opportunities, and obtaining solution to the existing constrains and challenges can improve upon the general situation. For instance, inadequate
Poor access to universal educational infrastructure	-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	
Huge gaps in 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) and 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.	
Poor entrepreneurship culture and skills.	1. High interest by citizens to obtain entrepreneurial skills 2. Willingness of citizens to engage in the informal sector of the economy	1. The government policy intent on apprenticeship and skill development. 2. Government's intention to establish a National Apprenticeship Agency	1. Absence of apprenticeship and skill development centres to train skilled labour personnel in the region.	1. Delay in establishment of apprenticeship and skill development centres	
Inadequate market infrastructure and data	Existence of NBSSI at the region	Government policy to invest in research and development	Inadequate education on the need to use market information as basis for decision making	lack of data on information on marketing	

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
Limited access to affordable credit by business.	Presence of financial institutions such GCB and ADB.	Governments' policy to establish financial stability council . Good/Reduce lending rate.	Limited training centers High interest rate and bank charges Informal nature of businesses	High interest rates, delay in release of credit Insecurity-burglary	skills and entrepreneurial development can be positively addressed since significant potentials and opportunities exist in the municipality. On the other hand, the Constraint can be addressed through carefully developing synergies in designing the programme, while the various challenges can be managed through a proper dialogue with development partners regarding
Limited access to extension and veterinary services	The establishment of the Municipal Department of Agriculture Establishment of DCAT	Government policy to reinvigorate extension services and investment in research and development.	Inadequate extension services officers Limited accommodation	Lack of logistics, equipment and tools for extension work	
High production cost	Availability of local production means	Government policy on cost minimization through Technology Application in the Agriculture value chain in order to minimize cost in all operations through technology transfer and input delivery	Inadequacy and high cost of production inputs	Price fluctuations	
Encroachment on school lands by private developers and squatters.	Traditional Authority Works and Physical Planning Depts.	KdMA local policy	Inadequate Traditional will		
Lack of sports and recreational in 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 -inadequate IGF	-Delays in the release government transfers	
Incidence of malaria, HIV/AIDS and communicable diseases (TB)	The existence of Public Health Unit, Disease control Unit and Maternity homes	Government's policy on scaling up disease prevention strategies, maternal and child health services and communicable diseases	Inadequate sensitization on behaviour change and inadequate logistics to manage cases	Uncertainties in disease outbreaks epidemics, bad weather conditions, ineffective control of disease coming from border towns and cities	
Rapid population growth and poor family planning services					

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
Inadequate public health education on nutritional status	The presence of nutritionist at the district health directorate and two media stations as well as community information centres	Government's effort to implement nutrition strategy which adopts a life-cycle approach to reduce malnutrition at all levels	Inadequate logistics and avenues for public sensitization on nutrition	Lack of formal education on nutrition at basic and secondary school levels	funding and technical support for skills and entrepreneurial development.
High levels of unemployment amongst the youth.	-Unexploited employment avenues such as bee keeping, leather works, weaving, catering services, animal rearing	Government's policy on Planting for food and jobs and One district one factory	Inadequate skills, finance, high interest in white collar jobs and undeveloped business environment	Lack of comprehensive sustainable employment plan, inadequate skills, low interest in agribusiness	
Weak enforcement of child rights promotion	The presence of Social welfare, NCCE, Information service department	Government's policy on mainstreaming of child protection interventions for both males and females into district development	Lack of knowledge about the right of children and inadequate institutions to implement laws and right in the municipality	Lack of funds, logistics and machines	
Poor water and sanitation planning and implementation	The existence of Municipal Environmental Health Unit and Sanitation Action Plan	Government's policy on promoting a National Total Sanitation Campaign and effectively monitoring and evaluation of Sanitation Plans	Inadequate funds	lack of funds for implementation of sanitation plans	
Poor quality road networks	Existing road network and well demarcated drained nature of roads	Government's policy on tarring the road networks in the districts Capital and areas of high agricultural production and tourism and expanding and maintaining the road networks	Inadequate funds, irregular maintenance and untarred roads	Lack of Government's commitment and donor support in roads construction	
Inadequacy of social protection programmes : LEAP, School Feeding	The existence of Ghana School Feeding Programmes, LEAP, National Health Insurance and PWD in the district	Government's intension to enact a National Social Protection Law which will establish a Ghana Social Protection Floor to expand the coverage of current social protection interventions to cover all vulnerable groups especially in rural communities	Inadequate data on Vulnerable groups, logistics and support for the vulnerable	inadequate enforcement of laws regarding the vulnerable,	

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
Low levels of representation/participation of women in governance and decision making	existence of policy on 30% women representation at the General Assembly, gender mainstreamed in development, gender desk officer	Government's policy to ensure the passage of the Affirmative Action Bill into law and to institute gender responsive budgeting and training on gender equality	Very low interest by women due work to participate in governance and decision making and socio-cultural believes that hinder women's participation	Bad Socio- cultural beliefs, high cost of doing politics, lack of enforcement of affirmative laws	
High cost of land housing facilities.	Availability of land, hard ware and building material shops and financial institution that could assist people to built	Government's policy to role out a social housing scheme that relies wholly on local inputs for the urban, peri-urban and rural areas through the combination of several best- practice approaches	Chieftaincy litigation which limits the sales of land, inadequate dealers in building materials and poverty	low enforcement of land regulations laws	
Prevalence of open defecation	The existence of District Environmental Health Unit and District Environmental and Sanitation Action Plan as well as the policy of Community led Total Sanitation	Government's policy on promoting a National Total Sanitation Campaign and implementing Toilet for All programmes	Inadequate data, public, institutional and household latrines and inadequate sensitization on behaviour change	lack of public education on open defecation, low enforcement of laws, bad attitude on by the people change	
Inadequate ICT centers within communities	Availability unfurnished ICT infrastructure	Government's policy to increase all categories of Citizens' accessibility to data platforms by deepening the digital index of citizens through increased internet availability and accessibility nationally	Underutilization of available ICT Centres in the district	Lack of Citizen's access to data due to weak internet connectivity	
Low institutional capacity to adapt to climate change and undertake mitigation actions	Climate change issues mainstreamed into development planning	Government's intension to implement the Paris Climate Agreement (COP21) to achieve its targets and the Ghana REDD+ strategy (2016-2036)	lack of logistics and funds	Lack of vigorous implementation of Policies and Agreements on Climate Change in the Country	
Weak gender and vulnerability inclusion in dev't.	High interest of citizen both males and females in development	Government's policy to give priority attention to gender and health related areas of vulnerability such as adolescent reproductive health, malnutrition, maternal mortality, HIV/AIDS and mental health by strengthening access to	Lack of effective advocacy programmes on gender and vulnerability inclusion	Inadequate Government's Priority to gender and health related areas of vulnerability such as adolescent reproductive health.	

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
		justice, rights, and entitlements for vulnerable groups, and education and awareness against stigma, abuse, discrimination, and harassment			
Poor sanitation infrastructure and drainage systems	The existence an effective area mechanic and the availability of the spare parts	Government policy to rehabilitate and expand existing water facilities under the Water for All programme which is in line with SDG 6	Lack of funds and area mechanics	high cost of materials, lack of funds	
Weak disaster prevention, preparedness and response systems.	The presence of NADMO in the municipality	Government's policy to promote proactive planning for disaster prevention and mitigation through public and private institution education on natural and man-made hazards and disaster risk reduction, implementing gender sensitivity in disaster management and strengthening the capacity of NADMO to work effectively	lack of logistics and funds	Lack of commitment to plan, prevent and mitigate disasters in the country	
Weak enforcement of planning and building regulations	The existence of all the eleven departments in the district	Government's policy to strengthen the administrative and human resource capacity of MMDAs by completing the establishment of departments of the MMDAs and institute a mechanism for effective service delivery	Inadequate funds, time and credible data	inadequate inter-service/ inter sectoral collaboration and cooperation at the district, regional and national levels	
Incidence of crimes and poor security infrastructure	Availability of properly acquired and documented lands for security operations	Government's policy to improve public safety and security by transforming the security services into world class institutions with morden infrastructure, including accommodation, health and training facilities	Inadequate funds	Lack of adequate modern infrastructure for the Security Service	
Limited implementation of fiscal decentralization policy	All eleven departments of the Assembly have been established, Composite Plan and Budget prepared	Government's policy to introduce PPPs in IGF mobilization, devolve the Land Valuation Division to simplify valuation and rating for MMDAs and implement the approved inter-Governmental Fiscal Frame work(IGFF) and Inter-	Limited IGF	Slow implementation of the approved inter-Governmental Fiscal Frame work(IGFF) and Inter-Governmental Fiscal Transfers(IGFT)	

Adopted Issue to be Addressed	Potentials (From Baseline Situation Etc)	Opportunities	Constraints	Challenges	Conclusion:
		Governmental Fiscal Transfers(IGFT)			
Non-functioning of sub-district structures	The existence of dedicated office accommodation and well composed council members for sub-district structures	Government's policy to adequately staff and resource the sub-district structures with appropriate equipment to deliver service to the people	Lack of logistics for their operation	Inadequate committed staff and resources for the effective operations of the sub-districts	
Poor linkage between planning and budgeting at all levels	The existence of Municipal Planning Co-ordinating Unit to coordinate and harmonize departmental plans	Government's policy to strengthen the administrative and human resource capacity of MMDAs by completing the establishment of departments of the MMDAs and institute a mechanism for effective service	Expenditure on unplanned activities	Inadequate inter sectoral collaboration and cooperation at the district, regional and national levels	
Inefficient and ineffective implementation of development policies and plans.	The existence of qualified professionals in various fields. Availability of key stakeholders who matter in project implementation at the community levels	Government's policy to improve decentralized planning by strengthening local level capacity for participatory planning and budgeting, strengthening local capacity for devt. planning,	Inadequate and late release of funds to implement policies and plans as scheduled	Inadequacy and delay in release of funds	
Ineffective and weak monitoring and evaluation systems	The existence of Municipal Planning Co-ordinating Unit to coordinate and harmonize departmental plans		Inadequate funds and logistics		
Weak coordination of the development planning systems	The existence of Municipal Planning Co-ordinating Unit to coordinate and harmonize departmental plans	Government's policy to promote effective stakeholder involvement and strengthen the role of key stakeholders such as chiefs and traditional authorities, civil society groups, to improve local democracy, participation and accountability	Inadequate funds and logistics	Inadequacy and delay in release of funds	

Source: MPCU, 2018

2.4.4 Impact Analysis Matrix

It is expected that, the priorities issues from the POCC analysis should provide the real 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; produce significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth; impact on different population groups (e.g. girls, aged, disabled); balanced development; Natural resource utilisation; cultural acceptability; resilience and disaster risk reduction; climate change mitigation and adaptation; and leading institutional reforms. Above all the opportunities should be capable of addressing the negative impacts of cross-cutting issues such as HIV and AIDS by elimination of stigmatization; gender equality;

In this regards, the compatibility and impacts of those issues has been further prioritized in order to establish their positive significant impacts and their holistic societal impacts and effects. As presented in Table 2.7a to 2.7c below. The MPCU began the process by first of all assessing the internal consistency/compatibility of the prioritized issues to determine how they relate to or support each other to achieve the objectives of the MMTDP. This was then followed by sustainable impact analysis as shown in various Tables below.

Table 2.7a: Impact Analysis based on Compatibility Matrix

OBJECTIVES	Enhance Revenue performance	Improve entrepreneurship culture and skills	Provide adequate market infrastructure and data	Improve access to affordable credit	Enhance access to extension and veterinary services	Reduce cost of production	Improve access to universal education	Reduce encroachment on school lands.	Improve sports and recreational infrastructure	Improve access to quality health care and facilities	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	Address rapid population growth and poor family planning services	Improve public health education on nutritional status	Reduce youth unemployment	Promote child rights	Improve women participation in governance	Improve implementation of social protection	Minimise cost of housing facilities	Reduce prevalence of open defecation	Improve water and sanitation planning and implementation	Improve quality of road networks	Improve access to ICT infrastructure	Enhance citizen capacity to adapt to climate change impacts	Improve gender and vulnerability inclusion in	Improve sanitation infrastructure and drainage	Improve disaster prevention, preparedness and response systems	Enforce planning and building regulations	Improve upon public security.	Enhance fiscal decentralization policy	Promote the functionality of sub-structures	Promote planning and budgeting	Improve development policies and plans	Enhance coordination of the development planning and monitoring systems				
Enhance Revenue performance	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü			
Improve entrepreneurship culture and skills	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü		
Provide adequate market infrastructure and data	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	
Improve access to affordable credit	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
Enhance access to extension and veterinary services	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
Reduce cost of production	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
Improve access to universal education infrastructure	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü
Reduce encroachment on school lands.	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü	ü

OBJECTIVES	Enhance Revenue performance	Improve entrepreneurship culture and skills	Provide adequate market infrastructure and data	Improve access to affordable credit	Enhance access to extension and veterinary	Reduce cost of production	Improve access to universal education	Reduce encroachment on school lands.	Improve sports and recreational infrastructure	Improve access to quality health care and facilities	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	Address rapid population growth and poor family planning services	Improve public health education on nutritional status	Reduce youth unemployment	Promote child rights	Improve women participation in governance	Improve implementation of social protection	Minimise cost of housing facilities	Reduce prevalence of open defecation	Improve water and sanitation planning and implementation	Improve quality of road networks	Improve access to ICT infrastructure	Enhance citizen capacity to adapt to climate change impacts	Improve gender and vulnerability inclusion in	Improve sanitation infrastructure and drainage	Improve disaster prevention, preparedness and response systems	Enforce planning and building regulations	Improve upon public security.	Enhance fiscal decentralization policy	Promote the functionality of sub-structures	Promote planning and budgeting	Improve development policies and plans	Enhance coordination of the development planning and monitoring systems			
Improve sports and recreational infrastructure	ü	O	O	O	O	ü	O	ü		ü	O																									
Improve access to quality health care and facilities	ü	O	O	O	O	ü	O	O	ü	O																										
Reduce the incidence of malaria, HIV/AIDS and communicable diseases	ü	O	ü	O	O	O	O	O	O	O									ü	ü	O	O	ü	ü	ü	ü	o	ü	o	o	ü	ü	ü			
Address rapid population growth and poor family planning services	O	O	O	O	O	O	O	O	O	ü	O																									
Improve public health education on nutritional status	O	O	O	O	O	O	O	O	O	ü	O																									
Reduce youth unemployment	O	O	O	O	O	O	O	O	O	O	O																									
Promote child rights	ü	O	O	O	O	O	ü	O	ü	O	O																									
Improve women participation in governance	ü	ü	ü	ü	ü	ü	O	O	O	O	O																									
Improve implementation of social protection	ü	O	O	O	O	O	O	O	O	O	ü																									

OBJECTIVES	Enhance Revenue performance	Improve entrepreneurship culture and skills	Provide adequate market infrastructure and data	Improve access to affordable credit	Enhance access to extension and veterinary	Reduce cost of production	Improve access to universal education	Reduce encroachment on school lands.	Improve sports and recreational infrastructure	Improve access to quality health care and facilities	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	Address rapid population growth and poor family planning services	Improve public health education on nutritional status	Reduce youth unemployment	Promote child rights	Improve women participation in governance	Improve implementation of social protection	Minimise cost of housing facilities	Reduce prevalence of open defecation	Improve water and sanitation planning and implementation	Improve quality of road networks	Improve access to ICT infrastructure	Enhance citizen capacity to adapt to climate change impacts	Improve gender and vulnerability inclusion in dev't.	Improve sanitation infrastructure and drainage systems	Improve disaster prevention, preparedness and response systems.
programmes.																										
Minimise cost of housing facilities.	O	O	O	O	O	O	O	O	O	O	O	ü	O	O	O	O	O	O	ü		ü	O	O	O	O	O
Reduce prevalence of open defecation	O	O	O	O	O	O	O	O	O	O	O	ü	O	O	O	O	O	O	ü	ü		O	ü	O	O	O
Improve water and sanitation planning and implementation	ü	O	O	O	O	O	O	ü	O	O	O	O	O	ü	O	O	O	O	O	O			ü	O	O	O
Improve quality of road networks	ü	ü		ü	O	O	ü	O	O	O	O	O	O	O	O	O	O	O	O	O		ü	ü	ü	ü	ü
Improve access to ICT infrastructure	ü	ü		ü	O	O	O	O	O	ü	ü	ü	O	O	O	O	O	ü	ü	ü	O	ü		ü	ü	O
Enhance citizen capacity to adapt to climate change impacts	O	O	O	O	O	O	O	O	O	O	O	ü	ü	O	ü	O	O	O	O	O	ü	ü	O	O	O	O
Improve gender and vulnerability inclusion in dev't.	O	O	ü	ü	ü	O	O	O	O	ü	O	ü	O	O	O	O	O	O	ü	O	ü	ü	O	ü	ü	O
Improve sanitation infrastructure and drainage systems	O	O	O	O	ü	ü	o	ü	o	o	ü	ü	ü	ü	o	ü	o	ü	ü	ü	O	O	ü	ü	ü	O
Improve disaster prevention, preparedness and response systems.	O	O	ü	O	ü	ü	O	O	O	O	O	ü	O	O	O	O	O	O	O	ü	O	O	O	O	O	O
Enhance fiscal decentralization policy																										
Promote the functionality of sub-structures																										
Promote planning and budgeting																										
Improve development policies and plans																										
Enhance coordination of the development planning and monitoring systems																										

OBJECTIVES	Enhance Revenue performance	Improve entrepreneurship culture and skills	Provide adequate market infrastructure and data	Improve access to affordable credit	Enhance access to extension and veterinary	Reduce cost of production	Improve access to universal education	Reduce encroachment on school lands.	Improve sports and recreational infrastructure	Improve access to quality health care and facilities	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	Address rapid population growth and poor family planning services	Improve public health education on nutritional status	Reduce youth unemployment	Promote child rights	Improve women participation in governance	Improve implementation of social protection	Minimise cost of housing facilities	Reduce prevalence of open defecation	Improve water and sanitation planning and implementation	Improve quality of road networks	Improve access to ICT infrastructure	Enhance citizen capacity to adapt to climate change impacts	Improve gender and vulnerability inclusion in	Improve sanitation infrastructure and drainage	Improve disaster prevention, preparedness and response systems	Enforce planning and building regulations	Improve upon public security.	Enhance fiscal decentralization policy	Promote the functionality of sub- structures	Promote planning and budgeting	Improve development policies and plans implementation	Enhance coordination of the development planning and monitoring systems			
Enforce planning and building regulations	ü	ü		ü	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	
Improve upon public security.	ü	ü		ü	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	
Enhance fiscal decentralization policy	ü	ü		ü	ü	O	O	ü	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	
Promote the functionality of sub- structures	ü	ü		ü	ü	O	O	O	O	O	ü	ü	ü	O	O	O	O	O	O	O	ü	ü	O	O	O	O	O	O	O	O	O	O	O	O	O	O
Promote planning and budgeting	ü	ü		ü	ü	O	ü	O	O	O	O	O	ü	ü	O	ü	O	O	O	O	O	ü	ü	O	O	O	O	O	O	O	O	O	O	O	O	O
Improve development policies and plans implementation	ü	ü		ü	ü	O	O	O	O	O	ü	O	ü	ü	O	O	O	O	O	O	O	ü	ü	O	O	O	O	O	O	O	O	O	O	O	O	O
Enhance coordination of the development planning and monitoring systems	ü	ü		ü	ü	ü	ü	o	ü	o	o	ü	ü	ü	ü	ü	o	ü	o	o	ü	ü	ü	O	O	O	O	O	O	O	O	O	O	O	O	O

MPCU, 2018

2.4.5 Impact Analysis based on compound Matrix

This section further analyse the adopted development issues beyond compatibility to establish other forms and implication of relationships (+, - and O). Where the relationship is positive, it draws the MPCU attention to the fact that the issues should be addressed holistically. On the other hand, where the relationship is negative, the MPCU saw the need to reconsider the issues adopted. In this case, the positive, negative and neutral conditions of the development interventions are captured in Table 2.8a & b matrix below. The interpretation of the issues was based on the compound matrix key presented in Table 2.7b and 2.7c below.

Matrix interpretation

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 2.7b Impact Analysis based on compound Matrix

No.	Poverty Dimension	Livelihood					Health				Vulnerability/Climate Change Issues[1]					Institutional			
	Environmental Components	Access to Water	Access to Land	Access to Timber Resources	Wildlife	Non Timber Forest Products	Water Quality	Sanitation	Air quality	NTFP (Medicinal Plants)	Drought	Bushfire	Floods	Degradation	Crises & conflicts	Epidemics	Adherence to democratic principles	Human Rights	Access to information
1	Enhance Revenue performance	+	0	0	0	0	+	+	0	0	0	+	+	-	+	+	+	+	+
2	Improve entrepreneurship culture and skills	+	+	+	+	+	-	+	+		?	+	?	-	+	+	+	+	+
3	Provide adequate market infrastructure and data	?	+	-	-	+	+	-	+	0	0	?	?	-	0	?	+	+	+
4	Improve access to affordable credit	+	+	-	-	-	+	+	+	-	?	+	+	-	-	+	-	+	+
5	Enhance access to extension and veterinary services	?	+	0	0	?	0	0	?	+	0	?	?	-	0	?	+	+	+
6	Reduce cost of production	0	+	+	+	+	+	+	+	+	?	+	0	+	?	?	+	+	0
7	Improve access to universal education infrastructure	+	+	-	-	-	-	-	-	-	-	-	0	-	-	+	0	+	0
8	Reduce encroachment on school lands.	+	0	0	+	-	+	0	+	+	+	+	+	+	-	+	+	+	0
9	Improve sports and recreational infrastructure	?	+	0	?	0	0	+	+	+	+	+	+	+	+	+	0	+	+
10	Improve access to quality health care and facilities	?	0	+	?	+	+	+	+	+	0	0	0	0	0	-	-	0	0
11	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	0	+	+	+	+	+	0	0	?	+	0	?	0	0	?	+	+	+
12	Address rapid population growth and poor family planning services	+	+	+	-	0	+	+	+	+	+	+	+	+	+	+	+	0	0
13	Improve public health education on nutritional status	0	0	0	0	0	+	+	+	+	+	0	+		+	+	+	+	+
14	Reduce youth unemployment	?	+	-	0	?	+	+	+	+	0	0	+	+	+	+	+	+	0
15	Promote child rights	0	+	?	0	0	+	0	0	?	?	?	0	?	0	+	0	0	0
16	Improve women participation in governance	+	0	0	0	0	0	+	0	0	?	0	0	0	?	+	+	+	+

	Poverty Dimension	Livelihood					Health				Vulnerability/Climate Change Issues[1]					Institutional			
	Environmental Components	Access to Water	Access to Land	Access to Timber Resources	Wildlife	Non Timber Forest Products	Water Quality	Sanitation	Air quality	NTFP (Medicinal Plants)	Drought	Bushfire	Floods	Degradation	Crises & conflicts	Epidemics	Adherence to democratic principles	Human Rights	Access to information
No.	Policies																		
17	Improve implementation of social protection programmes.	-	+	0	0	0	0	0	0	0	0	0	0	0	0	+	+	0	?
18	Minimise cost of housing facilities.	0	+	0	0	0	?	+	0	0	0	0	0	+	+	+	+	+	+
19	Reduce prevalence of open defecation	+	+	0	0	?	?	+	0	0	0	0	?	+	?	+	+	+	+
20	Improve water and sanitation planning and implementation	0	0	0	?	?	?	0	0	0	?	0	0	0	+	0	+	+	+
21	Improve quality of road networks	0	0	0	0	?	?	?	?	?	0	0	0	0	+	0	+	+	+
22	Improve access to ICT infrastructure	0	0	0	0	0	?	0	0	0	0	0	0	+	0	0	?	+	0
23	Enhance citizen capacity to adapt to climate change impacts	0	0	0	0	0	?	?	?	?	0	0	0	0	+	0	+	+	+
24	Improve gender and vulnerability inclusion in dev't.	0	+	?	0	0	0	0	0	0	-	0	0	-	0	0	?	+	0
25	Improve sanitation infrastructure and drainage systems	+	0	0	+	+	+	+	+	+	0	0	+	+	0	+	+	+	0
26	Improve disaster prevention, preparedness and response systems.	0	0	0	0	?	+	+	+	0	0	0	0	0	0	+	+	+	0
27	Enforce planning and building regulations	0	0	0	0	0	+	+	+	0	0	0	+	+	0	+	+	0	0
28	Improve upon public security.	+	+	0	0	0	0	+	0	0	0	0	0	0	?	+	+	+	0
29	Enhance fiscal decentralization policy	0	0	0	0	0	?	?	0	0	?	0	0	0	?	0	+	+	+
30	Promote the functionality of sub- structures	0	0	0	?	0	0	0	0	0	0	0	0	0	+	0	+	+	0
31	Promote planning and budgeting	+	+	+	0	0	+	+	+	+	0	+	0	0	+	-	-	0	0
32	Improve development policies and plans implementation	+	+	+	-	+	0	+	+	0	0	0	+	+	+	0	0	0	0
33	Enhance coordination of the development planning and monitoring systems																		

