

# **GOVERNMENT OF GHANA**



---

**MINISTRY OF LOCAL GOVERNMENT AND RURAL  
DEVELOPMENT**

**KWAEBIBIREM MUNICIPAL ASSEMBLY**

**MEDIUM-TERM DEVELOPMENT PLAN  
FOR**

**(2018-2021)**

Kb. M. A. MPCU 2018

# TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
ABBREVIATIONS .....	XIV
ESTIMATED COST OF THE PLAN.....	XVII
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>PERFORMANCE REVIEW AND PROFILE / CURRENT SITUATION / BASELINE</b> .....	<b>1</b>
<b>1.1: INTRODUCTION</b> .....	<b>1</b>
<b>1.2: VISION</b> .....	<b>1</b>
<b>1.3: MISSION</b> .....	<b>1</b>
.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>1.4: MUNICIPAL ASSEMBLY: FUNCTIONS AND CORE VALUES</b> .....	<b>1</b>
<b>1.6 PERFORMANCE REVIEW OF DMTDP 2014 – 2017 UNDER GSGDA II</b> .....	<b>3</b>
1.6.1: ANALYSIS OF THE PERFORMANCE OF THE KWAEBIBIREM DISTRICT ASSEMBLY IN THE IMPLEMENTATION OF PROGRAMS AND PROJECTS UNDER THE GSDGA II (2014-2017) THEMES AND OTHER INTERVENTIONS FROM 2014 TO 2017.....	<b>3</b>
1.6.2 MUNICIPAL ASSEMBLY REVENUE AND EXPENDITURE .....	<b>33</b>
1.6.3 KEY PROBLEMS.....	<b>39</b>
1.6.4 KEY CHALLENGES ENCOUNTERED DURING IMPLEMENTATION OF MTDP(2014-2017).....	<b>39</b>
1.6.5 : LESSONS LEARNT.....	<b>40</b>
<b>1.7: ANALYSIS OF EXISTING SITUATIONS AND COMPILATION OF MUNICIPAL PROFILE</b> .....	<b>42</b>
1.7.1 INSTITUTIONAL CAPACITY NEEDS.....	<b>42</b>
1.7.2 PHYSICAL AND NATURAL ENVIRONMENT .....	<b>45</b>
1.7.3 BIODIVERSITY, CLIMATE CHANGE, GREEN ECONOMY AND ENVIRONMENT IN GENERALS.....	<b>52</b>
1.7.4 WATER SECURITY AND SANITATION .....	<b>56</b>
1.7.5 NATURAL AND MAN - MADE DISASTERS .....	<b>58</b>
1.7.6 NATURAL RESOURCE UTILIZATION .....	<b>59</b>
1.7.7 POPULATION .....	<b>59</b>
1.7.8: GENDER EQUALITY.....	<b>64</b>
1.7.10: SETTLEMENT SYSTEMS.....	<b>65</b>
1.7.11 CULTURE.....	<b>65</b>
1.7.12 SECURITY.....	<b>76</b>
1.7.13 GOVERNMENT.....	<b>77</b>
1.7.14: LOCAL ECONOMIC DEVELOPMENT.....	<b>82</b>
1.7.15 ECONOMY OF THE MUNICIPAL .....	<b>90</b>
1.7.16 FOOD SECURITY.....	<b>92</b>
1.7.17: NUTRITION SECURITY.....	<b>92</b>
1.7.18: SOCIAL SERVICES.....	<b>92</b>
1.7.19: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT).....	<b>103</b>
1.7.20: POVERTY INEQUALITY AND SOCIAL PROTECTION.....	<b>104</b>
1.7.21: SCIENCE, TECHNOLOGY AND INNOVATION (S.T.I).....	<b>114</b>
1.10: SUMMARY OF KEY DEVELOPMENT ISSUES OF GSGDA II) .....	<b>115</b>
1.12: SUMMARY OF COMMUNITY NEEDS AND ASPIRATIONS .....	<b>118</b>
1.12.1: KEY COMMUNITY NEEDS AND ASPIRATIONS .....	<b>118</b>
1.12.2 HARMONISATION OF COMMUNITY NEEDS AND ASPIRATIONS WITH IDENTIFIED KEY DEVELOPMENT GAPS/PROBLEMS/ISSUES (FROM REVIEW OF PERFORMANCE AND PROFILE) .....	<b>123</b>
<b>CHAPTER TWO</b> .....	<b>125</b>
<b>DEVELOPMENT ISSUES FOR 2018-2021</b> .....	<b>125</b>
<b>2.1: INTRODUCTION OF DEVELOPMENT ISSUES FOR 2018-2021</b> .....	<b>125</b>
2.2: DEVELOPMENT PRIORITIES.....	<b>125</b>
2.2.1 KEY DEVELOPMENT ISSUES UNDER GSGDAII WITH IMPLICATION FOR 2018-2021.....	<b>125</b>
2.3: ADOPTED DEVELOPMENT DIMENSIONS AND ISSUES OF KWAEBIBIREM MUNICIPAL ASSEMBLY.....	<b>132</b>
2.4: ANALYSIS OF THE POTENTIALS, OPPORTUNITIES, CONSTRAINTS AND CHALLENGES OF THE DISTRICT.....	<b>136</b>

2.4.1: INTRODUCTION OF POCC ANALYSIS .....	136
2.4: 2.4 (A): IMPACT ANALYSIS .....	151
2.5: SUSTAINABILITY ANALYSIS OF THE ISSUES.....	152
2.6: ADOPTED DEVELOPMENT GOALS OF THE MUNICIPALITY AS EXTRACTED FROM THE NATIONAL MEDIUM-TERM DEVELOPMENT FRAMEWORK .....	154
.....	
<b>CHAPTER THREE.....</b>	<b>155</b>
<b>DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES.....</b>	<b>155</b>
<b>3.1 INTRODUCTION.....</b>	<b>155</b>
3.2: PROJECTED DEVELOPMENT REQUIREMENTS FOR 2018-2021.....	155
3.3: DEVELOPMENT PROJECTIONS, ADOPTED GOALS, OBJECTIVES AND STRATEGIES .....	157
3.4: PRIORITIZATION PROGRAMME MATRIX .....	163
<b>CHAPTER FOUR (4).....</b>	<b>170</b>
<b>4.1 INTRODUCTION .....</b>	<b>170</b>
4.2: APPLICATION OF SUSTAINABLE ENVIRONMENTAL ASSESSMENT (SEA).....	170
4.3: DEALING WITH THE PROBLEM IDENTIFIED AND THEIR MITIGATION MEASURES .....	176
4.4: FORMULATION OF COMPOSITE PROGRAMMES OF ACTION (PoA) 2018-2021.....	193
4.4.1: PROGRAMMES AND SUB-PROGRAMMES OF KWAEBIBIREM DISTRICT ASSEMBLY. ....	193
4.5: INDICATIVE FINANCIAL STRATEGY .....	221
4.5.1 ESTIMATED COST OF THE PLAN .....	221
<b>CHAPTER FIVE (5).....</b>	<b>227</b>
<b>ANNUAL ACTION PLAN OF KWAEBIBIREM DISTRICT ASSEMBLY .....</b>	<b>227</b>
5.1: PLAN IMPLEMENTATION.....	
293	
5.2: SECTORAL ROLES .....	293
5.3: THE MUNICIPAL ASSEMBLY.....	293
5.4: THE MUNICIPAL PLANNING CO-ORDINATING UNIT (MPCU).....	294
.....	
5.5: DECENTRALIZED DEPARTMENTS/PUBLIC INSTITUTIONS .....	294
5.6: COMMUNITIES .....	294
5.7: PRIVATE SECTOR .....	295
5.8: IMPLEMENTATION SCHEDULE.....	295
5.8.1: STRATEGIES FOR IMPLEMENTATION.....	295
5.9: PRIVATE SECTOR INVESTMENT EXPECTATION .....	297
5.10: MOBILIZATION OF RESOURCES FORM NON-RESIDENTS CITIZENS.....	297
5.11: COMMUNITY CONTRIBUTION .....	297
5.12: ASSISTANCE FROM NGO'S EMBASSIES AND BILATERAL AGENCIES .....	297
5.13: EXPENDITURE CONTROL MEASURES .....	297
<b>CHAPTER SIX .....</b>	<b>299</b>
<b>IMPLEMENTATION, MONITORING AND EVALUATION .....</b>	<b>299</b>
<b>6.1: INTRODUCTION .....</b>	<b>299</b>
6.2: MONITORING REPORTS .....	299
6.3: PROJECT EVALUATION .....	301
6.4: MONITORING MATRIX OR RESULTS FRAMEWORK OUTLINING ALL INDICATORS, THEIR BASE LINES AND TARGETS.....	304
6.5: STRATEGY FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE OF RESULTS MATRIX, IMPLEMENTATION AND MONITORING AND EVALUATION.....	322
6.6: QUARTERLY AND ANNUAL PROGRESS REPORT FORMAT .....	336
6.6.1: HOW AND WHEN TO REPORT ON FINDINGS .....	337
6.7: DISSEMINATION AND COMMUNICATION STRATEGY .....	337
6.7.1: INTRODUCTION.....	337
6.7.2: DISSEMINATION OF THE MTDP & ANNUAL PROGRESS REPORT .....	337
6.7.3: AWARENESS CREATION ON THE ROLE OF THE STAKEHOLDERS .....	337
6.8: EVALUATION ARRANGEMENT WITH AN EVALUATION FRAMEWORK OR MATRIX .....	339

6.9: PARTICIPATORY MONITORY AND EVALUATION ARRANGEMENT .....	341
6.10: FUNDING OF DEVELOPMENT PROJECTS/PROGRAMMES.....	366
6.11: CONCLUSION .....	366

## LIST OF TABLES

Table 1.1: Performance Review of all projects and programmes for the period in 2014-2017.....	5
Table 1.2: Total Releases from Government of Ghana.....	34
Table1.3: All sources of financial resources of Kwaebibirem District Assembly.....	35
Table 1.4: Expenditure Pattern of the Kwaebibirem District.....	36
Table 1.5: Comparison of Revenue and Expenditure (Ghana Cedis).....	37
Table 1.6: Management and capacity index .....	42
Table 1.7: Department of the Municipal Assembly .....	44
Table 1.8: Toilet Facility Used by Household.....	51
Table 1.9: The value chain of Palm fruits .....	56
Table 1.10: Current Rainfall Pattern.....	56
Table 1.11: Main Source of Water of Dwelling unit for drinking and other domestic purpose.....	57
Table 1.12: Main Source of Water of Dwelling unit for drinking and other domestic purpose.....	57
Table1.13: Toilet Facility Used by Household .....	58
Table 1.14: Municipal Population Size and Growth Rate.....	60
Table 1.15: Population by Age, Sex, and type of locality of kwaebibirem District.....	62
Table 1.16: The Kwaebibirem District - Scalogram.....	66
Table 1.17: Functional Complexity levels settlement.....	69
Table 1.18: Municipal Road Network.....	72
Table 1.19: Selected Service/ Function and Location.....	72
Table 1.20: Accessibility by region when travelling by vehicle on a second-class road.....	73
Table 1.21: Accessibility by Area (Km2).....	73
Table 1.22: Aggregate and Optimum accessibility by areas.....	74
Table 1.23: List of NGOS in the district as at 2017.....	79
Table 1.24: Kade Police District.....	80
Table1.25: Major crop projections for 2016 and achievements at the end of the fourth quarter.....	83
Table 1.26: Availability and Access to Food Outlets.....	83
Table1.27: Livestock, poultry and their numbers and projections for the major livestock for 2016 and achievements.....	84
Table 1.28: Tree planting in Kwaebibirem.....	87
Table 1.29: Report on BAC Activities as at the end of 2016.....	88
Table 1.30: Occupational Distribution-15 years and over.....	90
Table 1.31: Economic activity status of population 15 years and older by sex and age.....	91
.Table 1.44: Location and Management of Health Facilities - Kwaebibirem .....	96
Table 1.45: Health Facilities/ Threshold Population .....	97
Table 1.46: Trend of RCH Indicators .....	98
Table 1.47: Top Ten OPD Morbidity, 2015-2016 .....	98
Table 1.48: Immunization Coverage .....	99
Table 1.49: Top Ten (10) Causes of death in Kwaebibirem District in 2016.....	99
Table 1.50: Reported HIV Casesin the two main health facilities in 2016.....	100
Table 1.51: HIV/AIDS Trends by Age Group.....	100
Table 1.52: HIV Trends in Kwaebibirem District.....	100
Table 1.53: National Health Insurance.....	102
Table 1.54: Clients covered and disbursement made from 2014 to 2017.....	102
Table 1.55: Clients covered on admission with the use of NHIS-card from 2014-2017.....	102
Table 1.56: The Status of (Ghana) School Feeding Programme (GSFP) in Kwaebibirem District from 2014-2017.....	107
Table 1.57: Population by type of locality, disability type in Kwaebibirem District.....	111
Table 1.58: Details of Employment program undertaken by the Municipal YEA as at May, .....	113
Table 1.59: Implementation of STMIEI Programme in the Municipality (2014-2017).....	115

Table 1.60: Summary of Key issues Development issues of GSGDA II identified.....	115
Table 1.61: Community Needs of the sub -structures.....	120
Table 1.62: Summary of Community Needs and Aspirations under sectors.....	121
Table 1.63: Harmonised Community Needs and Aspirations with Identified Key Development Gaps / Problems / Issue.....	123
Table 2.1 Key Development issues under GSGDA II with implication for 2018–2021: .....	126
Table 2.2: Identified development issues from GSGDA II and Agenda for Jobs (NMTDPF, 2018-2021).....	128
Table 2.3: Adopted Development Dimension and Issues of Kwaebibirem Municipal Assembly. ....	132
Table 2.4: Potentials Opportunities Constraints and Challenges (POCC) Analysis.....	136
Table 2.5: Impact Analysis .....	151
Table 2.6: Sustainable Prioritised Issues as Categorised Under Themes and Goals .....	152
Table 2.7: Adopted Municipal Development Goals .....	154
Table 3.1: Municipal Population Size and Growth Rate .....	156
Table 3.2: Municipal Population Projection .....	157
Table 3.3: Adoption of Municipal Objectives and Strategies .....	158
Table: 3.4: Prioritization Programme Matrix .....	164
Table: 3.5: Matrix Showing Adopted Goals, Issues, Policy Objectives and Strategies .....	165
Table 4.1: Compatibility Matrix and Compound Matrix .....	174
Table 4.2: Application of Sustainable Environmental Assessment (SEA).....	184
Table 4.3: Kwaebibirem Municipal Assembly Composite Programme of Action. ....	199
Table 4.4. (a): Estimated Cost of the Planned (Programme of Action - Indicative Budget for 2018-2021 under various Adopted Goals).....	222
Table 4.5: Indicative Financial Strategy plan .....	223
Table 4.6: Revenue Trends for the Medium -Term Devt. Plan From 2018-2021.....	224
Table 4.7: Showing Sources of Funding and Percentages.....	224
Table 4.8: Strategies to Mobilise Resources for the Development of the Programmes (Projects).....	225
Table 5.1: Annual Action Plan 2018.....	226
Table 5.2: Annual Action Plan 2019.....	241
Table 5.3: Annual Action Plan 2020.....	259
Table 5.4: Annual Action Plan 2021.....	277
Table 6.1: Physical implementation.....	300
Table 6.2: Financial Mobilisation.....	301
Table 6.3: Expenditure Report.....	301
Table 6.4: Comments on variations between planned and actuals.....	301
Table 6.5: Monitoring Matrix/Framework.....	304
Table 6.6: Data Collection Sheet for District - 2018.....	324
Table 6.7: Quarterly and Annual Progress Report Format.....	336
Table 6.8: Communication activity matrix.....	338
Table 6.6: Evaluation questionnaire format.....	341

## LIST OF FIGURES

FIGURE 1.1: GRAPH OF RECURRENT AND CAPITAL EXPENDITURE OF KB. D.A.....	36
FIGURE 1.2: MAP OF KWAEBIBIREM MUNICIPAL IN NATIONAL CONTEXT.....	45
FIGURE 1.3: KWAEBIBIREM MUNICIPAL IN REGIONAL CONTEXT.....	46
FIGURE 1.4: Kwaebibirem Municipal Vegetation Map KWAEBIBIREM DISTRICT VEGETATION MAP.....	47
FIGURE 1.5: KWAEBIBIREM DISTRICT GEOLOGY MAP .....	48
FIGURE 1.6: POPULATION PYRAMID OF KWAEBIBIREM DISTRICT.....	63
FIGURE 1.7 KWAEBIBIREM MUNICIPAL MAP.....	70
FIGURE 1.8: SPATIAL DISTRIBUTION OF EDUCATIONAL FACILITIES .....	94
FIGURE 1.9: MAP OF EDUCATIONAL FACILITIES IN KB. M. A. ....	94
FIGURE 1.10: TREND OF HIV CASES.....	101
FIGURE 1.11: M.A HEALTH FACILITY MAP.....	117
FIGURE 1.12: BASE MAP OF KWAEBIBIREM MUNICIPAL DEPICTING CURRENT SITUATION.....	117
FIGURE 2.0: FUTURE MAP OF KWAEBIBIREM MUNICIPAL ASSEMBLY .....	220

## LIST OF ACRONYMS/ABBREVIATIONS

AAB	-	Appeals Advisory Board
AIDS	-	Acquired Immuno Deficiency Syndrome
ASFR	-	Age-Specific Fertility Rate
CBO	-	Community Based Organisation
CBPRP	-	Community Based Poverty Reduction Project
CBRDP	-	Community Based Rural Development Project
CBR	-	Crude Birth Rate
CDR	-	Crude Death Rate
CSOs	-	Civil Society Organisations
DACF	-	District Assembly Common Fund
DAs	-	District Assemblies
DCDs	-	District Co-ordinating Directors
DDF	-	District Development Facility
DHIS	-	District Health Insurance Scheme
DMTDPs	-	District Medium-Term Development
DoP	-	Department of Planning
DPCU	-	District Planning Coordinating Unit
DPs	-	Development Partners
EIA	-	Environmental Impact Assessment
EU	-	European Union
GPRS I	-	Ghana Poverty Reduction Strategy
GPRS II	-	Growth and Poverty Reduction Strategy
GIZ	-	German International Development
GSGDA	-	Ghana Shared Growth and Development Agenda
HIPC	-	Highly Indebted Poor Countries
HIV	-	Human Immuno-deficiency Virus
HRD	-	Human Resource Development
HRDBS	-	Human Resource Development and Basic Services
ICT	-	Information and Communication Technology
ILGS	-	Institute of Local Government Studies
IMR	-	Infant Mortality Rate
KNUST	-	Kwame Nkrumah University of Science and Technology
LE	-	Life Expectancy
LED	-	Local Economic Development
LGPRSP	-	Local Governance – Poverty Reduction Support Programme
M&E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MPSP	-	Manual for the Preparation of Spatial Plans
MTDP	-	Medium-Term Development Plan
MTEF	-	Medium Term Expenditure Framework
NDPC	-	National Development Planning Commission
NDPS	-	National Development Planning Systems
NEPAD	-	New Partnership for Africa’s Development
NGO	-	Non-Governmental Organisation
NM	-	Net Migration

PA	-	Planning Authority
PoA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
PPD	-	Physical Planning Department
PPO	-	Physical Planning Officer
PPM	-	Poverty Profiling and Mapping
PPP	-	Policies, Programmes and Projects
PPSC	-	Priorities for Private Sector Competitiveness
PSC	-	Private Sector Competitiveness
RCCs	-	Regional Co-ordinating Councils
RPCUs	-	Regional Planning Co-ordinating Units
SD	-	Sustainable Development
SDCP	-	Sub-District Council Plans
SDCs	-	Sub-District Councils
SDDP	-	Sub-District Development Plans
SDS	-	Sub-District Structures
SEA	-	Strategic Environmental Assessment
SIF	-	Social Investment Fund
SMART	-	Specific, Measurable, Achievable, Realistic and Time- bound
SNV	-	Netherlands Development Organisation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TCPD	-	Town and Country Planning Department
TFR	-	Total Fertility Rate
TMR	-	Total Mortality Rate
TOR	-	Terms of Reference
U5MR	-	Under Five Mortality Rate
UNICEF	-	United Nations Children's Fund

## **FOREWARD**

Kwaebibirem Municipal Assembly, established by a Legislative Instrument (L.I 2270, in 2016) has made significant progress towards the improvement of the quality of residents, through effective mobilization and Utilization of resources within the context of good governance.

This has been made possible through the implementation of various development plans since the inception of the fourth Republic.

The 2018 – 2021 District Medium Term Development Plan (DMTDP) of Kwaebibirem Municipal Assembly (Kb. MA) with the Theme: “***Agenda for Jobs: Creating Prosperity and Equal Opportunity for All***”; is intended to sustain and even improve on the gains made in the past and also serve as a guide for the implementation of the *Coordinated Programme for Economic and Social Development Policies 2017 – 2024* over the next four years (2018 - 2021).

The Plan also takes into consideration the Long Term National Development Framework (2018 - 2057) and also aligns itself with the United Nations (UN) Sustainable Development Goals (SDGs) as well as the African Union (AU) Agenda.

It is therefore the ambition of the Government and the Key Players of Kb. M.A of which I am the head, to commit ourselves and provide a sustainable resources and impetus through good and accountable governance towards the overall achievement of the programmes and projects in the plan.

To ensure participation, ownership, accountability and success of the plan, I entreat all stakeholders to actively embrace and be involved in its implementation. We must improve our capacities to be more effective and coherent in supporting the Plan’s implementation, address all challenges and optimize the opportunities this plan provides with the ultimate aim of seeking the total Wellbeing of citizens of Kb. MA and beyond.

**Seth Antwi Boasiako**  
**Hon. Municipal Chief Executive**

## EXECUTIVE SUMMARY

The Kwaebibirem Municipal Assembly is one of the thirty-two (32) Assemblies in the Eastern Region, with Kade as its capital. The Municipality was initially carved out of the then West Akyem District under Legislative Instrument (LI) 1425 in November 1988 as a district as a result of the Government's decentralization policy. In 2012, Denkyembour District was carved out of Kwaebibirem District under LI 2042, presently Kwaebibirem District has been elevated into a Municipal status in 2017 established under Legislative Instrument (LI) 2270.

### **Vision**

To become a professional service delivery Public Sector Organization, collaborating effectively with stakeholders to develop the entire Municipality and to better the lives of the people.

### **Mission**

The Kwaebibirem Municipal exists to facilitate the improvement of quality of life of residents, through effective mobilization and utilization of resources for the total development of the Municipality within the context of good governance.

### **Municipal Assembly's Functions and core values**

The Municipal Assembly, as the highest administrative and political authority of the municipality has its functions and core values closely entrenched to the principles and practices expected to be performed by all District Assemblies as provided in the Local Governance Act, 2016 (Act 936). The Plan has the aspirations of the vision of the present government under its *Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017 – 2024*, which is to:

*“ Create an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all.”* This is based on its manifesto. *‘change: An agenda for jobs-Creating Prosperity and Equal Opportunity for All’* This National Medium-Term Development Policy also contains in the Long-Term National Development Plan (LTNDP, 2018-2057) which states, *“ a just, free, and prosperous nation with high levels of national income and broad-based social development”*,

According to 2010 Population and Housing Census (2010 PHC) conducted by the Ghana Statistical Service (GSS), the population of the Municipality was about 113,721 with 42.7 per cent and 57.3 per cent living in the Urban and Rural areas respectively. It is however estimated to be 134,259 in 2017

projecting it by using 2.4 (%) per cent inter-censal growth rate. The Municipality has a land area of about **803.47** square kilometre (sq. km), therefore the population density is also estimated to be 167 people to a (1) square kilometre (sq. km). Farming is the predominant economic activity, employing about half (47.8%) of the economically active population and thus serves as the main source of livelihood.

The 2018-2021 DMTDP is being prepared under the National Medium-Term Development Policy Framework (2018-2021) from NDPC with the following four key goals to be pursued, which are;

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

### Objectives of the Plan Preparation Exercise

The objectives of the plan preparation exercise are as follows:

- to undertake a situational analysis of the Municipality, with emphasis on the identification and analysis of key developmental problems, potentials, opportunities and constraints (PPOC)
- to create a development framework for the district that spells out its priorities, prospects and focus during the plan period
- to formulate programmes and strategies that would lead to the achievement of the set goals and objectives
- to develop a framework for the implementation and management of the programmes
- to design monitoring and evaluation system to track the progress of implementation of the programmes and assess the extent to which the stated objectives have been achieved together with the impact of district poverty reduction interventions.

### Approach and Methodology

Both quantitative and qualitative methods were used to gather data for the preparation of the plan from official sources such as Ghana Statistical Service, decentralized departments and MPCU sources.