Source: MPCU, 2018

Table 2.7c Compound Matrix 2

No	Issues Objectives/Interventions	Natural Resource				Socio-cultural Acceptability					Economic				Institutional		
		Air Pollution	Noise Pollution	Land Degradation	Water Pollution	Land litigation	Health	Education	Teenage Pregnancy	Child Labour	Employment I	Income Generation	Revenue generation	Skills acquisition	Non Compliance with Planning Schemes	Weak Enforcement of Planning laws	Development of Unauthorized structures
1	Enhance Revenue performance	+	+	0	+	0	+	+	+	0	+	+	+	0	0	0	0
2	Improve entrepreneurship culture and skills	0	0	0	0	0	+	+	+	+	+	+	+	+	0	0	0
3	Provide adequate market infrastructure and data	+	+	+	0	0	+	+	+	+	+	+	+	+	+	+	-
4	Improve access to affordable credit	0	0	-	-	0	0	0	-	-	+	+	+	+	0	-	0
5	Enhance access to extension and veterinary services	+	+	+	+	-	+	+	-	-	+	+	+	+	-	-	-
6	Reduce cost of production	+	+	+	+	0	+	+	+	+	+	+	+	+	0	0	0
7	Improve access to universal education infrastructure	+	+	+	+	0	+	+	+	0	+	+	+	+	0	0	0
8	Reduce encroachment on school lands.	+	+	+	+	0	+	+	+	-	+	+	+	+	0	0	0
9	Improve sports and recreational infrastructure	0	0	0	-	0	0	0	0	+	+	+	+	+	0	0	0
10	Improve access to quality health care and facilities	0	0	+	+	0	+	+	+	+	+	+	+	+	0	?	0
11	Reduce the incidence of malaria, HIV/AIDS and communicable diseases	+	+	-	-	0	-	+	0	-	+	+	+	+	0	0	0
12	Address rapid population growth and poor family planning services	-	-	-	-	0	+	+	+	-	+	+	+	+	?	0	0
13	Improve public health education on nutritional status	+	+	+	+	0	0	-	+	+	+	+	+	+	0	0	0
14	Reduce youth unemployment	0	0	-	-	0	-	-	+	+	+	+	+	+	0	0	0
15	Promote child rights	+	+	+	-	0	+	+	0	-	+	+	+	+	0	0	0
16	Improve women participation in governance	+	+	+	+	0	+	0	+	+	+	+	+	+	0	0	+
17	Improve implementation of social protection programmes.	0	0	+	+	0	+	+	+	+	+	+	+	+	+	+	+
18	Minimise cost of housing facilities.	+	+	+	0	+	0	+	+	+	+	+	+	+	0	0	0
19	Reduce prevalence of open defecation	0	0	0	0	0	0	+	+	0	0	0	0	+	0	0	0

No	Issues	Natural Resource				Socio-cultural Acceptability					Economic				Institutional		
	Environmental Components	Air Pollution	Noise Pollution	Land Degradation	Water Pollution	Land litigation	Health	Education	Teenage Pregnancy	Child Labour	Employment I	Income Generation	Revenue generation	Skills acquisition	Non Compliance with Planning Schemes	Weak Enforcement of Planning laws	Development of Unauthorized structures
	Objectives/Interventions																
20	Improve water and sanitation planning and implementation	0	0	0	0	0	0	+	+	+	0	0	0	+	0	0	0
21	Improve quality of road networks	0	0	0	0	0	+	+	0	0	+	+	+	+	0	0	0
22	Improve access to ICT infrastructure	0	0	0	0	0	+	0	0	0	0	0	0	0	0	0	0
23	Enhance citizen capacity to adapt to climate change impacts	0	0	0	0	0	+	+	+	0	+	+	+	+	0	0	0
24	Improve gender and vulnerability inclusion in dev't.	0	0	0	0	0	+	+	0	0	0	0	0	0	0	0	0
25	Improve sanitation infrastructure and drainage systems	+	0	0	+	?	+	+	+	?	?	+	+	0	0	0	0
26	Improve disaster prevention, preparedness and response systems.	0	0	0	0	0	+	?	-	0	0	0	0	0	0	0	0
27	Enforce planning and building regulations	0	0	0	0	0	+	0	+	0	0	0	0	0	0	0	0
28	Improve upon public security.	0	0	0	0	0	+	0	+	0	0	0	0	0	0	0	0
29	Enhance fiscal decentralization policy	?	?	0	0	0	+	0	?	?	0	?	0	0	0	0	0
30	Promote the functionality of sub- structures	0	0	?	0	0	+	0	0	0	0	?	0		0	0	0
31	Promote planning and budgeting	0	0	?	0	0	+	+	0	0	0	0	0	?	0	0	0
32	Improve development policies and plans implementation	0	?	0	0	0	+	+	+	0	+	+	0	+	0	0	0
	Enhance coordination of the development planning and monitoring systems	0	?	0	0	0	+	+	+	0	+	+	0	+	0	0	0

Source: MPCU, 2018

2.4.6 Detailed Content Narrative Sectoral Impact Analysis of Development Programmes and Projects

The MPCU established the quantitative impacts as captured on the above issues through a sectoral analysis as presented in Table 2.8 below. This rigorous sectoral analysis is an adopted/extended initiative under taken by the MPCU in order to describe a detail analysis that underpinned the impact and compatibility analysis of as captured in the above tables.

2.8 Detailed Sectoral Impact Analysis of the Adopted development Issues

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Improved revenue performance	Improved services delivery and standards of living	Improved services delivery and standards of living and poverty reduction	Sustainable Development	Effective and efficient in services provision
Broad Tax base	Improved revenue performance, services delivery and quality standards of living	Improved services delivery and standards of living and poverty reduction	Sustainable Development	Effective and efficient in services provision
Adequate Infrastructure such as roads, etc	Improved transportation of farm produce, good and services, passengers, safety and travel time	Improved transportation of farm produce, good and services, passengers, safety and travel time	Sustainable Development	Effective and efficient in services provision
High entrepreneurship culture	Creation of Jobs, empowerment of women and household incomes,	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Adequate market information	Increase incomes, revenue and Jobs creation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Improve access to finance	Investments creation, jobs, incomes, economic growth	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Formalized businesses	Attract investors, Job creation, incomes	Empowered citizens	Sustainable Development	Effective and efficient in services provision
Exploited potentials in the tourism sector	Create Jobs, investment and Revenue, economic growth	Entertained citizens	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Mechanized agriculture	Increase crop production, food security, industrial raw materials, exports	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Low dependence on seasonal and erratic rainfall	food security, all year round incomes, Jobs creation and low cost of living	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Improved access to extension services, especially by women agriculture operators	Increased crop production, increased HH incomes, Jobs creation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Developed capacity of FBOs to access or deliver services	Increased crop production, increased HH incomes, Jobs creation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Increased Agricultural production and productivity	food security, all year round incomes, Jobs creation and low cost of living	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Controlled use and disposal of agro-chemicals	Increased crop production, increased HH incomes, Jobs creation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Diversification and competitiveness in staples and cash crops	food security, all year round incomes, Jobs creation and low cost of living	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Application of technology especially among small holder farmers	Increased crop production, increased HH incomes, Jobs creation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Improved level of husbandry practices	Jobs creation, HH incomes, increased balanced diet, raw material for industries	Improved standard of living	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Even attention to the development needs at different levels of education	Increased skilled manpower, High technology, innovation, development,	Improved student performance and increase manpower	Sustainable Development	Effective and efficient in services provision
Quality teaching and learning and assessment skills at the basic level	Reduction in waste of funds, effectiveness and efficiency	Improved student performance and increase manpower	Sustainable Development	Effective and efficient in services provision
Increased number of trained teachers at the basic level	Reduction in waste of funds, ensures effectiveness and efficiency	Improved student performance and increase manpower	Sustainable Development	Effective and efficient in services provision
Good linkage between management processes and schools' operations	Increased productivity	Improved student performance and increase manpower	Sustainable Development	Effective and efficient in services provision
Adequate funding sources for education	Increased productivity	Improved student performance and increase manpower	Sustainable Development	Effective and efficient in services provision
Improved geographical access to quality health care	Increased productivity	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Available health service data	Ensures effectiveness and efficient allocation of scars resources	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Adequate and equitable distribution of critical staff mix adequate capacity	Increased productivity	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Reducing morbidity, mortality and disability due to communicable , non-communicable and emerging diseases	Increased productivity	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision for all vulnerable groups
Adequate financing of the health sector	Increased productivity	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Affordable cost of health care delivery	High standards of living	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Improved quality of healthcare services	High standards of living	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Adequate coverage of reproductive health and family planning services	Increased human resource base	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Improved Infant nutrition	Increased human resource base	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Adequate, Strong and sustainable nutrition-sensitive food production systems	Improve standard of living	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Adequate nutrition education	healthy manpower, increased productivity	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Descent Employment amongst the youth	increased income, reduce social vices, improved standard of living	Improved standard of living	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Integration of population variables in development decision making	efficient allocation of resources, full utilisation of manpower	improved planning and services provision	Sustainable Development	Effective and efficient in planning and services provision
Enforcement of laws and rights of children	improved revenue/resources, enhanced development	improved child welfare	Sustainable Development	Effective and efficient in services provision
Improved levels of representation/participation of women in governance and decision making	empowerment of women, bridged inequality gap, improved standard of living	improved status of women in decision making	Sustainable Development	Effective and efficient in services provision
Increased interest in local sports by general public	good healthy lifestyles, increased revenue, creates jobs	well physically and psychological developed citizens	Sustainable Development	Effective and efficient in services provision
Adequacy of social protection programmes to cover all the vulnerable groups	improved standard of living, higher productivity	improved social cohesion	Sustainable Development	Effective and efficient in services provision
Affordable cost of land, building materials, loans and interest rates	improved condition, reduced housing deficit, attract investors, increased household incomes	improved living conditions	Sustainable Development	Effective and efficient in services provision
Adequate planning and implementation of sanitation plans	improved health condition, improved productivity, reduced waste	improved living conditions	Sustainable Development	Effective and efficient in services provision
Open defecation free	conducive atmosphere, reduced levels of outbreak diseases	healthy and productive society	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Effective environmental health officers	conducive atmosphere, reduced levels of outbreak diseases	healthy and productive society	Sustainable Development	Effective and efficient in services provision
Adequate maintenance of water facilities	improved water quality, improved health status	healthy and productive society	Sustainable Development	Effective and efficient in services provision
Adequate Planning for water	improved water quality, improved health status, improved business activities	healthy and productive society	Sustainable Development	Effective and efficient in services provision
Adequate support for special education for PWDs	increased income, increased safety	promotion of social inclusion	Sustainable Development	Effective and efficient in services provision
Awareness of PWDs personal rights		Empowered citizens	Sustainable Development	Effective and efficient in services provision
High levels of entrepreneurial skills	increased income level, increased productivity, availability of technical knowhow	improved living conditions	Sustainable Development	Effective and efficient in services provision
Improved and adequate road transport networks	reduced accidents, low cost of prices of goods and services	improved living conditions	Sustainable Development	Effective and efficient in services provision
Improved electronic access to all citizens including disables, underprivileged	eased communication, create jobs, incomes levels would increase, increased productivity	improved living conditions	Sustainable Development	Effective and efficient in services provision
Improved level of citizens' access to online information on health, economic and social issues	eased communication, create jobs, incomes levels would increase, increased productivity	improved living conditions	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Adequate, reliable and comprehensive data on land ownership	reduced land litigation, efficient allocation services, improved businesses	improved living conditions	Sustainable Development	Effective and efficient in services provision
Improved land-use and management	reduced land litigation, efficient allocation services, improved businesses	sustainable development	Sustainable Development	Effective and efficient in services provision
Controlled dumping	improved environmental quality, reduced outbreak of communicable diseases	improved sanitation and healthy society	Sustainable Development	Effective and efficient in services provision
Integration of biodiversity issues in development planning	improved ecosystem, protection water species, create livelihoods sources	sustainable development	Sustainable Development	Effective and efficient in services provision
Best farming practice	increased food production, reduce land degradation	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Improved institutional capacity to adapt to climate change and undertake mitigation actions	reduce greenhouse effect, increased agric produce, reduce hunger, and improved air quality	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Increased in crop yield	increased food security, improved health status	Improved standard of living	Sustainable Development	Effective and efficient in services provision
Improved levels of gender and vulnerability inclusion	improved productivity, improved institutional capacity	Improved welfare of all	Sustainable Development	Effective and efficient in services provision
Improved sanitation		Improved health status and manpower	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Adequate waste management infrastructure and services	create jobs, protects environment, good air and water quality, improve standard of living	Improved health status and manpower	Sustainable Development	Effective and efficient in services provision
Good drainage systems	reduce erosion, flooding, disaster	Improved safety, security for life and property	Sustainable Development	Effective and efficient in services provision
Strong systems for disaster prevention, preparedness and response	reduce waste, best utilisation of resources	Improved safety, security for life and property	Sustainable Development	Effective and efficient in services provision
Adequate capacity to manage the impacts of natural disasters and climate change		Improved safety, security for life and property	Sustainable Development	Effective and efficient in services provision
Enforcement of planning and building regulations	eased congestion, overcrowding, reduce the haphazard siting of facilities	improved living conditions	Sustainable Development	Effective and efficient in services provision
Adequate structures for the security service	promote safety, promote law and order, promote peace and productivity	promote safety, promote law and order, promote peace	Sustainable Development	Effective and efficient in services provision
Full implementation of fiscal decentralization policy	efficient allocation of resources , improved service delivery, empowerment of local citizens to participate in decisions making	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Strong financial base and management capacity of the District Assemblies	rapid and efficient allocation of resources , improved service delivery, empowerment of local citizens to	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
	participate in decision making			
Functional sub-district structures	easy access to information by local people, improved contribution to decision making at district assembly level, empowerment of the capacity, improved participation	easy access to information by local people, improved contribution to decision making at district assembly level, empowerment of the capacity, improved participation	Sustainable Development	Effective and efficient in services provision
Committing assembly to relevant expenditures			Sustainable Development	Effective and efficient in services provision
No interference in statutory funds allocation	programme and projects can be well planned and executed, reduce shortages and shortfalls	improved living conditions	Sustainable Development	Effective and efficient in services provision
Good linkage between planning and budgeting at national, regional and district levels	improved revenue generation	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Improved transparency and accountability of public officials	improved participation, trust and buy in of projects, improve development efforts	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Adequate involvement of traditional authorities in national development	improve trust, improve the acquisition of land for development, improved confidence.	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Evidence-based development policy formulation and plan preparation	quality policy, plans, and programmes/projects	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Efficient and effective implementation of development policies and plans	high productivity, jobs, incomes, standard of living	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Effective monitoring and evaluation of the implementation of development policies and plans	projects would be executed as plan, value for money, reduce waste and time cost	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Strong coordination of the development planning system	projects would be executed as plan, value for money, reduce waste and time cost	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
Adequate financial resources	Even distribution of resources, creation of employment opportunities, adequate service delivery	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision
High level stakeholder consultation	effective project design, value for money, effective cooperation	Improved services delivery and standards of living	Sustainable Development	Effective and efficient in services provision for all citizens
Improved collective demand and urgency for accountability for gender equality results	Increased productivity	Social cohesion	Sustainable Development	Effective and efficient in services provision for both males and females
Adequate resources to effectively patrol Ghana's	improve revenue, create employment, create jobs	peace and security for all	Sustainable Development	Effective and efficient in services provision

Prioritized Issues	Impact on Sectors of the Municipal			
	ECONOMY (Significant multiplier effect on economic efficiency)	SOCIETY-CULTURAL (Significant linkage effect on meeting basic human needs/rights)	ENVIRONMENT (Significant linkage effect on safeguarding the natural environment)	INSTITUTIONS (Significant linkage with institutional reforms)
Territorial frontiers				
Adequate resources to embark on vigorous enforcement of activities	improved standard of living, higher productivity	safe society	Sustainable Development	Effective and efficient in services provision
Improved regulation of the informal sector	increased revenue, attract investors, increase incomes, increased standard of living	healthy, safety and security	Sustainable Development	Effective and efficient in services provision

Source: MPCU, 2018

2.4.7 Sustainable Prioritized Issues as Categorized Under Dimensions and Goals

The prioritized issues with positive significant impacts after being subjected to strategic environment analysis have been prioritized and categorized under the dimensions, sub-goals, focus areas and adopted strategies in Table 2.9 below. This exercise further facilitates a rigorous assessment of the internal consistency/compatibility of the prioritized issues to determine how they relate to or support each other to achieve the objectives of the MTDP.

2.4.8 Sustainable prioritized Adopted issues, objectives and strategies

The Municipal Planning Co-ordinating Unit is required to adopt the relevant corresponding policy objectives and strategies of the CP and for that matter the Agenda for Jobs in relation to the adopted development issues. In the light of this, the adopted policy objectives and strategies have been captured in the Table 2.9 below.

Table 2.9 Sustainable prioritized issues and Other National Policy Attributes

Development Dimensions	Adopted Sustainable Prioritized Issues	Adopted Goals	Policy Objective	Strategies
Economic Development	Revenue underperformance due to leakages	Build a prosperous society	9. Improve public expenditure management and budgetary control	40. Accelerate the implementation of the Ghana Integrated Financial Management Information System (GIFMIS) for effective budget management
	Inadequate market infrastructure and data		1. Improve private sector productivity and competitiveness domestically and globally	48. Strengthen institutional collaboration for effective fiscal policy management
	Limited access to affordable credit by business.			14. Reduce significantly the operational inefficiencies in Energy supply and distribution
	High cost of production		6. Improve efficiency and competitiveness of SMEs	6. Accelerate investment in modern infrastructure development
	Poor entrepreneurship culture and skills			7. Invest in human resources with relevant modern skills and competences
	Limited access to extension and veterinary services			44. Facilitate the provision of training and business development services
		50. Mobilize resources from existing financial and technical sources to support MSMEs		
			3. Remove all bottlenecks (physical, social, financial, cultural and other factors impeding to access to education at all levels	
Social Development	Poor access to universal educational infrastructure	Create opportunities for all Ghanaians	4. Enhance quality of teaching and learning	16. Improve teaching and learning environments to increase pupil learning achievement and better schooling outcomes
	Encroachment on school lands by private developers and squatters.		5. Promote sustainable and efficient management of education service delivery	24. Deploy adequately qualified teachers and improve teachers' time-on-task and contact time.
	Lack of sports and recreational in communities		10. Ensure sustainable, equitable and easily accessible healthcare services	42. Accelerate the implementation of the revised CHPS strategy especially in under-served areas
	Huge gaps in access to quality health care		20. Promote the production and utilization of locally grown and raised, indigenous, and nutrient-rich food.	116. Actively support the production and utilization of indigenous nutrient rich foods through a participatory research approach.
	Incidence of malaria, HIV/AIDS and communicable diseases (TB)		33. Promote nutrition education in health care centres and private clinics.	155. Provide FN counseling in primary health care centres and private clinics.
	Rapid population growth and poor family planning services			

Development Dimensions	Adopted Sustainable Prioritized Issues	Adopted Goals	Policy Objective	Strategies
	Inadequate public health education on nutritional status		92. Empower women and girls at all levels	134. Implement fully the Domestic Violence, Human Trafficking and Disability Act and other relevant pieces of legislation
	High levels of unemployment amongst the youth.		97. Increase public interest and patronage in sports through Public Private Partnership (PPP)	148. Ensure that District Assemblies fully participate in sports development and promotion
	Weak enforcement of child rights promotion		113. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion.	209. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups
	Low levels of representation/participation of women in governance and decision making		136. Increase access to safe, secure and affordable shelter	296. Design and implement a micro-credit scheme (revolving fund) to provide micro-finance to enable households construct houses with basic services
	Inadequacy of social protection programmes : LEAP, School Feeding			307. Implement public-private partnership policy as alternative source of funding for sanitation services
Environment, Infrastructure And Human Settlement	Poor water and sanitation planning and implementation	Safeguard the Natural Environment and ensure a resilient built environment	150. Improve access and coverage of potable water in rural and urban communities	325. Develop sustainability plans for all water facilities
	Prevalence of open defecation			320. Promote and provide mechanized borehole/sanitation
	Inadequate ICT centers within communities		8. Provide electronic access to all citizens on public information and services without any discrimination	29. Improve ICT literacy skills among all citizens
	Poor quality road networks		16. Promote sustainable land management	71. Decentralize fully, Lands Commission and land services to the district level
	High cost of land and housing facilities.			
	Low institutional capacity to adapt to climate change and undertake mitigation actions		27. Promote effective disaster prevention and mitigation	204. Integrate disaster risk related behavioural change communication into formal and non-formal civic education
	Weak gender and vulnerability inclusion in dev't.		28. Improve investment in disaster risk reduction and resilience	212. Strengthen disaster-resilient of critical infrastructure, sites of historical, cultural heritage and religious interest
	Poor sanitation infrastructure and drainage systems		Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	53. Adopt new and innovative means of promoting development control and enforcement of the planning and building regulations
	Weak disaster prevention, preparedness and response systems.		5. Enhance public safety	
	Weak enforcement of planning and building regulations		8. Ensure full political, administrative and fiscal decentralization	72 Ensure finalization and implementation of the inter-Governmental fiscal transfers

Development Dimensions	Adopted Sustainable Prioritized Issues	Adopted Goals	Policy Objective	Strategies
Governance, Corruption And Public Accountability	Incidence of crimes and poor security infrastructure	Maintain a Stable, United and Safe Society	9. Improve local government service and institutionalize district level planning and budgeting	37 Encourage security awareness of the various communities through neighborhood watch schemes
	Limited implementation of fiscal decentralization policy			10. Promote effective and efficient anti-corruption systems
	Non-functioning of sub-structures		112 Build capacity of MDAs and MMDAs in public policy formulation	
	Poor linkage between planning and budgeting at all levels		113 Establish a unified national development information system	
	Efficient and effective implementation of development policies and plans		116 Sensitize the citizenry on public policy	
	Ineffective and weak monitoring and evaluation systems			
	Weak coordination of the development planning systems			

MPCU/NDPC, 2018

CHAPTER THREE

DEVELOPMENT PROJECTIONS, ADOPTED GOALS, POLICY OBJECTIVES AND STRATEGIES

3.0 Introduction

This chapter contains information on the development projections for 2018 to 2021 in relation to the adopted development issues and population dynamics and projects of the Municipality. This is required in order to determine the level of social, economic and infrastructural that is needed within the medium-term planning period 2018-2021. It also contains adopted suitable development goals, sub-goals, objectives and strategies in relation to the dimensions of the Coordinated Programme Agenda for Jobs that reflect the development aspirations of the Municipality.

3.1 Projected development requirements for 2018-2021

The essence of effective planning is to strategies for meeting the future development needs of a given population based on the current trends of development. In this regards, projections have been made based on a set of assumptions that took into account the trends of birth, death, and migration of the Municipality. This part of the plan is therefore dedicated to the estimation of key socioeconomic variables to guide future development needs of the assembly.

3.2 Population Projection

Population is an essential factor in the development projections process. This is due to the fact that the spatial distribution of populations and settlements across a country and their interconnectivity and accessibility from urban areas are important for delivering healthcare, distributing resources and economic development.

In projecting the Municipal population the major issues considered are fertility, mortality and migration rates. Consideration was also given to expected increase in the Municipal's economic activities. On the basis this some assumptions have been made as basis for the population projection. These have been captured below:

Assumptions;

The following assumptions have been made about the Municipality's population over the plan period-2018-2021.

1. The base population growth rate of 2.3% per annum will remain constant over the plan period.
2. The total fertility rate and the child survival rate of the Municipality will increase gradually or remained constant from the 2010 over the plan period.
3. In-migration will be checked over the plan period, while general migration in and out of the district will be insignificant.
4. The outbreak of an epidemic is not expected over the plan period.
5. Male and female proportions of the districts population will remain constant over the plan period.
6. Data obtained from the GSS 2010 PHC is accurate.

Base on the above assumptions, the projected population and the corresponding facilities needs of the district over the plan period have been presented in the subsequent pages below. Table 3.1, therefore, presents the information on the projected population of the Municipality from the year 2018 to 2021.

Table 3.1 Projected Populations

Age Group	2010	2018	2019	2020	2021
0-4	29306	35226	36046	36885	45367
5-9	26485	31835	32576	33334	41000
10-14	27490	33043	33812	34599	42556
15-19	27602	33178	33950	34740	42729
20-24	29655	35646	36475	37324	45908
25-29	25769	30975	31695	32433	39892
30-34	20472	24608	25180	25766	31692
35-39	16228	19506	19960	20425	25121
40-44	12897	15502	15863	16232	19965
45-49	9307	11187	11447	11714	14408
50-54	7943	9548	9770	9997	12297
55-59	5212	6265	6411	6560	8069
60-64	3926	4719	4829	4941	6078
65-69	2490	2993	3063	3134	3855
70-74	2722	3272	3348	3426	4214
75-79	1527	1835	1878	1922	2363
80-84	1044	1255	1284	1314	1616
85+	1139	1369	1401	1434	1763
Total	251,215	301964	308990	316179	388894

Source: Adapted from GSS and PHC, 2010.

The population projection has been calculated by a simple equation as expressed below; $N_t = P e^{rt}$; Where; (N_t) is the number of people at the future date, and (P) is equal to the present population. Next to (P) is (e), which is the natural logarithm base of 2.71828; (r) represents the rate of increase divided by 100, and (t) represent the time period.

3.3 Projection for Educational Facilities

The Ghanaian education system is divided into three (3) parts; Basic Education, Secondary cycle and Tertiary Education. Basic Education last for 8 years (Age 4- 15), is free and compulsory. It is divided into Kindergarten (2 years), Primary schools (2 modules of 3 years) and Junior High school (3 years), while Secondary cycle/SHS takes 3 years. This then means that a total of 18 years is required to complete both Basic and Secondary cycle education

Available data indicates that education is a vital factor for the socioeconomic development of society. It is a necessary social intervention that all districts in Ghana are mandated to provide for its citizenry. However, information from the performance review indicated that, the educational system of the Municipal suffers from major challenges ranging from inadequate physical infrastructure to qualified teacher shortage. As part of efforts to ensure efficient delivery of education, a number of projections assumptions have been based on realistic made in accordance with the various levels (pre-school, primary, JHS and SHS). The nature and categories of projections are as presented below in tables below. However, in the context of this projection special attention is given to basic and second circle institutions.

Table 3.2: Population Projections for School Going Age-2018 to 2021

YEAR AGE	Facility Category	2010	2018	2019	2020	2021
4- 5	KG	10,599	12,740	13,036	13,339	13,649
6-12	Prim	39457	47428	48531	49661	50816
13-16	JHS	22,822	27432	28071	28724	29392
17-21	SHS	27,269	32778	33540	34321	35119
Total		100,147	120,378	123,178	126,045	128,976

Source: 2010 GSS MPCU, 2018

3.3.1 Projections for Preschools/Kindergarten

As indicated in Table 3.2 above, the Municipal KG educational needs over the planned period has been analyzed within the aged group 0-5. The analysis was based on the following key assumptions;

- A preschool shall have only 2 classrooms with supplementary facilities.
- One classroom shall contain a maximum of 45.
- The required duration of KG ranges from 4-5 years (KG1 and KG2).
- The municipal stakeholders will maintain constant efforts in providing pre-school education infrastructure annually.

Table 3.3: Projections for Preschools/Kindergarten

Year Indicators	Standards Per classroom	2018	2019	2020	2021
No. of Children	1:35	12,740	13,036	13,339	13,649
No. of existing Classrooms		158	200	242	284
No. of existing Schools		79	118	139	160
No. of Classrooms required		126			
Total/No. of Schools required		63	21	21	2
Surplus/Backlog (Surplus /Backlog Classrooms)		(96 clrms) (48schs.)			

Source: MPCU, 2018

3.3.2 Projections for Primary School

Again, as indicated in Table 3.2 above, the Municipal Primary school educational needs over the planned period has been analyzed within the aged group 6-12. The analysis was based on the following key assumptions;

1. A primary school will contain 6 classrooms
2. Stakeholders will annually provide all the backlogs for the municipality
3. One classroom shall contain a maximum of 45 pupils
4. The age range for primary education is 6-12 years
5. A fraction of the total population will access Primary School facilities in adjoining MMDAs.

- Since the population change is statistically insignificant, provision of the extra facilities will be determined over the plan period.

Table 3.4: Projections for Primary Schools

Year Indicators	Standards Per classroom	2018	2019	2020	2021
No. of Children	1:45	47428	48531	49661	50816
No. of existing Classrooms		432	498	564	630
No. of existing Schools		72	83	94	105
No. of Classrooms required for unserved population		624			
No. of Schools required for unserved population		104	11	11	11
Surplus/backlog		-192 classrooms= -32 schools.			

Source: MPCU, 2018

3.3.3 Projection for JHS

The Municipal JHS educational needs over the planned period have been analyzed within the aged group 13-16, as indicated in Table 3.2 above, The analysis was based on the following key assumptions;

- A JHS shall contain six classrooms for existing cluster of schools
- 2018 backlog of JHS will be provided averagely over the remaining 3 year period.
- A classroom shall contain a maximum of 40 pupils
- That all population between 13-16 year will be in JHS
- A fraction of the total population will access JHS facilities in adjoining MMDAs.
- Since the population change is statistically insignificant, provision of the extra facilities will be determined over the plan period.

Table 3.5: Projections for JHS

Year Indicators	Standard per classroom	2018	2019	2020	2021
No. of Children	1:40	27432	28071	28724	29392
No. Classrooms existing		228	306	384	462
No. of Schools existing		38	51	64	77
No. of Classrooms required for unserved population		456			
No. of Schools required for unserved population		76	13	13	13
Surplus/backlog		-228 classrooms = -38 schools.			

Source: MPCU, 2018

Based on the above projections, it is clear that basic school infrastructure is inadequate in the municipality. The problem is compounded by poor maintenance culture and huge encroachment, resulting to frequent collapse of facilities and limited land for expansion of facilities. Community leaders and other stakeholders should take the conscious effort to do regular maintenance and management of the facilities to enable the realization of the core objectives for which the facilities were provided. Frantic efforts should therefore be made to design action programs and/or projects to address this growing education demands.

3.3.4 Health Facility Needs Projections

Efforts targeted at securing a healthy population is a universal requirement for the socio-economic development of Ghana. In the light of this districts are expected to put in place sustainable measures to address the health needs of the people. Being a predominant rural district, enhancing access to critical health infrastructure is necessary to addressing the universal health needs of the population. Therefore based on the earlier assumptions health needs of the district has been projected in the table below.

Assumptions

1. There would be planned delivery of all backlogs
2. Surplus resources would absorb as the population change
3. The development planning standards as captured in the table will remain unchanged over the plan period.

4. The human resource turn over would be well managed over the plan period.

Table 3.6: Public Health Facility Projections

Facility Required	No. Existing	Standard	Years and Projected Population			
			2018	2019	2020	2021
			301964	308990	316179	388894
Municipal Hospital	0	1: 80,000-200,000	1 required	-	-	-
Health Centre	2	5,000-25,000	10 required	-	-	4 required
Clinics /CHPS	1	5,000	n/a	n/a	n/a	n/a
Doctor/Pop. ratio	4	1:10,000				
Nurse/Pop. ratio	83	1:5,000				

Source: MPCU 2018

Inferring from the table above, it can be seen that, Public Hospital and Health Centre facilities situation in the municipality is generally unfavourable per the standards (deficit). This calls for more action in order to meet the health needs of the population.

3.3.5: Projection for sanitation facilities

The main sanitation facilities considered for the projection are KVIPs. Other supplementary facilities analysed in passing included final disposal site and communal waste containers to ease household level waste management. The projected needs for community toilet facilities have been captured in the table below.

Specific Assumptions for Sanitation needs

1. The national/international standards for sanitation facility delivery remained unchanged (400 people per facility)
2. There would be planned delivery of all backlogs
3. Surplus resources would absorb as the population change
4. Toilet facilities to be provided over the planed period would all be 20 setter KVIPs.
5. Community members will patronize KVIP facilities

Table 3.7: Projection for Community sanitation facilities (Toilets)

Year	Projected Population	Pop. Change	No. Needed due to pop change	Base Year Existing Facilities	Total needed (back log)	Standards (bh. per population)
2018	301964	-	-	30	7	1: 400
2019	308990	7,026		-	1	1: 400
2020	316179	7,189		-	1	1: 400
2021	388894	72,715		-	9	1: 400
Total Back Log					18	

Source: 2018 MPCU

As indicated in the table above, the sanitation facility situation in the Municipality is highly inadequate. At the end of 2017, there were only 30 KVIPs. In view of this, average sanitation coverage in the municipality as at December, 2017, was estimated to be as low as 30%, as compared with the water facilities in the Municipality. Also, supplementary sanitation facilities such as Municipal final disposal site as well as communal waste collection containers are woefully inadequate for the population.

In all, the district will need 18 twenty (20) seatter KVIP to be provided over the plan period. Due to the limited access of sanitation facilities, indiscriminate waste dumping and defecation are commonly practice in the district, with its consequences on water and sanitation related diseases.

3.3.6: Municipal Security Projections

Strategies towards ensuring public safety and security are a necessary requirement for commercial development at levels of society. This is because crime such as armed robbery has been on the increase in recent times. In the light of this there is the need for the district level stakeholders to strategies in order to address critical security related problems that would ensure the safety commercial activities and the general public. In view of this some projections have been made on the area of the population and the staff strength of the police based on a number of assumptions projections as outline below to ensure prompt response to security needs.

Assumptions

1. The UN standard of 1:500 is the basic ratio for the projections

2. The necessary backlog of the required staff would be posted to the district annually to increase the police numbers.

Table 3.8: Municipal Police Staff Strength Projections

Year	Total District Projected Population	No. of Police Officers Existing	Standard	Existing standard/situation	Required	Backlog/Surplus
2018	301964	97	1:500	1:3,113	546	(546)
2019	308990	643	1:500	1:481	-	-
2020	316179	643	1:500	1:491	-	-
2021	388894	643	1:500	1:604	-	

Source: MPCU, 2018

From the table above, the existing police-citizen ratio for the year 2018 is 1:3,113 which is below the required standard of 1:500. This shows that about 546 police officers need to be added in order to bridge the gap. This will increase the number of police officers from 72 to 643 for the year under review. In order to improve maximum security, peace and development, the sector among other things need to be beefed up with a total of 643 police officers for the entire plan.

3.3.7: Municipal Financial (Revenue and Expenditure) Projections

3.3.7.1: Revenue

Resources area needed to propel the developmental mandate of the District. Thus, the Municipal development interventions as captured in the Medium Term Development 2018-2021 must be backed by reliable measures and sources through which resources can be mobilized to meet the execution of the development programmes of the plan. Therefore over the plan period, the Municipal Administration intends to increase its financial inflow base in order to execute its planned development programmes and projects as.

This underpins the financial projections of the Municipality over the plan period. The district projections have been made in the table below. The assumption made for the projections are that:

1. The Assembly will widen its internal revenue generation base.
2. The Assembly Common Fund received by the District will be increasing by 15% - 20% over the plan period.
3. The support from the major NGOs and development partners operating in the district will continue to increase.

4. The Assembly will intensify its financial management capacity.
5. The financial policies of the Assembly will be implemented.
6. There will be stable macro-economic environment for the country
7. Improved revenue monitoring
8. The district would perform well to benefit from DDF

Table 3.9: IGF Projections

IGF							
NO	REVENUE ITEM	2017 ₵	2018 ₵	2019₵	2020 ₵	2021	TOTAL
1	Rate		475,953.88	763,061.05	839,367.16	923,303.87	1,015,634.26
2	Land		161,690.00	256,800.00	282,480.00	310,728.00	341,800.80
3	Fees & Fines		321,585.00	486,400.00	535,040.00	588,544.00	647,398.40
4	Licenses		222,193.00	551,320.00	606,452.00	667,097.20	733,806.92
5	Rents		21,280.00	21,280.00	23,408.00	25,748.80	28,323.68
6	Investment						
7	Miscellaneous		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
	TOTAL		1,207,701.88	2,083,861.05	2,291,747.16	2,520,421.87	8,105,752.96
GoG/External Revenue							
No	Revenue Item		2018	2019	2020	2021	Total
			(Gh₵)	(Gh₵)	(Gh₵)	(Gh₵)	(Gh₵)
1	DACF		3,531,436.31	7,759,446.40	8,535,391.04	8,620,744.95	28,447,018.70
2	DACF-MP		150,000.00	300,000.00	330,000.00	333,300.00	1,113,300.00
3	PWD – CF		105,943.09	232,783.40	256,061.73	258,622.35	853,410.57
4	GETFUND		1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	6,000,000.00
5	DPAT						
6	MSHAP-CF						
7	LEAP						
8	OTHER(CIDA)			75,000.00	75,000.00	75,000.00	225,000.00
TOTAL			3,787,379.40	9,867,229.80	10,696,452.77	10,787,667.30	35,138,729.27
OVER ALL TOTAL PROJECTED REVENUE							43,244,482.23

Source: MPCU, 2018

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE ASSEMBLY

4.0 Introduction

This chapter of the plan dealt with the various development programmes and sub-programmes of the Assembly which have been categorized under the pillars of the CESP. This also includes the Sustainability test as well as the indicative financial strategy of the Assembly.

4.1 Development Programmes and Sub Programmes

Having aligned the development issues, objectives and strategies of the Municipality to the CESP, specific programmes and projects were formulated to address the felt needs of the residents of the Municipality. In order to meet the international obligations, the development programmes and Sub-Programmes of the Assembly for 2018-2021 have been subjected to sustainability measures as presented below.

Table 4.1: Municipal Adopted Development dimension, Programmes and Sub-Programmes for 2018-2021

Development Dimension and Goal	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes
<p>Economic Development</p> <p>Adopted Goal: Build a Prosperous Society</p>	<p>Improve public expenditure management and budgetary control</p> <ul style="list-style-type: none"> . Improve private sector productivity and competitiveness domestically and globally <p>Improve efficiency and competitiveness of SMEs</p> <p>6. Re-oriented agriculture education and increase access to extension services</p> <p>Promote livestock and poultry development for food security and income generation</p> <p>Accelerate opportunities for job creation across all sectors</p> <p>Establish socio-economic development data base of the Municipality</p>	<p>Develop market</p> <p>Support services for selected industrial crops to enhance production for exports</p> <p>Establish apprenticeship and skills development centers to train skilled labor force for specific industrial sectors</p> <p>Support the implementation of governments' flagship programmes of employment</p> <p>Build reliable data</p>	<p>Economic Development</p>	<p>Agricultural services and management</p> <p>Trade, Industry and Tourism service</p> <p>Statistics</p>
<p>Social Development</p> <p>Adopted Goal: Create opportunity for all</p>	<p>Enhance inclusive and equitable access to and participation in quality education at all levels</p> <p>Enhance quality of teaching and learning</p> <p>Ensure sustainable, equitable and easily accessible healthcare services</p> <p>Ensure universal sustainable and affordable health care financing</p> <p>141. Improve access to sanitation facilities in rural and urban communities</p> <p>Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion.</p>	<p>Expand infrastructure, facilities and services at all levels</p>	<p>Social services delivery</p>	<p>Education, youth and sports and library services</p> <p>Public health services and management</p> <p>Environmental health and sanitation services</p> <p>Birth and death registration services</p> <p>Social welfare and community services</p> <p>Social welfare and community services</p>
<p>Environment, Infrastructure and Human Settlement</p> <p>Adopted Goal: Safeguard the</p>	<p>Promote sustainable spatially integrated, balanced and orderly development of human settlement</p> <p>Promote sustainable land management</p>	<p>Build capacity to ensure requisite skills for infrastructure maintenance</p> <p>Fully implement land use and spatial planning Act, 2016 (Act 925)</p>	<p>Infrastructure development and management</p>	<p>Urban roads transport services</p> <p>Spatial planning</p> <p>Public works, rural</p>

Development Dimension and Goal	Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes
Natural Environment and ensure a resilient built environment	Promote effective disaster prevention and mitigation Reduce environmental pollution and climate- risks	Establish special growth centers and urban networks with spatially integrated involvement interventions Fully implement the rural development policy Promote the use of environmentally friendly methods and products		housing and water management Disaster prevention and management Natural resource conservation and ,management
Governance, Corruption and Public Accountability Adopted Goal: Maintain a Stable, United and Safe Society	Deepen political and administrative decentralization Improve local government service and institutionalize district level planning and budgeting Strengthen fiscal decentralization Improve popular participation	Complete the establishment of the departments of the MMDAs Strengthen local level capacity for participatory planning and budgeting Enhance revenue mobilization capacity and capacity of MMDAs Promote effective stakeholders involvement in development planning process, local democracy and accountability	Management and Administration	General Administration Finance Human Resource Planning, Budgeting, Monitoring and Evaluation

Source: MPCU, 2018

4.2 Application of Sustainable Tools

Sustaining the development efforts or interventions of the Municipality is of much essence to the primary stakeholders and the MPCU of Kwadaso Municipal. In this regards, the MPCU intends to subject the content of the PoA to effective sustainability matrix as captured in Appendix 1. The matrix provides a reliable technique for the MPCU to analyze the activities or projects of the MTDP (2018-2021). The tool offered a visual and quantitative measure on 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, KdMA subjects all its proposed development projects to this matrix.

As stated in appendix 1, the Municipality will make conscious effort in the application of sustainable tools in the implementation of programmes and projects. A Strategic Environmental Assessment (SEA) Report would be prepared as a separate document for effective implementation of the Municipal Medium Term Development Plan, 2018-2021. The interpretation of the matrix is presented below, while the actual Sustainability Test Matrix is found in Appendix 1; at the end of this plan. As shown in Appendix1, it is a Compound Matrix that 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.

Activity 1: Construction of educational, health and other physical infrastructure sustainability tools;

Efforts will be made to minimize the negative environmental impact as much as possible through the following:

- Reforestation will be done where sand winning for constructional works has adversely affected the land.
- Tree planting and grassing will be done to maintain ecological balance and protect the environment from erosion.
- The use of other local raw materials for construction will be done with maximum efficiency.

Activity 2: Increase agricultural output sustainability tools;

- Adoption of sound agricultural practices to minimize the negative environmental impact.
- Reforestation where land has been left fallow.
- The use of organic manures.

Activity 3; Provision of Potable Water sustainability tools;

- Access to potable water will be improved.
- Communities will be encouraged to manage their water facilities well. The community ownership and management concept will be inculcated in the communities.

Activity 4 Provision of improves sanitation and refuses evacuation sustainability tools

- The siting and management of the site will be done with the maximum efficiency to minimize its negative environmental impact.
- Refuse will be evacuated regularly.
- Landfill sites will be acquired and managed properly

In the implementation of the programmes and projects, efforts will be made to manage resources efficiently in order to minimize the negative environmental impact. Consequently, our goal of improving the well-being of the people will be achieved.

4.3 Programme of Action

This section of the plan presents the projects that are to be implemented within the plan period (2018 – 2021). The projects are in line with the development dimension of the DMTDP Policy Framework 2018-2021. These are;

- Economic Development
- Social Development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Public Accountability

The programmes and projects were selected with the active involvement and support of the communities and the Municipal Assembly, and the other stakeholders. The table below presents the goal and objectives under each pillar the strategies to be adopted to achieve the set objectives, the time frame, the implementing agencies and their collaborators, indicative budgets and agencies to undertake monitoring and evaluation of the programmes and project.

Table 4.2: Programmes of Action (PoA) 2018-2021

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
DEVELOPMENT DIMENSIONS: <i>Economic Development</i>														
ADOPTED GOAL 1 : Build a prosperous society														
Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Economic Development	Trade and Industry	Upgrading, with landscaping of 1No. community market at Edwenase	Increased incomes/improved marketing conditions					700,000	100,000.00		KdMA	Sub-structures
		Economic Development	Trade and Industry	Construction of 3 no. new satellite Markets at Nzima, Tanaso, and Ohwimase/Atwima-Techiman	Increased incomes/improved marketing conditions					360,000.00			KdMA	Private Sector / Traders
		Economic Development	Trade and Industry	Maintenance of existing markets infrastructure at Asouyebouh and others	Improved marketing conditions					200,000	50,000		KdMA	Private Sector / Traders
		Economic Development	Trade and Industry	Construct, furnish with landscaping of 1No slaughter house	Increased incomes/improved health					250,000			KdMA	Private Sector
	7. Invest in human resources with relevant modern skills and competences	Economic Development	Trade and Industry.	Train 200 artisanship and MSEs on busin	reduced youth unemployment					50,000	50,000		BSSI/BAC/D	KdMA
		Economic Development	Trade and Industry	Support the Implementation of GoG flagship programmes	reduced youth unemployment					200,000	50,000		GOG	KdMA
6. Improve efficiency and competitiveness of SMEs	44. Facilitate the provision of training and business development services	Economic Development	Trade and Industry	Procure 1No. multipurpose enterprise and vocational training center	Improved business development					9,000,000.00	15,000.00		KdMA	NBSSI
		Economic Development	Trade and Industry	Provide skills training to SME groups and associations within the plan period	Improved business development					20,000	20,000		KdMA	Training Institutions
	50. Mobilize resources from existing financial and technical sources to support	Economic Development	Trade and Industry	Facilitate the implementation of MASLOC, Fund, etc	Increased access to credit								GOG	KdMA

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
	MSMEs				facilities for businesses									
6. Re-oriented agriculture education and increase access to extension services	48. Increase access and improve allocation of resources to districts for extension service delivery taking cognizance of gender sensitivity	Economic Development	Agric services and Management	Provide extension services to farmers and in-service training skills to women	increased agricultural productivity					50,000	20,000		MOFA	KdMA
21. Promote livestock and poultry development for food security and income generation	125. Expand production of grains, particularly maize and soya beans rapidly, to support both human consumption and the domestic poultry industry	Economic Development	Agric services and Management	Undertake periodic Disease surveillance and monitoring to improve treatment and control	Increased animal production						30,000	20,000	MOFA	Citizens
Sub Total										10,030,000	425,000	70,000		
DEVELOPMENT DIMENSIONS : <i>Social Development</i>														
ADOPTED GOAL 1: Creating Opportunity for all Ghanaians														
Enhance inclusive and equitable access to, and participation in education at all levels	3. Remove all bottlenecks (physical, social, financial, cultural and other factors impeding to access to education at all levels	Social Services Delivery	Education, Youth & sports and Library services	Support the completion of 2No. 6 units uncompleted initiated school project at Kwadaso Proper & North	Improved quality of teaching and learning					500000			KdMA	GES
		Social Services Delivery	Education, Youth & sports and Library services	Rehabilitate, furnish with landscaping of 11No. Classroom blocks at Edunase, K North, Nzima, Denkyimaso, Ohwimasi, Asouyeboah, Nyankwerenese, Edwenase Rehab, and A Techiman	Improved quality of teaching and learning					1,375,000	100,000		KdMA	GES
		Social Services	Education, Youth &	Construct, furnish with landscaping of 7 No. 6Unit	Improved quality of					2,800,000			KdMA	GES