## **The Planning Process**

The planning process ensured that the final output (the document) represents the development needs and aspirations of the municipal within the following national goals;

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

Key stakeholders in the municipal participated in the process and owned the Plan, and the plan is implementable.

To achieve these goals, a Planning Task Force, comprising the Municipal Chief Executive (MCE), the Municipal Coordinating Director (MCD), the Municipal Planning Coordinating Unit (MPCU) and heads of sector departments was formed. The process involved series of meetings involving the Task Force and working sessions involving other stakeholders.

To enhance community participation, all the five (5) Zonal Councils in the Municipal provided their problems and needs through well attended community fora and Public Hearings organized by the MPCU. These results were then collated and incorporated into the plan. There were also public hearings at the community and municipal levels during which residents and other stakeholders had the opportunity to make various contributions to the content of the Plan.

## **Structure of the Plan**

The Plan contains the executive summary which gives the general background of the Assembly and it was developed on the 2018-2021 National Development Policy Framework contained in the Long-Term National Development Plan (LTNDP, 2018-2057) for the preparation of the Medium Term

Development Plan and this included the planning process and participation of identifiable groups and key stakeholders in the Municipality.

- Chapter one is on the performance review of the MTDP 2014-2017, institutional capacity needs, physical and natural environment (geophysical), demographic and socio-economic characteristics, as well as the current level of development of the Municipality.
- Chapter two deals with the Development issues, priorities of the Municipal linked to the appropriate thematic areas of the MTDPF 2018-2021.
- Chapter three spells out the Development Projection goals, objectives adopted and Sub- goals strategies that will be undertaken to achieve the stated goals and objectives stated in the Plan.
- Chapter four is on the broad Municipal Development Programmes and Sub- programmes or projects with their indicative budget and implementation arrangements while,
- Chapter five has the Implementation of the Annual Action Plans.
- Chapter six is how Implementation, Monitoring and Evaluation would be done based on the NDPC M&E guidelines.

### **Indicative Financial Strategy**

The development projections as outlined in the programme of action in the MMTDP are not an end to themselves but means to achieve the stated goals and objectives of the plan. It also facilitates the realization of the ultimate aims and aspirations of the people. The practical way to achieve this is the implementation of the proposed programmes and projects. The implementation of the proposed projects and programmes also depends to a very large extent the availability of financial resources. This section outlines strategies to be adopted to mobilize financial resources to implement the proposed projects/programmes.

Estimated Cost of the Plan.

The four year Municipal Medium Term Development Plan is estimated to cost **GH¢20,956,336.00**

The breakdown of the estimated cost of the proposed projects and programmes over the next four years per the four adopted goals of the National Medium Term Development Policy Framework (NMTDPF) 2018-2021, is as follows. The total expected revenue inflow for the period 2018-2021 is estimated at **GH¢28,200,500**

Estimated Cost of the Plan (Programme of Action – Indicative Budget for 2018-2021 under various Adopted Goals)

No.	ADOPTED GOAL	ESTIMATED COST GH¢	PERCENTAGE (%)
1.	Build a prousperous Society	2,574,240	12.3
2.	Create opportunities for all Ghanaians	8,950,384	42.7
3.	Safeguarding the natural environment and ensuring a resilliant built environment	5,317,312	25.4
4.	Maintain a stable, united and safe society	4,114,400	19.6
	<b>Total</b>	<b>20,956,336</b>	<b>100</b>

Kwaebibirem M. A MPCU 2018

The table above gives an indication of how the Kwaebibirem Municipal Assembly intends to apply its financial resources to improve the living conditions of the people. Over forty-two (42.7%) per cent of the resources are allocated to improve Social Sevrice Delivery followed by Infrastructural Delivery and Environmental Management. The next to follow is Management and Administration and lastly Economic Development.

Estimated Cost of the Plan (Programme of Action – Indicative Budget for 2018-2021 under various programmes)

Indicative Financial Strategy plan

TABLE4.5 : INDICATIVE FINANCIAL STRATEGIC PLAN 2017 - 2020										
PROGRAMME	TOTAL COST GH₵	%	SOURCES OF FUNDING AND EXPECTED REVENUE					SUM. OF REV.	ALT. COURSE	
	2017 - 2020		GOG	IGF	DONOR	OTHER S	TOTAL REV. GH₵	GAP GH₵	SOURCES/STRAT.	OF ACTION
ECONOMIC DEVELOPMENT	3,468,661.50	12.3	3,668,661.00	220,000.00	320,000.00	-	4,208,661.00	739,999.50	1. IGF 2. DACF 3. GOG	1. Commercial Loan 2.PPP
SOCIAL SERVICE DELIVERY	10,631,588.50	37.7	11,411,599.00	120,000.00	-	-	11,531,599.00	900,010.50	4. DDF 5.D.P. SUPPORT	
INFRAS DEV'T ENV, MGT	8,572,952.00	30.4	7,912,952.00	1,160,000.00	-	-	9,072,952.00	500,000.00	A) Stakeholders' Consultative Meeting On Annual FFR	
MANAGEMENT & ADMIN.	5,527,298.00	19.6	3,027,298.00	3,500,000.00	-	-	6,527,298.00	1,000,000.00	B) Form Revenue Mobilization Committee(RM	
	<b>28,200,500.00</b>		<b>26,020,510.00</b>	<b>5,000,000.00</b>	<b>320,000.00</b>	<b>-</b>	<b>31,340,510.00</b>	<b>3,140,010.00</b>	C) Increase Rev. Barriers on Strategic routes D) Form All-Inclusive Revenue Taskforce E) Intensive Community Sensitization on the need to pay Fees, Licences , Property Rate etc F) ETC	

Source: Kb. M.A Budget Unit 2018

Table 4.6 Revenue Trends for the Medium-Term Devt. Plan From 2018-2021

*Table 4.6 Revenue Trends for the Medium-Term Devt. Plan From 2018-2021*

ITEM	BUDGET 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020	BUDGET 2021	TOTAL
GOG	1,555,148.47	1,887,831.47	2,010,614.62	2,029,250.15	2,098,794.28	8,026,490.52
DACF	3,252,290.00	3,577,519.00	2,070,614.62	3,935,270.90	3,970,688.34	13,554,092.86
IGF	980,783.34	1,079,719.88	1,187,691.87	1,306,461.05	1,426,127.20	5,000,000.00
DDF	673,100.00	740,410.00	2,070,614.62	814,451.00	814,451.00	4,439,926.62
DONOR	75,000.00	75,000.00	75,000.00	80,000.00	90,000.00	320,000.00
<b>TOTAL</b>	<b>6,536,321.81</b>	<b>7,360,480.35</b>	<b>7,414,535.73</b>	<b>8,165,433.10</b>	<b>8,400,060.82</b>	<b>31,340,510.00</b>

Source: Kb. M.A Budget Unit 2018

Table 4.7: Showing Sources of Funding and Percentages

*Table 4.7: Showing Sources of Funding and Percentages*

SOURCE OF FUNDING	AMOUNT (GH)	PERCENTAGE (%)
GOG	8,026,490.52	25.61
DACF	13,554,092.86	43.25
IGF	5,000,000.00	15.95
DDF	4,439,926.62	14.17
DONOR	320,000.00	1.02
<b>TOTAL</b>	<b>31,340,510.00</b>	<b>100.00</b>

Source: Kb. M.A Budget Unit 2018

## CHAPTER ONE

### PERFORMANCE REVIEW AND PROFILE / CURRENT SITUATION / BASELINE

#### 1.1: Introduction

The Chapter presents the Municipal's Vision, Mission, Functions and Core values of the Assembly, analysis of Performance Review of the Medium Term Development Plan (DMTDP) 2014-2017 under the Ghana Shared Growth Development Agenda II, analysis of existing situations, compilation of the Municipal Profile and Summary of Key problems and analysis of the Potentials, Opportunities, Constraints and Challenges of the Municipality (PPOC) as part of the preparation of the 2018-2021 DMTDP for Kwaebibirem Municipal Assembly, based on the Medium-Term National Development Policy Framework (MTDPF), 2018-2021 prescribed by National Development Planning Commission (NDPC).

#### 1.2: Vision

To become a professional service delivery Public Sector Organization, collaborating effectively with stakeholders to develop the entire Municipality and to better the lives of the people.

#### 1.3: Mission

The Kwaebibirem Municipal Assembly exists to facilitate the improvement of quality of life of residents, through effective mobilization and utilization of resources for the total development of the Municipality within the context of good governance.

#### 1.4: Municipal Assembly's Functions and Core Values.

The Municipal Assembly, as the highest administrative and political authority of the Municipality is expected to perform the following functions, as provided in the Local Governance Act, 2016 (Act 936) and contained in the Long-Term National Development Plan (LTNDP, 2018-2057) which states, *“ a just, free, and prosperous nation with high levels of national income and broad-based*

*social development*”, therefore this Long-Term National Development Plan is operationalized at the local level through the understated functions.

- ◆ Be responsible for the overall development of the Municipality. The Assembly shall ensure the preparation and submission of development action plans through the Regional Co-ordinating Council to the NDPC and budgets to the Ministry of Finance for Approval;
  - ◆ Formulate and execute plans, programs and strategies for the effective mobilization of resources for the overall development of the Municipal;
  - ◆ Promote and support productive activities 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 Municipality;
  - ◆ Be responsible for the development, improvement and management of human settlements and the environment in the Municipality;
  - ◆ In cooperation with appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the Municipality;
  - ◆ Ensure easy access to courts and public tribunals in the municipal for the promotion of justice;
- Initiate, sponsor or carry out such studies as may be necessary for the discharge of any of the functions confirmed by this law or any other enactment; and
- ◆ Perform such other functions as may be provided under any other enactment.

In the short to medium term, the municipal Assembly would work to achieving the long term development goal through the implementation of the government’s manifesto ‘change: An agenda

for jobs- creating Prosperity and Equal Opportunity for All’ incorporated in the National Medium–Term Development Policy Framework (2018-2021).

#### Municipal Assembly’s Core Values

1. To provide adequate socio-economic services to all citizens
2. To nurture, maintain and promote internal justice and security
3. To facilitate Public-Private partnership in socio-economic and cultural development
4. To facilitate and provide infrastructural development to enhance trade, communication and tourism
5. To partner with sister(s) district(s) to implement joint development planning areas with common interest.

#### 1.5: Urban and Zonal Councils

There are five (5) Zonal and Urban Councils in the Municipality these are;

1. Kade Urban council
2. Asuom zonal council
3. Nkwantanang zonal council
4. Kwae zonal council
5. Abaam zonal council

These Urban and Zonal Councils operate as Sub-Structures of the Municipal Assembly and perform their functions, subject to directives and guidelines as the Municipal Assembly may direct. The Municipal Assembly has thirty-nine (39) electoral areas. Excluding the Municipal Chief

Executive and the Member of Parliament, the Municipal Assembly has a total of fifty-six (56) Assembly Members.

There are also eighty six (86) Unit Committees in Kwaebibirem Municipal which perform functions through the Urban and Zonal Councils.

Due to limited resources, the Assembly has not been able to resource these sub-structures to function effectively as required.

## 1.6 Performance review of DMTDP 2014 – 2017 under GSGDA II

1.6.1: Analysis of the performance in the implementation of Programs and Projects under the GSDGA II from 2014 to 2017.

The Municipal Medium Term Development Plan (2014-2017) prepared under GSGDA II was implemented for four (4) years. During the period, a lot of the programs and projects were implemented with the view to achieving the goals of the Plan. Presently, about ninety-four (94.42%) per cent of the projects and activities have been executed within the planned period.

However, a critical look at the mode of implementation and sources of funds for the completed projects and activities showed that most of the completed projects and activities were those funded under District Development Facility (DDF). Those projects which could not be implemented or

completed were those funded by the Departments of the Assembly. This situation should be well addressed in the current plan if substantial success is to be achieved with the 2018-2021 MMTDP. Details of the programmes and activities that were implemented under the various thematic areas under GSGDA II, their implementation status and the factors that led to the non-achievement of some of these projects and activities are shown in table 1.

Table.1: Performance Review of all projects and programmes for the period in 2014-2017 MTDP.

Table: 1 is on Performance Review of all projects and programmes for the period in 2014-2017 MTDP					
Period	Thematic Area: Ensuring and Sustaining Macroeconomic Stability				
	Policy Objective: Improve fiscal revenue mobilization and management				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
Baseline (2013)		MTDP Target	Achievement		
2014	Gazetting fee fixing resolution of 2014	1 Gazetted document in use	4 Gazetted document	4 fee fixing resolution gazetted	Fully implemented
1	Setting up revenue target for 2014	338,294.35	To up IGF by at least 20% each year	Revenue targets achieved each year	Fully implemented
2	Issue Service demand notice	35 demand notices issued	At least 30 demand notices to be issued each year	More than 50% of notices issued responded to	On going
3	Conduct Public announcement on payment of fees rates etc.	3 Public announcements conducted	Conduct 4 public announcement each year	65% of targetd announcements made	Partially implemented
4	Monitor activities of revenue collection	Quarterly monitoring of revenue collection	4 monitoring activities to be done each year	About 75% of monitoring activities done	On-going
5	Setting up revenue task force	3 revenue taskforce set up	Set up 5 (five )revenue taskforce (each in a sub-structure)	Taskforce set up and in operation	implemented
6	Reviewing trial balance and strategizing on revenue task force	1 Trail balance reviewed on scheduled date.	12 Monthly review of trail balance	Trail balance reviewed every month	implemented
7	Filling of defaulters notice	20 defaulters notices were filled	60 defaulters notices to be filled	50 % of defaulters notice responded to	implemented
8	Prosecuting of revenue defaulters	5 revenue defaulters prosecuted	16 revenue defaulters to be prosecuted	65% of people prosecuted paid their revenue	implemented
Period 2014	Thematic Area: Enhancing Competiveness of Ghana Private Sector.				
	Policy Objective: Improve Private Sector productivity and competitiveness through women empowerment.				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
Baseline (2013)		MTDP Target	Achievement		
1.	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)

2	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)
3	Training of Women Groups in soap production	35 women trained	120 women to be trained in soap production	45 women trained in soap production	Fully implemented
4	Training of women in book keeping	101 women trained in book keeping	600 women to be trained in book keeping practices	112 women trained in book keeping (more than 100% target)	Fully implemented
5	Training of women in group formation	56 women trained in group formation	300 women to be trained in group formation.	75 women trained in group formation.	Fully implemented
6	Training of women in palm oil extraction	85 women trained in palm oil extraction	560 women to be trained in palm oil extraction	112 women trained in palm oil extraction	Fully implemented
<b>Period</b>	<b>Thematic Area:</b> Accelerated Agriculture Modernization and Sustainable Natural Resource Management.				
	<b>Policy Objective:</b> Improve Science technology innovative application 2. Promote seed and planting materials development				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>		
2014					
1	Training of Agric. staff in livestock husbandry practices by 2017.	3 training section	12 training section to be done	12 trainings undertaken	Fully implemented
2	Inspect selected farmers' fields for awards annually.	30 farmer's fields inspected	50 farmer's fields to be inspected	50 farmer's fields inspected	Fully implemented
3	Organize farmers day celebration for the District	1 Farmer's day celeb	4 farmers day to be celebrated	1 Farmer's day celebrated	Fully implemented
4	Review present RELC guidelines to make them more functional in a two way information exchange.	1 RELC guidelines reviewed	4 RELC guidelines to be reviewed	1 RELC guidelines reviewed	Fully implemented
5	Disseminate extension information through FBOs	2 Dissemination exercise conducted	Conduct 12 dissemination through FBOs.	12 Dissemination exercise undertaken	Fully implemented
6	Implement CODAPEC activities annually.	4 CODAPEC activities implemented	Implement 20 CODAPEC activities	10 CODAPEC activities implemented	Partially implemented
7	Other Donor funds	NA	NA	Not implemented	Not implemented
8	Cleaning materials	4 gallons of disinfectant	6 gallons of disinfectant	6 gallons of disinfectant purchased	Outcome satisfactory
9	Maintenance and repair/running cost of vehicle	GH¢10,000.00	GH¢10,000.00	GH¢10,000.00	Fully implemented

Period	<b>Thematic Area:</b> Infrastructure and Human Settlements (2014)				
	<b>Policy Objective:</b> 1. Create basic measures to improve on settlements 2. Create efficient transport system 3. Accelerate the provision of improved environmental sanitation				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>		
2014	Procure GPS (Garmin)	1 No. GPS	1 No. GPS (Garmin) to be procured.	1GPS (Garmin) procured	Fully implemented
1	Train technical officers on GIS (Lupmis).	One Technical officer	3 technical officers to be trained	Basic training on GPS (Garmin) done for 3 staffs.	Fully implemented
2	Procure 1 No Desk Top Computer	1 No Desk Top Computer	1 No Desk Top Computer to be Procured.	1 No Desk Top Computer procured	Fully implemented
3	Procure 1 No. Swivel Chair	2 No. office chairs condition	3 No. Swivel Chairs to be procured.	3 No. Swivel Chair procured	Fully implemented
4	Educate and sensitize public on permit issues	4 Communities educated	25 Communities to be educated and sensitized on permit issues	Public education done for 25 communities	Fully implemented
5	Update and revise old planning schemes	2 Planning schemes revised	10 old planning schemes update /revised	5 old planning scheme updated and revised	Partially implemented (50% of work done)
6	Initiate and complete street naming program by September 2014	1 community for street naming exercise	3 communities for street naming exercise	3 communities covered	Fully implemented
7	Construct 20-units market stalls at Kade	20 unit market stalls	To build 20 unit market stalls	Constructing of 10 unit market stalls initiated	Partially implemented
8	Implement MP's projects	2 libraries	2 libraries	2 libraries rehabilitated	Fully implemented
9	Maintenance of Assembly buildings	4 No. buildings	4 No. buildings maintained	2 No. buildings maintained	On-going (about 50% of work done)
10	Rehab. Ambulance and Fire Service Offices by Dec. 2014	1 No. Ambulance and Firestation offices.	1 No. Ambulance and Firestation offices to be rehabilitated.	Rehab. work commenced	On-going
11	Rehabilitation & Furnishing of DCE's Bungalow	1 No. DCE Bungalow.	1 No. DCE Bungalow to be rehabilitated.	Rehab. work started (about 20%) work was done	On-going
12	Community Initiated Projects	300 bags of cement	400 bags of cement	300 bags were supplied.	On-going
13	Pave Kade Lorry park	Main 1 No. kade lorry park.	To pave the main kade lorry park by 2017	Lorry park project started(a section of the park paved)	On-going

14	Supply and Install streetlights by Dec. 2014	30 streetlights supplied and installed	15 streetlights Supplied and Installed	Adequate Supply and Installation of streetlights to 5 communities	Partially implemented (50% of work done)
15	Procure 1 No. DT Motor bike by Dec. 2014	1 No. DT Motorbike.	To procure at least 3 No. DT Motor bike by the end of 2017	1 No. DT Motor bike bought	Partially implemented
16	Rehab. selected Feeder Roads – district wide	10KM feeder roads	10KM feeder roads	10km Selected roads rehabilitated	Implemented
17	Construct 1 no. 3-unit classroom block (DA JHS)	1 No D/A JSH in the community	1 No. JHS at Larbikrom to be constructed.	Project at roofing level	On-going
18	Construct 1 no. 3-unit classroom block at Subriso	1 no. 3-unit classroom block at Subriso	1 no. 3-unit classroom block to be constructed at Subriso	Project completed	Fully implemented
19	Construct 1 no. CHPs compound at Twumwusu	1 no. CHPs compound at Twumwusu	1 no. CHPs compound to be constructed at Twumwusu	Project completed	Fully implemented
20	Construct 1No. 6-unit classroom at Kade	1No. 6-unit classroom at Kade	1No. 6-unit classroom to be constructed at Kade	Project completed	Fully implemented
21	Construct 1 No.16 seater toilet facility at Kade	1 No.16 seater toilet facility at Kade	1 No.16 seater toilet facility to be constructed at kade	Project completed	Fully implemented
22	Construct 1 No.16 seater Aqua Privy toilet facility at Okyinso	1 No.16 seater Aqua Privy toilet facility at Okyinso	1 No.16 seater toilet facility to be constructed at Okyinso	Project at finishing	Partially implemented
23	Rehab. Offices for NADMO	1 No. NADMO Office	1 No. NADMO Office to be rehabilitated at Kade	Project completed	Fully implemented
24	Construction of Assembly hall complex	1 No. Assembly hall complex	1 No. Assembly hall complex to be constructed	Construction of Assembly hall complex started	On-going
25	Support the District Assembly to Construct 1No. 6-Unit classroom blocks at Koka.	1No. 6-Unit classroom blocks at Koka.	1 No. 6-Unit classroom blocks to be constructed at Koka	Project started but at the foundation stage	On-going
26	Construct 1No. School Feeding Kitchen at Takyiman.	1No. School Feeding Kitchen at Takyiman.	1No. School Feeding Kitchen to be consturated at Takyiman.	1No. School Feeding Kitchen done	Fully implemented
2014	<b>Period</b> <b>Thematic Area:</b> Human Development, Productivity and Employment.				
	<b>Policy Objective:</b> Increase equitable access to and participation in education at all levels 2. Bridge the equity gap in geographical access to health services 3. Provide timely, reliable and disaggregated data on people with disability.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>		

1	Train anti-bush/rural fire fighters in the various communities by 2017.	20communities	30 communities to be trained	30 communities to be trained	Fully implemented
2	Establish amenity tree nursery by 2017.	5 amenity tree nurseries	5 amenity tree nurseries to be established	5 amenity tree established	Fully implemented
3	Support for disaster management activities.	3 disaster management activities	3 disaster management activities to be supported	3 disaster management activities supported	Fully implemented
4	Clear and level refuse sites	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented
5	Fumigate the surroundings	50 litres	50 litres to be used	50 litres of disinfectants used	Fully implemented
6	Manual dislodgement of choked public toilets	4 public toilets	4 public toilet to be dislodgement	4 public toilet dislodgemented	Fully implemented
7	Organize periodic clean ups. E.g. gutters.	12 months cleanups	12 months clean-ups to be organized	12 months clean-ups organized	Fully implemented
8	Provide assistance to registered disables by 2017.	GH¢21,000.00	GH¢21,000.00 to be disbursed	GH¢21,000.00 disbursed	Fully implemented
9	Provide social protection for the Vulnerable, through Justice administration, family tribunal, child right/ protection etc.	30 children	30 children to be protected	30 children protected	Fully implemented
10	Offer assistance to other vulnerable groups annually	30 children	30 children to be protected	30 children protected	Fully implemented
11	Procure Office furniture and facilities	2 sets of furniture	2 sets of furniture to be procured.	2 sets of furniture procured.	Fully implemented
12	Embark on education and Sensitization	4 No.Education and sensitization	4 No.Education and sensitization to be embarked	4 No.Education and sensitization embarked	Fully implemented
13	Procure Stationary	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
14	Credit for Tele communication	GH¢100.00	GH¢100.00 to be purchased	GH¢100.00 purchased	Fully implemented
15	Engine Oil and other lubricants	GH¢500.00	GH¢500.00 to be purchased	GH¢500.00 purchased	Fully implemented
16	Disburse 1.5% of DACF to people with disability annually	GH¢35000.00	GH¢35000.00 to be disbursed	GH¢35000.00 disbursed	Fully implemented
17	Provide resources and organize S.T.M.I. E for science and maths. girl's students	GH¢5000.00	GH¢5000.00 to be provided	GH¢5000.00 provided to support STMIE	Fully implemented
18	Provide Scholarship for brilliant but needy students annually. (esp. from DACF & MPs Common fund)	30 students	30 students to be supported	30 students supported	Fully implemented

19	Organize My First Day at School	1500 children	1500 children to be entertained	1500 children entertained	Fully implemented
20	Provide bursaries (MPs edu. fund)	10 students	10 students to be supported	10 students supported	Fully implemented
21	Identify and cater for PLWHA	15 PLWHA	20 PLWHA to be supported	15 PLWHA supported	Partially implemented
22	To organize educational campaign against malaria and other diseases	4 Educational campaign	4 Educational campaign to be organised	6 Educational campaigns organised	Fully implemented
23	To source funding from M-SHARP	GH¢9000.00	GH¢9000.00 to be sourced	GH¢6000.00 secured	Partially implemented
2014	<b>Thematic Area:</b> Transparent and Accountable Governance				
	<b>Policy Objective:</b> Ensure implementation of decentralization Policy and programmes. 2. Integrate District level planning and budgeting through participatory process at all levels.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>	
1	To disburse school feeding funds in time	N/A	N/A	N/A	Not implemented
2	To Maintain Assembly Residential Buildings	4 No. buildings	4 No. buildings maintained	4 No. buildings maintained	Fully implemented
3	To repair Office buildings by 2017	4 No. buildings	4 No. buildings maintained	4 No. buildings maintained	Fully implemented
4	To maintain Furniture and Fixtures.	2 sets of furniture	2 sets of furniture to be procured.	2 sets of furniture procured.	Fully implemented
5	To Maintain Latrines (Public Toilets)	4 public toilets	4 public toilets to be maintained	4Public toilets dislodged	Fully implemented
6	To Maintain and Repair Official Vehicles	2 Office vehicles	2 Office vehicles to be maintained	2 Office vehicles maintained	Fully implemented
7	To cater for running cost of Official Vehicles	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
8	Pay utility/other bills (telephone, postage, electricity)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
9	Operational expenses (Unspecified)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
10	Cater for service of state protocols	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented

11	Support for protocol and other state functions	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
12	To Embark on Public Education and Sensitization	4 No.Education and sensitization	4 No.Education and sensitization to be embarked	4 No.Education and sensitization embarked	Fully implemented
13	Training materials / conference / seminar	GH¢25000.00	GH¢25000.00	GH¢25000.00	Fully implemented
14	Visiting/seminars/ conferences (local)	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
15	Cater for hotel accommodation	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
16	Seminar /conference/workshop/meeting	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
17	Staff development	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
18	To provide funds for M&E activities of DWST annually	GH¢1500.00	GH¢1500.00	GH¢1500.00	Fully implemented
19	To Contribute to Dist. Sports Festival by Dec. 2017	GH¢500.00	GH¢800.00	GH¢800.00	Fully implemented
20	Contingency on DACF	N/A	N/A	N/A	N/A
21	To Maintain and Service Assembly Vehicles by Dec. 2014.	2 Office vehicles	2 Office vehicles to be repaired	2 Office vehicles repaired and maintained	Fully implemented
22	To organize 4 DPCU meetings by Dec. 2017	4DPCU meetings	4 DPCU meetings to be organized	4 quarterly DPCU meetings organized	Fully implemented
23	To organize 4 Budget Cttee meetings by Dec. 2014	4 Budget Cttee meetings	4 Budget Cttee meetings to be held.	4 quarterly Budget Cttee meetings organized	Fully implemented
24	Office facilities & accessories	2 No.Computer and Accessories	2 No.Computer and Accessories to be procured	2 No.Computer and Accessories procured	Fully implemented
25	To prepare 2015-2017 Budget MTEF Strategic Plan Comp. Budget by June 31 <sup>st</sup> 2014	2015-2017 Budget MTEF Strategic Plan Comp. Budget	2015-2017 Budget MTEF Strategic Plan Comp. Budget to be planned	2015-2017 Budget MTEF Strategic Plan prepared	Fully implemented
26	To prepare DMTDP (2014-2017)	2010-2013 DMTDP in use	To prepare and implement the 2014-2017 DMTDP	The 2014-2017 DMTDP prepared and being implemented	Fully implemented
27	Sponsor Staff cap. Building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
28	To Monitor and Co-ord. Projects and or programs annually	GH¢3000.00	GH¢3000.00	GH¢3000.00	Fully implemented
29	Procure Office furniture and equipment	2 sets of furniture	2 sets of furniture to be procured.	2 sets of furniture procured.	Fully implemented
30	Capacity building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented

31	Prosecuting of revenue defaulters	7 revenue defaulters prosecuted	16 revenue defaulters to be prosecuted	70% of people prosecuted paid their revenue	Implemented
	<b>Table: 1 is on Performance Review of all projects and programmes for the period in 2014-2017 MTDP</b>				
<b>Period 2015</b>	<b>Thematic Area:</b> Ensuring and Sustaining Macroeconomic Stability				
	<b>Policy Objective:</b> Improve fiscal revenue mobilization and management				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>		
1	Gazetting fee fixing resolution of 2015	1 Gazetted document in use	4 Gazetted document	4 fee fixing resolution gazetted	Fully implemented
2	Setting up revenue target for 2015	372739.40	To up IGF by at least 20% each year	Revenue targets achieved each year	Fully implemented
3	Issue Service demand notice	35 demand notices issued	At least 30 demand notices to be issued each year	More than 50% of notices issued responded to	On going
4	Conduct Public announcement on payment of fees rates etc.	3 Public announcements conducted	Conduct 4 public announcement each year	65% of targetd announcements made	Partially implemented
5	Monitor activities of revenue collection	Quarterly monitoring of revenue collection	4 monitoring activities to be done each year	About 75% of monitoring activities done	On-going
6	Setting up revenue task force	3 revenue taskforce set up	Set up 5 (five )revenue taskforce (each in a sub-structure)	Taskforce set up and in operation	Implemented
7	Reviewing trial balance and strategizing on revenue task force	1 Trail balance reviewed on scheduled date.	12 Monthly review of trail balance	Trail balance reviewed every month	Implemented
8	Filling of defaulters notice	20 defaulters notices were filled	60 defaulters notices to be filled	50 % of defaulters notice responded to	Implemented
9	Prosecuting of revenue defaulters	5 revenue defaulters prosecuted	16 revenue defaulters to be prosecuted	65% of people prosecuted paid their revenue	Implemented
<b>Period 2015</b>	<b>Thematic Area:</b> Enhancing Competitiveness of Ghana Private Sector.				
	<b>Policy Objective:</b> Improve Private Sector productivity and competitiveness through women empowerment.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>		
1	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)

2	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)
3	Training of Women Groups in soap production	35 women trained	120 women to be trained in soap production	45 women trained in soap production	Fully implemented
4	Training of women in book keeping	101 women trained in book keeping	600 women to be trained in book keeping practices	112 women trained in book keeping (more than 100% target)	Fully implemented
5	Training of women in group formation	56 women trained in group formation	300 women to be trained in group formation	75 women trained in group formation	Fully implemented
6	Training of women in palm oil extraction	85 women trained in palm oil extraction	560 women to be trained in palm oil extraction	112 women trained in palm oil extraction	Fully implemented
Period 2015	<b>Thematic Area:</b> Accelerated Agriculture Modernization and Sustainable Natural Resource Management.				
	<b>Policy Objective:</b> Improve Science technology innovative application 2. Promote seed and planting materials development				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>	
1	Organize one RELC planning session in a more functional and a two way information	1 RELC guidelines reviewed	4 RELC guidelines to be reviewed	1 RELC guidelines reviewed	Fully implemented
2	Support for District level farmers day celebration.	1 Farmer's day celeb	4 farmers day to be celebrated	1 Farmer's day celebrated	Fully implemented
3	Supervise and monitor crops/livestock survey and block farm activities by DAO's by DEC 2015	2 crops/ livestock survey and block farm activities by DAO's conducted	2 supervision and monitoring crops/livestock survey activities by DOAs	2 crops/ livestock survey and block farm activities conducted	Fully implemented
4	Supervision of monitoring and evaluation activities of DDAs by end of 2015	4 M&E activities of DDAs supervised	5 M&E activities of DDAs to be supervised	5 M&E activities of DDAs supervised	Fully implemented
5	Select women from rural communities for training on preparation of leafy vegetables	3 women groups trained in leafy veges. preparation	5 women groups trained in the preparation of leafy vegetables	Selected women groups were successfully trained in vegetable preparation	Fully implemented
6	Procurement of stationery	10 boxes of A4 sheets	10 boxes of A4 to be procured	10 boxes of A4 to be procured	Fully implemented
7	Other Donor funds	NA	NA	Not implemented	No Impact

Period 2015	Thematic Area: Infrastructure and Human Settlements (2015)				
	Policy Objective: 1. Create basic measures to improve on settlements 2. Create efficient transport system 3. Accelerate the provision of improved environmental sanitation				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
Baseline ( 2013)		DMTDP Targets (2014 - 2017)	Achievements		
1	Procure GPS (Garmin)	1 No. GPS	1 No. GPS (Garmin) to be procured.	1GPS (Garmin) procured	Fully implemented
2	Train technical officers on GIS (Lupmis).	1 No. GPS	1 No. GPS (Garmin) to be procured.	1GPS (Garmin) procured	Fully implemented
3	Procure 1 No. Swivel Chair	2 No. office chairs condition	3 No. Swivel Chairs to be procured.	3 No. Swivel Chair procured	Fully implemented
4	Update and revise old planning schemes	2 Planning schemes revised	10 old planning schemes update /revised	5 old planning scheme updated and revised	Partially implemented (50% of work done)
5	Educate and sensitize public on permit issues	4 Communities educated	25 Communities to be educated and sensitized on permit issues	Public education done for 25 communities	Fully implemented
6	Construct 20-units market stalls at Kade	20 unit market stalls	To build 20 unit market stalls	Constructing of 10 unit market stalls initiated	Partially implemented
7	Implement MP's projects	2 libraries	2 libraries	2 libraries rehabilitated	Fully implemented
8	Construct 1 No. office building for Town and Area Council at Kade	1 No. office building for Town and Area Council at Kade	1 No. office building for Town and Area Council to be constructed at Kade	office building for Town and Area Council at Kade not constructed	Not implemented
9	Maintenance of Assembly buildings	4 No. buildings	4 No. buildings maintained	2 No. buildings maintained	On-going (about 50% of work done)
10	Rehabilitation & Furnishing of DCE's Bungalow	1 No. DCE Bungalow.	1 No. DCE Bungalow to be rehabilitated.	Rehab. work started (about 20%) work was done	On-going
11	Rehab. Ambulance and Fire Service Offices by Dec. 2015	1 No. Ambulance and Firestation offices.	1 No. Ambulance and Firestation offices to be rehabilitated.	Rehab. work commenced	On-going
12	Rehab. selected Feeder Roads – district wide	10KM Feeder roads	10KM Feeder roads to be constructed.	10KM Selected roads rehab.	Fully implemented
13	Const. 16 seater Aqua Privy toilet facility at Okyinso	1 No. 16 seater Aqua Privy toilet facility at Okyinso	1 No. 16 seater Aqua Privy toilet facility to be constructed at Okyinso	Project at finishing	Partially implemented
14	Const. 16 seater toilet facility at Kade	1No. 16 seater toilet facility at Kade	1No. 16 seater toilet facility to be constructed at Kade	Project completed	Fully implemented

15	Const. 1 no. CHPs Compound at Twumwusu	1 no. CHPs Compound at Twumwusu	1 no. CHPs Compound to be constructed at Twumwusu	Project completed	Fully implemented
16	Community Initiated Projects	300 bags of cement	400 bags of cement	300 bags were supplied.	On-going
Period 2015	<b>Thematic Area:</b> Human Development, Productivity and Employment.				
	<b>Policy Objective:</b> Increase equitable access to and participation in education at all levels 2. Bridge the equity gap in geographical access to health services 3. Provide timely, reliable and disaggregated data on people with disability.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
	<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>		
1	Rehabilitation of NADMO offices	1 No. NADMO Office	Rehab.1 No. NADMO Office to be constructed at Kade	Project started and completed	Fully implemented
2	Support for disaster management activities.	3 disaster management activities	3 disaster management activities to be supported	3 disaster management activities supported	Fully implemented
3	Train anti-bush/rural fire fighters in the various communities by 2017.	20communities	30 communities to be trained	30 communities to be trained	Fully implemented
4	Establish amenity tree nursery by 2017.	5 amenity tree nurseries	5 amenity tree nurseries to be established	5 amenity tree established	Fully implemented
5	Tree planting exercise, Campaign for Prevention of Rain and wind storm.	5 campaign exercises	5 campaign exercises to be undertaken	4 campaign exercises undertaken	Partially implemented
6	Public Education on buildings in waterways/unauthorized structures. Education on industrial and Domestic Fire	5 campaign exercises	5 campaign exercises to be undertaken	6 campaign exercises undertaken	Fully implemented
7	Clear and level refuse sites	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented
8	Fumigate the surroundings	50 litres	50 litres to be used	50 litres of disinfectants used	Fully implemented
9	Manual dislodgement of choked public toilets	4 public toilets	4 public toilet to be dislodgement	4 public toilet dislodgement	Fully implemented
10	Identify and cater for PLWHA	15 PLWHA	20 PLWHA to be supported	15 PLWHA supported	Partially implemented
11	To organize educational campaign against malaria and other diseases	4 Educational campaign	4 Educational campaign to be organised	6 Educational campaigns organised	Fully implemented
12	Provision of CHPs compound at Twumusu	1 no. CHPs compound at Twumwusu	1 no. CHPs compound at Twumwusu to be constructed	Project completed	Fully implemented

13	To source funding from M-SHARP	GH¢9000.00	GH¢9000.00 to be sourced	GH¢6000.00 secured	Partially implemented
14	Organize My First Day at School	1500 children	1500 children to be entertained	1500 children entertained	Fully implemented
15	Provide bursaries (MPs edu. fund)	10 students	10 students to be supported	10 students supported	Fully implemented
16	Provide Scholarship for brilliant but needy students annually.	30 students	30 students to be supported	30 students supported	Fully implemented
17	Provide resources and organize S.T.M.I. E for science and maths. girl's students	GH¢5000.00	GH¢5000.00 to be provided	GH¢5000.00 provided to support STMIE	Fully implemented
18	Construct 1No. 3-Unit Classroom block at Subriso	1 no. 3-unit classroom block at Subriso	1 no. 3-unit classroom block at Subriso to be constructed	Project completed	Fully implemented
19	Construct 1No. 6-Unit Classroom block at Bomso	1 no. 6 unit classroom block at Bomso	1 no. 6 unit classroom block at Bomso to be constructed	Blocks roofed but doors and other accessories not fixed	On-going
20	Construct 1No. 6-Unit Classroom block at Kade	1 no. 6 unit classroom block at Kade	1 no. 6 unit classroom block at Kade to be constructed	Project completed (Fully implemented)	Project handed over to community
21	Offer assistance to other vulnerable groups annually	30 children	30 children to be protected	30 children protected	Fully implemented
22	To Embark on public Education and Sensitization	4 No. Education and Sensitization	4 No. Education and Sensitization to be Embarked	4 No. Education and Sensitization Embarked	Fully implemented
23	Procurement (Computer and Accessories)	2 No.Computer and Accessories	2 No.Computer and Accessories to be procured	2 No.Computer and Accessories procured	Fully implemented
<b>Period 2015</b>	<b>Thematic Area:</b> Transparent and Accountable Governance				
	<b>Policy Objective:</b> Ensure implementation of decentralization Policy and programmes. 2. Integrate District level planning and budgeting through participatory process at all levels.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>	
1	To disburse school feeding funds in time	N/A	N/A	N/A	N/A
2	To maintain Furniture and Fixtures.	2 sets of furniture	2 sets of furniture to be procured.	2 sets of furniture procured.	Fully implemented
3	To Maintain Latrines (Public Toilets)	4 public toilets	4 public toilets to be maintained	4Public toilets dislodged	Fully implemented

4	Embark on general cleaning District Wide	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented
5	To Maintain and Repair Official Vehicles	2 Office vehicles	2 Office vehicles to be repaired	2 Office vehicles repaired and maintained	Fully implemented
6	To cater for running cost of Official Vehicles	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
7	Office material and stationary	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
8	Cater for service of state protocol	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
9	Cater for official celebrations	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
10	Operational Expenses (unspecified)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
11	Cater for security forces (contingency)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
12	Cater for DWST/CWSA activities	GH¢1500.00	GH¢1500.00	GH¢1500.00	Fully implemented
13	Cater for hotel accommodation	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
14	Gazetting of fee fixing resolution by Nov. 2015	GH¢3,000.00	GH¢3,000.00	GH¢3,000.00	Fully implemented
15	To Embark on Public Education and Sensitization	4 No.Education and sensitization	4 No.Education and sensitization to be embarked	4 No.Education and sensitization embarked	Fully implemented
16	Seminar /conference/workshop/meeting	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
17	Staff development	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
18	Government programs	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
19	contribute to district sports festival by Dec. 2015	1 Sports and Cultural Festivals.	1 Sports and Cultural Festivals to be organized	Annual District Sports and Cultural Festivals in Basic Schools. organized	Fully implemented
20	Contingency on DACF	N/A	N/A	N/A	N/A
21	Procure office stationery	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
22	Support for protocol and other state functions	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
23	DPCU meeting/ M&E Activities by December 2015	4DPCU meetings	4 DPCU meetings to be organized	4 quarterly DPCU meetings organized	Fully implemented
24	Budget Committee meeting and preparation of Composite budget by Dec. 2015	4 meetings	4 meetings to prepare composite budget	4 quarterly Budget Cttee meetings organized and annual budgets prepared	Fully implemented
25	Revenue data Collection and Update by March 2015	6 MONTHS	6 MONTHS to collect data	Revenue data Collection and Update implemented	Fully implemented

26	Sponsorship for staff capacity building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
27	Monitoring and Coordination of Projects / Programs	GH¢3000.00	GH¢3000.00	GH¢3000.00	Fully implemented
28	Cater for security issues	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
29	Support for traditional authorities	GH¢2500.00	GH¢2500.00	GH¢2500.00	Fully implemented
30	Initiate and complete HIPC projects by Dec. 2015	N/A	N/A	N/A	N/A
31	Capacity Building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
<b>Table: 1 is on Performance Review of all projects and programmes for the period in 2014-2017 MTDP</b>					
<b>Thematic Area:</b> Ensuring and Sustaining Macroeconomic Stability					
<b>Policy Objective:</b> Improve fiscal revenue mobilization and management					
<b>Period 2016</b>	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>	
1	Gazetting fee fixing resolution of 2016	1 Gazetted document in use	4 Gazetted document	4 fee fixing resolution gazetted	Fully implemented
2	Setting up revenue target for 2016	372,739.40	To up IGF by at least 20% each year	Revenue targets achieved each year	Fully implemented
3	Issue Service demand notice	35 demand notices issued	At least 30 demand notices to be issued each year	More than 50% of notices issued responded to	On going
4	Conduct Public announcement on payment of fees rates etc.	3 Public announcements conducted	Conduct 4 public announcement each year	65% of targetd announcements made	Partially implemented
5	Monitor activities of revenue collection	Quarterly monitoring of revenue collection	4 monitoring activities to be done each year	About 75% of monitoring activities done	On-going
6	Setting up revenue task force	3 revenue taskforce set up	Set up 5 (five )revenue taskforce (each in a sub-structure)	Taskforce set up and in operation	Implemented
7	Reviewing trial balance and strategizing on revenue task force	1 Trail balance reviewed on scheduled date.	12 Monthly review of trail balance	Trail balance reviewed every month	Implemented
8	Filling of defaulters notice	20 defaulters notices were filled	60 defaulters notices to be filled	50 % of defaulters notice responded to	Implemented
9	Prosecuting of revenue defaulters	5 revenue defaulters prosecuted	16 revenue defaulters to be prosecuted	65% of people prosecuted paid their revenue	Implemented

<b>Period 2016</b>	<b>Thematic Area:</b> Enhancing Competiveness of Ghana Private Sector.				
	<b>Policy Objective:</b> Improve Private Sector productivity and competitiveness through women empowerment.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>	
1	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)
2	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	4 activities supported	On-going (80% achieved)
3	Training of Women Groups in soap production	35 women trained	120 women to be trained in soap production	45 women trained in soap production	Fully implemented
4	Training of women in book keeping	101 women trained in book keeping	600 women to be trained in book keeping practices	112 women trained in book keeping (more than 100% target)	Fully implemented
5	Training of women in group formation	56 women trained in group formation	300 women to be trained in group formation	75 women trained in group formation	Fully implemented
6	Training of women in palm oil extraction	85 women rained in palm oil extraction	560 women to be trained in palm oil extraction	112 women trained in palm oil extraction	Fully implemented
<b>Period 2016</b>	<b>Thematic Area:</b> Accelerated Agriculture Modernization and Sustainable Natural Resource Management.				
	<b>Policy Objective:</b> Improve Science technology innovative application 2. Promote seed and planting materials development				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline ( 2013)</b>	<b>DMTDP Targets (2014 - 2017)</b>	<b>Achievements</b>	
1	Dissemination and monitoring/ supervision of technologies by AEAs and DDAs.District wide	4 M&E activities of DDAs & AEAs supervised	5 M&E activities of DDAs & AEAs to be supervised	4 M&E activities of DDAs & AEAs supervised	Fully implemented
2	Maintenance and running cost of official vehicle	GH¢10000.00	GH¢10000.00	GH¢10000.00	Fully implemented
3	Material/ Office supplies	10 boxes of A4 sheets	10 boxes of A4 sheets to be procured	10 boxes of A4 sheets procured	Fully implemented
4	Organization of PPRs and Rabies Vaccination	350 of PPRs and Rabies Vaccination done	2000 of PPRs and Rabies Vaccination to be done	2000 of PPRs and Rabies Vaccination done	Fully implemented

5	Organize and train farmers in various sector/ farmer's day celebration.	1 Farmer's day celebration.	4 Farmer's day to be celebration	1 Farmer's day celebrated	Fully implemented
6	Rehabilitation of office building	N/A	1 No. office building to be rehabilitated.	Office building rehabilitated but not furnished	Not Fully implemented due to inadequate funds
7	Provide utilities and cleaning materials	N/A	GH¢2,000.00	GH¢1500.00 provided for utilities and cleaning materials	Not Fully implemented due to inadequate funds
8	Support for Agric. Department	GH¢5000.00	GH¢2,000.00	Dept. not adequately supported	Not Fully implemented due to inadequate funds
	<b>Thematic Area: Infrastructure and Human Settlements (2014)</b>				
<b>Period 2016</b>	<b>Policy Objective:</b> 1. Create basic measures to improve on settlements 2. Create efficient transport system 3. Accelerate the provision of improved environmental sanitation				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>	
1	Supply office materials	10 A4 Sheets	5 A4 sheets to be supplied	50% of office materials supplied	Partially implemented
2	Update and revise old planning schemes	2 Planning schemes revised	10 old planning schemes update /revised	5 old planning scheme updated and revised	Partially implemented (50% of work done)
3	Support for Town and country Department	2 No Desk Top Computer	2 No Desk Top Computer to be Procured.	2 No Desk Top Computer procured	Fully implemented
4	Street naming program (Phase 1).	1 community for street naming exercise	3 communities for street naming exercise	3 communities covered	Fully implemented
5	Support for works Department	10 A4 Sheets	5 A4 sheets to be supplied	50% of office materials supplied	Partially implemented
6	Construct 20-units market stalls at Kade	20 unit market stalls	20 unit market stalls to be constructed	Constructing of 10 unit market stalls initiated	Partially implemented
7	Supply and Installation of streetlights	30 streetlights supplied and installed	15 streetlights Supplied and Installed	Adequate Supply and Installation of streetlights to 5 communities	Partially implemented (50% of work done)
8	Maintenance of Assembly buildings	4 No. buildings	4 No. buildings maintained	2 No. buildings maintained	On-going (about 50% of work done)
9	Rehabilitation & Furnishing of DCE's Bungalow	1 No. DCE Bungalow.	1 No. DCE Bungalow to be rehabilitated.	Rehab. work done	Fully implemented
10	Rehab. of Ambulance & Fire Service offices	1 No. Ambulance and Firestation offices.	1 No. Ambulance and Firestation offices to be rehabilitated.	Rehab. work completed	Fully implemented

11	Rehabilitation of magistrate's office	1 No. District Magistrate's office.	1 No. District magistrate office to be rehabilitated	office rehabilitated	Fully implemented
12	Community initiated projects	300 bags of cement	400 bags of cement	300 bags were supplied.	On-going
13	Construction of Assembly hall complex	1 No. Assembly hall complex	1 No. Assembly hall complex to be constructed	Construction of Assembly hall complex started	On-going
14	Pavement of lorry park at Kade	Main. 1 No. kade lorry park.	Kade lorry park to be paved	Lorry park project completed	Fully implemented
15	Town/Area council office at Kade (rehab. of an old office at KASTEC)	1 No. office building for Town and Area Council at Kade	1 No. office building for Town and Area Council to be constructed at Kade	Office building for town and area council at Kade not constructed	Not implemented due to lack of funds
16	Supply and installation of street light	30 streetlights supplied and installed	15 streetlights Supplied and Installed	Adequate Supply and Installation of streetlights to 5 communities	Partially implemented (50% of work done)
17	Rehab. of durbar grounds at Adankrono	N/A	1 No. Durbar ground to be constructed	Project not started	Not implemented
18	Procure 1 No. motor bike	1No. motorbike	1No. motorbike to be procured	No 1 No. DT Motor bike bought	implemented
19	Rehad. Selected feeder roads Municipal wide ( 8km)	8 km feeder road	8 km feeder road rehabilitated	8 km feeder road rehabilitated	implemented
20	Rehab. Feeder roads district wide (10 km.)	10 km feeder road	10 km feeder road rehabilitated	10 km feeder road rehabilitated	implemented
21	Rehab. of NADMO office	1 No. NADMO Office	1 No. NADMO Office constructed	Project completed	Rehab.1 No. NADMO
22	Construction of CHPs compound at Twumwusu	1No CHPs comp. at Twumwusu	1 No. CHPs comp. to be constructed	Project completed	Fully implemented
23	Construction of CHPs at Takyiman	1No CHPs comp.	1 No. CHPs comp. to be constructed	Project completed	Fully implemented
24	Construct 1no. 16 seater aqua privy toilet at Okyinso	1 No.16 seater Aqua Privy toilet facility at Okyinso	1 No.16 seater toilet facility to be constructed at Okyinso	Project at finishing	Partially implemented
25	Construction of security and toilet facilities at Asuom market	1 No. security and/ toilet facilities	1 No. security and/ toilet facilities to be constructed	Project at the initial stage	On-going
26	Construct 1 no. 3 unit KG block at Kwae	1 no. 3 unit KG block at Kwae	1 no. 3 unit KG block at Kwae to be constructed	Project completed (Fully implemented)	Project handed over to community
27	Construct 1 no. 3 unit classroom block at Subriso	1 no. 3 unit KG block at Subriso	1 no. 3 unit KG block at Subriso to be constructed	Project completed (Fully implemented)	Project handed over to community
28	Construct 1 no. 3 unit classroom block (D.A JHS) at Labikrom	1 no. 3 unit KG block at Larbikrom	1 no. 3 unit KG block at Larbikrom to be constructed	Project at window level	On-going