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
		Delivery	sports and Library services	classroom block, Apre, Tanaso, Apat. ,Asouyeboah, Nyankwerenese (2), Kd SDA.	teaching and learning									
		Social Services Delivery	Education, Youth & sports and Library services	Construct , furnish with landscaping of 16 No. 2 Unit KG Blocks with supplementary	Improved quality of teaching and learning					1,20,000			KdMA	GES
		Social Services Delivery	Education, Youth & sports and Library serv	Provide support to Monitoring & Supervision	Improved students' performance					20000.00	10,000.00		KdMA	GES
		Social Services Delivery	Education, Youth & sports and Library services	Support school sports dev. within the plan period	Improved students' performance					60,000	40,000		KdMA	GES
		Social Services Delivery	Education, Youth & sports and Library services	Upgrade 1no. School pack, with landscaping for multi sex sporting activities-	increased public interest in local sports					480,000			KdMA	
		Social Services Delivery	Education, Youth & sports and Library services	Support TVET at Kd Meth. Tech. Institute	Improved students' performance					50,000.00	30,000.00		KdMA	GES
4. Enhance quality of teaching and learning	16. Improve teaching and learning environments to increase pupil learning achievement and better schooling outcomes	Social Services Delivery	Education, Youth & sports and Library services	Completion of 9No.6units basic schools @ each electoral area	Improved school infrastructure/enrolment					1,395,000			KdMA	GES
		Social Services Delivery	Education, Youth & sports and Library services	Expand and support the implementation of School feeding	Increased school enrolments					10,000	10000		GSFP	KdMA

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DAFC	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
		Social Services Delivery	Education, Youth & sports and Library services	Provide 4000 No. desks for schools in the district	Improved quality of teaching and learning					800,000			KdMA	GES
10.Ensure sustainable, equitable and easily accessible healthcare services	42. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Services Delivery	Public Health Service and Mg't	Construct, furnish with landscaping of 7No. CHPS compound for deprived Communities ie Nsih Asari Elec Area	improved quality of health care services delivery					1820000			KdMA	MHD
	44. Review and Implement the health sector ICT policy and E-health strategy focusing on under-served areas	Social Services Delivery	Public Health Service and Mg't	Rehab. Of health Infrastructure at Nwamasi	improved quality of health care services delivery					150,000			KdMA	MHD
		Social Services Delivery	Public Health Service and Mg't	Construct furnish with landscaping of 4No. 2Unit accommodation blocks, fencing and completion/paving of Hospital within plan period at Apat and A. Techiman	improved quality of health care services delivery					800,000			KdMA	MHD
	49. Strengthen public health emergency preparedness and response	Social Services Delivery	Public Health Service and Mg't	Support national immunization activities	reduced childhood related diseases cases					80,000			KdMA	MHD
		Social Services Delivery	Public Health Service and Mg't	Support quarterly public education on behavioural and lifestyle change	Improve health standards					250,000			KdMA	MHD
		Social Services Delivery	Public Health Service and Mg't	Intensify public education on HIV and AIDS within the plan period	Reduced incidence of HIV and AIDS					65000			KdMA	MHD
		Social Services Delivery	Public Health Service and Mg't	Support the prevention of TB Cases /Cholera/Malaria etc	Reduced incidence of TB related cases						30,000	30000	KdMA	MHD
12. Ensure universal sustainable and	62. Review and restructure National Health Insurance Scheme.	Social Services Delivery	Public Health Service and Mg't	Support the establishment of NHIS office at Kwadaso	Increased NHIS coverage						125000	125000	KdMA	MHD

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
affordable health care financing														
1. Improve reproductive health	99. Expand reproductive health services among young people	Social Services Delivery	Public Health Service and Mg't	Improve Public education on family planning, ASRH services delivery	improved maternal health services delivery						32,500	32500	KdMA	MHD
	109. Assess the effectiveness of existing interventions towards eliminating infant malnutrition	Social Services Delivery	Public Health Service and Mg't	Public education on Nutritional habits	reduced nutritional disorders in children						25,000	25000	KdMA	MHD
113. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion.	39. Strengthen community structures to tackle child protection and family welfare	Social Services Delivery	Social Welfare and Comm. Development	Citizens sensitization of on Child protection	reduced number of child abuse cases					12,000	4,000		KdMA	Media
	134. Implement fully the Domestic Violence, Human Trafficking and Disability Act and other relevant pieces of legislation	Social Services Delivery	Social Welfare and Community Development	Support the participation of women in governance and decision making	Improved standards of living and equal opportunities for all						400,000	80000	KdMA	Department of Gender
	209. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Services Delivery	Social Welfare and Community Development	Facilitate the establishment of the LEAP programme	Improved standards of living of the aged					10,000	6,000		GOG	KdMA
		Social Services Delivery	Social Welfare and Community Development	Provide logistical support to the Social and Community Development Welfare Department	Improved effectiveness and efficiency service delivery					12,000	4,000		KdMA	GOG
		Management and Admi	General Admi	Implement disability access standard at public infrastructure	Improved access of the Disabled to Public Infrastructure					50,000	50,000		KdMA	Private Sector
141. Improve access to sanitation facilities in	309. Ensure effective monitoring and evaluation of plan implementation	Social Services Delivery	Env'tal Health and Sanitation services	Supervise Water and Sanitation services provision	Increased access to water and sanitation facility					50,000			KdMA	CWSA

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
rural and urban communities	307. Implement public-private partnership policy as alternative source of funding for sanitation services	Social Services Delivery	Env'tal Health and Sanitation services	Invest in Sanitation Facilities ie Community Skips (16)/sheds, Households bins-4000	Improved sanitation services provision					1,792,000			KdMA	Private investors
150. Improve access and coverage of potable water in rural and urban communities	325. Develop sustainability plans for all water facilities	Social Services Delivery	Env'tal Health and Sanitation services	Formulate and review Municipal Environmental and Sanitation Action Plan	improved quality of and access to water					180,000			KdMA	MEHO/M WST
		Social Services Delivery	Env'tal Health and Sanitation services	Construct environmentally sensitive 6No. Mechanized BHs. @ Ohwemase, K North, Tanoso, Nyankyerenease and Apat.	Increased access to potable water					80,000			KdMA	CWSA
	320. Promote and provide mechanized borehole	Social Services Delivery	Env'tal Health and Sanitation services	Maintain broken down water (8) and Sanitation facilities;	Increased access to lean water					50,000	50,000		KdMA	Private Sector
		Social Services Delivery	Env't Health and Sanitation services	Support the Municipal WATSAN operations	Increased access to sustained water					30,000			KdMA	DWST
		Social Services Delivery	Env'tal Health and Sanitation services	Train Community WATSANT	Increased access to portable water					60,000	40,000		KdMA	CWSA
		Social Services Delivery	Env'tal Health and Sanitation services	Construct sustainable 9 No. 20 Seater gender sensitive Public Toilets @ Nzima, Apire, Kokode, Asuoyeboah North, North, Twerenyame, IPT,Nyankyereneaso and Denkyemuoso	Improved access to sanitation					1,800,000			KdMA	CWSA
		Social Services Delivery	Env'tal Health and Sanitation services	Const. & Complete environmentally sensitive community initiated KVIPS @ Kwadaso proper SDA Prim/JHS & Techiman respectively	Improved hygiene and sanitation					160,000			KdMA	CWSA
		Social Services Delivery	Env'tal Health and Sanitation services	Acquire 1No. Cesspit emptier for excreta/liquid waste disposal	improved waste management					350,000			KdMA	Private Sector
		Social	Env'tal Health	Construct environmentally	improved waste					1,000,000			KdMA	Private Sector

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES		
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY	
		Services Delivery	and Sanitation services	sensitive of 1N 0.storm drains @ Nsiah-Asare and Dredging at Kwadaso North	management										
		Social Services Delivery	Env't Health and Sanitation services	Construction of 13N U-drains @ affected areas of the Municipality	improved waste management					2,600,000			KdMA	Private Sector	
Sub-Total										18,891,000.0	956,500.0	292,500.0			
DEVELOPMENT DIMENSIONS : ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS															
ADOPTED GOAL 3: To safeguard the natural environment and ensure a resilient, built environment															
		Infrastructure Development and Management	Spatial Planning and Public Works urban roads	Const. environmentally sound community Roads in all 9 electoral areas	improved transportation services					7,650,000	200,000		GoG	KdMA	
			Physical Planning and Works	Procure, install, 800 sets of street lights	Improved safety and security					400,000	296,000		KdMA	Private Sector	
16. Promote sustainable land management	108. Ensure environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international frameworks	Env'tal management	Disaster prevention and management	Quarterly public sensitize the on climate change risk and impact	Enhanced public knowledge on cases of climate related meningitis					40,000	40,000		NAMO	KdMA	
23. Manage climate-induced health risks	174. Strengthen climate related disease surveillanc systems in vulnerable communities	Env'tal management	Disaster prevention and management	Plant trees at 5 major river banks in the municipality	sustainable development						40,000		NADM O/ GES	KdMA	
27. Promote effective disaster prevention and mitigation	204. Integrate disaster risk related behavioral change communication into formal and non-formal civic education	Env'tal management	Disaster prevention and management	Resource the operations of NADMO and disaster prevention	reduced effects of disaster					30,000	40,000		GOG	KdMA	
16. Promote sustainable land management	77. Accelerate the Implementation of the land use and spatial planning law	Infrastructure Dev. and Mgt.	Physical Planning and Works	Prepare of settlement layouts to control special development.	sustainable human settlements					80,000			KdMA	DPP	

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/DA CF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	53. Adopt new and innovative means of promoting development control and enforcement of the planning and building regulations	Infrastructure Development and Management	Physical Planning and Works	Monitor public compliance with Building Regulations	sustainable human settlements					40,000	20,000		KdMA	Media
		Infrastructure Development and Management	Physical Planning and Works	Revise Planning Schemes for Settlement	sustainable human settlements					50,000	40,000		DPP	KdMA
														NSC
Sub-Total										8,290,000	676,000			
DEVELOPMENT DIMENSIONS : GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
ADOPTED GOAL: To maintain a stable, united and safe society														
Enhance public safety	37 Encourage security awareness of the various communities through neighborhood watch schemes	Management and Admi	General Admi	Support security operation	improved community safety and security						100000		KdMA	Security Services
			General Admi	Provide accomodation for Security personnel	improved community safety and security					1,000,000			KdMA	GOG
8. Deepen political administrative and fiscal decentralization	71 Institute measures to block leakages and loopholes in the revenue mobilization system of MMDAs	Management and Admi	General Admi, Finance, Planning and HR	Build capacity of all revenue and critical assembly staffs on skills dev. and revenue mobilization and management	improved IGF revenue generation					100,000	50,000		KdMA	Private Sector
		Management and Admi	General Admi	Form 50 Civic Clubs at JHS and SHS						10,000.	50,000		NCCE	KdMA

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES		
						18	19	20	21	GOG/ /DACF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY	
		Management and Admi	General Admi	Public education on Civic rights/responsibilities and Anti-Corruption campaigns	Improved public knowledge on constitutional matters					8,000	12,000		NCCE	KdMA/Info Services Dept	
	76 Formalize performance appraisal of MMDCEs	Management and Admi	General Admi, planning and statistics	Expand electoral areas and Ensure effective functionality of the Sub-structures	increased Citizens participation					170,000	60,000		KdMA	EC/Sub-Structures	
		Management and Admi	Finance	Compile, value Revenue properties and the other Socio – economic Data and Public Education on Payment of levies	improved resource base					200,000.00	60,000		KdMA	Departments	
	78 Tailor assembly's expenditure to peculiar needs	Management and Admi	General Admi, Planning and Human Resource	Organize yearly capacity building trainings and for sub-structures.	improved services delivery at local level					20,000	10,000		KdMA	Private Sector	
9. Improve local government service and institutionalize district level planning and budgeting	80 Strengthen institutions responsible for coordinating planning at all levels and ensure their effective linkage with the budgeting process	Management and Admi	General Admi, Planning and Procurement	Procure office logistics	improved efficiency and effectiveness in services provision					20,000	10000		KdMA	Private Sector	
		Management and Admi,	General Admi, Planning and Procurement	Acquire land bank for development programmes purposes	improved services delivery at local level					50000	20,000		KdMA	Private Sector	
		Management and Admi	General Admi	Support for counterpart founding to dev. programmes and self-help	improved community safety and security					240,000.00	120,000.00		KdMA	GPS/Communities	
		Management and Admi,	General Admi, and Planning	Organize mandatory Assembly meetings: eg Execo, MPCU quarterly, Budget and other and heads of department meetings within the plan period	improved services delivery at local level						400,000		KdMA		
		Management and Admi,	General Admi,	Construct, furnish with landscaping 1.no. office accommodation complex to	improved services delivery					1,500,000			MLGRD	JNDA	

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DAFC	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
				accommodate the depts.										
		Management and Admi,	General Administration	Construct, furnish with landscaping 4No. semidetached staff accommodation	improved staff standard of living					1,000,000			KdMA	Private Sector
		Management and Admi,	General Administration and Planning	Review and Prepare MMTDP 2018-2021	improved services delivery					80000	80000		KdMA	RPCU/NDPC
		Management and Admi	General Administration and Procurement	Procure official vehicles for assembly operations-4 no.	improved services delivery					720,000			KdMA	Private Sector
		Management and Admi	General Administration and Procurement	Procure 2 No. official Vehicles						360,000			KdMA	
		Management and Admi	General Administration and Procurement	Procure 1No. Generator for District Assembly						60,000			KdMA	
		Management and Admi	General Administration, planning, budget and M&E	Organize yearly town hall meetings and Quarterly stakeholder forums on dev. Issues.	improved stakeholders' participation in services delivery					140,000	20,000		KdMA	Media
10. Improve popular participation	111 Institutionalize the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management and Admi	General Administration, planning, budget and M&E	Community sensitization on efficient and effective implementation of development policies and plans	improved quality of services delivery					20,000	10,000		KdMA	Private Sector/NA LAG
	112 Build capacity of MDAs and MMDAs in public policy formulation	Management and Admi	General Administration, planning, budget and M&E	Conduct Quarterly M&E of dev. Programmes	improved planning and budgeting					200,000	10,000		KdMA	NDPC
	114 Strengthen the coordination and collaboration role of NDPC all levels	Management and Admi	General Administration, planning, budget and M&E	Organize yearly community sensitization on Planning and Budgeting/ fee fixing and reporting	improved quality of services delivery for both men and					120,000	10,000		KdMA	RPCU/NDPC

ADOPTED OBJECTIVE	STRATEGIES	PROGRAM ME	SUB-PROGRAM ME	PROJECTS/ACTIVITIES	OUTCOME INDICATORS	TIME FRAME; 2018-2021				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						18	19	20	21	GOG/ /DA CF	IGF	DONOR	LEAD AGENCY	COLLAB. AGENCY
					women									
Promote effective accountability for Gender Equality at all levels	462. Develop a gender equality accountability framework for all levels of development planning.	Management and Admi	General Administration, planning, budget and M&E	Prepare MTDP, Annual Action Plans and Composite Budget	Improved security					100,000	5000		KdMA	RCC
		Management and Admi	General Administration, planning, budget and M&E	Construction of .7No 2 unit Police, post, furnish with landscaping at Nsiah Asare, Edwenase, Kwadaso North/ Proper, Aso Yeboah	improved security					700,000			KdMA	RCC
		Management and Admi	General Administration, planning, budget and M&E	Construction of .1No and 1No , furnish with landscaping of Municipal Divisional Police Head Quarters and barracks	improved security					450,000			KdMA	RCC
										7,268,000.00	4,627,000.00			
Sub-Total														
GRAND TOTAL										44,729,000	6,438,500	362,500		

Source: MPCU, 2018.

Table 4.3: Prioritization programme Matrix

S/N	PROGRAMME	CRITERIA				TOTAL SCORE	AVERAGE 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)			
A	Management and Administration							
	General Administration	3	3	3	3	12	3	1st
1	Finance; revenue management and mobilization	3	3	3	3	12	3	1st
2	Human resource	3	3	3	3	12	3	1st
3	Planning, Budgeting, Evaluation	3	3	3	3	12	3	1st
	Economic Development							
4	Market infrastructure delivery	3	3	2	3	11	2.75	2nd
5	Agriculture services and Management	3	3	3	3	12	3	1st
	Social Services Delivery							
6	Education, youth & sports services	3	3	3	3	12	3	1st
7	Public health services and management	3	3	3	3	12	3	1st
8	Environmental Health and Sanitation Services	3	3	3	3	12	3	1st
9	Social Welfare and community services	3	3	2	3	11	2.75	2nd
B	Infrastructural development and management							
10	Urban roads and transport services	3	3	3	3	12	3	1st
11	Public works, rural housing and water management	3	3	3	3	12	3	1st
	Spatial planning	3	3	2	3	11	2.75	2nd
12	Invest and Supervise the provision of Water and Sanitation Facilities	3	3	3	3	12	3	1st
C	Environmental Management							
13	Disaster prevention and management	3	3	3	3	12	3	1st
14	Natural resource conservation and management	3	3	3	3	12	3	1st

MPCU, 2018

4.3 Indicative Financial Strategy

As required, the Kwadaso Municipal Assembly, through its MPCU has prepared an Indicative Financial strategy to guide the implementation of Municipal Development Plan over the planned period. It is hopeful that this will serve as the means for mobilizing and utilizing financial resources for an effective implementation of the MTDP 2018-2021. The strategies for funds mobilization and utilisation took into consideration: This section takes a look at the resource mobilization strategies to finance the programmes and projects.

The sources of funding as captured in Table 4.4 and 4.5 include the Internal Generated Funds (IGF) and the expected Central Government In-Flows which comprise of the District Assemblies Common Fund (DACF), District Development Facility (DDF) and other such supports. The successful implementation of the activities will largely depend on the adequate and regular in-flow of resources in order not to distort the implementation schedules.

Table 4.4: Internally Generated Funds for 2017 and Projections for 2018 -2021.

IGF							
NO	REVENUE ITEM	2017 ₵	2018 ₵	2019₵	2020 ₵	2021	TOTAL
1	Rate		475,953.88	763,061.05	839,367.16	923,303.87	1,015,634.26
2	Land		161,690.00	256,800.00	282,480.00	310,728.00	341,800.80
3	Fees & Fines		321,585.00	486,400.00	535,040.00	588,544.00	647,398.40
4	Licenses		222,193.00	551,320.00	606,452.00	667,097.20	733,806.92
5	Rents		21,280.00	21,280.00	23,408.00	25,748.80	28,323.68
6	Investment						
7	Miscellaneous		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
	TOTAL		1,207,701.88	2,083,861.05	2,291,747.16	2,520,421.87	8,105,752.96
GoG/External Revenue							
No	Revenue Item		2018	2019	2020	2021	Total
			(Gh₵)	(Gh₵)	(Gh₵)	(Gh₵)	(Gh₵)
1	DACF		3,531,436.31	7,759,446.40	8,535,391.04	8,620,744.95	28,447,018.70
2	DACF-MP		150,000.00	300,000.00	330,000.00	333,300.00	1,113,300.00
3	PWD – CF		105,943.09	232,783.40	256,061.73	258,622.35	853,410.57
4	GETFUND		1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00	6,000,000.00
5	DPAT						
6	MSHAP-CF						
7	LEAP	8,617.0	10,000.00	12, 200	13,300.00	15,000.00	50,20000
8	OTHER(CIDA)						
	TOTAL	8,617.00	5,287,379.40	9,792,229.80	10,621,452.78	11,548,598.06	37,249,660.04
OVER ALL TOTAL PROJECTED REVENUE							46,042,616.14

Table 4.6 below show the details of the indicative financial strategy of the programmes and projects in the plan.

Table 4.5: Indicative Financial Strategy

Programme	Total Cost 2018-2021	Expected Revenue					Gap	Summary of resource mobilization strategy	Alternati ve course of action
		GOG	IGF	Donor	Others	Total revenue			
Management And Administration.	11,895,000.00	7,268,000.00	4,627,000.00	-		52,656,000 .00	6,613,383. 86	Intensify IGF generation through effective investment in reliable database and Monitoring system including electronic receipting and banking.	Improve performa nce to maximiz e funds from and donor sources
Social Services Delivery	20,140,000.00	18,891,000.00	956,500.00	292,500.00					
Infrastructure Delivery and Management	8,776,000	8,220,000	556,000	-	-				
Environmental Management	190,000.00	70,000.00	120,000.00						
Economic Development	10,520,000.00	10,030,000	425,000	70,000					
TOTAL	52,656,000.00	45,264,000.00	6,804,500.00	992500					

Source: MPCU, 2018

4.4 Strategies for Resources Mobilization for Plan Implementation

As indicated in Table 4.6, about GHC63,120,000.00 worth of resources would be needed to facilitate a successful implementation of the MTDP. This amount is expected to be realized from all possible sources to carry out the programmes, projects and activities of the Development Plan. Efforts must therefore be made to generate enough internal revenue to supplement the support of the Central Government and Development Partners. In the implementation of the programmes, projects and activities, consideration would be given to the strategic needs of men, women and the vulnerable social groups which have already been identified. In order to achieve an effective implementation of the content of the MTDP (2018-2021), the following strategies would be considered by the Municipal Assembly:

4.4.1 Traditional Source

1. Public sensitization on citizen's tax responsibility
2. Broadening our local revenue base
3. Training and motivating our revenue collectors
4. Enforcement of our bye-laws against defaulters
5. Revaluation of properties
6. Recruiting additional revenue collectors
7. Outsourcing collection part of revenue sources
8. Intensify stakeholders' engagements.
9. Street Naming and Property Addressing.

4.4.2 External Sources

1. Creating an enabling environment to attract private sector investments
2. Soliciting assistance from Development Partners i.e. Non-Governmental Organizations
3. Minimise central/direct purchases

4.4.3 Expenditure Areas

Resources would be strictly applied to programmes and projects that are spelt out in the annual action plans under the five pillars of the CESP (2018 – 2021).

1. Economic Development
2. Social Development

3. Environment, Infrastructure and Human Development
4. Governance, Corruption and Accountability
5. Ghana and International Community

4.4.4 Expenditure Control Mechanisms

The following expenditure control mechanisms would be adopted over the plan period:

1. Proper records keeping
2. Prompt and regular expenditure reporting
3. Monitor strictly the use of Internally Generated Funds (IGF)
4. Compliance with all Financial Regulations and guidelines
5. Reduce financial improperly by ensuring regular auditing of the Assembly's Accounts.
6. The Internal Audit Unit would be strengthened to make it more effective.

CHAPTER FIVE

ANNUAL ACTION PLAN

5.0 Introduction

This chapter contains the action plans of the Municipal Development Plans. As suggested by the title, it entails a yearly activities of the Municipality as contained in the Programme of Action of the MTDP 2018-2021. It phases out the Composite Programme of action into realistic time frame to be implemented by the Departments and agencies of the Assembly, 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.

5.1 Linking the Composite Budget with the Plan

The budget is an allocated financial tool for apportioning resources for the implementation of the MTDP. The Municipality through MPCU will be committed to composite budgeting process for the achievement of the objective of the plan. As mentioned earlier, AAP will form the basis for the preparation and review of the composite budget to ensure the programme-based budgeting. This will ensure that the annual budget of the MMDA is linked to the annual action plan and by extension the DMTDP of the Municipality.

5.2 Implementation of Annual Action Plans

The Annual Action Plan of the Municipality will be implemented by the Departments, and Agencies of the DAs in collaboration with the NGOs, CSOs, FBOs and the Private sector as stated already. The implementation of the planned activities will as much as possible be supported with timely inflow of resources in order not to distort its schedule. The MPCU will prepare a schedule in addition to the Assembly's Popular participation Action Plan to ensure the participation of stakeholders both men and women for the implementation of the MMTDP.

5.3 Adoption of MMTDP 2018-2021

The draft MMTDP was prepared through effective community level consultations, needs assessment and public consultations as outlined in the Guidelines for conducting Public hearing. The events allow adequate discussion on the entire content of the Development

Plan. Issues discussed during the hearing focused on the government policy, the wayward and the identification of alternative development strategies at both the assembly and the sub-structure levels. The outcomes of the discussions at the hearing were used to conclude the formulation of the MTDP to engender the public interest as per the attached report.