29	Construct 1 no. 6 unit classroom block at Bomso	1 no. 6 unit classroom block at Bomso	1 no. 6 unit classroom block at Bomso to be constructed	Blocks roofed but doors and other accessories not fixed	On-going
30	Construct 1 no. 6 unit classroom block at Koka	1 no. 6 unit classroom block at Koka	1 no. 6 unit classroom block at Koka to be constructed	Project completed (Fully implemented)	Project handed over to community
31	Construct 1 no. 6 classroom block at Kukubi	1 no. 6 classroom block at Kukubi	1 no. 6 classroom block at Kukubi to be constructed	Project at window level	On-going
32	Completion 1 no. 6 classroom block at Atobriso	1 no. 6 classroom block at Atobriso	1 no. 6 classroom block at Atobriso to be constructed	Project completed (Fully implemented)	Project handed over to community
	<b>Thematic Area:</b> Human Development, Productivity and Employment.				
<b>Period 2016</b>	<b>Policy Objective:</b> Increase equitable access to and participation in education at all levels 2. Bridge the equity gap in geographical access to health services 3. Provide timely, reliable and disaggregated data on people with disability.				
	<b>Broad project/activity (ies)</b>	<b>Indicator</b>			<b>Remarks in relation to criteria in Box 7</b>
		<b>Baseline (2013)</b>	<b>MTDP Target</b>	<b>Achievement</b>	
	Contribution to disaster management	GH¢5000.00	GH¢5000.00 to be contributed	GH¢5000.00 contributed	Fully implemented
	Support for disaster management activities	3 disaster management activities	3 disaster management activities to be supported	3 disaster management activities supported	Fully implemented
	Rehabilitation of NADMO Office	1 No. NADMO Office	Rehab.1 No. NADMO Office to be constructed at Kade	Project started and completed	Fully implemented
	Social protection / enforcement, education and sensitization on social issues (social welfare unit)	30 children	30 children to be protected	30 children protected	Fully implemented
	Procure stationary	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
	Provide assistance to the disables	GH¢21,000.00	GH¢21,000.00 to be disbursed	GH¢21,000.00 disbursed	Fully implemented
	Education and sensitization on social issues Community Development Unit.	4 No.Education and sensitization	4 No.Education and sensitization to be embarked	4 No.Education and sensitization embarked	Fully implemented
	Provide office facilities, materials and stationaries	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
	Provide gender and self-initiated projects	20 women	20 Women to be trained	15Women trained	Partially implemented
	Support for Community Development Department.	GH¢2000.00	GH¢3000.00 to support	GH¢5000.00 release	Fully implemented
	Support for education service	GH¢2000.00	GH¢3000.00 to support	GH¢3000.00 release	Fully implemented

	Implement MPs programs on education	2 libraries	2 libraries	2 libraries rehabilitated	Fully implemented
	Implement MPs infrastructure	2 libraries	2 libraries	2 libraries rehabilitated	Fully implemented
	Provide bursaries	10 students	10 students to be supported	10 students supported	Fully implemented
	My first day at school	1500 children	1500 children to be entertained	1500 children entertained	Fully implemented
	Provide scholarship schemes for brilliant but needy students	30 students	30 students to be supported	30 students supported	Fully implemented
	Provide STMIE for girls	GH¢5000.00	GH¢5000.00 to be provided	GH¢5000.00 provided to support STMIE	Fully implemented
	Support for health service	GH¢5000.00	GH¢5000.00 to be provided	GH¢5000.00 provided to support STMIE	Fully implemented
	Identify and care for PLWHA	15 PLWHA	20 PLWHA to be supported	15 PLWHA supported	Partially implemented
	Support for prevention of malaria, cholera and other diseases	4 Educational campaign	4 Educational campaign to be organised	6 Educational campaigns organised	Fully implemented
	Fumigation	50 litres	50 litres to be used	50 litres of disinfectants used	Fully implemented
	National sanitation day activities	30pcs of shovel	50pcs of shovels to be supplied	50pcs of shovels supplied	Fully implemented
	Review of Strategic environmental assessment plan	1 document	1SEA plan to be produced	1 SEA Plan reviewed	Fully implemented
	Sanitation package	GH¢80,000.00	GH¢80,000.00 to be paid to zoomlion	GH¢80,000.00 released	Fully implemented
Period	Thematic Area: Transparent and Accountable Governance				
	Policy Objective: Ensure implementation of decentralization Policy and programmes. 2. Integrate District level planning and budgeting through participatory process at all levels.				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
	Baseline (2013)	MTDP Target	Achievement		
2016	Efficient disbursement of stool lands revenue	GH¢3500.00	GH¢3500.00	GH¢3500.00 disbursed on office building	Fully implemented
	Payment of utility bills	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Supply Office materials	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
	Provide cleaning materials	50 cleaning materials	20 cleaning materials to be procured	20 cleaning materials procured	Partially implemented

	Provide hotel accommodations	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
	Travel and transport cost ensured	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
	Repairs and maintenance cost ensured	GH¢25,000.00	GH¢25,000.00	GH¢25,000.00	Fully implemented
	Training, seminar and conferences serviced	GH¢2500.00	GH¢2500.00	GH¢2500.00	Fully implemented
	Security, special services and contingency	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Office materials supplied	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
	Travel and transport cost ensured	GH¢1000.00	GH¢1000.00	GH¢1000.00	Fully implemented
	Repairs and maintenance cost ensured	GH¢3500.00	GH¢3500.00	GH¢3500.00	Fully implemented
	Training, seminar/ conferences serviced	GH¢25000.00	GH¢25000.00	GH¢25000.00	Fully implemented
	Security, special services and contingency	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Support for traditional authority	GH¢2,450.0	GH¢2,450.0	GH¢2,450.0	Fully implemented
	Prepare MTEF strategic plan and composite budget	2015-2017 Budget MTEF Strategic Plan Comp. Budget	2015-2017 Budget MTEF Strategic Plan Comp. Budget to be planned	2015-2017 Budget MTEF Strategic Plan prepared	Fully implemented
	Revenue data collection/ update	6 MONTHS	6 MONTHS to collect data	Revenue data Collection and Update implemented	Fully implemented
	Monitor and co-ordinate programs / projects	GH¢3000.00	GH¢3000.00	GH¢3000.00	Fully implemented
	Anti-corruption activities	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Pay bank charges	GH¢500.00	GH¢500.00	GH¢500.00	Fully implemented
	Power generating plants	1 No. Honda 8000 watts petro generator	1 No. Honda 8000 watts to be purchased	Not implemented	Lack of funds
	Procure 1 No. Pick-up vehicle	N/A	1 No. Pick-up vehicle to be procured	N/A	Lack of funds
	Procure 3 No. motor bikes	3No. motor bikeS	3 No. motor bikes to be procured	Not implemented	Lack of funds
	Capacity building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
	Capacity building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
Table: 1 is on Performance Review of all projects and programmes for the period in 2014-2017 MTDP					

Period	Thematic Area: Ensuring and Sustaining Macroeconomic Stability				
	Policy Objective: Improve fiscal revenue mobilization and management				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
Baseline (2013)		MTDP Target	Achievement		
2017	Gazeting fee fixing resolution (2017)	1 Gazetted document in use	4 Gazetted documents	4 fee fixing resolution gazetted	Fully implemented
	Setting up revenue target for 2017	372,739.40	To up IGF by at least 20% each year	Revenue targets achieved for the year	Fully implemented
	Issue Service demand notice	35 demand notices issued	At least 30 demand notices to be issued each year	More than 70% of notices issued responded to	On going
	Conduct Public announcement on payment of fees rates etc.	3 Public announcements conducted	Conduct 4 public announcement each year	60% of targetd announcements made	Partially implemented
	Monitor activities of revenue collection	Quarterly monitoring of revenue collection	4 monitoring activities to be done each year	About 75% of monitoring activities done	Fully implemented
	Setting up revenue task force	3 revenue taskforce set up	Set up five revenue taskforce (each in a sub-structure)	Taskforce set up and in operation	implemented
	Reviewing trial balance and strategizing on revenue task force	1 Trail balance reviewed on scheduled date	12 Monthly review of trail balance	Trail balance reviewed every month	implemented
	Filling of defaulters notice	20 defaulters notices were filled	60 defaulters notices to be filled	60% of defaulters notice responded to	implemented
	Prosecuting of revenue defaulters	7 revenue defaulters prosecuted	16 revenue defaulters to be prosecuted	70% of people prosecuted paid their revenue	implemented
Period	Thematic Area: Enhancing Competiveness of Ghana Private Sector.				
	Policy Objective: Improve Private Sector productivity and competitiveness through women empowerment.				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
Baseline (2013)		MTDP Target	Achievement		
2017	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	5 activities supported	Fully implemented
	Support BAC programs / activities	5 activities supported	5 activities to be supported each year.	5 activities supported	Fully implemented

	Training of Women Groups in soap production	35 women trained	120 women to be trained in soap production	45 women trained in soap production	Fully implemented
	Training of women in book keeping	101 women trained in book keeping	600 women to be trained in book keeping practices	112 women trained in book keeping	Fully implemented
	Training of women in group formation	56 women trained in group formation	300 women to be trained in group formation	75 women trained in in group formation	Fully implemented
	Training of women in palm oil extraction	85 women rained in palm oil extraction	560 women to be trained in palm oil extraction	112 women trained in palm oil extraction	Fully implemented
	Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management.				
	Policy Objective: Improve Science technology innovative application 2. Promote seed and planting materials development				
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
		Baseline (2013)	MTDP Target	Achievement	
2017	Training of Agric. staff in livestock husbandry practices by 2017.	3 training done	5 training to be done	5 trainings undertaken	Fully implemented
	Organize 4 field days for each AEA under the block farming program in all 14 operational areas in the District	2 No. of field days for each AEA under the block farming program organized	Organize 4 field days education to be organized for eac	2 field days for each AEA under the block farming program in all 14 operational areas in the District organized	Partially implemented due to lack of funds
	Organize and carry out PPR and Rabies vaccination for sheep/goats and dogs/cats respectively throughout the District	350 of PPRs and Rabies vaccination done	2,000 of PPRs and Rabies vaccination to be done	2000 Vaccination exercise conducted	Outcome satisfactory
	Carry out Multi-round Annual Crops and Livestock survey (MRACLS) in various operational areas	1 (MRACLS) survey carried out	1Multi-round Annual Crops and Livestock survey (MRACLS) to be organized	1 MRACLS survey carried out successfully due to external support	Fully implemented
	Inspect selected farmers' fields for awards	30 farmer's fields inspected	40 farmer's fields to be inspected	40 farmer's fields inspected	Fully implemented
	Organize farmers day celebration	1 Farmer's day celeb	4 farmers day to be celebrated	1 Farmer's day celebrated	Fully implemented
	Select women from rural communities and take them through the importance and how to prepare leafy vegetables for meals	3 women groups trained in leafy veges. preparation	5 women groups to be trained in the preparation of leafy vegetables	5 Selected women groups were successfully trained in vegetable preparation	Fully implemented
Period	Thematic Area: Infrastructure and Human Settlements (2014)				

Policy Objective: 1. Create basic measures to improve on settlements 2. Create efficient transport system 3. Accelerate the provision of improved environmental sanitation					
	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
		Baseline (2013)	MTDP Target	Achievement	
2017	Completion of planning Scheme	2 Planning schemes revised	10 old planning schemes update /revised	5 old planning scheme updated and revised	Partially implemented (50% of work done)
	Preparation of planning Schemes for 2 communities	2 Planning schemes prepared	10 old planning schemes update /revised	5 old planning scheme updated and revised	Partially implemented (50% of work done)
	Revision/Updating of 3 planning schemes for 3 communities	3 Planning schemes revised	10 old planning schemes to be updated /revised	6 old planning scheme updated and revised	Partially implemented (60% of work done)
	Conduct weekly site inspection for processing development application for permitting	52 weeks	52 weeks inspections to be carried out	About 20% of achievement due to inadequate logistical support	On-going
	Street naming exercise	1 community for street naming exercise	3 communities for street naming exercise	3 communities covered	Fully implemented
	Train technical officers on GIS (Lupmis).	One Technical officer trained	3 Technical tofficers to betrained	Basic training on GPS (Garmin) done	Target Achieve
	Construct 20-units market stalls at Kade	30 unit market stalls	20 unit market stalls to be constructed	20 unit market stalls completed	Fully implemented
	Implement MP's projects	2 libraries	2 libraries	2 libraries rehabilitated	Fully implemented
	Maintenance of Assembly buildings	4 No. buildings	4 No. buildings maintained	4 No. buildings maintained	Fully implemented
	Rehabilitation & Furnishing of DCE's Bungalow	1 No. DCE Bungalow.	1 No. DCE Bungalow to be rehabilitated.	Rehab. work started	Fully implemented
	Construct staff Bungalow at Kade by Dec. 2017	1 No. staff Bungalow	1 No. staff Bungalow to be constructed	Implemented	Fully implemented
	Rehab. Ambulance & Fire Service offices by Dec. 2017	1 No. Ambulance and Firestation offices.	1 No. Ambulance and Firestation offices to be rehabilitated.	Rehab. work completed	Fully implemented
	Community Initiated Projects	300 bags of cement	400 bags of cement	300 bags were supplied.	On-going
	Rehab. District feeder Roads	10KM feeder roads	10KM feeder roads	10km Selected roads rehabilitated	implemented
	Construct security & Toilet facilities at Asuom Market	1 No. securityand/ toilet facilities	1 No. securityand/ toilet facilities to be constructed	Project at the initial stage	On-going
	Pave Kade Lorry park	Pave 1 No.kade lorry park.	1 No. kade lorry park to be paved by 2017	Lorry park project completed	Fully implemented

	Construct 16seater Aqua. Privy. At Okyinso	1 No.16 seater Aqua Privy toilet facility at Okyinso	construct 1 No.16 seater toilet facility at Okyinso	Project at finishing	On-going
	Construct 16 seater toilets at Kade	1 No. 16 seater toilet facility	1 No.16 seater toilet facility to be constructed at kade	Project started and completed	Fully implemented
	Construct 1 no. 3-unit classroom block (DA JHS) at Larbikrom	1 no. 3-unit classroom block (DA JHS) at Larbikrom	1 no. 3-unit classroom block (DA JHS) at Larbikrom to be constructed	Project at window level	On-going
	Construct 1 no. 3-unit classroom block at Subriso	1 no. 3-unit classroom block at Subriso	1 no. 3-unit classroom block at Subriso to be constructed	Project completed	Fully implemented
	Construct 1 no. CHPs compound at Twumwusu	1 no. CHPs compound at Twumwusu	1 no. CHPs compound at Twumwusu to be constructed	Project completed	Fully implemented
	Construct 1 no. CHPs compound at Takyiman	1 no. CHPs compound at Takyiman	1 no. CHPs compound at Takyiman to be constructed.	Project is on-going	On-going
Thematic Area: Human Development, Productivity and Employment.					
Policy Objective: Increase equitable access to and participation in education at all levels 2. Bridge the equity gap in geographical access to health services 3. Provide timely, reliable and disaggregated data on people with disability.					
Period	Broad project/activity (ies)	Indicator			Remarks in relation to criteria in Box 7
		Baseline (2013)	MTDP Target	Achievement	
2017	Train anti-bush/rural fire fighters in the various communities	20communities	30 communities to be trained	30 communities to be trained	Fully implemented
	Establish amenity tree nursery by 2017.	5 amenity tree nurseries	5 amenity tree nurseries to be established	5 amenity tree established	Fully implemented
	Tree planting exercise, Campaign for Prevention of Rain and wind storm	5 campaign exercises	5 campaign exercises to be undertaken	4 campaign exercises undertaken	Partially implemented
	Public Education on buildings in waterways/unauthorized structures. Education on industrial and Domestic Fire	5 campaign exercises	5 campaign exercises to be undertaken	6 campaign exercises undertaken	Fully implemented
	Visitation to mining areas, markets and Hospitals	5 visits	10 visits to mining, markets and Hospitals	8 visits to mining, markets and Hospitals	Partially implemented
	Support for disaster management activities.	3 disaster management activities	3 disaster management activities to be supported	3 disaster management activities supported	Fully implemented
	Clear and level refuse sites	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented

	Fumigate the surroundings	50 litres	50 litres to be used	50 litres of disinfectants used	Fully implemented
	Manual dislodgement of choked public toilets	4 public toilets	4 public toilet to be dislodgement	4 public toilet dislodgemented	Fully implemented
	To Screen food and drink vendors	1800 screening	2000 to be screened	2100 screened	Fully implemented
	To Conduct school health inspections	4 health inspections	16 health inspections to be conducted	16 health inspections conducted	Fully implemented
	Intensify house to house inspections	1000 houses	1500 houses to be inspected	1500 houses inspected	Fully implemented
	Organize periodic clean up exercise - i.e. gutters	12 months	12monthly clean ups	12monthly clean ups organized	Fully implemented
	Develop 1 community profile at Darmang	1 community profile	1 community profile to be developed	Community profile developed	Fully implemented
	Provide assistance to registered disables.	GH¢21,000.00	GH¢21,000.00 to be disbursed	GH¢21,000.00 disbursed	Fully implemented
	Provide funds to operate ICT to cater for children at Pramkese	GH¢10,000.00	GH¢10,000.00 to be provided	Pramkese ICT center equipped and in operation	Fully implemented
	Enforce laws on Child labor	N/A	Provide social protection for 30 children	30 children involved in child labour rescued and sent back to school	Fully implemented
	Provide social protection for the Vulnerable, through Justice administration, family tribunal, child right/ protection etc.	30 children	30 children to be protected	30 children protected	Fully implemented
	Embark on education and Sensitization on social issues	4 No.Education and sensitization	4 No.Education and sensitization to be embarked	4 No.Education and sensitization embarked	Fully implemented
	Disburse 1.5% of DACF to people with disability annually	GH¢35000.00	GH¢35000.00 to be disbursed	GH¢35000.00 disbursed	Fully implemented
	Provide resources and organize S.T.M.E.I for (science and math.) girl's students	GH¢5000.00	GH¢5000.00 to be provided	GH¢5000.00 provided to support STMIE	Fully implemented
	Provide Scholarship for brilliant but needy students annually.	30 students	30 students to be supported	30 students supported	Fully implemented
	Organize My First Day at School	1500 children	1500 children to be entertained	1500 children entertained	Fully implemented
	INSET for 8 Circuit Supervisors	8 Circuit Supervisors	8 Circuit Supervisors to be trained	INSET organized for 8 circuit supervisors	Fully implemented

	Comprehensive visits to all Basic Schools in the District.	10 visits	12 visits to be undertaken	10 visits undertaken	Partially implemented		
	District director's monitoring	10 visits	12 visits to be undertaken	10 visits undertaken	Partially implemented		
	Conduct SPAM in 75 JHS	75 JHS	SPAM to be conducted in 75 JHS	SPAM conducted in 75 JHS district wide	Fully implemented		
	Organize and Conduct Payroll audit in 210 schools	N/A	N/A	N/A	N/A		
	Orientation for newly Trained Teachers	80 Teachers	80 Teachers orientated	Newly trained teachers oriented and posted	Fully implemented		
	Organize District Sports and Cultural Festivals in Basic Schools.	1 Sports and Cultural Festivals.	1 Sports and Cultural Festivals to be organized	Annual District Sports and Cultural Festivals in Basic Schools. organized	Fully implemented		
	Identify and care for PLWHA in the District by 2017.	15 PLWHA	20 PLWHA to be supported	15 PLWHA supported	Partially implemented		
	Organize educational campaign against malaria and other diseases	4 Educational campaign	4 Educational campaign to be organised	6 Educational campaigns organised	Fully implemented		
	Source funding from M-SHARP	GH¢9000.00	GH¢9000.00 to be sourced	GH¢6000.00 secured	Partially implemented		
Thematic Area: Transparent and Accountable Governance							
Period	Policy Objective: Ensure implementation of decentralization Policy and programmes. 2. Integrate District level planning and budgeting through participatory process at all levels.						
	Broad project/activity (ies)	Indicator Baseline (2013)			MTDP Target	Achievement	Remarks in relation to criteria in Box 7
2017	Maintain Assembly Residential buildings	4 of the Assembly buildings maintained			4 additional buildings should be maintained by 2017	Maintenance work completed	Fully implemented
	Repair office buildings by 2017	4 No. buildings			4 No. buildings maintained	4 No. buildings maintained	Fully implemented
	To maintain Furniture and Fixtures	GH¢1000.00			GH¢1000.00	GH¢1000.00	Fully implemented
	To Maintain Public Toilets	4 Public toilets			4 Public toilets to be maintained	4 Public toilets maintained	Fully implemented
	To Cater for Property Valuation Expenses	GH¢8000.00			GH¢8000.00	GH¢8000.00 disbursed	Fully implemented

	To Contribute to Dist. Sports and cultural festival by Dec. 2017	GH¢500.00	GH¢800.00	GH¢800.00	Fully implemented
	To organize 4 DPCU meetings by Dec. 2017	4DPCU meetings	4 DPCU meetings to be organized	4 quarterly DPCU meetings organized	Fully implemented
	To organize 4 Budget Committee meetings by Dec. 2017	4 Budget Cttee meetings	4 Budget Cttee meetings to be held	4 quarterly Budget Cttee meetings organized	Fully implemented
	To prepare 2016-2018 Budget MTEF Strategic Plan Comp. Budget by June 31 <sup>st</sup> 2017	2016-2018 Budget MTEF Strategic Plan in use	To prepare and implement the 2016-2018 Budget MTEF Strategic Plan	2016-2018 Budget MTEF Strategic Plan prepared	Fully implemented
	Payment of utility bills	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Embark on general cleaning District Wide	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented
	Maintain and repair official vehicles	2 Office vehicles	2 office vehicles maintained	Vehicles under going repair and maintenance work	On-going
	cater for running cost of official vehicles	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	office material and stationary	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented
	cater for service of state protocol	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	cater for official celebrations	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Operational Expenses (unspecified)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Cater for security forces (contingency)	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Cater for hotel accommodation	GH¢15,000.00	GH¢15,000.00	GH¢15,000.00	Fully implemented
	Embark on public education and sensitization	5 refuse sites	5 refuse sites to be cleared	5 refuse sites cleared	Fully implemented
	seminars/ conference/ workshop/ meeting expenses	GH¢25000.00	GH¢25000.00	GH¢25000.00	Fully implemented
	Staff Development	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
	Government programs	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Provide funds for M&E activities of DWST annually	GH¢1500.00	GH¢1500.00	GH¢1500.00	Fully implemented
	Contingency on DACF	N/A	N/A	N/A	N/A
	Maintain and service Assembly vehicle by Dec. 2017	2 Office vehicle	2 office vehicles to be maintained	Vehicles under going repair and maintenance work	On-going
	Procure office stationery	10 A4	10 A4 to be procured	10 A4 procured	Fully implemented

	Support for protocol and other state functions	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	DPCU meeting/ M&E Activities by December 2017	4DPCU meetings	4 DPCU meetings to be organized	4 quarterly DPCU meetings organized	Fully implemented
	Budget Committee meeting and preparation of Composite budget by Dec. 2017	4 Budget Cttee meetings.	4 Budget Cttee meetings organized	4 quarterly meetings organized and 2017 Composite budget prepared	Fully implemented
	Preparation of 2018 – 2021 DMTDP by DPCU	2018-2021 DMTDP	2018-2018 DMTDP by DPCU	2018–2021 DMTDP prepared by DPCU	On-going
	Revenue data Collection and Update by March 2017	6 MONTHS	6 MONTHS to collect data	Revenue data Collection and Update implemented	Fully implemented
	Sponsorship for staff capacity building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented
	Monitoring and Coordination of Projects / Programs	GH¢3000.00	GH¢3000.00	GH¢3000.00	Fully implemented
	Cater for security issues	GH¢5000.00	GH¢5000.00	GH¢5000.00	Fully implemented
	Support for traditional authorities	GH¢2500.00	GH¢2500.00	GH¢2500.00	Fully implemented
	Initiate and complete HIPC projects by Dec. 2017	N/A	N/A	N/A	N/A
	Capacity Building	GH¢2000.00	GH¢2000.00	GH¢2000.00	Fully implemented

Table1: Details of the programmes and projects that were implemented under the various thematic areas under GSGDA II.

Summary of the review of 2014 - 2017 MTDP

(a) Total number of Programmes and Projects	= 341
(b) Total number of Programmes and Projects implemented	= 322
(c) Total number of Programmes and Projects not implemented	= 13
(d) Total number of Programmes and Projects on-going	= 6
Percentage of achievement	$\% = (322) / 341 * 100 = 94.42\%$
Percentage of Non-implementation	$\% = (13) / 341 * 100 = 3.81\%$
Percentage of Ongoin	$= (6/341*100) = 1.75\%$

During the period under review, the Municipal Assembly, through its implementing agencies implemented about ninety-four (94.4%) per cent of all projects and programmes slated for the Planned period in the 2014-2017 MTDP. However, the outstanding programmes and projects will be rolled over into the 2018-2021 DMDTP.

### 1.6.2 Municipal Assembly's Revenue and Expenditure

This section examines the revenue and expenditure pattern of the Municipal Assembly between 2014 and 2017. Kwaebibirem Municipal Assembly has been charged by law to mobilize its own funds to implement its programmes and projects. There are two main sources of funds to the Municipal, which is, Internally Generated Funds and External Sources. The internally generated sources are Rate, Lands, Fees and Fines, Licenses, Investment and Rent from Assembly's properties. The external sources include Municipal Assembly Common Fund (DACF), Government of Ghana Grants, District Development Facility (DDF), Ghana Aids Commission, and Donor Partners among others.

#### **Revenue**

A look at table 2 on revenue reveals that external funding such as Grants from Central Government constitute the major sources of revenue. For example, between 2014 and 2017, grants contributed to about eighty (80.34%) per cent on the average to the revenue of the Municipal Assembly and it is increasing steadily whilst the contrary is true for internal revenue.

Table 2: Total Releases from Government of Ghana (GoG)

PERSONNEL EMOLUMENTS(wages and salaries)							
Year	Requested planned (A)	As per ceiling (B)	Approved As (C)	DEVIATIONS		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2014	1,412,988.86	1,412,988.86	3,300,656.87	-	112,331.99	1,300,656.87	0
2015	1,287,660.02	1,287,660.02	1,104,346.52	-	183,313.50	1,104,346.52	0
2016	1,456,409.70	1,456,409.70	1,609,883.38	-	(153,473.68)	1,609,883.38	0
2017	1,620,771.37	1,620,771.37	97,125.29		1,523,646.08	97,125.29	
						4,112,012.06	
CAPITAL EXPENDITURE/ASSETS							
Year							
2014	1,913,412.52	1,913,412.52	400,690.31	-	1,512,722.21	400,690.31	0
2015	1,708,327.78	1,708,327.78	742,750.71	-	965,577.07	742,750.71	0
2016	1,990,130.20	1,990,130.20	1,289,516.56	-	700,613.64	1,289,516.56	0
2017	1,200,895.73	2,100,895.73	88,364.48		2,012,531.52	88,364.48	
						2,521,322.06	
GOODS AND SERVICES							
2014	1,946,419.53	1,946,419.53	1,518,794.90	-	427,624.63	1,518,794.90	0
2015	2,404,753.64	2,404,753.64	1,697,402.98	-	707,350.66	1,697,402.98	0
2016	2,051,264.60	2,051,264.60	1,401,893.00	-	649,371.60	1,401,893.00	0
2017	2,340,155.60	2,340,155.60	264,317.98		2,075,837.62	264,317.98	
						4,882,408.86	

Source : Kb. M. A Budget Unit

Total releases from Government of Ghana from 2014 to end 2017 fiscal year, was over eleven point five million (GHC11,515.742.98)

Ghana cedis. More than Six million (GHC6,112,012.09), representing forty-five (45%) per cent was used to pay personal emoluments

(wages and salaries), thirty-six (36%) per cent went into purchase of goods and services and the remaining eighteen (18%) per cent went into capital expenditure.

Table: 3 All sources of financial resources of Kwaebibirem Municipal Assembly.

SOURCES	2018			2019			2020			2021		
	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance	Planned	Actual Received	Variance
GoG	2,019,848.22	1,899,648.85	(120,199.37)	1,860,500.44	1,168,858.51	(691,641.93)	1,609,754.51	1,363,572.99	(246,181.52)	1,555,148.79	449,807.75	(1,105,341.04)
IGF	468,950.00	372,739.40	(96,210.60)	425,000.00	486,651.11	61,651.11	474,534.00	597,022.37	122,488.37	506,284.00	980,022.34	473,738.34
DACF	2,111,171.00	742,320.16	(1,368,850.84)	2,675,914.00	1,995,914.76	(679,999.24)	2,951,140.49	2,141,703.17	(809,437.32)	3,252,290.00	1,229,730.11	(2,022,559.89)
DDF	428,055.00	516,127.77	88,072.77	428,055.00	-	(428,055.00)	673,100.00	203,253.00	(469,847.00)	673,100.00		(673,100.00)
UDG												
DPs												
GETFund												
Other transfers	259,021.05	198,257.91	(60,763.14)	55,222.00	157,794.54	102,572.54	-		-	75,000.00	75,000.00	-
Total	5,287,045.27	3,729,094.09 +	(1,557,951.18)	5,444,691.44	3,809,218.92	(1,635,472.52) )	5,708,529.00	4,305,551.53	(1,402,977.47) )	6,061,822.79	2,734,559.86	(3,327,262.93)

Source : Kb. M. A Budget Unit

### Variations between Estimated and Actual Revenues

The difference between estimated and actual revenue is ascertained using variance analysis. The essence of this analysis is to ascertain the extent to which the actual revenue values deviated from the estimated revenue values.

Considering the variations as depicted in the table 3, all actual receipts of Government of Ghana (GoG) grants, received from 2014 to 2017 are less than planned or estimated. In terms of IGF, apart from 2014, where actual revenue mobilized was less than planned or estimated amount, all (from 2015 to 2017) actual revenues are more than the planned. All DAFC variance are in the deficit (negatives)

thus actuals of DACF received are less than planned figures. In general, all planned or budgeted figures are less than actuals received. Analysis of the table 3 indicates that actual revenue values deviated from the estimated revenue values. This situation raises serious concerns about the quality of estimated revenue figures in the light of unavailable and unrealistic data on revenue as well as non-payments and unproductive revenue collection methods.

## Expenditure

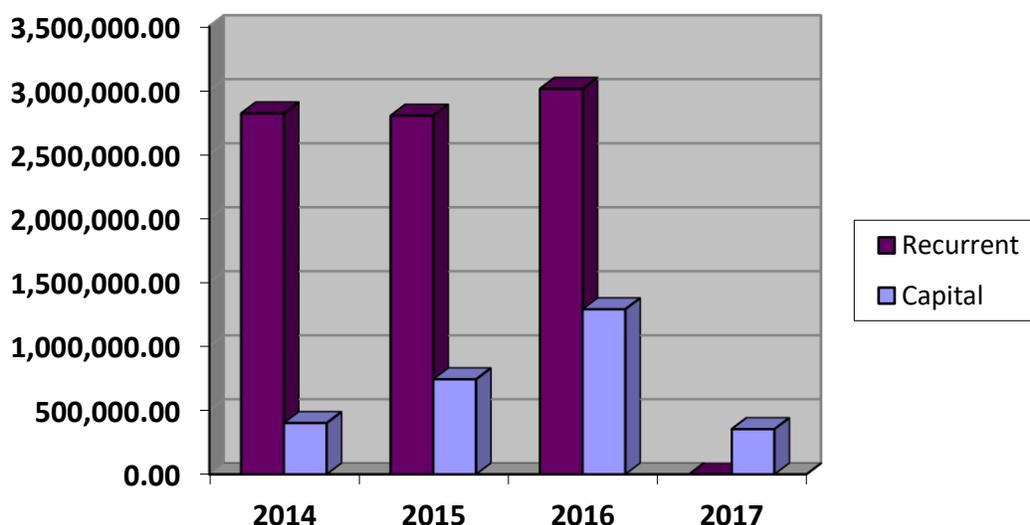
The expenditure pattern of the Municipal Assembly shows a wide difference between recurrent and capital expenditures. From table 4, total expenditure for the years under review was twelve point eight million (GHC12,865,166.23) Ghana cedis. Between the years 2014–2017 recurrent expenditure for each year exceeded seventy (70%) per cent of overall total yearly expenditure and capital expenditures for these years fell below thirty (30%) per cent. constituted about 68.24 percent of the Assembly’s total expenditure. Table 4 and figure 1 show this situation.

Table 4: Expenditure Pattern of the Kwaebibirem Municipal Assembly.

Year	2014		2015		2016		2017	
Expt. Item GHC		%		%		%		%
Recurrent	2,819,451.77	87	2,801,749.50	79	3,011,776.38	70	1,445,773.08	81
Capital	400,690.31	13	742,750.71	21	1,289,516.56	30	353,457.92	19
Total	3,220,142.08	100	3,544,500.21	100	4,301,292.94	100	1,799,231.00	100

**Source:** Kwaebibirem Municipal Assembly, Finance Office – 2017

Figure 1: Graph of Recurrent and Capital Expenditure of Kb. M.A



## Comparison of Revenue and Expenditure

The overall financial picture depicts surplus budgeting or revenue when you compare total revenue against total expenditure from the period 2014 to 2017. Total expenditure was GHC14,578,424.34 as against total revenue of GHC12,865,166.23.

An assessment of the total revenue and expenditure for the period (2014 – 2017) as shown in table 1.5 and financial statement indicate that, all the years recorded surpluses that does not mean the Assembly was not indebted (in financial challenges) but it is due to circumstances such as

Late release of grants: Some statutory grants were released in the last month of the year and could therefore not be utilized before the end of the year.

End of year financial statements: Usually this data is derived from income and expenditure account which normally does not capture the total assets and liabilities of the Assembly.

Late completion and payments of especially physical projects which eventually runs into the ensuring year, among others accounts to the recording of surpluses, while in reality the Assembly always spends more than it receives.

Otherwise it would have been difficult to understand or explain why, in a municipality, where there is an increasing competing demand from all sectors of the Municipal economy for scarce financial resources to have large sums of money unused as budget surplus. This is shown in table 1. 5.

Table 1.5: Comparison of Revenue and Expenditure (Ghana Cedis)

Year/ Component	2014 GHC	2015 GHC	2016 GHC	2017 GHC
Revenue	3,729,094.09	3,809,218.92	4,305,551.53	2,734,559.86
Expenditure	3,220,142.08	3,544,500.21	4,301,292.94	1,799.231.00
Balance	508,952.01	264,718.71	4,258.59	935,328.86

**Source:** Municipal Finance Office, Kwaebibirem 2017

### Finding

The following were the major findings of the Municipal Assembly:

1. revenue from the external sources were always greater than those from internal sources; indicating low internally generated revenue
2. of the internal sources of items, land, fees & fines contribute most;
3. revenue performance is improving over the years in nominal terms;
4. Recurring expenditure took the major proportion (about double) of the total capital expenditure over the years.

The success of good governance of the municipal depends to a large extent on the availability of funds to run the municipalt and how these available funds are managed.

The following measures have been adopted to address leakage in local revenue generation.

- i. That all expenditures are based on approved budgets
- ii. Control and supervision of all expenditures
- iii. Regular accounting and auditing to curb misappropriation and misapplication of funds
- iv. Weekly returns on revenue and expenditures to the Municipal Coordinating Director and Chief Executive
- v. Regular discussion of the trial balance by the Finance and Administration Sub-Committee of the Municipal Assembly.
- vi. Task forces are occasionally engaged to collect revenue, this is to enable the Assembly compare actual revenue collection with that of the regular collectors and address bottlenecks.

### **Matching Revenue and Expenditure**

The following measures are adopted

- i. monthly review of revenue and expenditure
- ii. preparation of supplementary budgets
- iii. Spending within budget as stipulated

### **Financial Management**

- i. All expenditures are approved and authorized by the Municipal Chief Executive and Municipal Co-ordinating Director
- ii. Expenditure are based on approved budgets
- iii. Monies collected are lodged at banks daily

### **Disbursements**

Disbursements are done according to laid down regulations by applying the following statutory acts.

- i. Public Financial Management Act 2016 (Act 921)
- ii. Public Procurement Act 2016 (Act 914)
- iii. Internal Audit Act 2003 (Act 658),
- iv. Local Government Act 2016 (Act 936)

Application of these regulations are regularly checked by internal auditors and recommendations made to correct deviations. In the matter of the Common Fund, guidelines as received from the

Ministry of Local Government and Rural Development are applied. Statutory demands for sectors and other programmes as requested are made and are applied on capital expenditure.

### **Stock of Municipal Assembly Debt:**

About Fifty four point ninety - three (54.93%) per cent of debts are due to capital expenditures resulting from pre-financing of contracts. This is so because it has been the practice of the Municipal Assembly to finance capital projects mainly from the Common Fund and District Development Facility (DDF) and as they delay in their release, put the Assembly into debt of GH¢1627622.03, made up of DACF and DDF as at 2017 .

### **1.6.3 Key Problems**

The Municipal Economy has the potential to develop. However the following problems hinder its development.

- ◆ Low production and productivity in all sectors
- ◆ Low savings/low capital formation
- ◆ Inadequate access to credit
- ◆ Low income levels
- ◆ Low internally generated funds (IGF)
- ◆ Delay in the release of the Common Fund
- ◆ Poor financial management practices
- ◆ Inadequate revenue personnel
- ◆ Illiterate commission collectors

### **1.6.4 Key Challenges Encountered during Implementation of MTDP (2014-2017)**

The implementation of the DTDP (2014-2017) by the Assembly was faced with challenges which, to some extent, affected the achievement of planned objectives. Key among the challenges are;

- a. Inadequacy and erratic flow of funds.

The funds received by the Assembly were inadequate considering the development needs/planned projects and activities of the municipality. The flow of funds was also irregular. To surmount this, the Assembly intensified its internal revenue generation drive and conducted the necessary plan and budget reviews to maximize the financial resources at its disposal.

- b. Delay in the execution of contracts resulting from untimely payment for work done.

The erratic flow of funds incapacitated the Assembly to promptly pay work done by contractors. In dealing with this situation, the Assembly dialogued with the contractors who were paid immediately funds became available.

- c. Inadequate funds and logistics for monitoring and evaluation (M&E) of programmes and projects.

Funds provided for M & E of programmes and projects were limited. Their release was also characterized by delays. There is no vehicle earmarked solely for M & E activities. However, to ensure that M & E was carried with some effectiveness, the MPCU efficiently managed the little resources at its disposal.

- d. Political influence in the selection of projects for implementation.

Some projects and activities were selected and implemented based on political partisanship. Such projects and activities were usually outside the plan. These projects and activities were mainstreamed during plan and budget reviews.

- e. Inaccurate and unreliable data for analysis and reporting.

Apart from difficulty in accessing data from some departments and other local agencies, data gathered for analysis and reporting are unreliable due to lack of accurate database. To address this challenge, the MPCU validated the data before they are used.

#### 1.6.5: Lessons Learnt

The following are the lessons learnt from the implementation of the MTDP (2014-2017). These have implications for the preparation and implementation of the MTDP (2018-2021).

- i. The Assembly could not mobilize the needed funds which affected the implementation of the Project and Programmes in the planned documents during the period under review. It is recommended that revenue improvement action plan should be put in place to address all identified inadequacies.
- ii. . A close look at the plan and the funds available indicates that the Assembly failed to plan within its budgetary limit. This, coupled with awarding contracts even when funds were unavailable, negatively affected both the pace and level of implementation of the MTDP (2014-2017). To forestall this in the next plan period, the Assembly would plan according to financial resources at its disposal and also award contracts only when funds are available.
- iii. Stakeholder participation - There was limited involvement of members of beneficiary communities, Civil Society and Community Based Organizations (CSOs/CBOs) and other actors in the plan implementation and M & E processes, which contributed to the Assembly's level of

performance. As a way forward, the Assembly would effectively engage with all relevant stakeholders from the planning stage through to implementation and M & E processes for better results

iv. There was poor co-ordination and communication among key actors (Assembly, departments, Urban and Zonal Councils, Unit Committees, traditional authority, CSOs, etc) involved in the implementation and M & E of the plan. Consequently, the Assembly would ensure effective co-ordination and communication among these players during the implementation and M & E of the next plan.

## 1.7 Analysis of existing Situations and Compilation of Municipal Profile

### 1.7.1 Institutional Capacity Needs.

Various institutions operating in Kwaebibirem Municipal are faced with many problems that are common to most of them. Quantity and quality of staff is one of the problems that are most commonly complained of as hindering the performance of the institutions. Others include inadequate logistics and equipment such as computers, vehicles etc. There is also inadequate office and residential accommodation. The departments are not functioning effectively because they are not fully integrated.

Furthermore the decentralized departments are not functioning effectively because they are still made to look at their parent organizations both Regional and National for support, which is not forth

coming. This has resulted from the fact that the process of decentralization has not been fully completed.

Table 1.6: Management and Capacity Index

Capacity Indicators	Scores												Total	Mean
	A	B	C	D	E	F	G	H	I	J	K	L		
1. Qualifications of personnel	9	8	10	8	8	8	6	8	6	10	8	4	93	7.75
2. Staff Compliment	9	8	10	8	9	10	8	7	6	10	10	10	105	8.75
3. Skills & knowledge	7	8	5	7	6	8	8	7	6	8	8	7	73	7.08
4. Availability of funds	7	4	4	4	5	4	6	5	5	4	6	4	62	4.83
5. Utilisation of funds	4	4	3	2	2	4	6	3	5	5	5	5	50	4.16
6. Timely access to funds	5	3	5	6	2	2	5	4	4	3	5	4	51	4.0
7. Leadership	7	6	5	5	2	6	8	5	5	6	7	4	70	5.8
8. Management	7	8	6	5	6	4	5	5	6	5	6	6	69	5.75
9. Workload	6	5	6	10	6	10	5	5	5	10	7	7	82	6.8
10. Motivation/ incentives	5	2	2	4	3	5	4	5	3	4	4	5	43	3.58
11. Equipment/ facilities	6	5	5	5	6	5	8	6	4	5	5	6	66	5.5
Total score	72	61	61	64	55	65	66	60	55	68	69	62	764	64
Average Score	6.54	5.54	5.54	5.81	5.0	5.90	6.0	5.45	5.0	6.18	6.27	5.63	69.5	5.81

The alphabets, A to L in the table 1.6 represents departments which are part of MPCU.

Sex disaggregation of members is made up of 15 males and 1 female. The ages of members, ranges between 30 to 56 years. In terms of staff strength, all the departments have key positions filled, hence adequate staff to work with and with the requisite qualifications. In terms of infrastructure, all the departments have standard office accommodation and adequate facilities to function effectively. The Municipal offices of all departments are located in kade, however, they have

representatives in the sub-structures at the various Zonal Council level. Also, these departments have adequate capacity to undertake monitoring and evaluation.

The management and capacity index for the Municipal is therefore, 5.73

The table 1.6 shows that generally the capacity of the MPCU is average. However, there is the need to look at areas identified as weak. These are:

1. Availability of funds
2. Utilization of funds
3. Timely access to funds
4. Motivation/Incentive

### **M&E Condition**

This level of exercise was narrowed down to needs Assessment through survey and desk review. The assessment was done under specific conditions. The understated resource requirement for M&E may be needed to ensure effective operation of the MPCU secretariat.

### **Capacity Requirement**

Most stakeholders need refresher in knowledge and skills in M&E. E.g. Skills indicator setting, participatory Monitoring and Evaluation and report writing.

### **Material Requirement**

- Vehicle – 4 by 4 pick-ups assigned to M&E activities
- Computer and Accessories
- Photocopier digital Camera, scanners etc
- Power point projector, screen, flip chart stand etc
- Steel Cabinets
- Furniture
- Adequate office Accommodation
- Adequate funds budgeted
- Early release of funds

### **Training Requirement**

- Computer training in Microsoft word, excel, power point
- Team building
- Communication Skills
- Data management Skills

### **Financial Requirement**

- Adequate Funds Budgeted
- Early release of Funds
- Non-diversion of funds budgeted for M&E activities

### Administrative Requirement

- Incentives and motivation for individuals and units responsible M&E activities
- Appreciation of M&E activities by Political leadership

### Technical Requirement

- Consultancy services for capacity building in data collection and analysis

### Departments of the Assembly

#### **Constituents of the Departments**

According to the Local Government Act 2016, Act 936, the Municipal Assembly is supposed to establish thirteen (13) Departments as specified in the second schedule of this Act. These Departments and their constituents are shown in Table 1.7 at the moment, not all of these departments and their constituents are in place.

The Central Administration is supposed to be constituted with specialized departments namely Birth and Deaths, Information Services, Planning and Budget Units among others.

Table: 1.7 Departments of the Municipal Assembly

No.	DEPARTMENT
1	Central Administration Department
2	Finance Department
3	Education, Youth and Sports Department
4	Municipal Health Department
5	Agriculture Department
6	Physical Planning Department
7	Social Protection and Community Development Department
8	Works Department
9	Trade and Industry Department
10	Natural Resouce Conservation, Forestry and Game and Wildlife Department
11	Disaster Prevention Department
12	Urban Roads Department
13	Transport Department

**SOURCE:** Local Governance 2016 (Act 936).

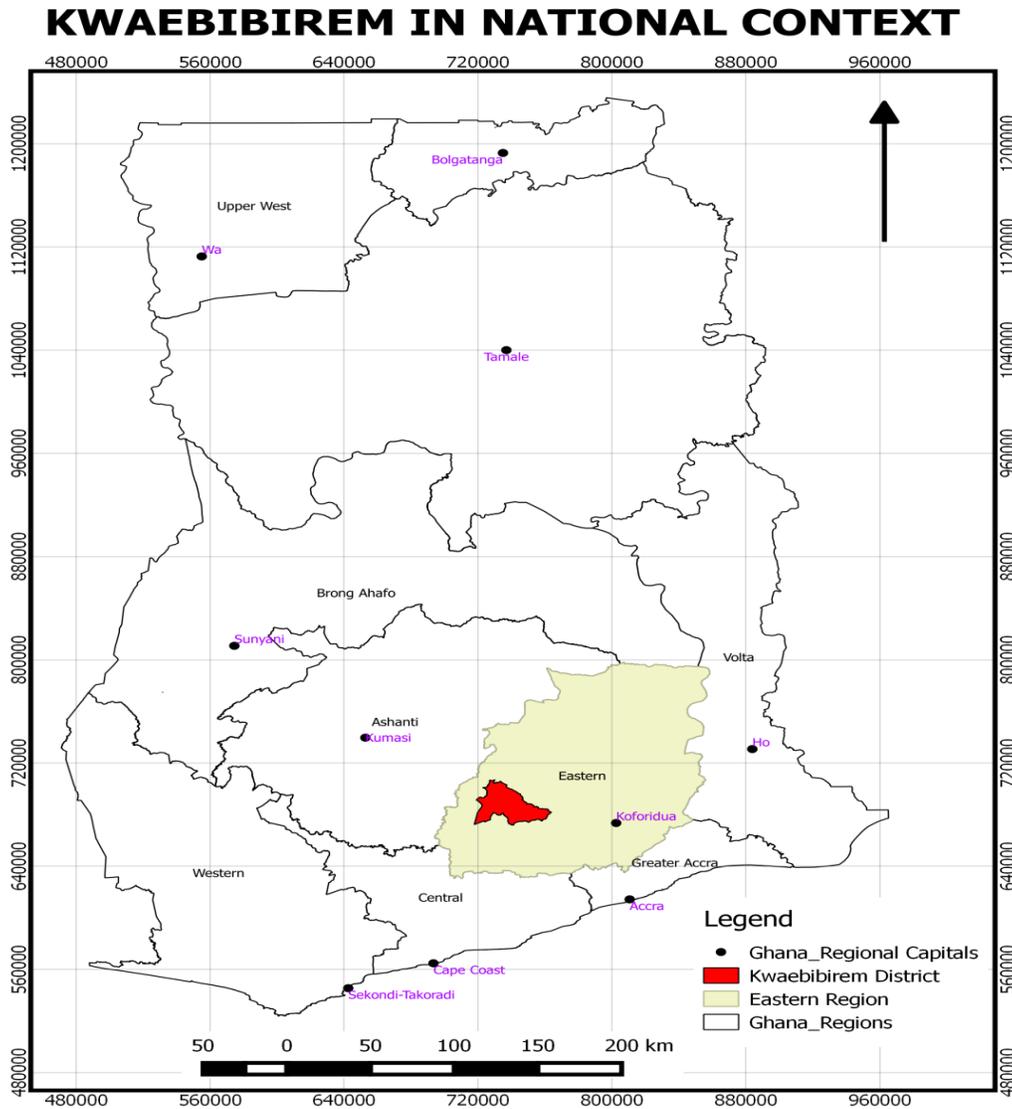
Note: it is stated that currently Department of Urban Roads and Transport are not in existence and efforts are being made to get them well established.