This draft MMTDP was adopted by Members of the General Assembly in accordance with Section 5 of the National Development Planning System Regulation 2016 (LI 2232). The evidence of the adoption of draft plan will thereafter be submitted to the RCC for harmonization, preparation of the regional integrated development plan and onward transmission to the National Development Planning Commission.

Table 5.1: Annual Action, 2018

DEVELOPMENT DIMENTION- ECONOMIC DEVELOPMENT: Adopted Goal 1: Build a prosperous Society													
Programme and Sub-programmes	Activities	Location	Baseline	Output indicators	Quarterly Time schedule				Indicative budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GOG	IGF	Donor	Lead	Collaborating
Economic Development	Update of district database	Kwadaso-MA	30% of data Available for revenue projections	% Level of update of Database Type of Update undertaken					50,000			F&A	REVENUE UNIT
Economic Development	Procurement of Revenue Mobilization Van	Kwadaso-MA	Unrecovered revenue debt	Number and type of van procured					320,000			PROCUREMENT UNIT	F&A
Economic Development	Set up GIFMIS For Assembly Financial transaction	Kwadaso-MA	Financial management	Level of expertise utilized in setting up the GIFMIS					-	-		F&A	BUDGET UNIT
Economic Development	Rehabilitate 2No. Satellite Markets	Kwadaso Mkt Onion Mkt	Reduced incomes	% Change in income					30,000	30,000		WORK DEPT	F&A BUDGET UNIT PROCUREMENT UNIT
Economic Development	Construct 1No. Slaughter Platform	Sofoline	No slaughter house	Number of slaughter platform constructed						10,000		WORKS DEPT	EH&S PRIVATE SECTOR F&A
Economic Development	Support the Implementation of GoG flagship programs of economic development	Kwadaso-MA	Youth unemployment	Quantum of money allocated for GOG flagship program Implementation.					100,000			AGRIC DEPT	NBSSI F&A BUDGET UNIT
Private sector/ Domestic market Development	Provide skill training to SME groups and associations	Kwadaso-MA	Inadequate private Sector development	Number of SME operators trained in new skills					15,000			NBSSI/BAC	AGRIC DEPT
	Facilitate the Implementation of MASLOC, Poverty Alleviation Fund etc.	Kwadaso-MA	Limited credit Facilities for private Business development	Quantum of financial Facilities provided for MASLOC beneficiaries					4000			F&A	PRIVATE SECTOR
Agric Development	Support Agric Extension services to Farmers and in-service Training for women	Kwadaso-MA	Limited Extension Service delivery	Type and means of transport procured for Agric extension services Number of in					15,000			AGRIC DEPT	PRIVATE SECTOR F&A

				service Training provided for women.									
Agric Development	Undertake Disease Surveillance and monitoring to improve treatment and control	Kwadaso-MA	Prevalence of animal diseases	Number of monitoring visits carried out					6000			AGRIC DEPT	F&A PRIVATE SECTOR
Sub-Total								534,000	46,000				
DEVELOPMENT DIMENSION- SOCIAL DEVELOPMENT:													
Adopted Goal 2: Create Opportunity for all													
Social Development : Education and youth Development	Rehabilitation 4 No. Basic schools	Kwadaso N., Nyankyerenease, Asuoeyeboah, Atwima Techiman	Deplorable state of schools	No. of basic schools rehabilitated				120,000				WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Renovation of existing Block for Municipal Education Directorate	Kwadaso-MA	No Municipal Education directorate	% improvement in the existing block.					40,000			WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Extension of Electricity To Prempeh Basic sch.	Prempeh Basic	No Electricity in Basic School block	Quantum of electricity Extended(kilowatt) No. of electricity poles utilized					10,000			WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Support for GES Activities, Education Fund, Education Sports And culture	Kwadaso-MA	No record of Educational support	Amount of money allocated for GES activities.				60,000	10,000			EDU. DEPT	F&A
Social Development : Education and youth Development	Support implementation Of free SHS through Monitoring	Kwadaso-MA	Free SHS implemented	Number of monitoring visits to free SHS sites.				10,000				EDU. DEPT	F&A
Social Development : Education and youth Development	Support for STME Clinic	Kwadaso-MA	Science and Technology education	Amount of money allocated for STME activities.					4000			EDU. DEPT	F&A
Social Development: Health service Delivery	Completion of 40-Bed Male and Female ward	Apatrapa	Limited Health care infrastructure	% level of completion of male and female ward.				400,000				WORK DEPT	HEALTH DEPT F&A

Social Development: Health service Delivery	Completion of CHPS Compound	Atwima Techiman	Limited Health care infrastructure	No. of CHPS compounds constructed					50,000			WORK DEPT	HEALTH DEPT F&A
Social Development: Health service Delivery	Intensify Health Education on HIV and AIDS	Kwadaso-MA	Increasing incidence Of new HIV/ AIDS cases	Number and types of HIV/AIDS information Seminar organized.					17,657.19			HEALTH DEPT	SW& CD NCCE CSOs
Social Development: Health service Delivery	Support the prevention Of malaria	Kwadaso-MA	Number one Reported disease	No of cleanup exercise					17,657.19			HEALTH DEPT	SW& CD NCCE CSOs
Social Development: Health service Delivery	Improve public health Education on Teenage Pregnancy	Kwadaso-MA	Prevalence of Teenage pregnancy	Number of education, seminars, workshop, forum organized on dangers of teenage pregnancy						10,000		HEALTH DEPT	SW& CD NCCE CSOs
Social Development	Citizen sensitization on Child protection	Kwadaso-MA	Child abuse/ Labour existing	No. of sensitization workshop organized					2000	1000		SW& CD	NCCE HEALTH DEPT
Social Development	Mobilization of PWDs	Kwadaso-MA	Inadequate support For PWDs	No. of PWDs Association Formed. No. of PWDs registered					1000	1000		SW& CD	NCCE INFO DEPT
Social Development	Support and train 4 women groups in skill development	Kwadaso-MA	Gender inequality In income generation	No. of skills development Workshop for women.					2000	1000		SW& CD	NCCE INFO DEPT
Social Development	Facilitate the Establishment of the LEAP programmme	Kwadaso-MA	Poor standard of Living for the Vulnerable	No. LEAP Supervision carried out					2000	1000		SW& CD	NCCE INFO DEPT
Social Development	Disability Fund management	Kwadaso-MA	Limited pro-poor Interventions	No. of PWDs supported					105,943.09			SW& CD	CSOs INFO DEPT
Social Development: Water and Sanitation	Support Water and Sanitation management	Kwadaso-MA	Sanitation Management is a challenge	Amount of funds allocated					450,000	40,000		EH&S	WORKD DEPT F&A

Social Development: Water and sanitation	Invest in sanitation Facilities: 1500 plastic Household bins and 2No. Motorbikes	Kwadaso-MA	Challenge in Collection of Household refuse	No. of motorbikes and plastic household bins provided					42,000			EH&S	PROCUREMENT DEPT F&A
Social Development: Water and sanitation	Formulate and review Municipal sanitation by-laws	Kwadaso-MA	Limited Enforcement Enforcement of Sanitation by-laws	No of byelaws and Review Passed by the Assembly. *No. of review Workshop organized.						5000		EH&S	PRIVATE SECTOR
Social Development: Water and sanitation	Sensitization drive on Sanitation	Kwadaso-MA	Inadequate education On sanitation management	Type of information Mechanisms utilized					16,000	5000		EH&S	SW& CD NCCE INFO DEPT
Sub-Total									1,296,257	128,000			
DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT: Adopted Goal 3: Safeguard the Natural Environment and Ensure a resilient built environment													
Environment, Infrastructure and Human settlement	Reshaping of community Roads and U-Drains	Kwadaso-MA	Unmaintained roads	% of roads Constructed					200,000	30,000		WORKD DEPT	F&A PROCUREMENT DEPT
Environment, Infrastructure and Human settlement	Construction of 2No Urinal	Kwadaso Onion market	Market sanitation	% increase in roads Constructed						20,000		WORKD DEPT	F&A PROCUREMENT DEPT
Environment, Infrastructure and Human settlement	Procurement, Installation and Maintenance of street lights	Kwadaso-MA	Security threat	No. of street lights procured and Installed.					180,000	10,000		WORKD DEPT	F&A PROCUREMENT DEPT
Environment, Infrastructure and Human settlement	Dredging of Flood Prone areas	Kwadaso-MA	Disaster threat	% Change in areas flooded					100,000			WORKD DEPT	F&A
Environment, Infrastructure and Human settlement	Pavement of proposed Durbar grounds	Edwenase	Availability of Proposed site	Percentage of durbar Grounds paved.					20,000			WORKD DEPT	F&A
Environment, Infrastructure and	Acquisition of land For development	Kwadaso-MA	Unavailability of Land for office	Quantum of land Acquired.					70,000			PHYSICAL PLANNING	WORKD

Human settlement			accommodation	Location of land							DEPT	DEPT
Environment, Infrastructure and Human settlement	Support Disaster Management and prevention	Kwadaso-MA	Flood and fire outbreaks	Type of education And workshops carried out				40,000	10,000		ADMINISTRATION	NADMO
Environment, Infrastructure and Human settlement	Maintenance of office And residential buildings	Kwadaso-MA	Lack of office Accommodation And residential accommodation	% of office and residential accommodation maintained.				20,000	15,000		ADMINISTRATION	PHYSICAL WORKS DEPT
Environment, Infrastructure and Human settlement	Maintenance of street lights	Kwadaso-MA	Security threat	No of streetlights maintained				30,000	10,000		WORKS DEPT	F&A
Sub-Total								660,000	95,000			
DEVELOPMENT DIMENSION- GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY:												
Adopted Goal 4: Maintain a stable, united and safety society												
Governance, corruption and Public accountability	Provide support for Maintenance of security And order	Kwadaso-MA	Security stable communities	Quantum of funds for security and order.				40,000	10,000		ADMINISTRATION	POLICE
Governance, corruption and Public accountability	Organize 1 public for and Stakeholder Consultation on Assembly activities	Kwadaso-MA	Stakeholder engagement	No. of public fora organized				20,000	10,000		ADMINISTRATION	NCCE INFO DEPT
Governance, corruption and Public accountability	Procure office logistics	Kwadaso-MA	Office logistics lacking	Types and number of office Logistics procured and distributed				40,000	10,000		ADMINISTRATION	PROCUREMENT BUDGET UNIT FINANCE
Governance, corruption and Public accountability	Support for community Initiated projects	Kwadaso-MA	Limited community participation	Amount of money Allocated for comm.. initiated projects No. of comm. projects imple. implemented				70,628.73			ADMINISTRATION	SW&CD NCCE PLANNING

Governance, corruption and Public accountability	Training programme And capacity building For assembly members And staff	Kwadaso-MA	Limited Understanding of Municipal Operational Structures	No of capacity building training programmes held.					80,000	10,000		ADMINISTRATION	PLANNING
Governance, corruption and Public accountability	Build Capacity of Sub-Structures- Logistics and Training	Kwadaso-MA	None existence of Sub-structures	No of sub structures Activated					70,628.73			ADMINISTRATION	PLANNING HR
Governance, corruption and Public accountability	Strengthen MPCU and Preparation of MMTDP	Kwadaso-MA	None existence of Plan to inform budget	DPLAN prepared And approved Types and no. of training Workshop on MMTDP					20,000	5000		PLANNING	ADMINISTRATION
Governance, corruption and Public accountability	Organize 2 mandatory Assembly meetings, Execo,MPCU, Budget And Mgt meetings	Kwadaso-MA	Implementing the Local government Act	No of Execo, Assembly, MPCU, Budget meetings help and decisions reached						77,139		ADMINISTRATION	
Governance, corruption and Public accountability	Procure 1No. Pick-up vehicle	Kwadaso-MA	One (1) old existing Official vehicle	No. of pickups procured.					150,000			ADMINISTRATION	PROCUREMENT
Governance, corruption and Public accountability	Support for activities Of Traditional authorities	Kwadaso-MA	Existence of Tradition influence	Type of support Extended i.e education, logistics, documentary, financial, collaboration.					30,000	20,000		ADMINISTRATION	PLANNING
Governance, corruption and Public accountability	Preparation of DPLAN/ MESAP/Budget/ Procurement	Kwadaso-MA	DPLAN and other plans awaiting approvals	No. of Plans Prepared and approved					80,000			PLANNING	SW&CD INFO DEPT NCCE
Governance, corruption and Public accountability	Support Electoral area activities	Kwadaso-MA	Nine (9) existing Electoral areas	Type of Electoral ares support						16,000		ADMINISTRATION	PLANNING
Governance, corruption and Public accountability	Payment of rent (Office, Residential Accommodation)	Kwadaso-MA	Official Accommodations rented	Amount of rent Payment made					150,000	80,000		ADMINISTRATION	PLANNING FINANCE

Governance, corruption and Public accountability	Maintenance of office Equipment	Kwadaso-MA	Sustaining Maintenance culture	Type & no of maintenance work carried out.					15,000	5000		ADMINISTRATION	WORKS
Sub-Total									766,257	243,139			
GRAND TOTAL									3,256,515	512,139			

Table 5.2 Annual Action Plan, 2019

DEVELOPMENT DIMENTION- ECONOMIC DEVELOPMENT: Adopted Goal 1: Build a prosperous Society													
Programme and Sub-programmes	Activities	Location	Baseline	Output indicators	Quarterly Time schedule				Indicative budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GOG/DAC F	IGF	Donor	Lead	Collaborating
Economic Development	Support for GoG flagship Programmes (NABCO, Planting for food & jobs Etc.)	Kwadaso-MA	Artisan not Adequately supported	No. of Youth employed					300,000			NBSSI	PLANNING
Economic Development	Data collection of revenue Items and computerization	Kwadaso-MA	30% of data Available for revenue projections	% Level of update of Database Type of Update undertaken					50,000			F&A	REVENUE UNIT
Economic Development	Procurement of Revenue Mobilization Van	Kwadaso-MA	Unrecovered revenue debt	Number and type of van procured					320,000			PROCUREMENT UNIT	F&A
Economic Development	Set up GIFMIS For Assembly Financial transaction	Kwadaso-MA	Financial management	Level of expertise utilized in setting up the GIFMIS					-	-		F&A	BUDGET UNIT
Economic Development	Rehabilitate 2No. Satellite Markets	Kwadaso Mkt Onion Mkt	Incomes generation	% Change in income					100,000	30,000		WORK DEPT	F&A BUDGET UNIT PROCUREMENT UNIT
Economic Development	Construct 1No. Slaughter house	Kwadaso-MA	No slaughter house	Number of slaughter platform constructed					250,000			WORKS DEPT	EH&S PRIVATE SECTOR F&A
Economic Development	Procure and install revenue Digital software	Kwadaso MA	Leakages of revenue collection	Increase revenue performance by 10%					30,000	10,000		PROCUREMENT	F&A BUDGET UNIT
Economic Development	Procure logistic for Revenue collection (branded jackets, rain Coats .etc.)	Kwadaso MA	Logistics not provided	Type of software Procured and installed					100,000			PROCUREMENT	F&A BUDGET UNIT
Economic Development	Embark on property re-Evaluation exercise	Kwadaso MA	None existence of Informed property evaluation	Number of properties Re-evaluated								WORKS	PHYSICAL PLANNING BUDGET UNIT

Private sector/ Domestic market Development	Provide skill training to SME groups and Associations	Kwadaso- MA	Inadequate private Sector development	Number of SME operators trained in new skills					15,000			NBSSI/BAC	AGRIC DEPT
	Facilitate the Implementation of MASLOC, Poverty Alleviation Fund etc.	Kwadaso- MA	Limited credit Facilities for private Business Development	Quantum of financial Facilities provided for MASLOC beneficiaries					-	-		ADMIN	PRIVATE SECTOR
Agric Development	Support Agric Extension services to Farmers and in-service Training for women	Kwadaso- MA	Limited Extension Service delivery	Type and means of transport procured for Agric extension services Number of in service Training provided for women						2000	32,30 0	AGRIC DEPT	PRIVATE SECTOR F&A
Agric Development	Organize Farmers into Cooperatives to access Credit facilities and Support Farmers Day celebration	Kwadaso- MA	Limited Agric Production	Number of cooperatives Formed, trained and supported					-	-		AGRIC DEPT	F&A
Agric Development	Undertake Disease Surveillance and monitoring to improve treatment and control	Kwadaso- MA	Prevalence of animal diseases	Number of monitoring visits carried out						3,850	1000	AGRIC DEPT	F&A PRIVATE SECTOR
Sub-Total									815,350	45,850	33,30 0		
DEVELOPMENT DIMENSION- SOCIAL DEVELOPMENT:													
Adopted Goal 2: Create Opportunity for all													
Social Development : Education and youth Development	Completion of 1No. 6 units uncompleted initiated school project	Kwadaso Proper	Uncompleted	% of completion of project					400,000			WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Rehabilitation 4 No. Basic schools	Kwadaso N., Nyankyeren ease, Asuoeyeboah, Atwima Techiman	Deplorable state of schools	No. of basic schools rehabilitated					450,000			WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Renovation of existing Block for Municipal Education Directorate	Kwadaso- MA	No Municipal Education directorate	% improvement in the existing block.					40,000			WORKS DEPT	EDU DEPT F&A
Social Development :	Construct 3 No. 6Unit	Apre, Tanaso,	Congestion in Basic	Improved Education					1,200,000			WORKS DEPT	EDU DEPT

Education and youth Development	classroom block,	Apatrapa	schools	Service delivery									F&A
Social Development : Education and youth Development	Construct 4 No. 2 Unit KG Blocks with Supplementary facilities	Ohwimase Tanoso Nyankyerenea Kwadaso N.	Congestion in Basic K.Gs	Improved Education Service delivery					100,000			WORKS DEPT	EDU DEPT F&A
Social Development : Education and youth Development	Provide 3000 No. desks for schools in the Municipality	Kwadaso-MA	Education logistics In demand	No. desks distributed					750,000			PROCUREMENT	EDU DEPT
Social Development : Education and youth Development	Support for GES Activities, Education Fund, Education Sports And culture	Kwadaso-MA	No record of Educational support	Amount of money allocated for GES activities.					60,000			EDU. DEPT	F&A
Social Development : Education and youth Development	Expand and support implementation of School feeding	Kwadaso-MA	Inadequate data on the Operations of School feeding	Number of monitoring visits to made					-	-		ADMI	EDU DEPT SW&CD
Social Development : Education and youth Development	Support implementation Of free SHS through Monitoring	Kwadaso-MA	Free SHS implemented	Number of monitoring visits to free SHS sites.					10,000			EDU. DEPT	F&A
Social Development : Education and youth Development	Support for STME Clinic	Kwadaso-MA	Science and Technology education	Amount of money allocated for STME activities.						4000		EDU. DEPT	F&A
Social Development: Health service Delivery	Completion of 40-Bed Male and Female ward	Apatrapa	Limited Health care infrastructure	% level of completion of male and female ward.					300,000			WORK DEPT	HEALTH DEPT F&A
Social Development: Health service Delivery	Support national immunization activities and other Health programmes	Kwadaso-MA	Eminence of Child related Disease	Type and Number of Immunization exercises organized					20,000			WORK DEPT	HEALTH DEPT F&A
Social Development: Health service Delivery	Completion of 2 CHPS Compound	Atwima Techiman, Apre,	Limited Health care infrastructure	No. of CHPS compounds constructed					80,000			WORK DEPT	HEALTH DEPT F&A
Social Development: Health service Delivery	Intensify Health Education on HIV and AIDS	Kwadaso-MA	Increasing incidence Of new HIV/ AIDS cases	Number and types of HIV/AIDS information Seminar organized					38,797.24			HEALTH DEPT	SW& CD NCCE CSOs
Social Development: Health service	Support the prevention Of malaria, TB and Cholera	Kwadaso-MA	Number one Reported disease	Number and types of TB information					38,797.24			HEALTH DEPT	SW& CD NCCE

Delivery				Seminar organized								CSOs
				No. of cleanup exercise								
Social Development: Health service Delivery	Support the establishment of NHIS office	Kwadaso	Office Accommodation challenges	Type of office space secured				-	-		ADMIN	HEALTH DEPT PRIVATE SECTOOR
Social Development	Citizen sensitization on Child protection	Kwadaso-MA	Child abuse/ Labour existing	No. of sensitization workshop organized				8,000			SW& CD	NCCE HEALTH DEPT
Social Development	Mobilization of PWDs	Kwadaso-MA	Inadequate support For PWDs	No. of PWDs Association Formed. No. of PWDs Registered				1,700			SW& CD	NCCE INFO DEPT
Social Development	Support and train 4 women groups in skill development	Kwadaso-MA	Gender inequality In income generation	No. of skills development Workshop for women				5,600			SW& CD	NCCE INFO DEPT
Social Development	Facilitate the Establishment of the LEAP programme	Kwadaso-MA	Poor standard of Living for the Vulnerable	No. LEAP Supervision carried out				2000	3000		SW& CD	NCCE INFO DEPT
Social Development	Disability Fund management	Kwadaso-MA	Limited pro-poor Interventions	No. of PWDs supported				232,783.40			SW& CD	CSOs INFO DEPT
Social Development	Supervision of Early Childhood Training Centers (Day Care)	Kwadaso-MA	Limited Date and Supervision of ECTC	No. of ECTC Registered and monitoring				1000			SW& CD	CSOs INFO DEPT
Social Development	Provide support to the Social and Community Development Welfare Department	Kwadaso-MA	Inadequate Recognition and support	Quantum of Money allocated to Support the dept.				0	0		SW& CD	CSOs INFO DEPT NCCE
Social Development: Water and Sanitation	Support Water and Sanitation management	Kwadaso-MA	Sanitation Management is a challenge	Amount of funds allocated				550,000	70,000		EH&S	WORKD DEPT F&A
Social Development: Water and sanitation	Const. & Completion of Community initiated KVIPS	Kwadaso proper SDA Prim/JHS & A Techiman	Sanitation challenges	Specific facilities cons				160,000			WORKS DEPT	EH&S

Social Development: Water and sanitation	Invest in sanitation Facilities: 1500 plastic Household bins and 2No. Motorbikes	Kwadaso-MA	Challenge in Collection of Household refuse	No. of motorbikes and plastic household bins provided					42,000			EH&S	PROCUREMENT DEPT F&A
Social Development: Water and sanitation	Invest in Sanitation Facilities ie Community Skips/ IN-SITU Slaps	Kwadaso-MA	Identified challenge With sanitation management	Improvd water and Sanitation service delivery					115,000			EH&S	PROCUREMENT DEPT F&A
Social Development: Water and sanitation	Rehabilitate faulty Mechanized BHs.	Kwadaso-MA	Water quality anticipated	Amount of funds allocated						170,000		EH&S	PROCUREMENT DEPT F&A
Social Development: Water and sanitation	Support the Municipal WATSAN operations	Kwadaso-MA	Sanitation, Water quality and accessibility	Amount of funds allocated					-	-		EH&S	SW&CD INFO DEPT
Social Development: Water and sanitation	Formulate and review Municipal sanitation by-laws	Kwadaso-MA	Limited Enforcement Enforcement of Sanitation by-laws	Improvd water and Sanitation service Delivery						10,000		EH&S	PRIVATE SECTOR
Social Development: Water and sanitation	Sensitization drive on Sanitation	Kwadaso-MA	Inadequate education On sanitation management	No of byelaws and Review Passed by the Assembly. *No. of review Workshop organized					10,000	5000		EH&S	SW& CD NCCE INFO DEPT
Sub-Total									4,460,678	262,000			
DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT:													
Adopted Goal 3: Safeguard the Natural Environment and Ensure a resilient built environment													
Environment, Infrastructure and Human settlement	Reshaping of community roads and U-drains	Kwadaso-MA	Unmaintained roads	% of roads Constructed					300,000	100,000		WORKD DEPT	F&A PROCUREMENT DEPT
Environment, Infrastructure and Human settlement	Procurement, Installation and maintenance of street lights	Kwadaso-MA	Security threat	No. of street lights procured and Installed					300,000	30,000		WORKS DEPT	F&A PROCUREMENT DEPT
Environment, Infrastructure and Human	Dredging of Flood Prone areas	Kwadaso-MA	Disaster threat	% Change in areas flooded					200,000			WORKD DEPT	F&A

Settlement												
Social Development: Water and sanitation	Invest in sanitation Facilities: 4No. Motorbikes	Kwadaso-MA	Challenge in Monitoring Sanitation mg't	No. of motor bikes procured				19,200			EH&S	PROCUREMENT DEPT F&A
Environment, Infrastructure and Human Settlement	Pavement of proposed Durbar grounds	Edwenase	Availability of Proposed site	Percentage of durbar Grounds paved				30,000			WORKD DEPT	F&A
Environment, Infrastructure and Human settlement	Const. 1No. 5 Storey Departmental Office Accommodation	Kwadaso-Ma	Lack office Accommodation	Tyo and % of completion				4,500,000			WORKS	PHYSICAL PLANNING DEPT PLANNING
Environment, Infrastructure and Human settlement	Support Disaster Management and prevention	Kwadaso-MA	Flood and fire outbreaks	Amount of money allocated				50,000	10,000		ADMIN	NADMO
Environment, Infrastructure and Human settlement	Maintenance of office And residential buildings	Kwadaso-MA	Lack of office Accommodation And residential accommodation	Effective and efficient service delivery				20,000	20,000		ADMIN	PHYSICAL PLANNING DEPT WORKS DEPT
Environment, Infrastructure and Human settlement	Street Naming and property addressing system	Kwadaso-MA	Address location challenge	% of office and residential accommodation maintained.				100,000			PHYSICAL PLANNING	WORKS PLANNING
Environment, Infrastructure and Human settlement	Maintenance of Road maidens	Kwadaso-MA	Not regularize by Urban roads	% of road maidens Maintained				50,000	10,000		WORKS DEPT	EH&S
Environmental Management Disaster Management	Embark on climate Change activities (Tress Planting activities)	Kwadaso-MA	Green Economy	No. of Trees planted Amount allocated				10,000	5000		EH&S	NADMO WORKS
Sub-Total								5,579,200	175,000			
DEVELOPMENT DIMENSION- GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY: Adopted Goal 4: Maintain a stable, united and safety society												
Governance, corruption and	Provide support for Maintenance of security	Kwadaso-MA	Security stable communities	Quantum of funds for security and order				50,000	10,000		ADMINISTRATIO N	POLICE

Public accountability	And order												
Governance, corruption and Public accountability	Organize 3 public fora and Stakeholder Consultation on Assembly activities	Kwadaso-MA	Stakeholder engagement	No. of public fora organized					20,000	10,000		ADMINISTRATIO N	NCCE INFO DEPT
Governance, corruption and Public accountability	Procure office logistics	Kwadaso-MA	Office logistics lacking	Types and number of office Logistics procured and distributed					200,000	50,000 0		ADMINISTRATIO N	PROCUR EMENT BUDGET UNIT FINANCE
Governance, corruption and Public accountability	Support for community Initiated projects	Kwadaso-MA	Limited community participation	Amount of money Allocated for comm.. initiated projects No. of comm. projects imple. implemented					155,188.93			ADMINISTRATIO N	SW&CD NCCE PLANNIN G
Governance, corruption and Public accountability	Organize all quarterly and annual mandatory Assembly meetings:	Kwadaso-MA	Local Government Act	No of Execo, Assembly, MPCU, Budget meetings help and decisions reached						98,677. 09		ADMINISTRATIO N	PLANNIN G HR
Governance, corruption and Public accountability	Construct 2No. two Bedroom semi detached staff accommodation	Kwadaso-MA	Inadequate office Accommodation	% of completion of Project. No. of staff Accommodation constructed					450,000			WORKS	PHYSICA L PLANNIN G DEPT PLANNIN G
Governance, corruption and Public accountability	Training programme And capacity building For assembly members And staff	Kwadaso-MA	Limited Understanding of Municipal Operational structures	No of capacity building training programmes held					140,000	20,000		ADMIN	PLANNIN G HR UNIT
Governance, corruption and Public accountability	Build Capacity of Sub-Structures- Logistics and Training	Kwadaso-MA	None existence of Sub-structures	No of sub structures Activated					155,188.93			ADMINISTRATIO N	PLANNIN G HR
Governance, corruption and Public accountability	Review and Prepare MMTDP, MESAP, Budget	Kwadaso-MA	Aligning approve DPLAN to budget	Effective and efficient service delivery					40,000			PLANNING	BUDGET ADMIN

	2018-2021												
Governance, corruption and Public accountability	Strengthen MPCU in Monitoring and Evaluation	Kwadaso-MA	None existence of Plan to inform budget	Types and No. of training Workshop on MMTDP M&E					30,000	10,000		PLANNING	ADMI
Governance, corruption and Public accountability	Support for activities Of Traditional Authorities	Kwadaso-MA	Existence of Tradition influence	Type of support Extended i.e education, logistics, documentary, financial, collaboration					35,000	20,000		ADMIN	PLANNING
Governance, corruption and Public accountability	Payment of rent (Office, Residential Accommodation)	Kwadaso-MA	Official Accommodations rented	Amount of rent Payment made					60,000	60,000		ADMINISTRATIO N	PLANNING FINANCE
Governance, corruption and Public accountability	Maintenance of office Equipment, furniture and fixtures	Kwadaso-MA	Sustaining Maintenance culture	Amount allocated for office maintenance					30,000	12,000		ADMINISTRATIO N	WORKS
Governance, corruption and Public accountability	Support Electoral area activities	Kwadaso-MA	Nine (9) existing Electoral areas	Type of Electoral Area support						58,000		ADMINISTRATIO N	PLANNING
Governance, corruption and Public accountability	Conversion of uncompleted Health facility to office accommodation	Kwadaso-MA	Office accommodation in urgent demand	% of completion of project					300,000			ADMINISTRATIO N	WORKS
Governance, corruption and Public accountability	Community sensitization on efficient and effective implementation of development policies and plans	Kwadaso-MA	Interest in Municipal progress	Amount allocated for Sensitization of dev't policies					24,000	10,000		PLANNING	SW&CD INFO DEPT NCCE EDU DEPT
Sub-Total									1,689,378	808,677			
GRAND TOTAL									12,660,606	1,291,527	33,300		

Source: MPCU, 2018

Table 5.3 Annual Action Plan, 2020

Table 5.4 Annual Action Plan, 2021

CHAPTER SIX

MONITORING AND EVALUATION (M&E)

6.0 Introduction

The Municipal Medium Term Development Plan (MMTDP) should be monitored and evaluated, and reported on by relevant stakeholders in accordance with the provisions of decentralized planning systems, principles and NDPC guidelines. The reporting should be done to the NDPC and other relevant stakeholders in the form of quarterly and annually on the outcome of the plan implementation.

6.1: Stakeholder Analysis

Table 6.1 below provides information on all the stakeholders identified in relation to the M&E of the plan. It also assesses their interests and responsibilities in the implementation of the M&E of the development plan.

Table 6.1: Stakeholder Analysis

No	Stakeholder	Type	Basic Characteristics/Classification and Task	Needs and Interests	Responsibilities In Plan Implementation/Dissemination
1.	Local Communities	Primary	Community level opinion Leaders. Protect/initiate community development	Practical changes in the living standards of the ordinary person Availability of and access to services and Facilities.	Support data collection Conduct hearings on development that affect their communities Participate in discussions of plan reports Disseminate relevant plan information to subjects
2.	Traditional Council	-do-	Traditional Authorities. preservation of local culture exercise of traditional authority consultation and advise to the sector minister	Accountability Status of project/plan implementation.	Assist in data collection Mobilize community members for discussions and assessments; IGF mobilization
	Business Community	Secondary	Civil Society Group Private sector oriented development	Number of economic related projects undertaken	Respond to calls to meetings
3.	Association of the physically challenged	Primary	Civil Society Group Involve in decision making	How many physically challenged children have been enrolled in schools? How much has been spent on the activities of the physically challenged.	Attend meetings and support data collection.
4	DPs, NGOs & CBOs	Secondary	Development Partner Non-Government Organization(NGO) Provision of social services (schools and hospitals) Accountable to donors	Accountability/Transparency Prevalence rate of HIV/AIDS. Funds inflow into HIV/AIDS prevention Programmes. Amount of money spent on implementation. Extent of implementation of MTDP Level of stakeholders participation in plan implementation	Collect data on people living with HIV/AIDS Monitor the utilization of funds for HIV/AIDS programmes Provision of financial assistance
5	The Media	Secondary	Responsible journalism; inform, educate public Fragmented ; Low district coverage	Status of implementation of the MTDP Transparency and accountability in the utilization of resources	Communicate information to the general public.
6.	Zonal	Primary	District Assembly (sub-structure)	Status of MTDP implementation	Monitor implementation of local projects

No	Stakeholder	Type	Basic Characteristics/Classification and Task	Needs and Interests	Responsibilities In Plan Implementation/Dissemination
	Councils /Unit Committees		Mobilization of Communal spirit/IGF	Level of support provided to the Zonal councils	Mobilize community members for IGF collection
7.	Assembly; MP, Hon Assembly Members	Primary	Municipal Assembly Decision making, by-laws, deliberation and adoption of plans, programmes and projects, etc. Coordinates the work of decentralized department Overall management and implementation of local development	Resources available for implementation Extent of community participation in plan implementation	M&E Plan preparation, M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc. Closely monitor contractors Report on plan implementation to appropriate stakeholders e.g. DPATF & AFDB
8.	Decentralized Departments	Primary	Ministries, Departments and Agencies (MDA's). implementation of policies frontline / direct service providers account to mother ministries and Assembly advice and support to local policy formulation	Practical changes occurring in their respective sub-sectors	Involvement in data collection and analysis Prepare progress report on projects directly under their supervision.
9.	RCC	Primary	Advisory services, capacity building, etc.	Regional MMDAs level of compliance with policy guidelines	M&E plan preparation, evaluations, PM&E, data collection, M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination, etc.
	Local Government Service	Primary	Technical assistance, Job analysis, and management of services, etc.	MMDAs performance and level of compliance with policy	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
	MLGRD	Primary	Policy direction, Guidelines, Measure MMDAs performance targets, Advisory services, etc	MMDAs performance and level of compliance with policy	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination, etc.
	DACF Secretariat	Primary	Financial resources, Advisory services, etc,		
10	NDPC	Primary	Policy direction, Guidelines and capacity building, etc.	MMDAs level of compliance with policy guidelines	M&E Plan preparation, evaluations, M&E results dissemination, etc.

Source: MPCU, 2018

The table above provides a list of all the stakeholders within and outside the District who have a part to play in the implementation of this M&E Plan. It is expected that all the stakeholders identified will contribute their quota towards making the implementation of this M&E Plan a success. From their experience and contributions the DPCU shall develop the require M&E Plan to guide the implementation of the DMTDP over the planed period.

6.2 Implementation, Monitoring and Evaluation of MTDP

Monitoring is defined as a continuing function that uses systematic collection of data on specific indicators to provide management and main stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (OECD, 2002).

The purposes of monitoring are to; provide programme or project management staff and other stakeholders with information on whether progress is being made towards achieving stated objectives, provide regular feedback to enhance learning and to improve the planning process and effectiveness of interventions, increase programme or project accountability with donor and other stakeholders, enable management and staff to identify and reinforce initial positive results, strength and success, provide management with the opportunity to make timely adjustments and corrective actions to improve the programme or project design, work plan and implementation strategies and check on conditions or situations of target group and changes brought about by programme or project activities as well as the continued relevance of the project.

According to the National M&E Manual, MMDAs are required to prepare M&E plan to help monitor the implementation of their development plans. The monitoring at this level is based on specific indicators for the tracking of the implementation of the MTDP programmes and projects over the planed period.

The Municipality will produce quarterly and annual progress report from the monitoring exercise using the prescribed format provided by in the National M&E Manual and send copies to the NDPC through the RPCU. The quarterly and annual reports from the monitoring of development interventions in the district provides information for the review and formulation of evidence-based district policies and decisions, identification of most effective municipal programmes and projects and best practices and determination of inequalities and areas requiring greater attention in the municipality.

Table 6.2: Monitoring Matrix Core Indicators

S/n							Targets				Remarks
	Indicators	Indicator Definition	Indicator Type	Disaggregation	Monitoring Frequency	Baseline	18	19	20	21	
	Development Dimension: Economic Development										
	Goal : Build a Prosperous Society										
1	Total output of agricultural production -staples 1(Mt) -Selected cash crops2 (Mt) -Livestock and poultry3 (count) -Fisheries (Mt)	Total quantity of selected crops, livestock and poultry and fisheries produced in the district in a given year	Output	By category: Staple crops Selected cash crops Livestock and poultry Fisheries	Annual/ quarterly						
	Maize	-do-	-do-	-do-	Annual	60.1%	80.0%	80.0%	80.0%	90.0%	
	Rice (Milled)	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Millet, Sorghum,	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Cassava	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Yam	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Pineapple	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Cocoyam, Plantain,	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Pawpaw	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Mango	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Groundnut, Cowpea, Soybean	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Cashew nut	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Cocoa, , Oil palm	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Shea butter	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Cotton	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Fish	-do-	-do-	-do-	Annual	15.1%	20.0%	20.0%	20.0%	20.0%	
	Livestock poultry	-do-	-do-	-do-	Annual	25.5%	50.0%	50.0%	50.0%	50.0%	
	Cattle, Sheep,	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Pig,	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	
	Goat,	-do-	-do-	-do-	Annual	N/A	N/A	N/A	N/A	N/A	

S/n							Targets				Remarks
	Indicators	Indicator Definition	Indicator Type	Disaggregation	Monitoring Frequency	Baseline	18	19	20	21	
2.	Percentage of arable land under cultivation	Area of land (in hectares) put under agricultural production expressed as a percentage of total arable land within the district	output	By category: Staple crops Selected cash crops	Annual	N/A	N/A	N/A	N/A	N/A	
3.	Number of new industries established	Count of industries established in the district including cottage industries, IDIF etc.	outcome	By sector: agriculture, industry, Service	Annual	10%	25%	45%	60%	75%	
4.	Number of new jobs created	The count of new jobs created per sector including those under the special initiative	outcome	By sector (temporal/permanent/sex): Agriculture industry, service	Annual	10%	20%	40%	60%	80%	
Development Dimension: Social Development											
Goal: Create opportunities for all Ghanaians											
5.	Net enrolment ratio	The ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	outcome	Kindergarten	Annual	No info.	65%	75%	85%	95%	
			outcome	Primary		85.5%	95.0%	95.0%	95.0%		
			outcome	JHS		75.5%	90.0%	90.0%	90.0%		
6.	Gender parity	Ratio of male to female enrolment rates	outcome	Kindergarten Primary	Annual	No info.	1.0	1.0	1.0	1.0	
7.	Completion rate	Ratio of the total number of boys/girls enrolled in the last grade of a given level of education (Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total district population of boys/girls of the theoretical entrance age to the last grade of that level of	outcome	Kindergarten Primary JHS SHS ;Boys and Girls	Annual	No info.	65.7%	95.0%	95.0%	99%	
8.	Number of operational health facilities	Total number of health facilities able to deliver basic health care	output	CHS Clinics Hosp.	Annual	4	6	8	10	11	
9.	Proportion of population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district Population	outcome	Male/Female	Annual	No info.	50%	70%	90%	100%	
10.	Proportion of population with access to basic drinking water sources	Share of the district population with access to basic drinking water sources including boreholes, standpipes, protected dug wells etc. expressed as a percentage of total district population	outcome	District Urban Rural	Annual	No info.	70%	80%	90%	100%	
11.	Proportion of population with access to improved sanitation services	Share of population with access to basic sanitation services including ventilated improved pit latrines, flush toilets to sewer systems, septic tanks or pit latrines, composting toilets etc.	outcome	District Urban Rural	Annual	No info.	70%	80%	90%	100%	
12.	Number of births and deaths registered	Count of births and deaths registered at registering institutions	output	(sex, age group4)	Annual	No info.	60%	75%	90%	100%	

S/n							Targets				Remarks
	Indicators	Indicator Definition	Indicator Type	Disaggregation	Monitoring Frequency	Baseline	18	19	20	21	
13.	Total number of recorded cases of child trafficking and abuse	Count of recorded cases of child trafficking and child abuse cases in the district	outcome	Child trafficking (sex) Child abuse (sex)	Annual/quarterly	No data	0	0	0	0	
14.	Maternal mortality ratio (Institutional)	Maternal deaths recorded per 100,000 live births in the district	outcome	District	Annual	350-100,000	100	80	60	20	
15.	Malaria case fatality (Institutional)	Total malaria deaths expressed as a percentage of total malaria admissions in health facilities	outcome	Sex Age	Annual	No data	5%	4%	3%	2%	
Development Dimension: Environment, Infrastructure and Human Settlements											
Goal: Safeguard the Natural Environment and Ensure a Resilient, Built Environment											
16.	Percentage of road network in good condition	The total km of classified road network in good condition expressed as percentage of total road network	output	Total Urban	Annual	150 km	20%	30%	30%	30%	
17.	Percentage of communities covered by electricity	The number of communities in the district connected to the national grid divided by total number of communities in the district expressed as a	output	Urban/rural	Annual	75%	85%	90%	95%	100%	
Development Dimension: Governance, Corruption and Public Accountability											
Goal: Maintain a Stable, United and Safe Society											
18.	Percentage of Annual Action Plan implemented	Total number of activities implemented divided by the total number of planned	output	District	Annual	45%	100%	100%	100%	100%	
19.	Reported cases of crime	Total number of reported cases of major crimes including rape, armed robbery, defilement, and murder recorded by Ghana Police in a given year	outcome	By type	Annual		0	0	0	0	
20.	Number of communities affected by disaster	Count of disaster incidents recorded at the district including floods, bushfires etc.	outcome	Bushfire Floods	Annual/quarterly	30%	15%	10%	5%	0%	

Source: MPCU, 2018

Table 6.3: Municipal Specific Indicators

S/n	Indicators	Indicator Definition	Indicator Type	Disaggregatio	Monitoring Frequency	Baseline	Targets				Remarks	
							18	19	20	21		
Development Dimension: Economic Development												
Goal : Build a Prosperous Society												
1.	Total output of agricultural production -staples 1(Mt) -Selected cash crops 2 (Mt) -Livestock and poultry3 (count)	Total quantity of selected crops, livestock and poultry and fisheries produced in the district in a given year	Output	By category: Staple crops Selected cash crops Livestock and poultry	Annual/ quarterly							
	Vegetables	Tonnage of vegetables produced per year	Output	Male/Females	Annual /quarterly	15.1%	20.0%	20.0%	20.0%	20.0%		
	Rabbit rearing	Total quantity of rabbits reared per year	Output	Male/Females	Annual/ quarterly	No info.	20%	40%	60%	80%		
2.	Percentage of traders with access to improved market infrastructure	Count of markets provided in the municipality	outcome	By sector: agriculture, industry.	Annual	25%	50%	70%	85%	90%		
3	Percentage of new Artisans formations		outcome									
DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT												
Goal: Create opportunities for all Ghanaians												
4.	Gross enrolment ratio	Indicates the Number of Pupils/Students at a given Level of Schooling-regardless of age - as Proportion of the Number Children in the Relevant Age Group	outcome	Kindergarten	Annual		85%	90 %	95.0	100		
			outcome	Primary				90%	90%	90%	90	
			outcome	JHS				70%	80%	90%	100	
			outcome	SHS				70%	80%	90%	100	
5	HIV/AIDS Prevalence Rate	Percentage (%) of Adult Population, 15-49 Yrs. HIV Positive	outcome	Male/Female	Annual		0.05 %	0.05 %	0.05 %	0.05 %		
6	Under-Five Mortality Rate	No. of Deaths occurring between Birth and Exact Age Five per 1,000 Live Births	outcome	Boys/Girls	Annual		0.000	0.000	0.000	0.000		
7	Stunting	Prevalence of stunting among children 6-59 months	outcome	Boys/Girls			0.000	0.000	0.000	0.000		
8	Anaemia in women	Women 15-49 years with anaemia	outcome	Boys/Girls			0.000	0.000	0.000	0.000		
9	Anaemia in children	Children 6-59 months with anaemia	outcome	Boys/Girls			0.000	0.000	0.000	0.000		
10	Wasting	Prevalence of moderate and severe acute malnutrition among children 6-59 months	outcome	Boys/Girls			0.000	0.000	0.000	0.000		

11	Exclusive breastfeeding	Infants 0-5 months exclusively breastfed	Output	Boys/Girls			100	100	100	100	
12	Vitamin A deficiency(VAD)	Proportion of children 6-59 months with Vitamin A deficiency	Output	Boys/Girls			100 %	100 %	100 %	100 %	
13	Volume of waste generated and managed	Total Quantity of waste generated by households over a period of time	Output	High / Low order	Annual		55%	65%	75%	85 %	
14	Percentage of improved drains constructed	Number of drains constructed per year	Output				65%	75%	85%	95 %	
15	Total no. of PWDs registered	Share of the PWDs population with access to disability support including hearing, seeing speaking, and other impairments	Output	Male/Female	Annual		100 %	100 %	100 %	100 %	
16	Proportion of population empowered in livelihood and other strategies	Share of the PWDs population with access to disability support.	outcome	Male/Female	Annual		100 %	100 %	100 %	100 %	
17	Social Protection	Population living under national poverty line and having access to social protection services	outcome	Male/Female	Annual		5%	3%	2%	0%	
18	Total number of recorded child abuse cases effectively addressed	Count of successful recorded cases completely addressed	outcome	Male/Female	Annual/quarterly		0	0	0	0	
19	Proportion of adolescents (including minors) with access sexual and reproductive health services	Count of teenagers with access to ASRHS	outcome	Male/Female	Annual		100 %	100 %	100 %	100 %	
Development Dimension: Governance, Corruption and Public Accountability											
Goal: Maintain a Stable, United and Safe Society											
20	% of women participation in decision making	Count of women involvement in local decision making forums	outcome	Male/Female	Annual		55%	65%	75%	85%	
21	Percentage of population with access to street light	Count of streetlights provided and installed.	outcome	Urban/Rural	Annual		100%	100%	100%	100%	
22	Percentage Change in IGF	Amount of IGF mobilized yearly	outcome	Sub-Structures	Annual	45%	15%	10%	5%	100%	
23	Police citizens ratio	Total number of police population to the citizenry	outcome		Annual	1:3,113	1:481	1:481	1:491	1:400	

Source: MPCU, 2018

6.3 Arrangements for Data Collection, Collation, Analysis and Results Strategy on the Implementation of the MMTDP.

As required, in order to gather data from monitoring, the MPCU will collect and collate data, process, validate and analyze the information generated from the results of the project/activities in relations to the indicators (core and district specific) and targets of the MMTDP.

In the monitoring process, the MPCU will draw data from the programme/project register based on the implementation of PoA and AAP of the MTDP and periodic surveys on programmes implementation in line with the key indicators from the monitoring matrix above. The data collection strategy will provide further information on the nature of data collection, methods and results, as captured in Table 6.2 below. The information, findings, lessons learnt and recommendations generated, will be made available for the utilization by the Assembly, NDPC and other relevant stakeholders.