### 1.7.2 Physical and Natural Environment

The Kwaebibirem Municipal is located at the South-western part of the Eastern Region of Ghana. The Municipal has a surface area of about 803.47 square kilometers. In terms of co-ordinates, the Municipal is in between latitude  $1^{\circ}, 0'W$  to  $0^{\circ}, 35' E$  and Longitude  $6^{\circ}, 22'N$  to  $30^{\circ}, 25' S$ . The Municipal shares boundaries with the following Municipal in the Region: Atiwa at the North and East, Birim North at the North-West, Akyem Mansa at the South-West and Denkyembour at the

Southern part of Kwaebibirem. Figure 1.6 and figure 1.7 shows Kwaebibirem Municipal in National and Regional Context respectively.

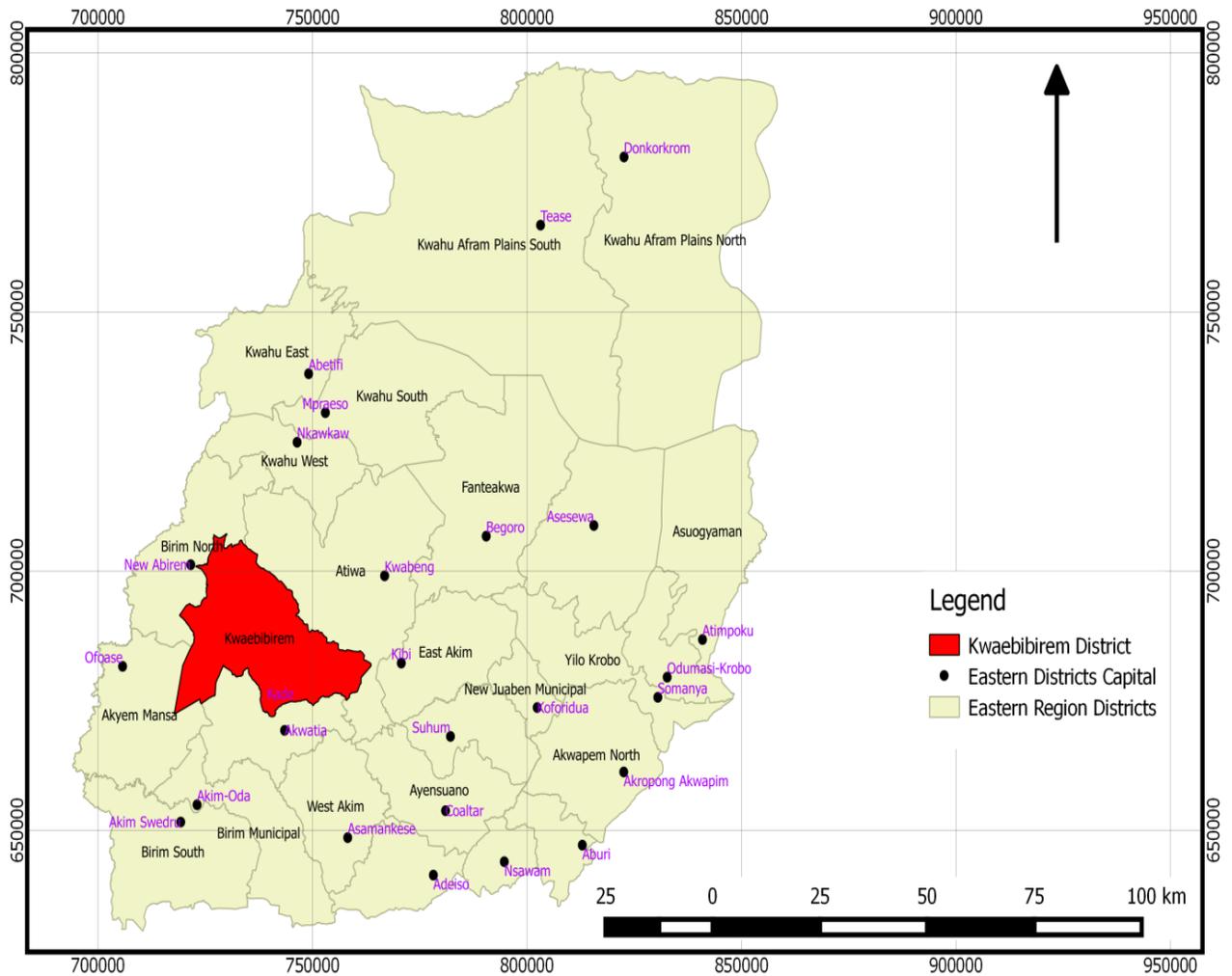
Figure 1.2: Map of Kwaebibirem Municipal in National Context



Ghana Statistical Service (2010 PHC)

Figure 1.3: Kwaebibirem Municipal in Regional Context.

# KWAEBIBIREM IN REGIONAL CONTEXT



Ghana Statistical Service (2010 PH)

## Relief and Drainage

The major mountain range, the Atiwa, is found in the North-East of the Municipal around Dwenase and Apinamang. Apart from this area, the general climb in the Municipal is less than 500 meters; in between heights are extensive marshlands.

The Birim River traverses the Municipal from the North to the South. Besides the Birim, there are other notable rivers such as Kadepon, Pram, Subinsa, Mmo and Apaam. One major feature of these rivers, except the Birim, is that they easily get flooded during the rainy season which affects large tracts of low-lying lands. These lands which are usually marshy or wet throughout the year are

favorable for maize, rice, wheat and vegetable farming. Typical example is the Valley Bottom Rice Project at Pramkese and Pramkuma.

#### Vegetation

The Municipal lies in the moist semi-deciduous forest zone and the vegetation consists of low-lying species of hardwood. Large plantations of teak have been cultivated outside forest reserves. The Municipal has one (1) forest reserve to the east-Ayaola Forest and in the West, shares Atiwa forest Reserves. These together cover a very large area. Currently, the forest vegetation provides economic trees for lumber, furniture production and construction as well as wood fuel for energy. The forest

also provides game and wild life species which serves as source of food and tourism potentials; it also has a lot of tropical herbal medicines and aesthetic beauty etc.

Figure 1.4: Kwaebibirem Municipal Vegetation Map

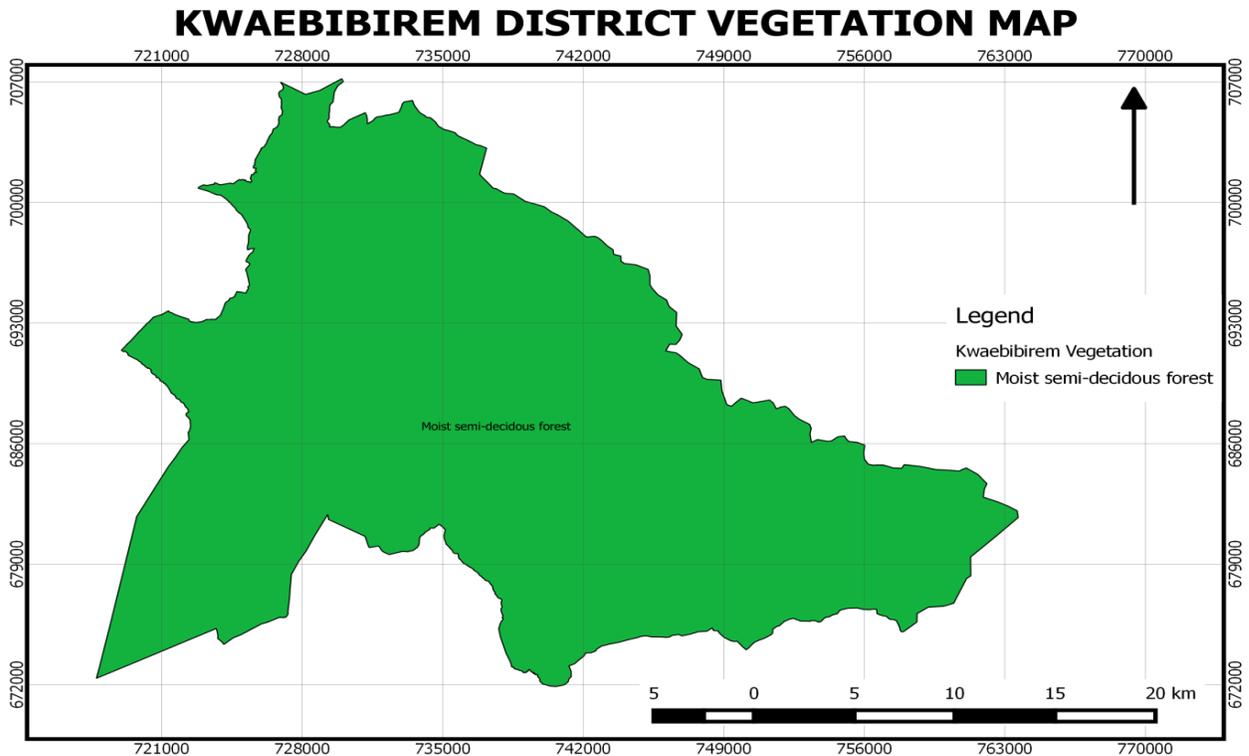
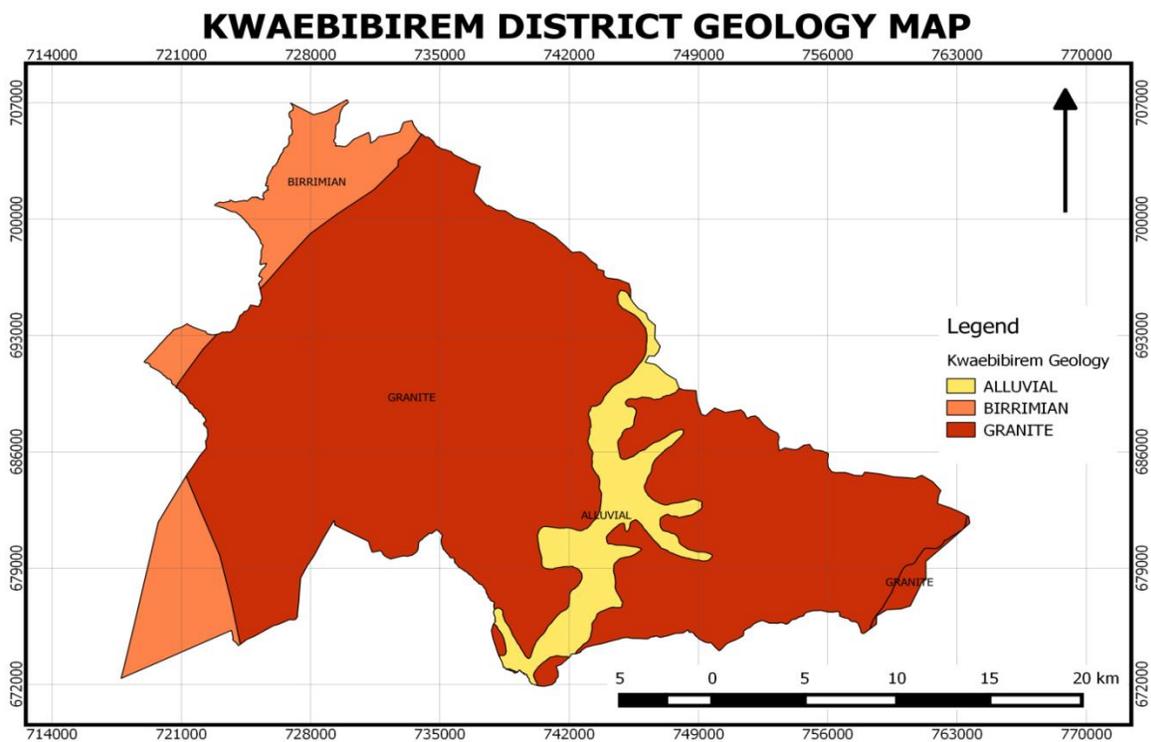


Figure 1.5: Kwaebibirem Municipal Ecology Map

The geology of the Municipal is made up of three Municipal soil types. These are Granite, Birrimian and Alluvial soils. The Municipal soil types are further classified into the following soil series (associations). These are; the Bekwai-Oda Association, Atiwa-Asikuma Association.



### **Rivers and Streams**

The Municipality is drained by the Birim, which flows from the north to the south. In addition to the Birim River, other notable rivers such as Kadepon, Pram, Subinsa and Abaam exist. Apart from the Birim River, all the other rivers are bounded by large tracks of low lying lands that are liable to flooding in the rainy season.

As land around these rivers were cleared for farming activities, the smaller rivers experienced excessive evaporation for most part of the year. This leads to water shortage especially in the dry seasons.

This situation is been adequately addressed by embarking on reforestation along the bank of rivers as well as checking the rate of pollution of the river. Drainage systems for streams within built- up areas was properly managed to avoid flooding during rainy seasons.

### **Deforestation and Small-Scale Mining**

Deforestation within the Municipal has been caused by the prevalence of bush burning, illegal chain saw operations and over exploitation of forest resource by timber firms and small scale mining, especially GALAMSEY. Trees, most especially the economic ones, have been destroyed which has subsequently affected the micro-climatic conditions in the area. This situation was most felt in the

urban areas. For the forests to continue to play their role in the economic and environmental conditions of the Municipality, the emphasis in the management of the environment should lean towards that of protective forests, and for that matter, Forestry Commission has been well equipped to check illegal timber felling, and also to arrest unlicensed chain saw operators. Chain saw operators were encouraged to form co-operative societies to serve as watch dogs to curb the activities of illegal operators and also planting of trees. Activities of illegal mining in Kwaebibirem Municipality are concentrated in Abodom, Abaam, and Okyenso Krobo respectively. This activity is causing serious environmental hazards to the Municipality, as pits are created and scattered about the area and vegetation destroyed. Galamsey operators are being arrested and prosecuted and sometimes compelled to reclaim the destroyed lands in line with SDGs target 6.5, 8.4, 15.1, 15.3 etc. This exercise is usually spear-headed by MISEC, led by the Municipal Chief Executive. By this, adequate lands have been reclaimed or reserved for agriculture and other purposes reducing the pollution of natural water bodies, through SDGs targets 15.2, 15.3, 15.6, 14.A and 15.9 etc.

## **Energy**

Results from the 2010 PHC indicated that, out of the various sources of cooking fuel, the three most significant sources were woodfuel constituting 57%, charcoal 26.4% and Gas 8%. This implied that a larger percentage of the population depended heavily on the forest (woodfuel and charcoal) for their source of cooking fuel. This situation was alarming, considering the fact that the forests are increasingly being exploited as against agriculture and other forest use. This was creating environmental problems. It was very necessary to prevent this trend and as a result, the Municipal Assembly in collaboration with other stakeholders such as the Forestry Commission, the Agricultural Department etc. initiated the following measures, thus, encouraged residents to use liquefied petroleum gas (LPG), as well as the introduction of a near-substitute in the form of improved stoves in line with SDGs target 7.1, 7.8 etc i.e. cube/compressed saw-dust, which are noted for conserving energy.

They also undertook educational outreach on the effects of deforestation. Individuals and organized bodies in the local communities were encouraged to embark on wood lot cultivation for their domestic fuel consumption.

In planning the spatial development of the Kwaebibirem Municipality, attention was given to the forest cover and the mineral resources of the land. As these resources form the basis for economic

development, due consideration was exercised so that the natural endowment of the Municipal was not over exploited at the expense of cultural and environmental conservation.

### **Farming**

The people of Kwaebibirem Municipal are peasant farmers, who depend on rain-fed irrigation, labour intensive and relatively cheap subsistence agriculture. This trend is likely to continue for a long time. In this wise over exploitation of the forest cover can change this medium of sustenance, hence creating more problems for the municipality as well as for the nation. It is therefore important that the resources of the municipality are exploited sustainably with emphasis on good environmental practices to ensure sustainable food and cash crops production.

### **Soil Erosion**

In some of the settlements notably Kade, Abaam, Asuom, Kwea and Adankrono erosion has eaten deep into buildings and for that matter their foundations are exposed. It was therefore important to ensure that physical development activities are established within a safe distance (200-1000 feet) from a foot-hill of a high area so as to prevent landslides and accelerated soil erosion. Also in the built environment, tree planting, land scaping and stormdrain were recommended to the people as part of intergrated sustainable agricultural practices was recommended to people as part of a wholistic development with the aim of reducing the incidence of soil erosion of food deficit.

### **Water-Borne Diseases**

The incidence of water-borne diseases e.g. Bilharzia has been detected in communities where rivers and streams are being polluted by illegal minners as these sources of water serve as supplement of portable water supply. Report from health institutions in the Municipality revealed that this disease is gradually becoming a problem in the municipality. Its prevalent in the municipality is wide spread. Children are mostly affected because they bathe in such streams. The Municipal Health Service has embarked on Community-based health sensitization, municipal wide to help reduce the infection.

## Solid Waste/Garbage

Most communities in the Municipality have designated sanitary sites (open dumping places at the outskirts of settlements). These sites were not managed properly and caused outbreak of diseases like malaria, cholera and typhoid in the municipality especially in the rainy season. This has been a challenge in terms of health delivery in the municipality. As a result of this, Zoomlion (a waste management company) has been employed to manage waste in the major towns in the municipality.

## Toilet Facilities

The dominant type of toilet facility used in the municipality was the Pit Latrine by 51.7% of total population. This is followed by Public toilet (WC, KVIP, Pit, Pan, etc), 17.3%, no facilities (bush/river banks/field) 15.2%, KVIP, 12.5% among others. 15% of the total number of households had no access to basic toilet facility and this was a threat to environmental hygiene. Therefore building and health authorities were tasked to enforce the directives on making sure that newly constructed houses have toilet facilities.

The Municipal Assembly with some Community-based authorities constructed some Public toilet facilities. Currently the strategy is to start with the Programme of Clean Total Sanitation with Subi as experiential by the Municipal Assembly while other two have being adapted by Civil Society Organization.

Table 1.8: Toilet facility used by household

Toilet facility	Localities				
	Total	Urban	%	Rural	%
Total	27,650	12,445	45	15,205	55
No facilities (bush/beach/field)	3,116	805	6.5	2,311	15.2
W.C.	1,153	788	6.3	365	2.4
Pit latrine	13,312	5,449	43.8	7,863	51.7
KVIP	4,163	2,266	18.2	1,897	12.5
Bucket/Pan	107	38	0.3	69	0.5
Public toilet (WC,KVIP,Pit,Pan etc)	5,681	3,049	24.5	2,632	17.3
Other	118	50	0.4	68	0.4

**Source:** GSS, 2010 Population and Housing Census.

## Liquid waste and Disposal

The main disposal site for liquid waste in the Municipality was full up and the only cesspool emptiers have to travel to Asamankese in order to dispose off its content. This was becoming a major problem for the municipality to manage household waste and storm water, the only way of managing the household waste water is the open earth drains which pollute rivers and streams and become breeding grounds for Mosquitoes which causes Malaria and other diseases. The situation

required urgent attention from health authorities and the creation of gullies and drains in the lower areas directed into managed ponds and drains.

### Summary

As a result of abuse of the environmental resources, some settlements are experiencing environmental degradation. There is high incidence of abandoned pits and poor drainage system. A significant part of the land, forest, wild life and water resources are seriously threatened by the abuse of the resources. To contain the situation and restore ecological balance in the municipal, there is the need to initiate an afforestation, tree planting and community wood lot programmes in the settlements. In this regard the defunct Ghana Consolidated Diamond (GCD) Company must be commended for initiating afforestation projects in already mined areas. There is also the need to educate the people on sustainable resource-used and land used practices. A legislation to control timber firms, chain-saw operators, charcoal burning and mining in river beds which are common in the district is needed to be effectively implemented to reduce the pressure on the remaining forests and water bodies.

### 1.7.3 Biodiversity, Climate change, Green Economy and Environment in general.

The green economy, according to UNEP, is a system which results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, green economy can be thought of as one which is low carbon, resource efficient and socially inclusive.

Kwaebibirem Municipal is situated in the evergreen forest region of the world and all efforts is to be made to ensure that the forest sector promotes Green Economy through strategies for sustainable production, consumption and trade of forest products including non-wood forest products. The Municipal through the Forestry Department adopts certification of sustainable production, consumption and trade of forest products including non-wood forest products.

Additionally, efficient production, processing and use of wood, eliminating waste from forest products. The emphasis is for all stakeholders to work towards ensuring Green Economy and sustainable forestry management. To ensure sustainable management Forest Guides are employed permanently to ensure that flora and fauna are protected during the close season. These enable the animals and trees to regenerate to ensure stronger biodiversity including the protection of water

sources. Animals to be protected are Antilopes, Deers, Buffalos, Lions, Hyna, snakes, snails and mushroom.

### **Climate change interventions and adaptation.**

Negative activities of people in the Municipality, such as bad farming practices, indiscriminate tree felling, illegal mining and so forth has acted negatively on the climate.

The negative impact of climate change such as erratic rainfall, flooding and bush burning, are increasingly affecting communities resulting in social and Economic losses in the future. It also increases the volunerabilities of the disadvantage and reducing the adaptive capacity to mitigate climatic risk to ensure sustainable future. The areas mostly afeected in terms of local development priorities are Agricultural, water and sanitation, health, energy, food and nutrition ,infrastructure local governance and Decentralization which constitue the mager focal areas. Rising temperature, atmospheric pollution and environmental degradation, has resulted in declining crop yields which is driving farmers, particularly women deeper into poverty.

To enhance climatic change integration as a tool entry into climatic risk adaptation strategy, the Municipal Medium Term Development Plan will respond to development Diamensions in the Economic, Social Service Delivery, Environmental management, Manangement and Administration, Infrastraute and Human settlement.

The adaptative strategies to mitigate the negative climatic issues will include protecting Natural environment (wet land reforestation, barriers proper management of land use, staff training and enforcement of policies and regulation for its Attenances and swift enforcement).

The effect of climate change with its long dry spells affects food production and water security. Rising temperatures affects health, built environment and infrastructural services through wind and rain storms and land erosion. The Municipal Directorate of MoFA has taken remedial measures to negate the effect of climate change to ensure adaptation to farming practices in the Municipal to enhance the productive capacity of the Small Scale farmers. The intervention was meant to ultimately help increase farm yields and income.

MoFA Directorate in collaboration with NADMO and Forestry Department targeted stakeholders and educated them in the areas of building adaptive climate-smart agricultural practices, weather forecasting, land use practices and vulnerability analysis. Other techniques included controlling

erosion, planting trees as well as promoting alternative income generating opportunities, through basket weaving, tree nursery, processing of palm fruits and citrus.

Additionally, the project was supposed to reduce the impact of poverty on children by supporting sustainable education, food security and capacity building.

In expanding the project, MoFA enrolled more stakeholders in the Valley Bottom Rice Farm Project as well as a Programme such as releveling of the land, planting of cover crops and trees to reclaim all degraded lands left by the illegal activities of small scale mining.

The challenges of galamsey are being addressed by the formation of Municipal Mining Committee to oversee the activities of both legal and illegal mining to ensure that environmental degradation was minimized with emphasis on land reclamation.

In addition, public education was undertaken by NADMO and Forestry Department in communities to avoid activities that cause disasters and unplanned settlements. Additional strategy was to construct storm drains to divert run-offs into proper channels, de-silting of choked drains/gutters and last but not the least, analysis of rainfall data in the municipality to help make informed decision on planned activities.