Table 6.4: Data Collection, Collation, Analysis and Results Strategy Matrix

Indicator Definition	Data collection period	Data collection method	Disaggregation	Results
Total output of agricultural production -staples ¹ (Mt) -Selected cash crops ² (Mt) -Livestock and poultry ³ (count) -Fisheries (Mt)	Strictly Quarterly	Sample survey of key Service beneficiaries	Male and Female	Tones per hectare % increase in yield
Number of new industries established	-do-	-do-	-do-	-do-
Percentage of traders with access to improved market infrastructure	-do-	-do-	-do-	-do-
Number of new jobs created	-do-	-do-	-do-	-do-
Net enrolment ratio	-do-	-do-	-do-	-do-
Gender parity	-do-	-do-	-do-	-do-
Completion rate	-do-	-do-	-do-	-do-
Number of operational health facilities	-do-	-do-	-do-	-do-
Proportion of population with valid NHIS card	-do-	-do-	-do-	-do-
Proportion of population with access to basic drinking water sources	-do-	-do-	-do-	-do-

Indicator Definition	Data collection period	Data collection method	Disaggregation	Results
Proportion of population with access to improved sanitation services	-do-	-do-	-do-	-do-
Number of births and deaths registered	-do-	-do-	-do-	-do-
Total number of recorded cases of child trafficking and abuse	-do-	-do-	-do-	-do-
Maternal mortality ratio (Institutional)	-do-	-do-	-do-	-do-
Malaria case fatality (Institutional)	-do-	-do-	-do-	-do-
Percentage of road network in good condition	-do-	-do-	-do-	-do-
Percentage of communities covered by electricity	-do-	-do-	-do-	-do-
Percentage of Annual Action Plan and MTDP implemented	-do-	-do-	-do-	-do-
Reported cases of crime	-do-	-do-	-do-	-do-
Number of communities affected by disaster	-do-	-do-	-do-	-do-
Percentage of new Artisans formations	-do-	-do-	-do-	-do-
Gross enrolment ratio	-do-	-do-	-do-	-do-
HIV/AIDS Prevalence Rate	-do-	-do-	-do-	-do-
Under-Five Mortality Rate	-do-	-do-	-do-	-do-
Stunting	-do-	-do-	-do-	-do-
Anaemia in women	-do-	-do-	-do-	-do-
Anaemia in children	-do-	-do-	-do-	-do-
Wasting	-do-	-do-	-do-	-do-
Exclusive breastfeeding	-do-	-do-	-do-	-do-
Vitamin A deficiency(VAD)	-do-	-do-	-do-	-do-
Volume of waste generated and managed	-do-	-do-	-do-	-do-
Percentage of improved drains constructed	-do-	-do-	-do-	-do-
Total no. of PWDs registered	-do-	-do-	-do-	-do-
Proportion of population empowered in livelihood and other strategies	-do-	-do-	-do-	-do-
Social Protection	-do-	-do-	-do-	-do-
Total number of recorded child abuse cases effectively addressed	-do-	-do-	-do-	-do-
Proportion of adolescents (including minors) with access sexual and reproductive health services	-do-	-do-	-do-	-do-
Percentage change in culverts constructed	-do-	-do-	-do-	-do-
% of women participation in decision making	-do-	-do-	-do-	-do-
Percentage of population with access to street light	-do-	-do-	-do-	-do-

Indicator Definition	Data collection period	Data collection method	Disaggregation	Results
Percentage Change in IGF	-do-	-do-	-do-	-do-
Police citizens ratio	-do-	-do-	-do-	-do-

MPCU, 2018

6.4 Use of Results

A common centrally located database will be established for an effective data management. The analysis would serve as basis to design appropriate development decision by stakeholders. The results of the analysis would be used to help address the emerging challenges of development.

6.5 Reporting Arrangement

The Municipality through its MPCU will prepare and submit sixteen (16) quarterly and four (4) annual reports on the M&E activities to NDPC through the RCCs and other relevant stakeholders using the format below.

Title Page

- Name of the MMDA
- Time period for the M&E report

Introduction

Summary of achievements and challenges with the implementation of the MMTDP

- Purpose of the M&E for the stated period
- Processes involved and difficulties encountered

M&E Activities Report

- Programme/Project status for the quarter or year
- Update on funding sources and disbursements
- Update on indicators and targets
- Update on critical development and poverty issues
- Evaluations conducted; their findings and recommendations
- Participatory M&E undertaken and the results

6.6 Dissemination and Communications Strategy

Communication is as an essential tool for creating and sustaining the plan and moving relevant stakeholders to action. The purpose of disseminating the information on the plan is to ensure accountability, improve development interventions, advocate for additional resources and organizational learning.

The Monitoring and Evaluation Results will be communicated through written reports, oral reports, visual displays and electronic communication. Progress reports, evaluation reports, PM&E reports and briefs would be produced to communicate M&E results by the use of written reports.

Community fora and other meetings would be held with stakeholders to communicate M&E results. Visual displays such graphs and charts would be used to analyse data in reports. Pictures and videos of programmes and projects would also be used to support reports. Information would also be communicated through the email, internet and other social media.

6.7 Dissemination Strategy

The most common format to be used is written reports, oral presentations and slide (power point) presentations. The table below represents the M &E dissemination strategy that will be used for the

Table 6.5: M&E Dissemination Strategy:

Target Audience and Stakeholders	Key Messages	Dissemination Strategy/Tool
Primary Stakeholders		
NDPC, RCC, Assembly, Local Government Service, MLGRD, DACF Secretariat, Member(s) of Parliament Local Communities, and Traditional Authorities	Key Achievements. Challenges Advocate for policy change. Solicit for resources to complete other programmes and projects.	Presentation to Staff. Feedback at Staff Appraisal. Formal Reports. Development Plans Assembly's Website. Media Reports.
Secondary Stakeholders		

Target Audience and Stakeholders	Key Messages	Dissemination Strategy/Tool
CSOs Media, Development Partners, Consultants and Other MDAs	Increase Public Awareness. Key Achievements Made.	Briefing Notes. Presentations. Formal Reports. Simplified Versions of Development Plans, Newspapers, Radio, TV.

Source; MPCU, 2018

Participatory planning approaches such as town hall meetings, stakeholder workshops and focus group discussions, among others would be used to disseminate information on the progress of implementation of the plan.

The MPCU will prepare a dissemination and communications strategy which include;

- Identification and Classification of stakeholders
- Prepare communication activities, process and distribute quarterly and annual progress reports; meetings with stakeholders; workshops and community meetings; Use of social media such as WhatsApp, Facebook, Twitter
- Creation of awareness; through announcements, discussions and broadcast in the local news media (including local FM stations) on the MMTDP implementation, Annual Progress Reports, etc; on the stakeholder roles and expectations on the MMTDP implementation.

Stakeholders have the opportunity to know the progress of implementation of the plan in order to respond on the findings relating to challenges and possible suggestions of solutions. Community durbars, Town Hall Meetings, the use of local FM stations among others would be used to communicate the progress of work on the implementation of the plan. The office of the Presiding Member and Municipal Information Officers will be used a Public Relations contact point. Progress reports (quarterly and annual), evaluation reports, among others would be compiled and duly communicated to the concerned primary and secondary stakeholders such as the Municipal level (MCE, MP, CSO etc.), regional (RCC) and national (NDPC) as captured in Table 6.3 above.

The most important issue to consider in plan implementation is on how to satisfy the needs of the ultimate beneficiary of product and service. The Municipal Assembly in an attempt to ensure quality in the provision of works, goods and services must adhere to full participation of communities in decision making and implementation. Full consultation with community leaders such as the Assembly-members and Chiefs during project preparation, procurement planning, contract award process, project implementation, monitoring and Evaluation is an important consideration that wins the confidence of stakeholders.

The said consultation and participation leads to the identification of the felt and priority needs of the people whose interest the Municipal Assembly exists to address. In this vein, during project implementation such as construction of school Infrastructure, communities are in touch with contractors and consultants to guard against shoddy work. Defects are promptly reported and necessary remedial actions are taken to put contract specification on track. Community representatives who are very close to the action point of projects because of their involvement in the decision process right from the problem identification stage are better placed to resolve conflicts among stakeholders. Above all, communities are empowered and show commitment before, during and after the project period in terms of contribution of inputs and routine maintenance of project facilities.

Table 6.6: Communication activity matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Community sensitization	To create awareness on the MMTDP	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	MCD/MPO/ Chairman of Dev't. Sub-committee
Meeting with Political leadership	To get them to appreciate the DMTDP.	MCE, Presiding member, MPs and chairpersons of the sub-committees	Meetings with audio-visuals	15th to 30th January	MPCU
Meeting with Sub-structures	To update them on the status of implementation	Council members	Round-table discussion and, PowerPoint presentations	October to December	MCD/MPO/ Chairmen of Sub-structures

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Quarterly MPCU meetings	To update departmental head on status of implementation of Annual Action Plans	MPCU Members	Round-table discussion and, PowerPoint presentations	Quarterly	MCD/MPO
Quarterly MPCU review meetings	To review and update Annual Action Plan	MPCU Members	Round-table discussion and, PowerPoint presentations	Quarterly	MCD/MPO

MPCU, 2018

6.8 Evaluation Arrangement

Evaluation is an important technique for measuring the impacts of the development plan implementation. As a result the, the MPCU of the Municipality has to plan for evaluating the 2018-2021 development plan. Some of the key steps considered include the following;

- The rationale and objectives of the evaluation.
- The methods, scope and timing of the evaluation.
- Identification and analysis of stakeholders.

6.9 Evaluation Matrix

The Evaluation Matrix in the table below will be adopted to indicate the evaluation Criteria and its relevant evaluation questions to be asked, the type of data and the method of data collection.

Table 6.7: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance	Does the Programme/Project address the felt needs of the beneficiaries?	Does it address all special needs; gender, PWDs the	Beneficiary satisfaction reports	Departmental records, reports, popular responses from public engagements meetings	Field M&E, Surveys, Town hall meetings

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Efficiency	Are resources judiciously applied on interventions delivery?	Has the programme cost be fully paid?	Financial and activity reports programme /project scope, cost and time for implementation of	Departmental records, reports, popular responses from public engagements meetings	Field M&E, Surveys, Town hall meetings
Effectiveness	Has the Programme/Project objectives been achieved?	Are the Programme/Project objectives still relevant	Activity evaluation reports	Departmental records, reports, popular responses from public engagements meetings	Field M&E, Surveys, Town hall meetings
Impact	Has the Programme/Project achieved its long term goal?	Does the intervention adheres gender and inclusiveness?	Activity evaluation reports	Departmental records, reports, popular responses from public engagements meetings	MPCU Field M&E, Surveys, Town hall meetings
Sustainability	Has the Programme/Project met the economic, social, institutional and environmental needs?	What other relevant issue of sustainability are not covered?	Activity evaluation and implementation reports	Departmental records, reports, popular responses from public engagements meetings	Field M&E, Surveys, Town hall meetings

MPCU, 2018

6.9 Monitoring & Evaluation Activities

The M&E Work Plan is a guide for the implementation of the M&E activities. It contains all the activities to be carried out throughout the plan implementation period. It assigns responsibilities and timeframes to all the activities identified. The Table below shows the M & E activities for the implementation of the MMDTP.

Table 6.8 a: M&E Activities

Activities	Time – Frame	Actors
1. Implementation Monitoring		
Monthly Monitoring Visits Quarterly Review Meetings	Last Tuesday of every month Last Friday of every quarter	MPCU MPCU & other stakeholders
2. Preparation Quarterly M & E Reports		
Data Collection & Collation Data Analysis and Writing of Duff Report.	Last week of every quarter First week of every ensuring month of every quarter April, July, October & January	MPCU MOCU (MPO)
3. Preparation of APR Reports		
Data Collection Data Collation Data Analysis Data Collection & Collation Prepare Draft District APR Organize APR Review Workshop Final APR Submitted to RCC/NDPC Dissemination of APR	First week of January First week of January Second week of January From 5 th – 10 th of January Annually 15 th January Annually 20 th January Annually First week of February Annually From 15 th February Annually	MPCU MPCU MPCU MPCU MPCU MPCU MPCU MPCU

MPCU, 2018

Table 6.8 b: M&E Activities

Activities	Time Frame				Actors
	18	19	20	21	
MTDP Evaluations					
Mid-term Evaluation	Start 15th March 2017				MPCU
Terminal Evaluation	Start 15th March 2018				MPCU
Specific Evaluations and Studies	Bi-annually e.g. start 5th of July bi-annually				MPCU
Participatory M&E	Start 25th April bi-annually				MPCU
Implementation monitoring					
Monthly or Quarterly Field Visit	1st Tuesday of every month or quarter				MPCU
Monthly or Quarterly Review Meetings	1st Wednesday of every month or quarter				MPCU
APR preparation and dissemination					
Data collection	From 15th January annually				MPCU
Data collation	From 15th January annually				MPCU
Data analysis and validation	From 15th January annually				MPCU
Prepare Draft MDA APR	15th January annually				MPCU
Organise Draft APR review workshop	20 January annually				MPCU
Final APR submitted to NDPC	End of January annually				MPCU
Dissemination of District APR	From February annually				MPCU

Source: Adapted from NDPC

Table 6.9: M & E Calendar

Activities	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1. Implementation												
Monitoring Monthly Monitoring Visits	30 th	27 th	30 th	30 th	30 th	30 th	30 th	30 th	30 th	30 th	30 th	30 th
Quarterly Review Meetings			26 th			26 th			26 th			26 th
2. Preparation of Quarterly M & E Reports												
Data Collection & Collation			24 th			24 th			24 th			24 th
Data Analysis and Writing of draft Report.	5 th			5 th			5 th			5 th		
3. Preparation of APR Reports												
Data Collection	3 rd											
Data Collation	4 th											
Data Analysis	10 th											
Prepare Draft District APR	15 th											
Organize APR Review Workshop	20 th											
Final APR Submitted to RCC/NDPC		8 th										
Dissemination of APR		15 th										
4. DMTDP Evaluation Mid – Term Evaluation			15 th ,(2019)									
Terminal Evaluation			15 th ,(2020)									
Participatory M & E					25 th Bi - Annually							

MPCU, 2018

6.10: Participatory Monitoring and Evaluation Arrangement

Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. In this regards, the following PM&E methods, will be used by the MPCU to evaluate the content of the plan:

- Participatory Rural Appraisal.
- Citizen Report Card.
- Community Score Card.
- Participatory Expenditure Tracking Surveys.

The PM&E results shall be disseminated to the necessary stakeholders in accordance of the manual of the National Development Planning Commission.

Achieving the set objectives and the realization of the goals in this plan require collective efforts by all stakeholders including the area councils, donors, civil society and the central government. Therefore the annual action plans, budgets and the procurement plan of the Assembly must reflect the projects outlined in the plan document. The MPCU must be well resourced to review plan annually, undertake monitoring and evaluation and to appraise and develop proposals to attract additional funding for project implementation.

An efficient implementation of the planed intervention should lead to a structured desired development pattern of the municipality. As captured in Figure 19, the municipal development authority wishes to achieve the indicated pattern on the desired map.

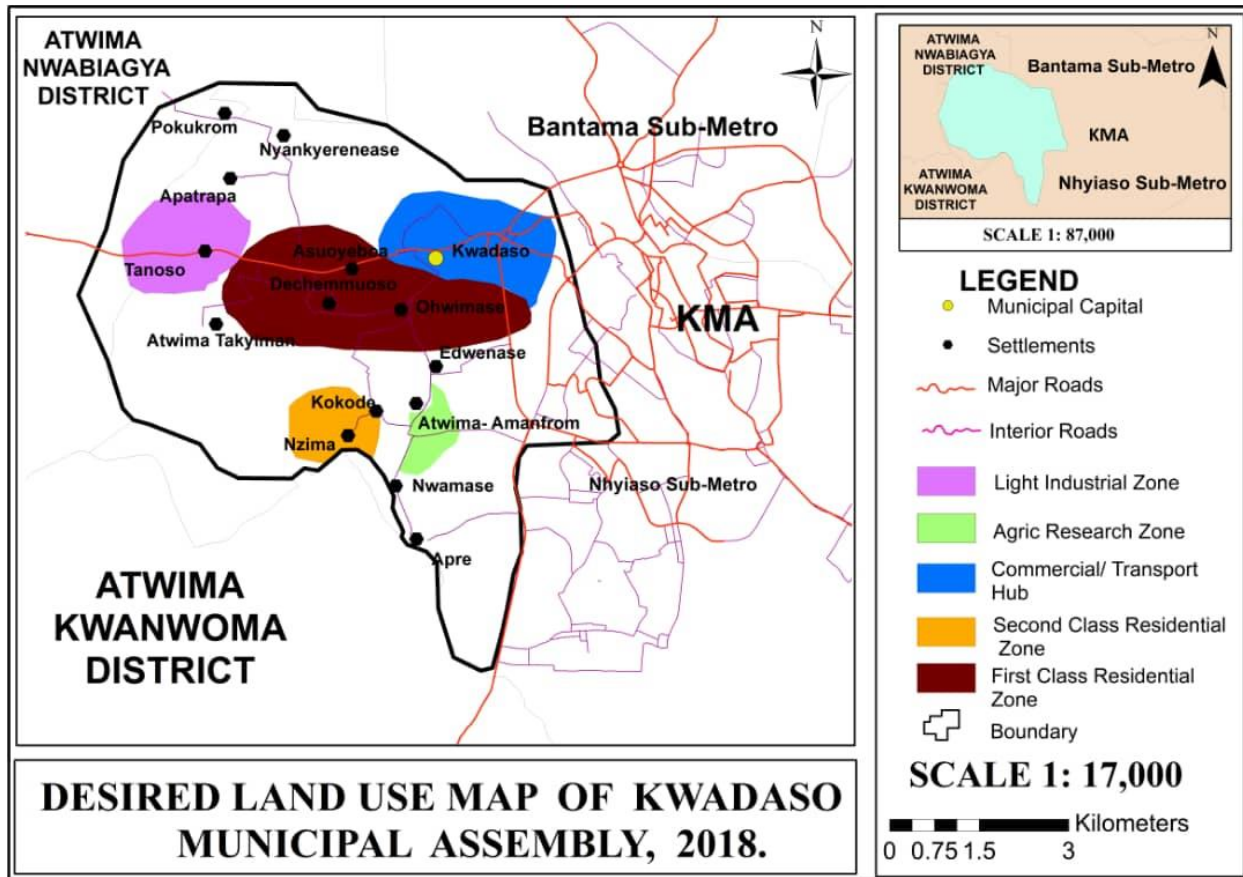


Figure 19: Desired Map-MPCU, 2018

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APPENDIX 1: Summary of Community Prioritized Needs

Prioritized Communities Needs Based on Electoral Area								
Nsiah-Asare	Edwenase	Kwadaso North	Nzima	Tanoso	Asuoeyeboah	Apatrapa	Ohwimase/Denkyemuoso	Kwadaso Proper
Provision of roads Infrastructure Basic sch. Sanitation Health Security	Water Roads/drains Education Sanitation Health Security; Street lights/police station	Water and roads Education Sanitation Security Health	Markets Roads Water Education Security; police post Sanitation Health	Roads/drains Water Markets Education Health Security	Markets Water Roads Education Sanitation Health Security	Water Roads Education Health Sanitation Market Security	Roads/drains/culvert Market Security infrastructure Sanitation School Health	Market Drains/roads Education Toilet Security Health

Source: MPCU, 2018.

APPENDIX 2: FIRST PUBLIC HEARING REPORT

Name of Municipality	Kwadaso Municipal Assembly	
Region	Ashanti	
Name of Area Council	Electoral Areas: Edwenase/ Agric, Nzima, Ohwimase/ Denkyemmuoso, Kwadaso North, Kwadaso proper, Apatrapa, Taonoso, Asuoyeboah and Nsia Asare	
Venue	Edwenase Rehabilitation center, Edwenase	
Date	16 th November, 2018	Time: 10: 35am

S/N	Report Description	Activity Report	Remarks
A	Medium of invitation	Letters were used to invite participants, 85 letters were printed and dispatched	Target achieved
B	Name of special Interest Groups/ individuals invited	The name of participants were recorded and attached	Target achieved
C	Identifiable Representations at hearing	The Identifiable personalities at the hearing were the Municipal Chief Executive, Assembly members, Unit committee members, Municipal Co-ordinating Director, Heads of Department, Political Party Representatives, and Media.	Target achieved
D	Total Number of persons	83 persons attended with 70 male and 13 females	Target achieved
E	Gender Ratio/ Percentage	The Gender percentage was 84.3% for males and 15.7% females	Target achieved
F	Language used at Hearing	English and Asante (Twi) were used as the medium of presentation and discussions	Target achieved
G	Major issues Discussed	The first public hearing was organized on Friday, 16 th of November, 2018. The purpose of the gathering was to present and introduce the MMTDP, 2018-2021 for the Assembly to major stakeholders. The public hearing was organized after the data collection, community needs and aspiration analysis and the Harmonization of community needs and Aspirations with development issues identified from the draft profile of the Kwadaso Municipality. This platform was used to sensitize participants about the profile of the Municipality highlighting physical, and socio-economic characteristic. The harmonization of previous plans with Adopted development issues, sectorial projections and the composite Programme of Action (PoA). The hearing was used to validate each community needs and aspiration from the nine (9) Electoral Areas of the Municipality. The MCE witnessed the occasion and admonished for technical support to complete the plan for implementation and also the support of the sub-structures to hold in readiness whenever they are called to service.	Target achieved
H	Main Controversies	Wrongly spelt Electoral Area thus ; Edwenase Electoral Area corrected as Edwenase/ Agric Electoral Area	-
I	Proposal for Resolution of the Controversies	Proposal to change the old Roman project from a Bus terminal to a Durbar grounds projects with the Kwadaso Electoral Area.	-
J	Unresolved questions or Queries	None	-
K	Level of Unresolved problems going to be resolved	None	-
L	Comment on general level of participation	The hearing was a success base on organizers commitment with majority MPCU members present together with all Assembly	Target achieved


		members present. Out of the 85 letters dispatched 83 participants registered for the programme, representing 97.6%	
SN	Name	Designation	Signature
1	Hon. Richmond Agyenim Boateng	Municipal Chief Executive (MCE)	
2	Mr. Samuel Kwaku Gyimah	Municipal Co-ordinating Director	
3	Hon. Kwame Kwakye	Presiding Member (PM)	
4	Hon. Fosu Agyemang Stephen	Chairman of Development Planning Sub-Committee	
5.	Mr. Stephen Lurimuah	Municipal Planning Officer	

unit committee members (1)

MTDP PUBLIC HEARING ATTENDANCE SHEET

No.	NAME	ELECTRAL AREA	SIGNATURE
1	Alexander K Afrayie	Asric Echouso	
2	Bosman Nsala	Kwadwo North	
3	Beatrice Dwanah	✓	
4	AUGUSTINE TOKOJEA	ASRIC	
5	AKWASI MENSAH	AGRIC	
6	BEAKYE DANQUA	AGRIC	
7	Beatrice Foughton	Tanoaso	
8	Nicholas Aggrey	Tanoaso	
9	Felisha Karikoi	Tanoaso	
10	Ana Serwag	Tanoaso	
11	David Asare	Tatiman	
12	Matthew Awah	chomasi	
13	KOFI NYENKANS	Kwadwo	
14	Samuel K. Seaman	Nsamenang Asare	
15	obeng Yamaa Manfred	✓	
16	Henkens Ounson	Othmanse	
17	Charles Marah	Nsime	
18	Kwadwo Adom		

UNIT COMMITTEE MEMBERS OF
MTDP PUBLIC HEARING ATTENDANCE SHEET

No.	NAME	ELECTRAL AREA	SIGNATURE
19	Yaw Afrigie	Nrimo	
20	WILSON SPACKY	Kwadaso	
21	Ofori Agyemang Akwad	✓	
22	Kwabena Mensah	APAKRAPA	
23	FELICAL ADDAI	APAKRAPA	
24	Yaw Godkye yiodom	APAKRAPA	
25	Kwadwo Adom	Kwadaso Proper	
26	OSAI KUFFOUR	Kwadaso Proper	
27	Isaac Arthur	ASUOYEBEA	
28	Agyei Richard	WISH ASIA	
29	Priscilla Agyetse		

MTDP PUBLIC HEARING ATTENDANCE SHEET

No.	NAME	ELECTRAL AREA	SIGNATURE
30.	Akosua Serwas	K'kaso Proper	
31.	Janet Opoku Achampong	Asuoyeboe	
32	Sandra Konadu	Asuoyeboe St	
33.	Agnes Owusu Takyiwa	Agric	
+ 34.	Kwame Ahenko	Agric	
35	Charles Dankwah	Nzima	
36	Albert Ofori	Nzima	
37	Mark Boateng	Twee	
38	Charles Adu	Zumso	
39	Richard Kwankya	Kwadase N.	
40	Samuel Nsira	Kwadase N.	
41	Kwabena Agyemang Boateng	Kwadase N.	
42	David Asare	Oshimase	
43	Koac Owusu	Oshimase	
44	Alex Ofori	Apartafo	
45	Johnson Acolatse	Apartafo	

ASSEMBLY MEMBERS

MTDP PUBLIC HEARING ATTENDANCE SHEET

No.	NAME	ELECTRAL AREA	SIGNATURE
1	Kwame Kwakye Stephen	Kwadaso	[Signature]
2	Eberozet Acheampong	Nsima	[Signature]
3	George O. Anseh	Apokrope	[Signature]
4	Richard Kenkari	Tema	[Signature]
5	Constance Osei	G/A	[Signature]
6	Martin Duroo Antwi	Asuofia	[Signature]
7	Alex Bedako	Agric/Elwase	[Signature]
8	Fifi Agyemang	Korlewa/Elwase	[Signature]
9	Janet Anuah	G/A	[Signature]
10	Samuel Kwakye Gyee	Nuashie	[Signature]
11	Moses Agyei Aramoa	G/A	[Signature]
12	Elizabeth Anane Acheampong	MP's REP	[Signature]
13	Richard Agyemang-Bontey	MCE	[Signature]



MCE AND PRESIDING MEMBER IN ATTENDANCE AT PUBLIC HEARING

APPENDIX3: Stakeholders Consultation On Assessment Of Community Needs And Aspirations

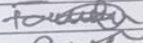
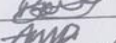

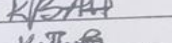
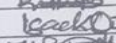
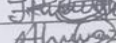
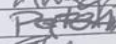
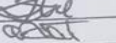
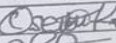
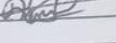
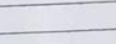
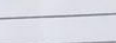
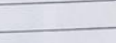
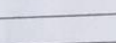
Name of Municipality	Kwadaso Municipal Assembly	
Region	Ashanti	
Name of Area Council	Electoral Areas: Edwenase/ Agric, Nzima, Ohwimase/ Denkyemmuoso, Kwadaso, Kwadaso proper, Apatrapa, Taonoso, Asuoeyeboah and Nsia Asare	
Venue	Edwenase Rehabilitation center, Edwenase	
Date	16 th August, 2018	Time: 10: 11am

S/N	Report Description	Activity Report	Remarks
A	Medium of invitation	Letters were used to invite participants, 50 letters were printed and dispatched	Target achieved
B	Name of special. Interest Groups/ individuals invited	The name of participants were recorded and attached	Target achieved
C	Identifiable Representations at hearing	The Identifiable personalities at the hearing were the Municipal Planning officer, Assistant statistical officer, Social Development officer, the Municipal Co-ord. Director, Assembly members and Unit committee members,	Target achieved
D	Total Number of persons	50 persons attended with 44 males and 6 females	Target achieved
E	Gender Ratio/ Percentage	The Gender percentage was 88% for males and 12% females	Target achieved
F	Language used at Hearing	English and Asante (Twi) were used as the medium of presentation and discussions	Target achieved
G	Major issues Discussed	The stakeholder's assessment of community needs and aspiration was done with the nine (9) assembly members of the assembly at first hand.	Target achieved

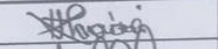
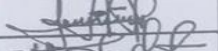
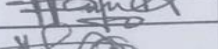

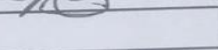
		The forum was to solicit for the electoral area needs and aspirations which represented the various communities under their jurisdiction. This platform was used to sensitize participants about the Medium Term Plan preparation process. There was a validating stakeholders meeting with unit committee members to second the submitted needs and aspirations by the Assembly members.	
H	Main Controversies	None	-
I	Proposal for Resolution of the Controversies	None	-
J	Unresolved questions or Queries	None	-
K	Level of Unresolved problems going to be resolved	None	-
L	Comment on general level of participation	The hearing was a success base on organizers commitment. Out of the 50 letters dispatched 50 participants registered for the programme, representing 100%	Target achieved
SN	Name	Designation	Signature
1	Hon. Richmond Agyenim Boateng	Municipal Chief Executive (MCE)	
2	Mr. Samuel Kwaku Gyimah	Municipal Co-ordinating Director	
3	Hon. Kwame Kwakye	Presiding Member (PM)	
4	Hon. Stephen Oforu Agyemang	Chairman of Development Planning Sub-Committee	
5.	Mr. Stephen Lurimuah	Municipal Planning Officer	

**ATTENDANCE SHEET FOR VALIDATION OF COMMUNITY NEEDS -
KWADASO MUNICIPAL ASSEMBLY**

ELECTORAL AREA				
S/N	NAME	PHONE NO.	DESIGNATION	SIGNATURE
1.	ALEXANDER K. AFFRUE	0249257461	EDUCATION	
2.	NANA OFIA KOBI SEAWA	0268217664	EDUCATION	
3.	Henkens Owusu	0242614614	OHWIMASE, Dev. - Technical	
4.	Mansfield Owusu	0279723230	OHWIMASE, Dev. - Tech	
5.	Matthew Aduah	0277089891	OHWIMASE, P.I.I.T	
6.	David Asare	0541413610	OHWIMASE - INCTM	
7.	Martin Owusu Arthur	0209111950	ASUOYEBON	
8.	Sandra Konadu	054182275	ASUOYEBON	
4.	Obeng Yamoah Manfred	0244723982	KWADASO	
9.	Obeng Yamoah Manfred	0244723982	KWADASO	
10.	KOFI ASSEMANG	0276178956	KWADASO	
11.	ISAAC OWUSU	0244482025	OHWIMASE	
12.	Ofori Agyemang A	02144115990	NZIMA	
	Wilson Sankoy	0244478260		
13.	Wilson Sankoy	0244478210	NZIMA	
14.	VAVI AFRUJE	0202441717	NZIMA	
15.	KWABNA MENSA	0274317861	APARTICIPA	
16.	Freda ADDAI	055737491	APARTICIPA	
17.	YAMBAKYE YADANI	0242778367	APARTICIPA	YES/4
18.	Sandra Konadu	054182275	ASUOYEBON	
19.	Beatrice Owomoh	0559788637	KWADASO North	
20.	Yaw Frimpong	0278321259	KWADASO paper	
21.	Stephen Akpanagbek	0243178348	ASUOYEBON	
22.	Kwabwo Adom	0242-53061	KWADASO PROF	
23.	Akobra Serwah	0558-490690	KWADASO PROF	
24.	Janet Opatu Akempy	0243819709	ASUOYEBON	
25.	Kwabwo Nana	024626608	NSIAH ASARE	
26.	Charles Mensah	0545544904	NZIMA	
27.	BOSSMAN NSIAH	024493434	KWADASO North	
28.	Samuel K. Seaman	054624552	NSIAH ASARE	
29.	ISAAC ARTHUR	0242210232	ASUOYEBON	
30.	Charles Afruje	054-554490	NZIMA	
31.	Beatrice Fordjour	0243472550	TANOSO	

S/N	NAME	PHONE NO.	DESIGNATION	SIGNATURE
32	Delecia Karikari	0242830686	TANOSO	
33	Martha Boateng	0275794976	TANOSO	
34	Amanda Sanyea	0246263183	TANOSO	
35	Samuel Asiah		Kwadaso North	
36	Kwabena A. Boateng	0244517105	Kwadaso North	
37	Richard Kwakye		Kwadaso North	
38	Isaac Osaen	024462025	Chwinase	
39	JOHNSON ACOLATSE	0206592424	ADATRAPA	
40	ALEX OTENG	024646549	ADATRAPA	
41	Peter Agyei	0244050842	Edwenase	
42	Salase Boateng	0207232109	Edwenase	
43	Kwame Boardu		Edwenase	
44	OSEI KUFFOUR	0240272357	Kwadaso paper	
45	Charles Adu	0277-853912	TANOSO	

ATTENDANCE LIST

NAME	DEPT./UNIT	DESIGNATION	SIGNATURE
Kwasi Nyarko - Nyamati Jr.	WORKS		
Abel Opoku Aneke	Comm - Dev't		
Stephen Linnuwa	Planning.		
Priscilla Appetunhewa	Statistics		
Amung Anig Sen	Finance		



Discussion at Stakeholders Meeting



Participant Making a Contribution



Participant Making Known his Controversies/understanding



Assembly Members at Stakeholders Forum



Participants actively consulting in the group discussion

APPENDIX 4: Sustainability Test

Activity: Construct develops 5No. Community markets, as per the planed		
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 develops 5No. Community markets as per planed		
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	■ 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	Quantity and type of materials to be assessed	(0) 1 2 3 4 5

efficiency, and recycled where practical.		
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

Description of PPP : Completion/consts. of 27 No.6units basic schools per planned

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	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: Completion/const. of 27 No.6units basic schools per planned		
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.	1	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	4	The activity would use local raw materials and

capital and the development of downstream industries, utilizing local raw materials		labour in its construction
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Description of PPP: Construct 1 No slaughter house per planned		
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	Level of participation proposed	(0) 1 2 3 4 5

encouraged (especially vulnerable and excluded sections).		
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 1No slaughter house.		
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:andareas 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,	1	Waste pollutants realized in the atmosphere cannot

water and land should be avoided or minimized.		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: Construct 7No.CHP compounds/community.		
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 7No. 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	3	Degraded lands would not be enhanced

degraded land should 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	4	Both adverse and beneficial impacts from the

distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.		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 6No. Mechanised Boreholes per planned		
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	■ 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	■ 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	■ 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	■ 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 6No. Mechanised Boreholes per planned		
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.	■	The activity is not relevant to the aim
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	■	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 use 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.	■	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 .		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: Const. 7No. Culverts,		
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	Quantity and type of pollutants and	(0) 1 2 3 4 5

land should be avoided or minimized.	waste to be identified	
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: Const. 7No. Culverts,		
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 : Construct, 2 no. Office and staff accommodation.		
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	Vulnerable areas shown on maps	(0) 1 2 3 4 5

degraded land should be enhanced.		
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	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	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	Description of sources	(0) 1 2 3 4 5

materials and services from local industries where possible.		
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, 2 no. Office and staff accommodation.		
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.	■	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.	■	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 16 no. KVIPs		
Criteria- Basic Aims and Objectives	Indicators	Performance Measure
Effects on Natural Resources		
Protected Areas and Wildlife: should be conserved, and these resources should be	Sensitive areas shown on maps	■ 1 2 3 4 5

enhanced where practical.		
Degraded Land: areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	■ 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	■ 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	■ 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	■ 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	■ 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	■ 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	■ 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	■ 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	Economic Output to be evaluated.	■ 1 2 3 4 5

conditions of economic growth.		
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 16 No. KVIPs		
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	■ 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	■ 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	■ 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	■ 1 2 3 4 5
Work for Local People: Priority should be given to providing jobs for local people	Number of people to be employed	(0) 1 2 3 4 5

and particularly women and young people.		
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	1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	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: Const. of .1No Municipal Divisional Police HQ and barracks		
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.	■	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.	■	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.	■	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.	■	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.	■	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.	■	The activity is not relevant to the aim
Access to water: Activity should improve access to water.	■	The activity is not relevant to the aim
Access to transport: Activity should improve access to transport .	■	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 :Const. of .1No Municipal Divisional Police HQ and barracks		
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	■ 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	■ 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	■ 1 2 3 4 5
Rivers and Water bodies: should retain their natural character.	Purity of water bodies	■ 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	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	1 2 3 4 5
Access to water: Activity should improve access to water.	Number of the poor to be assisted	1 2 3 4 5
Access to transport: Activity should improve access to transport.	Number of the poor to be assisted	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

APPENDIX 5: Detailed Municipal Assembly (Kd.M.A) Community Needs And Aspirations

NSIAH-ASARE ELECTORAL AREA

S/NO.	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Construction of a storm drain	Osei-17 AREA	Urgent
	Construction of road linking Kwadaso South East to Kwadaso Agric Road	Methodist Retreat Centre Area	Renovation
	Construction of roads and drains linking Methodist (CAC)	Methodist Retreat Centre Area	Renovation
	Retreat centre through O.A's house		
	Construction of road network from cash area through Osei-17 area to Bolakesem	Osei-17 area	Urgent
	Completion of road from NPP office to Nsempee Spot area	Papa Kwasi Area	Urgent
	Construction of foot bridge from O.A'S HOUSE area to Mark One building	O.A house area	
	Construction of mechanized bole hole	NsiahAsare electoral area	
	Road marks on Ohwimase cemetery to Kwadaso Market	KwadasoBeposo	Urgent
	Converting of an open space to a community/durbar	Abaase area	
2	EDUCATIONAL FACILITY		
	Furnishing of classroom block at Ohwimasi M/A cluster of Schools with dual and mono desk	Ohwimase M/A cluster of school	Urgent
	Construction of staff common room at Ohwimase M/A Cluster of school	Ohwimasi M/A cluster of schoo	Urgent
	Construction of portable drinking water	Ohwimasi M/A	
	Grassing of school field at Ohwimasi cluster of schools	ohwimasi M/A cluster of school	
3	SANITARY FACILITY		
	Desilting of Kwadaso and Kwadaso Estate bridge	Kwadaso Estate bridge	
	Kwadaso Estate bridge*	Behind Global Educational Centre	
	Construction of sanitary site	KwadasoBolakesem	
4	HEALTH FACILITY		
	Construction of health post/CHPS compound	Within the electoral area	
5	SECURITY FACILITY		
	Completion of police station	Cash Area	
	Provision of lighting system from Ohwimase Cemetery through Peters Education center to O.A'S house area	Ohwimasi cemetery	

EDWENASE-AGRI ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Construction of storm drains	Edwenase/AtwimaAmanfrom	Urgent
	Construction of bridges and mechanized bore hole	Edwenase/atwimaAmanfrom	New
	Construction and reshaping of roads	Edwenase/atwimaAmanfrom	New
	Rehabilitation of roads from Agric to Edwenase	Edwenase Catholic Ch –Kwadaso Estate	New
2	EDUCATIONAL FACILITY		
	Construction of six classroom block and provision of 2,000 Dual desks	Atwina Amanfrom	New
	**Paving of social centre for gathering	Edwenase	New
	Renovation of Rehabilitation/Cheshire	Edwenase	Old
3	SANITARY FACILITY		
	Desilting of kwadaso to Gyashian stream	Atwima Amanfrom/Edwenase	New
	**Provision of dustbin	AtwimaAmanfrom/Edwenase	New
4	HEALTH FACILITY		
	Construction of health facility(ongoing)	Edwenase	Abandoned
5	SECURITY FACILITY		
	Provision of street light	AtwimaAmanfrom/Edwenase	
	Construction of police post	Edwenase	New

KWADASO NORTH ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUTURE		
	Construction of a bore holes (Community based water project)	Kwadaso North	New
	Construction of road and drains(End-time Area)	Kwadaso North	New
	Provision of a traffic light and walk over at sileom junction and sofoline	Kwadaso North	New
	Construction of storm drain to protect Kwadaso M/A school	Kwadaso North	New
	Roads linking SDA hospital to the Kwadaso North community	Kwadaso North	Reshaping
2	EDUCATIONAL FACILITY		
	Completion of a six unit class room block and ICT centre	Kwadaso north	Old
	Renovation and walling of Kwadaso M/A school	Kwadaso North	Old
3	SANITARY FACILITY		
	Regular Desilting of storm drains	Kwadaso North	Old
	Household Bins	Kwadaso North	Replacement
4	SECURITY FACILITY		
	Provision of police post	Kwadaso North	Old
	Provision of street lights	Kwadaso North	New
	Traffic safety at SDA Hospital main crossing	Kwadaso North	New
5	HEALTH FACILITY		
	Ambulance service	Kwadaso North	New
	Hospital waste management (drains)	SDA Hospital	New

NZIMA ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Construction of roads and drains	Kokode	New
	Construction of market	Nzima	New
	Construction of Merchandised bore hole	Nzima	New
	** Storerrooms	Nwamase	New
	Construction of linkage roads from Apire to Nwamase	Nwamase	New
	Reshaping of Apire Township roads	Apire	Reshaping
	Community Centre	Kokode	New
	Construction of Drains	Kokode	New
2	EDUCATIONAL FACILITY		
	Basic School facility	Nzima	Renovation
	Basic School facility	Apire	New
	Construction of speed rumps	Nzima	New
3	SECURITY FACILITY		
	Construction of police post	Nzima/Kokode	New
4	SANITARY FACILITY		
	Provision of toilet facility	Nzima/Apire/Kokode	New
	Sanitation facilities	Nzima/Apire/Kokode	New
5	HEALTH FACILITY		
	Provision of hospital facility	Nwamase	Renovation

TANOSO ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATIO	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Construction and tiring of community roads	Tanoso Topre and North	New
	Construction of merchandized bore hole	Tanoso	New
	Construction of two(2) footbridges	Tanoso north and south	New
	Construction of drainage system	Tanoso North and south	Old
	Paving of Tanoso and Pokukrom markets	market	old
2	EDUCATIONAL FACILITY		
	Construction of school	Tanoso Anglican school	New
	Construction of fence wall	YaaAsantewaa SHS	New
	Provision of books and computers with furniture	Tanoso Anglican school	New

3	HEALTH FACILITY		
	Construction of health Centre	Tanoso	New
4	SECURITY		
	Provision of street lights	Tanoso	
	Provision of motor bikes for police post	Tanoso	New

6. ASUOYEBOAH ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Construction of market	Container station/SSNIT flat/IPT	New
	Provision of potable water	Asuoyeboah North/SSNIT flat	New
	Construction of roads	Asuoyeboah North/south/central/IPT	
	Renovation of bridge	IPT to Nyankyerenease	
	Rehabilitation of market	Asuoyeboah South	
	Construction of bridge to Asuoyeboah and SSNIT flat	Asuoyeboah central	
	Construction of drains	Asuoyeboah	New
	Community centre	Asuoyeboah	New
2	EDUCATION FACILITY		
	Basic Public school	Asuoyeboah north	
	Provision of 200 durable desk	Asuoyeboah M/A school	
	Rehabilitation of school	Asuoyeboah M/A	
3	SANITARY		
	Public toilet	Asuoyeboah north/south/twerenyame/IPT	
	Provision of dustbins	Asuoyeboah central	
	Desilting of drains	Twerenyame	
	Provision of skip	Twerenyame/IPT	
4	HEALTH		
	Health facility	On SSNIT land	New
5	SECURITY		
	Provision of street light	Asuoyeboah north/SSNIT flat/IPT	
	Police station	Container/SSNIT flat	
	Traffic light	Main Sunyani Road	
	Fire Station	SSNIT Flat(Block 12)	

7. APATRAPA ELECTORAL AREA

S/NO.	TYPE OF FACILITY	LOCATION	REMARKS
1.	PHYSICAL INFRASTRUCTURE		
	Mechanized borehole water	Apatrapa	New
	Mechanized borehole water	Nyankyerenease	New
	Asphalting overlay of roads	Nyankyerenease-Apatrapa-Tanoso	Renovation
	U-drain and asphalting	Apatrapa- Pokukrom	
	U-drain and asphalting with graveling of Apatrapa and Nyankyerenease community roads	Nyankyerenease&Apatrapa	New
2.	EDUCATION		
	Six unit classroom Block with library and a staff common room	Apatrapa R/C JHS	New
	ICT center with furnishing	Apatrapa	New
	Three (3) unit classroom block. Primary A.	Apatrapa	Renovation
	Two unit classroom block, K.G	Apatrapa	Renovation
	Fence wall Apatrapa schools	Apatrapa	New
	Six (6) unit classroom blocks with library and staff common room, JHS	Nyankyerenease	New
	12 Unit classroom block with offices and Store for Primary A&B	Nyankyerenease	New
	4 Unit classroom block with store, office and washroom for K.G	Nyankyerenease	New
	I.CT Center for Nyankyerenease schools	Nyankyerenease	New
	Fence wall Nyankyerenease school	Nyankyerenease	New
	Six (6) unit classroom blocks, Prim. A	Nyankyerenease	Renovation
	Six (6) unit classroom block, Prim. B	Nyankyerenease	Renovation
	Provision of 2000 school desks	Apatrapa	New
	Provision of 1500 school desks	Nyankyerenease	New
	Fencing of school	Apatrapa	New
3.	HEALTH		
	Fence wall for Apatrapa clinic	Apatrapa	New
	Doctors/ Nurses accommodation	Apatrapa	New
	Completion of a hospital ward	Apatrapa	New
	Paving of Clinic compound	Apatrapa	New
	SANITATION AND DRAINS		
	Sanitation shed	Apatrapa	New
	Sanitation shed	Nyankyerenease	New
	Evacuation and provision of communal skip	Apatrapa	New
	Evacuation and provision of communal skip	Anwiakwanta	New
	Construction of U-drain	Nyankyerenease, Apatrapa, I.P.T	Renovation
	Public Toilet	Nyankyerenease	Renovation
	Market	Nyankyerenease	New
4.	SECURITY		
	2 Police Post	Apatrapa	New
	Street Lights	Nyankyerenease	New

8. OHWIMASE/DENKYEMUOSO ELECTORAL AREA

S/NO	NAME OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRATURE		
	Construction of road and drains at J.E Nsiah to Pentecost junction	Ohwimase	
	Construction of U-drains at Pentecost to Hill top	Ohwimase	
	Construction of road and drains at NsiahAsare to Bimpomah's	Ohwimase	

	house		
	Construction of roads and drains at Atta OwusuAnsah to Bishop Yinka Sarfo	Ohwimase	
	Construction of roads and drains at Toronto spot to Bishop Yinka	Ohwimase	
	Tanoso – Techiman Link Road (Drains)	Ohwimase	
	Ohwimase – Techiman Bridge	Ohwimase	Reconstruction
	Market facility	Ohwimase / Takyiman	New
2	SECURITY		
	Construction of police barracks	Takyiman/Denkyemuoso	
	Construction of fence wall around police land	Takyiman/Denkyemuoso	
	Provision of street light	Takyiman/Denkyemuoso	
	Provision of metal street light at Bishop Yinka Sarfo road	Ohwimase	
	Police post	Ohwimase hill top	
3	SANITATION		
	Upgrading of sanitary site	Ohwimase/Takyiman new site	
	Community initiated project (toilet)	Takyiman	Uncompleted
	Toilet facility	Denkyemuoso	
4	SCHOOL		
	Construction/fencing of 6-unit classroom block	Ohwimase Anglican JHS	
	Construction of 3-unit classroom block	Takyiman Presby K.G	
	Provision of dual desk	Ohwimase, Takyiman, Denkyemuoso school	
	Reconstruction of JHS block	Denkyemuoso	New
	Reconstruction of Primary block	Takyiman	Old
	Basic Block	Takyiman	New
5	HEALTH		
	Health facilities	Takyiman	Uncompleted

9. KWADASO PROPER ELECTORAL AREA

S/NO	TYPE OF FACILITY	LOCATION	REMARKS
1	PHYSICAL INFRASTRUCTURE		
	Renovation of market	Kwadaso market	Renovation
	Drains in front of the market facility	Kwadaso market	New
	Construction of borehole and toilet facility	Sofoline lorry station	New
	Roads and drains at Agyamanfo Street	Kwadaso Proper	New
	Roads construction at bluemish and bolakesem area	Kwadaso Proper	New
	Continuation of road construction	Kwadaso Nkramom	New
	Continuation of road at CAC University	Kwadaso Proper	New
	Continuation of road at Presby church	Kwadaso Proper	New
	Reshaping of entrants roads to onion market	Kwadaso Proper	Reshaping
	Construction of Atwima main road to Bola Keseam	Kwadaso Proper	
	Community centre	Kwadaso Pipe ano	New
	Bus station	Kwadaso Old Roman	New
2	EDUCATION		
	6-unit classroom block and library(UDG)	Kwadaso SDA JHS	Uncompleted
	12-unit classroom block for SDA cluster of schools	Kwadaso SDA Primary	New
	Toilet facility for SDA Prim & JHS	Kwadaso SDA	New
	Borehole	Kwadaso SDA(Prim & JHS)	New

3	SECURITY		
	Police Post	Kwadaso Proper	New
	Street light	Kwadaso Proper	New
4	HEALTH		
	NHIS office	Kwadaso Proper	New

OTHER CONCERNING ISSUES

Education on Household toilet.

Roles of the Unit Committee members.

Community Security on the low.

Assembly members should involve Unit Committee members.

Training of Unit Committee members on their roles.

Training of Unit Committee members.

Building Inspectors field operation conduct (collection of moneys).

Protection of public lands.

Traffic safety at the entrance of University of Education

Foot Bridge at UEW-K.

Conflict of interest with traditional Authorities within Edwenase Electoral Area.

Sensitization on Teenage Pregnancy.