### **Waste to Energy**

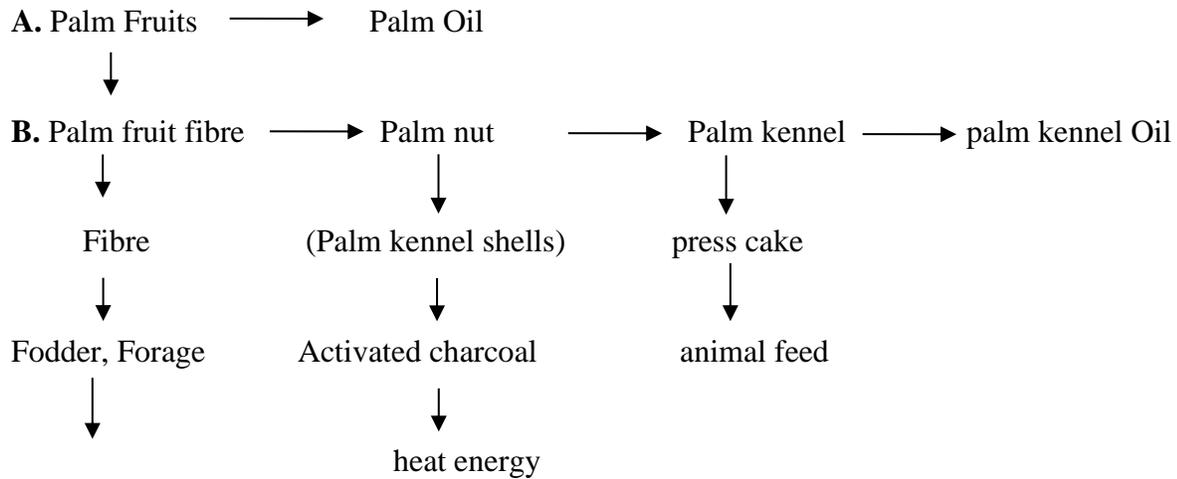
The consumption habits of the current Ghanaian generation is causing waste problem which has proven difficult to contain through the current local landfill and open dumpen methods. It is now Apparently clear that there is the need to develop alternative ways to recycle waste to generate electricity from land fill waste and pollution.

The solid wastes generated in the Municipal are organic and non-organic (plastic) in nature.

### **Organic Materials**

Kwaebibirem Municipal is an agricultural enclave which can boast of being the largest producer of palm fruits in West African sub-region. However, the waste products or by-products can be converted into other uses such as heat-energy. GOPDC uses the biproducts in their channel of distribution to biogas or heat energy, activated charcoal, animal feed etc and need to be encouraged to do more to commercialize and popularize its activities.

The value chain of Palm fruits



Agriculture  
↓  
Employment  
↓  
High Income  
↓  
High Standard of living

Plastic Waste

Plastic waste is another area of concern which has the potential to degrade the soil which affects food production to decline. This is having a devastating impact on ecosystems and cultures. The most appropriate way to deal with the situation is to employ ways/means to recycle the plastic waste which is not degradable. At the local level, stakeholders are to collaborate to find a way of mopping up all plastic wastes in our communities through the Environmental Health Division and Ghana

Education Service. The Environmental Health Division is to embark on vigorous public education in schools, churches, market places etc. on better ways disposing off of plastic waste

The next level strategy is to provide adequate dustbins in all communities, public places and identified institutions to centrally collect all non-degradable materials to be recycled by the private sector to convert those waste into other valuable items.

The other alternative is to collaborate with sister districts to centrally discharge all refuse waste to an interested private entrepreneur to convert the waste into energy and serve into the National Grid.

### **Temperature and Humidity**

Temperature ranges between a minimum of 23.5<sup>0</sup>C and a maximum of 28<sup>0</sup>C which is conducive for agriculture production.

### **Rainfall**

The Municipal, lies within the semi-equatorial climate zone with a double maximal rainfall regime. The highest annual rainfall of 1,925mm was recorded in the first rainy season of 2016 within the planned period. The Municipal’s maximum rainfall period coincides with the planting season. For planning and more specifically for Agricultural activities, distribution of rainfall rather than its intensity is more relevant.

Table 1.10: Current Rainfall Pattern (2014 -2017)

<b>MONTH</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
January	107.2	32.3	0.0	5.8
February	60.4	157.0	68.4	24.6
March	171.8	152.0	108.2	132.6
April	223.8	260.2	140.2	69.8
May	188.9	103.2	162.2	176.0
June	134.7	168.2	259.1	152.0
July	168.2	208.8	125.4	126.7
August	150.4	93.6	75.2	2.6
September	156.0	320.8	147.7	111.6
October	194.6	414.0	363.6	188.4
November	112.8	75.4	95.6	99.6
December	53.0	38.5	128.8	14.4
<b>Total</b>	<b>1721.8</b>	<b>2024</b>	<b>1582.4</b>	<b>1104.1</b>

**Source:** CSIR-Kusi, 2017

#### 1.7.4 Water Security and Sanitation

Infrastructure facilities for the supply of water in the municipality include hand-dug wells, boreholes, rivers, dugouts and pipe-borne water. The major sources of water supply in the municipal

are Pipe borne inside (46.9%), Boreholes (35.8%), and Wells (6.6%), River / (5.0%). Tanker supply (0.3%) Through the efforts of organizations like the CWST, DANIDA, Latter Days Saint KF and Green Cross, many communities in the municipality have been provided with boreholes and hand dug wells as well as small towns' water systems in an attempt to achieve SDGs target 6.1, 6.4, 16.6 respectively.

Currently (90) per cent of communities have adequate portable water supplied through out the year (Source MWST Kwaebibirem 2017)

Table 1.11: Main source of water of dwelling unit for drinking and other domestic purpose

Main source of drinking water for household	District			
	Total		Urban	Rural
	No	%	%	%
Total	27,650	100.0	100.0	100.0
Pipe-borne inside dwelling	1,973	7.1	10.5	4.4
Pipe-borne outside dwelling	4,627	16.7	25.7	9.4
Public tap/Standpipe	6,394	23.1	28.8	18.5
Bore-hole/Pump/Tube well	9,887	35.8	11.9	55.3
Protected well	1,834	6.6	12.4	1.9
Rain water	56	0.2	0.3	0.1
Protected spring	98	0.4	0.2	0.5
Bottled water	39	0.1	0.2	0.1
Sachet water	934	3.4	6.0	1.3
Tanker supply/Vendor provided	90	0.3	0.7	0.0
Unprotected well	226	0.8	1.0	0.6
Unprotected spring	19	0.1	0.1	0.1
River/Stream	1,380	5.0	1.8	7.6
Dugout/Pond/Lake/Dam/Canal	90	0.3	0.5	0.2
Other	3	0.0	0.0	0.0

**Source;** GSS, 2010 Population and Housing Census

Table 1.12: Main source of water of dwelling unit for other domestic purposes

Main Source of Water for other Domestic use of Household	District			
	Total		Urban	Rural
	No	%	%	%
Total	27,650	100.0	100.0	100.0
Pipe-borne inside dwelling	2,056	7.4	11.2	4.4
Pipe-borne outside dwelling	4,546	16.4	25.1	9.4
Public tap/Standpipe	6,193	22.4	28.3	17.6
Bore-hole/Pump/Tube well	9,956	36.0	13.2	54.7
Protected well	2,332	8.4	15.4	2.8
Rain water	105	0.4	0.6	0.2
Protected spring	137	0.5	0.4	0.5
Tanker supply/Vendor provided	113	0.4	0.8	0.1
Unprotected well	322	1.2	1.6	0.8
Unprotected spring	30	0.1	0.1	0.1

River/Stream	1,712	6.2	2.5	9.2
Dugout/Pond/Lake/Dam/Canal	126	0.5	0.8	0.2
Other	22	0.1	0.0	0.1

**Source;** GSS, 2010 Population and Housing Census

Though there has been an increase in the number of water points over the years, there is still a backlog of water points to be provided if optimum access to water is to be ensured.

Using the standard threshold population for the provision of water (one water point to 300 people) Water coverage in the rural areas is fairly encouraging while that of the urban areas are poor. Ghana Water Company which is to provide water in communities like Kade and Asuom has failed to improve services in these towns leading to acute water problems in these towns especially the new developing areas.

Table 1.11: Toilet facility used by household

Toilet facility	Localities				
	Total	Urban	%	Rural	%
Total	27,650	12,445	45	15,205	55
No facilities (bush/beach/field)	3,116	805	6.5	2,311	15.2
W.C.	1,153	788	6.3	365	2.4
Pit latrine	13,312	5,449	43.8	7,863	51.7
KVIP	4,163	2,266	18.2	1,897	12.5
Bucket/Pan	107	38	0.3	69	0.5
Public toilet (WC, KVIP, Pit, Pan etc.)	5,681	3,049	24.5	2,632	17.3
Other	118	50	0.4	68	0.4

**Source;** GSS, 2010 Population and Housing Census

Sanitation in the settlements in the municipal with respect to waste water needs much to be desired. Wastewater flows on to immediate surroundings of houses since most houses lack drains to carry away wastewater. The free flow of wastewater creates pools of water, which breed mosquitoes. The terrain of the settlements contributes to the collection of water at lower grounds, hence prevalence of malaria in the municipal.

In the area of solid waste disposal, open dumping is the main method of garbage disposal. In general the refuse dumps are not well organized. Most settlements in the municipality lack

improved toilet facilities. The main types of toilet facilities in the municipality are KVIP, Aqua-Privy, Pit and Septic Latrines.

#### 1.7.5: Natural and Man-Made Disasters.

The Kwaebibirem municipality is privileged to have many streams and rivers that support the sustenance and development of its people who are mainly farmers in the cultivation of oil palm, citrus, cocoa, plantain, cassava and cocoyam. However, the municipality is now confronted with the issue of natural and man-made disasters such illegal mining activities (called Galamsey). This has led to the destruction of flora and fauna, poisoning of the rivers with Signage, polluting the rivers as they mine in it or wash the earth (sand) right in the river among others.

Unreclaim galamsey sites have become a death trap as vulnerable people are falling in them and getting drawn. These open sites are also breeding mosquitoes which are increasing malaria prevalence in the municipal. The pollution of water bodies and its attendant water borne diseases are now common. Another disaster is indiscriminate felling of trees; this has also affected the climatic pattern of the municipal, hence erratic rainfall, leading to low yields in crop production, environmental pollution, heat waves etc. The end result is the reduction of land available for food crop farming threatening food security. It is therefore recommended from MoFA to farmers to ensure that the retained part of the acreages for food production to sustain food production and security.

#### 1.7.6 Natural Resource Utilization

The Kwaebibirem Municipal is located in the tropical forest zone which receives double maximum rainfall which sustains green vegetation all year round. Therefore, the municipal is in the position to support the revival of the defunct Kade Match Factory to give employment to the people as well as improving their incomes.

The Kwaebibirem municipal is privileged to have many streams and rivers that support the sustenance and development of its people who are mainly farmers in the cultivation of oil palm, citrus, cocoa, plantain, cassava and cocoyam. The cultivation is bedevilled with bad and unsustainable farming practices.

The municipal is also endowed with mineral deposits such as gold and diamonds, the methods of extracting these minerals, especially gold in recent times by small scale minners leaves much to be

desired hence the interim bann on small scale mining by the President Nana Akufo Addo government.

The above negative effects in attempt of resource utiliization have an ominous implecations for the Medium Term Plan such as land degradation, deforestation, erratic weather condition, water scarcity among others.

#### 1.7.7 Population

The population of the Municipal was 113,721in 2010. It is however estimated to be 134,259 in 2017 projecting it by using 2.4% inter-censual growth rate. This is shown in the table 1.12.

Table 1.12: Municipal Population Size and Growth Rate.

Year	District Pop. Fig.	Growth rate	Projected Municipal Pop. by (2021)
2010	113,721	2.4	
2014			
2017		2.4	134,259
2018		2.4	137,481
2019		2.4	140781
2020		2.4	144160
2021		2.4	147,620

**Source:** MPCU & GSS (PHC 2017)

The high municipal population growth rate of 2.4% relative to the regional rate of 2.1% was as a result of both natural increase and the influx of migrants into the municipal to seek greener pastures in flourishing sectors such as illegal mining and agriculture practices. Though the growth rate from 2000 to 2010 was 3.6, the actual population figure 113,721 for 2010 has reduced as compared to the 2000 population figure (179,209) due to the creation of Denkyembour District from Kwaebibirem Municipality. However, the projected municipal population by 2021 stands at 147,620.

#### Population Density

According to 2010 PHC, the Municipality covers an estimated area of **803.47** kilometer square, which represents four (4.2%) per cent of the total regional land area of 19,323 km. sq. This puts the population density figure at 142 persons per kilometer square. The regional population density is 136 persons per kilometer square. The high population density in the municipal reflects the trend in population movements over the period and this will exert pressure on the resources of the municipal.

#### Age-Sex Distribution

The Municipal's male and female populations were 55,746 and 57,975 respectively during the 2010 Population and Housing Census. This translated into a female: male ratio of 100:96.2. That is, for every 100 females, there is a corresponding 96 males, implying that, there were more females in the district than males during the time of the 2010 PHC.

According to the age/sex distribution, 39.4 percent of the population is aged between 0-14 years, more than half (55.5%) between 15-64 years and five (5%) per cent are above age 65 years. This

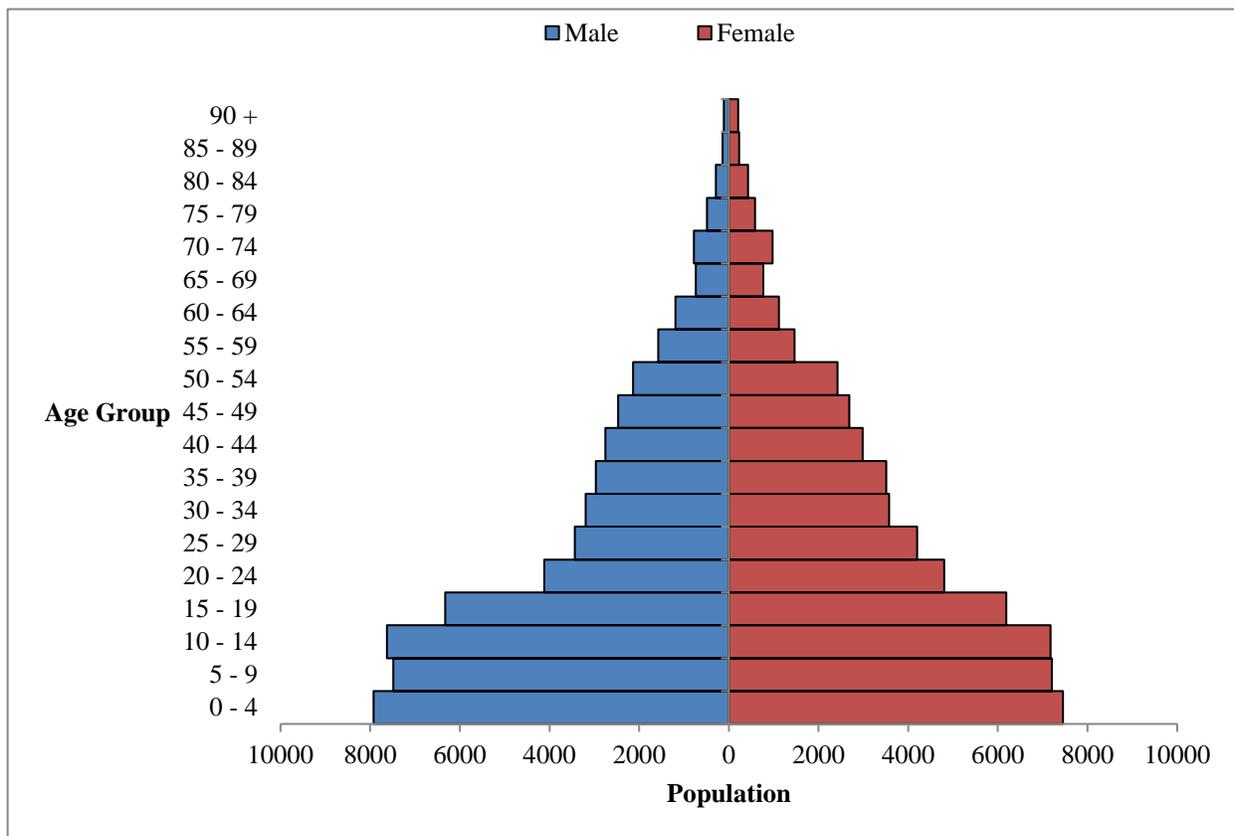
indicates that forty-four (44.5%) per cent of the entire population was age dependent. This fairly youthful population with a modal age around 10 years, within an environment of scarce financial resources has far reaching consequences on education, health and the labor market. Table 1.13 and figure 1.5 show the age-sex distribution and population pyramid respectively for the sample population.

Table1.13: Population by Age, Sex and type of locality of Kwaebibirem Municipal.

Age Group	Sex			Sex ratio	Type of locality	
	Both Sexes	Male	Female		Urban	Rural
<b>Kwaebibirem</b>						
All Ages	113,721	55,746	57,975	96.2	48,570	65,151
0 – 4	15,379	7,927	7,452	106.4	6,089	9,290
05-Sep	14,686	7,483	7,203	103.9	5,993	8,693
Oct-14	14,802	7,625	7,177	106.2	6,307	8,495
15 - 19	12,509	6,323	6,186	102.2	5,566	6,943
20 - 24	8,925	4,120	4,805	85.7	4,174	4,751
25 - 29	7,631	3,433	4,198	81.8	3,490	4,141
30 - 34	6,768	3,195	3,573	89.4	3,063	3,705
35 - 39	6,475	2,964	3,511	84.4	2,820	3,655
40 - 44	5,738	2,756	2,982	92.4	2,512	3,226
45 - 49	5,157	2,472	2,685	92.1	2,113	3,044
50 - 54	4,564	2,137	2,427	88.1	1,857	2,707
55 - 59	3,039	1,572	1,467	107.2	1,294	1,745
60 - 64	2,304	1,190	1,114	106.8	972	1,332
65 - 69	1,510	740	770	96.1	572	938
70 - 74	1,752	780	972	80.2	756	996
75 - 79	1,072	486	586	82.9	433	639
80 - 84	713	287	426	67.4	292	421
85 - 89	372	142	230	61.7	137	235
90 - 94	218	79	139	56.8	85	133
95 - 99	107	35	72	48.6	45	62
All Ages	113,721	55,746	57,975	96.2	48,570	65,151
0-14	44,867	23,035	21,832	105.5	18,389	26,478
15-64	63,110	30,162	32,948	91.5	27,861	35,249
65+	5,744	2,549	3,195	79.8	2,320	3,424
Age-dependency ratio	80.2	84.8	76		74.3	84.8

Source: GSS, 2010 PHC

Figure 1.5: Population Pyramid of Kwaebibirem Municipal



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

### Economic Dependency

The role of resources, especially human resources in generating growth and development cannot be over-looked in any development scheme. It is for this reason that this section seeks to assess the nature and level of dependency as it relates to the economic development of the municipal. Secondary information gathered from socio-economic surveys gave an economic dependency ratio of 1:1.14, which shows that an employed person takes care of a person who is unemployed in addition to him or herself. The situation is not bad but should not be allowed to worsen in the light of low per capital incomes and high per capital consumption expenditures (Sources PAC 2010).

### Rural-Urban Split

Information from the 2010 PHC indicated 42.7% of the district's population resides in urban localities while 57.3% are in the rural areas. At current growth rate 2.4, it is expected that settlements like, Abaam, Takyiman, Nkwantanang and Otumi will assume urban status in the near future. This

is a welcome development as it provides an opportunity for concentrating investments at these centers and making them growth poles with the expected trickle-down or multiplier effects to neighboring settlements.

#### 1.7.8: Gender Equality

A little over half of the municipal's population are females and logically, needs specific attention targeted at prioritized projects and programmes aimed at improving the living conditions of this target group.

Within this target group, there are aggregate of special groups with different needs. These special groups include; girl child, orphans, disables women among others. Related institutions to these target groups as the NCCE, Department of Social Development collaborates to perform tailor-made activities to help solve their specific problems. For example providing legal aid and legal education for women, empowering women through access to justice programme as well as promote and protect women's rights. The project intends to share trends of children and women's rights violations and create quick referrals systems among the actors, including the Police, judiciary and non-governmental organizations. The programme educates women at the markets and the community on their human rights through the organization of community outreach and offer legal services. Other activities include encouraging women to go to court to seek redress and educate them on economic, marital, property rights and child maintenance. Gender issues with particular emphasis on women is given priority through the activities of Business Advisory Centre under the supervision of National Board for Small Scale Industries, trains women in entrepreneurial skills to upgrade their knowledge and competence in production, packaging and marketing.

The rationale of the project is to empower the targeted groups (women) who are regularly denied their property rights and child support for their children.

The girl child is to be targeted and supported through STMEI while education will be given to the traditional authorities to moderate the treatment of widows. Strategies include prioritizing NBSSIs activities targeting training of women and interested men in entrepreneurial skills. Priority will be

given to the education of parents on the importance of girl child education, PTA, SMC, DEOC and STMEI for girls. In addition, cultural education, formation of virgin clubs will be encouraged.

Department of Community Development through municipal Water and Sanitation Team is mandated to train all women on WATSAN committees who manage community boreholes. These specific activities stated in above are implemented in line with SDG target 5.1,5.2,5.3,10.2 and 5.C

#### 1.7.9: Migration (Emigration and Immigration)

People who come from the municipal constituted 96.4% of the entire population, other Ghanaians by dual nationality and naturalization were 2.1%, the rest of the population thus 1.5% are non-Ghanaians such as ECOWAS, Africans other than ECOWAS and people from outside Africa. Considering the place of birth, more than sixty-eight (68.8%) per cent of the people counted were born at the same locality of enumeration, seventeen (17.8%) per cent were born at different locality and thirteen (13.5%) of the people were born outside the municipal.

#### 1.7.10: Settlement Systems

In the Kwaebibirem municipal, with the exception of Kade, Asuom and Abaam, which are peri-Urban, the rest of the settlements are rural with very small communities. However, there is a very strong economic, social and political interaction between the smaller settlements and the urban centers. These settlements are separated from each other by a distance of 2-8 km the main Towns are mostly spread along the main trunk road from Accra, through Asamankese to Nkawkaw. Most roads from Kade, the capital town to other Towns are second class road, the average distance of travel from Kade to other Town is 25km and with average time of forty-five (45 mins.). The remaining smaller settlements are scattered all over the district, with their nucleus consisting of a primary school and an “Odikro’s” house.

A centrality index was calculated from the scalogram for all the settlements in the municipality to give an indication of the distribution of the services in the district. Kade have a centrality index of 392.9 and the next largest settlement (Asuom) has a centrality index of 264.6. The centrality index was later used to classify settlements into levels and categories as shown in Table 1.14. Based on this category, Kade was considered to be the only level one settlement in the municipal.

## THE KWAEBIBIREM DISTRICT – SCALOGRAM (2017) (MAIN TOWNS AND VILLAGES)

A Scalogram is a technique used in ranking settlements in a region by their functional complexity based on the number and types of functions that are located within them. The uses of the Scalogram are to:

- categories settlements into levels of functional complexity,
- determine the types and diversity of services and facilities,
- indicate the sequence in which settlements tend to accumulate functions,
- show the degree of access that people have to services and facilities, and
- Assist in deciding appropriate investment for settlements on a hierarchical basis.

Table 1.14: The Kwaebibirem Municipal – Scalogram (2017)

SERVICES	SETTLEMENTS	EDUCATION					HEALTH, WATER AND SANITATION										ECONOMIC ACTIVITIES					SERVICE INSTITUTIONS										SOCIAL ACTIVITIES AND OTHER INFRASTRUCTURE										NO. OF FUNCTIONS	TOTAL CENTRALITY	% OF TOTAL CENTRALITY	FUNCTION			
		1	2	3	4	5	6	5	4	3	1	2	3	1	2	1	1	1	3	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1					1	1	1
		POPUL	NURSE BY/KG	PRIMA BY	J.S.S.	SS.S./V	ADULT	HOSPIT	HEALT	CLINIC	CHPS	T.B.A./	DRUG	WATER	WELL	BORE HOLE	PUBLIC	PERIODIC	BANK	SMALL	POST	POSTA	GARAG	ELECTR	POLICE	FIRE	TELEPH	COCOA	FUEL	LORRY	GPRTU	REST HOUSE	LAW	COUNCIL	EUNJC													
KADE	18545	X	X	X	X		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	27	79.1	25.8	1st										
ASUOM	13071	X	X	X	X			X			X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X	X	X				X	24	49.9	16	2nd										
PRAMKESE	4434	X	X	X				X			X	X	X	X	X		X	X		X	X	X			X		X							16	19.6	6.3	4th											
NKWAN-TANANG	4274	X	X	X						X	X	X	X	X	X			X		X		X			X		X						X	15	12.9	4.2	9th											
ABAAM	4046	X	X	X						X	X	X	X	X	X			X				X			X		X							14	12.0	3.9	10th											
OTUMI	3402	X	X	X						X	X	X	X	X	X			X		X		X			X		X							15	12.9	4.2	8th											
TAKYIMAN	3291	X	X	X						X	X	X	X	X	X	X	X	X		X	X	X			X		X	X	X					19	24.6	7.9	3rd											
KWAE	3265	X	X	X						X	X	X	X	X	X			X	X		X	X	X		X		X							16	14.6	4.7	7th											

SERVICES	SETTLEMENTS	EDUCATION					HEALTH, WATER AND SANITATION										ECONOMIC ACTIVITIES				SERVICE INSTITUTIONS							SOCIAL ACTIVITIES AND OTHER INFRASTRUCTURE							NO. OF FUNCTIONS	TOTAL CENTRALITY	% OF TOTAL CENTRALITY	FUNCTION
		1	2	3	4	5	6	5	4	3	1	2	3	1	2	1	1	3	2	2	1	1	1	1	1	1	1	1	1	1	1							
		POPUL	NURSE BY/KG	PRIMA BY	J.S.S.	SS.S./V	ADULT	HOSPIT	HEALT	CLINIC	CHPS	T.B.A./	DRUG	WATER	WELL	BORE HOLE	PUBLIC	PERIODIC	BANK	SMALL	POST	POSTA	GARAG	ELECTR	POLICE	FIRE	TELEPH	COCOA	FUEL	LORRY	GPRTU	REST HOUSE	LAW	ELUN.C				
	BOMSO	3089	X	X	X				X	X	X		X	X	X			X		X		X			X	X								14	147.1	4.7	6 <sup>th</sup>	
	SUBI	2959	X	X	X			X		X	X			X	X				X				X											10	159.5	5.1	5 <sup>th</sup>	
	ADANK-RONO	2773	X	X	X					X	X		X	X	X			X		X	X	X			X						X			14	121.3	3.9	1 <sup>st</sup>	
	ABODOM	2332	X	X	X				X	X	X		X	X	X			X		X		X			X									13	97.1	3.1	1 <sup>st</sup>	
	JAMESTOEN	1890	X	X	X					X					X					X			X											7	73.5	2.4	1 <sup>st</sup>	
	ABENASO	1386	X	X	X				X	X	X		X	X	X			X				X			X									12	88	2.8	1 <sup>st</sup>	
	DOMPIM	990	X	X	X					X				X	X			X																7	44.1	1.4	1 <sup>st</sup>	
	DOKYI	644	X	X	X					X			X	X	X			X														X		9	71.8	2.3	1 <sup>st</sup>	

SERVICES	W C	EDUCATION					HEALTH, WATER AND SANITATION										ECONOMIC ACTIVITIES			SERVICE INSTITUTIONS							SOCIAL ACTIVITIES AND OTHER INFRASTRUCTURE					NO. OF FUNCTIONS	TOTAL CENTRALITY	% OF TOTAL CENTRALITY	FUNCTION		
		1	2	3	4	5	6	5	4	3	1	2	3	1	2	1	1	3	2	2	1	1	1	1	1	1	1	1	1	1	1					1	
SETTLEMENTS	POPUL	NURSE BY/KG	PRIMA BY	J.S.S.	SS.S./V	ADULT	HOSPIT	HEALT	CLINIC	CHPS	T.B.A./	DRUG	WATER	WELL	BORE HOLE	PUBLIC	PERIODIC	BANK	SMALL	POST	POSTA	GARAG	ELECTR	POLICE	FIRE	TELEPH	COCOA	FUEL	LORRY	GPRTU	REST	LAW	ELN.C				
KUKUBI	464	X	X								X					X		X																5	31.1	1.0	17th
FREQUENCY		17	17	16	2	0	1	2	1	8	14	13	5	13	15	17	3	5	16	2	11	6	13	3	1	12	2	8	3	3	2	1	5	237			
CENTRALITY INDEX		100	100	100	100		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100				
WEIGHTED CENTRALITY SCORE		5.9	5.9	6.3	5.0	0	100	50	100	12.5	7.1	7.7	20	7.7	6.7	5.9	33.3	20	6.3	5.0	9.1	16.7	7.7	33.3	100	8.3	50	12.5	33.3	33.3	50	100	20		3100.6	100	

Source: Update, Poverty profiling and mapping Exercise (DPCU 2017)

A closer look at the scalogram for the municipal shows that there is an unequal distribution of facilities and services in the municipal. These services and facilities are concentrated in the top 10 settlements with the rest of the settlements accounting for 31.9% of the functions. Development planning policy should therefore be focused in the less deprived communities with the aim of; minimizing the inequality in the distribution of facilities and services; minimizing dominance and ensuring equitable spatial development.

Table 7.15: Functional Complexity Levels of Settlements

Level of Settlements	Number of Settlements	Name of Settlements	Range of Centrality
1	2	Kade and Asuom	296.7-392.9
2	2	Asuom and Kwae	200.4-296.6
3	6	Abaam, Pramkese and Otumi	104.1-200.3
4	19	- lot -	7.7-104

**Source:** Update, Poverty profiling and mapping Exercise (MPCU 2017)

#### Urban Growth and Primacy Situation

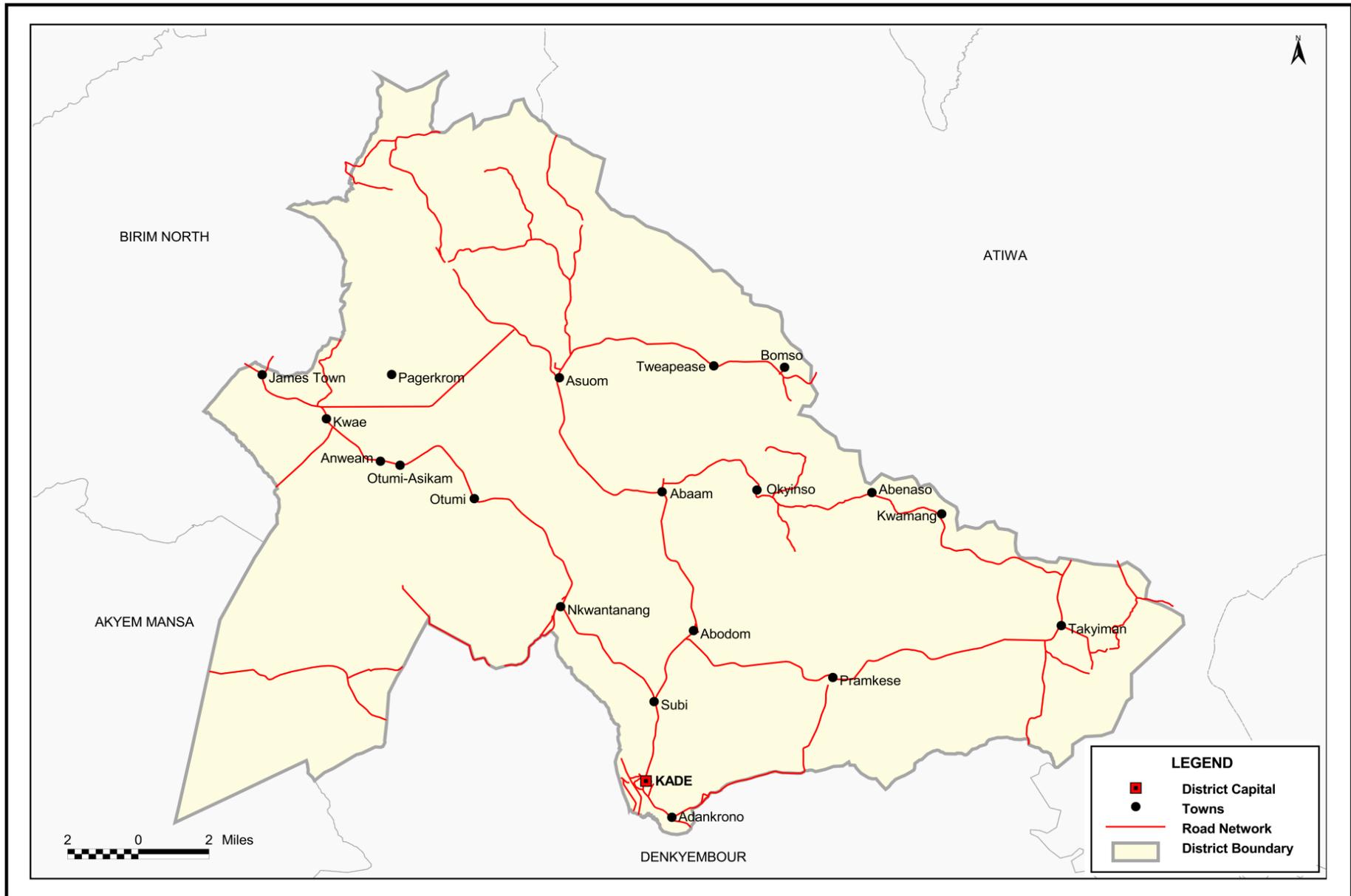
Understanding the rate and status (primacy) of urban growth is of paramount importance in spatial planning and development of a Municipal. In Ghana, only settlements with a population of 5,000 and more are classified as urban. Kade, Asuom and Takyiman qualify as urban settlements in the Municipal. Kwabibirem Municipal can therefore be described as predominantly rural as 57.3% of the population resides in the rural areas; with only 42.7% staying in 'urban' settlements. Kade is the primate settlement in the Municipal.

It was observed from the analysis of the scalogram and the primacy situation of the Municipal that, the primate settlement (Kade) has more number of functions as it is the Municipal capital. This indicates a situation of dominance of the primate settlement (Kade) in the Municipal as it accounts for about twelve (12%) of the population of the Municipal. This situation, which is not much different from other settlements in the Municipal, implies that the distribution of services/facilities in the Municipal is not based only on the threshold population but other factors such as centrality and status, among others.

This signifies that the primate settlement (Kade) is increasing at a rate equal to the rate of growth of the other settlements in the model. This is as a result of the use of the same growth rate for extrapolating the population of different settlements. In any case, the primacy situation is not likely to be different from the actual situation.

Figure 1.6:Kwaebibirem Municipal Map

### DISTRICT MAP OF KWAEBIBIREM



## Transportation Network

The movement of people from an origin to a destination brings great benefits to development through exchange of goods and services, technologies and new ideas of innovation. Thus internal interaction (between settlements) is beneficial for development. This internal interaction is made possible by effective transport system. The transport system exerts spatial influence on an economy particularly access to socio-economic services and activities by affecting the movement of passengers and good in the Municipal. An effective transport system achieves the following:

- ◆ Minimization of travel distance and time to access socio-economic services
- ◆ Maximization of accessibility or and coverage of the network to all origins and destinations within and outside the region.
- ◆ Minimization of traffic congestion, and
- ◆ Maximization of network densities.

The current transportation system (roads network and other modes of transport) in the Municipality does not meet all the above criteria to facilitate efficient and intra- district movement for socio-economic exchanges. For instance, apart from the main trunk road, which passes through Asamankese to Kade which is tarred which constitute about 5% of the total road network the rest are rough, dusty and un- tarred.

Besides the few access roads, tracks, paths and footbridges make up the rural transport infrastructure system on which, rural dwellers gain access to markets and social services existing in a few major settlements. Most farmers still trudge to and from the rural fields on footpaths while carrying farm implements, fuel wood, water and harvested crops.

## Classification of Roads

The Municipal has estimated road network coverage of 300 kilometers. This includes about 37km of first class road linking up the Municipal capital to Asamankese and Anyinam. There are about 273km of second and third class roads linking up the market centers and major

settlements. In view of the Municipal’s total land area of 1230km<sup>2</sup>, the Municipal is seemed to have inadequate transport networks to optimally integrate the district economy.

The existing network does not facilitate easy connectivity due to limited availability of alternative links between the settlements. In Table 1.16, further analysis of the road network is presented.

Table 1.16: Municipal Road Network

Type of Road	Length (km)	Area of Municipal covered (%)
Primary Roads	37	2.2
Secondary Roads	263	13.0
Total	300	15.2
Network density: 0.2 kilometers per square kilometre		

**Source:** Update, Poverty Profiling and Mapping Exercise (DPCU 2017)

The statistics presented in Table 1.16 clearly demonstrates that, the Municipal’s road stock is inadequate.

**Accessibility to Services**

Accessibility in this context means the ease with which the residents of a settlement can reach or be reached by a service or facility. This has been measured using time taken to reach or be reached by a service. The travel time depends on the distance, the road condition and the mode of transport and is therefore considered a good indicator of accessibility.

It can be seen from the distribution of services and facilities that all the settlements do not have all the services and facilities required for development. Technically, that cannot be achieved. What is important is that residents of these settlements should have access to the services and facilities in the Municipal. A study was undertaken to determine the degree of accessibility of

residents of these settlements to four basic services, namely; Banking, Senior high School, Periodic markets and Health facilities (Hospital and health centers).

The identified services and their location in the Municipal are shown in Table 1.17.

Table 1.17: Selected Services/Function and Location

Services/Function	Location
Banking	Kade, Asuom, Takyiman, Kwae, Pramkese
S.H.S/Voc./Tech	Kade, Asuom
Hospital and Health Centers	Asuom, Kade, Pramkese, Otumi, Larbikrom, Takyiman, Subi
Periodic Markets	Asuom, Kade, Takyiman

Source: Update, Poverty Profiling and Mapping Exercise (DPCU 2017)

Roads were the main communication channels used in the surface accessibility analysis. To determine accessibility to the identified functions, the analysis made use of the following assumptions:

- Consumers travel to enjoy a particular service and return by either a vehicle or walk or both;
- Average speed on a first-class road is 80km/hour;
- Average speed on a second-class road is 40km/hour;
- Average walking speed is 5km/hour;
- Average waiting time on a first-class road is 10 minutes; and
- Average waiting time on a second-class road is 40 minutes.

From these assumptions, accessibility to the selected services and functions in the Municipal were computed. Table 1.18 presents accessibility by regions when traveling by a vehicle on a second-class road.

Table 1.18: Accessibility by regions when traveling by vehicle on a second-class road

Service/Function	Accessibility (minutes)		
	High	Medium	Low
Banking	10	14	16
Senior Sec. School	12	16	18
Bi –Weekly Market	12	16	18
Hospital and Health Centres	10	12	14

Source: Update, Poverty profiling and mapping Exercise (DPCU 2017)

In determining the aggregated and optimum accessibility, a key assumption that consumers travel from one origin in the district to enjoy a service or function located in the Municipal was made.

In addition to the various accessibility maps, the land-take for the selected services and facilities, total land area services and functions were computed and are presented in the base map.

Table 1.19: Accessibility by Area (Km2)

Service	Accessibility Zones							
	High		Medium		Low		Least	
	Area (Km <sup>2</sup> )	%						
Banks	248.4	20.0	127.7	10.4	128.0	10.4	725.9	59
Bi-Weekly Market	378.5	30.8	144.4	11.7	137.2	11.1	570	46.4
S.S.S./Voc./Tech.	307.5	25	127	10.3	133.5	10.9	662	53.8
Hospital & Health Centre	283.8	23.1	148.1	12.0	136.0	11.0	662.1	53.9

**Source:** Update of Poverty Profiling and Mapping Exercise (DPCU 2017)

Table 1.19 shows the degree to which communities are accessible to the selected services. It is indicated in the table 1.19 that the degree of accessibility so far as markets are concerned is generally higher than that of banks, health services (hospital and health center) and S.H.S/Voc./Technical schools.

In terms of access to banks, Table 1.19 shows that 20.0%, 10.4%, 10.4% and 59% of communities are in the high, medium, low and least access zones respectively. In totality it can be said that 41% of communities have some form of access to banking services whilst a considerable percentage (59%) have virtually no access to the services.

For bi-weekly markets, the analysis revealed that relatively high percentages (30.8%) of communities are in the high access zone. This is followed by 11.7%, 11.1% and 46.4% medium, low and least access zones respectively. Thus, 53% of the communities, in one way or the other, have some form of access to markets whilst 46.4% have barely any access.

In terms of S.H.S/Voc. /Tech., Table 1.19 indicates that 25% of communities are in the high access zone whilst 10.3%, 10.9% and 53.8% are in the medium, low and least access zones respectively. In view of the importance of education to the development of the district, it can be said that the accessibility level is a little below the ideal, as 53.8% of the communities scarcely have access to High School education.

Access to health services, as shown in Table 1.19 is quite discouraging in view of its importance. It also indicates that 23.1%, 12%, 11.0% and 53.9% of the communities have high, medium, low and least access respectively. In totality therefore, 53.9% as against 46.1% have almost no access to health services.

#### Aggregate and Optimum Accessibility

Aggregate accessibility, defined as accessibility to at least one of the four selected services at a time is quite low for the Municipal, as low as 59.8% of the communities have to at least one of

the selected services. In contrast, 40.2% are not within reasonable distances from any of the facilities.

Table 1.20: Aggregate and optimum accessibility by area

Service	Accessibility Zones							
	High		Medium		Low		Least	
	Area (Km <sup>2</sup> )	%						
Aggregate Accessibility	449.4	36.5	149.0	12.1	138.1	11.2	493.5	40.2
Optimum Accessibility	235	19.1	126	10.2	125.0	10.1	486	60.6

**Source:** Update, Poverty profiling and mapping Exercise (MPCU 2017)

Table 1.20 also shows optimum accessibility, which is defined as accessibility to all the selected services at a time. The study reveals that 19.1% of the communities in the Municipal are within the zone of high access to all the four selected facilities. This is followed by 10.2% and 10.1% in the medium and low access zones respectively. About sixty (60.6%) per cent of the Municipal is hardly accessible to all the four facilities at a time.

#### Functional Region

The functional region is a geographical area characterized by intense interaction of socio-economic activities and functional coherence. This interaction can be seen in the form of exchange of goods and services. By implication, this is the area which has the infrastructure base for easy acceleration of the pace of development. Thus, in terms of investment, the functional region is the zone where maximum returns can be reaped.

The functional region covers 19.6% (241km<sup>2</sup>) of the total area of the district. With the exception of Kwae, Pramkese and Takyiman, all the other zones are within the functional region. By implication, about 80.4% of the total area of the district is functionally incoherent and therefore provides a weak base for development. The aim of the district therefore, was to expand the functional area to cover most if not all parts of the Municipal through, not necessarily the provision of services in all settlements but most importantly, through the rehabilitation of roads and other communication channels to link all settlements to major service centers. It is in connection with this that certain roads, trails and tracks have been earmarked for rehabilitation and re gravelling.

In conclusion, it must be realized that since the accessibility analysis focuses solely on physical and not economic and/or social accessibility, the mere expansion of the functional region without

a corresponding improvement of people's incomes will not ensure total accessibility and functional coherence in the Municipality.

#### 1.7.11 Culture

The people are predominantly of the Akyem tradition and this reflects in their culture. The area falls under the Akyem Abuakwa jurisdiction with the Okyehene as its traditional and paramount head. In terms of division, the area is under the Oseawuo, with the Oseawuohene as the divisional head. The next in command to the Oseawuo are the Osabarimas who are four in the municipal. Following the Osabarimas are the Barimas who are chiefs of the various towns and villages in the area. The last in rank are the Adikoros in charge of smaller settlements who have been nominated to take charge of other settlements. They may not be necessary of Akyem extraction. The major festivals of the Akyem Abuakwa people are Ohum Kan and Ohum kyire which are celebrated between June/July and September respectively every year. However the people of Kade have of late created their own festival. The people of Kade celebrate the Ekaade festival which is celebrated during the last quarter of the year. The week-long festival is climaxed with a grand durbar of the chiefs and people where funds are raised to support development projects in the towns. Aside the development oriented nature of these festivals, the period is used to remember the dead and purify the various black stools.

Chieftaincy disputes in the district is not a major problem, however there few towns namely Kade, Nkwantanang and Pramkese which have serious chieftaincy problems. The problems have existed for years and this has affected development and communal spirit in these two towns.

#### 1.7.12: Security

Development thrives in an environment of peace and tranquility. It is a pre-requisite for human development in the areas of social, economic, cultural, political, etc. hence the need to ensure its maintenance and sustainability. Kwaebibirem has been a peaceful Municipal which has given the opportunities to the indigenes to undertake their economic activities in peace and harmony. However, in recent times, the peaceful environment has been threatened by chieftaincy disputes between two factions. This situation occasionally erupts with its attendant creation of fear and panic among the people, with its resultant retard in economic development, even to poverty, food insecurity and thret to life and property. This challenge has been identified by the Municipal Assembly as a threat to smooth development and has collaborated with the Local Traditional Authorities, the Regional Traditional Authorities and the Security Agencies to ensure that the misunderstanding would not generate beyond control. Currently, there is stability and calmness

in Kade and there is the hope that a permanent solution would be found to solve the dispute to ensure absolute peace in the community. Currently the Police Population ratio is 1:1800 people which are far below the UN standard of 1:500 people. therefore the Municipality intends to adapt strategy under SDG target at 16.7 and 16.10 which attempts to improve relations between law enforcement agencies and the citizenry

### 1.7.13 Governance

#### Introduction

This chapter discusses the administrative structure of the Municipal Assembly, its operational procedures, institutional procedures, institutional arrangements linking the various private and public organizations to the Municipal Assembly and local government finance.

#### Municipal Assembly: Structure

The Kwaebibirem Municipal Assembly is the highest administrative and political body exercising deliberative, legislative and executive functions in the municipal.

The Municipal Assembly operates with departments under the MMDAs, which corresponds to the structure proposed by the Local Government Act 936 (2016). The vertical linkages between the various hierarchies indicate subordinate relationship.

On the other hand, the link between the units on the same level is consultative. At the apex of the structure is the office of the Municipal Assembly. Following this is the Municipal Executive Committee, which serves as the executive and coordinating body of the Assembly. The Municipal Chief Executive (MCE) who is appointed by the government chairs the Executive Committee. He also serves as the political and administrative head of the Municipal. The next level comprises the following sub-committees in the Municipal.

These sub-committees are established in the municipality

- a. Finance and Administration
- b. Works
- c. Development Planning
- d. Social Services;
- e. Justice & Security and

Apart from the statutory sub-committees, the following ad hock and sub-committees have been formed to assist the Assembly.

- Business advisory
- Agric.
- Public complaint

These sub-committees are charged with the responsibility of collation and deliberation on issues that the executive may direct to them. Below the sub-committees is the office of the Municipal Co-coordinating Director and the Municipal Planning Co-coordinating Unit (MPCU), which is made up of Ten Heads of Departments and the Chairperson of the development planning Sub-committee.

This unit performs planning, monitoring, evaluation, co-ordination assignments of the Municipal Assembly among others. Finally, specialized Municipal Assembly departments and non-decentralized departments are found at the bottom of the Kwaebibirem Municipal organogram.

## Relationship between Municipal Assembly and the Departments

There is a cordial relationship between the Assembly and the decentralized departments existing in the municipality. Currently, the Assembly accommodates some of the Departments within its premises. Others are in rented offices in town. Heads of Department are always invited to the Assembly and Sub-Committee meetings. Their technical advice is always sought in all matters affecting the development of the Municipal.

The Assembly supports them financially when the need arises. These departments submit monthly and quarterly reports on their operations to the Assembly.

## Non-Governmental Organizations (NGOs)

In pursuance of the vision of reducing poverty (2014 – 2017) and the accompanying policy thrust of making the private sector the engine of growth, the need for integrating and co-coordinating the non-governmental organization and other private institution in the development activities of the municipal cannot be over-emphasized. The Municipal Assembly recognizes the fact that the Private Sector, NGO's and Community Based Organizations contribute immensely in fulfilling the needs and aspirations of the people.

In addition to foreign bilateral and multilateral organizations who through the Government easily participate in assisting communities, other local NGOs, Private sector operators and institutions have in the past also been assisting in the development of the various sectors of the Municipal. Thirty-one (31) NGOs have been identified, though at present moment most of them are not function as compared to their operations in the past.

Table 1.22: List of NGOs in the Municipality as at 2017

No.	Name of Organization	Area of operation
1	Center for Local Governance Advocacy	Local Governance
2	Syband Association	Health
3	Socioserve-Ghana	Education, Health, Environment & Governance
4	People's Unity for Development in Africa	Education & Employment creation
5	World Reader	Education
6	Econo Services	Water and Sanitation
7	Poverty Alleviation Foundation	Health, Education, women and Children, Environment
8	Green Cross Ghana	Water & Sanitation
9	Bright Generation Comm. Foundation	Education & Environment
10	World Arise Foundation	Women & Children
11	Rachem Africa	Youth
12	JICA	Small scale industries & Health
13	North Western Eye Center	Health
14	Calvary Enterprise Development Foundation	Finance
15	Literacy Drive and Development Movement	Education, Agriculture
16	Dodi Development Foundation	Vulnerable, Water and Sanitation
17	Our Faith In God	Children, Health
18	German Development Co-operation (GTZ)	Education, Community Development
19	Child's Rights International	Children
20	Tree of Hope Foundation	Agriculture
21	Japans Grant Assistance for Grassroot human Security Projects	Health
22	Think Ghana Education	Education
23	Kwaebibirem Agape Project	Job Creation
24	Patriot Club of Ghana	Security
25	Enviromentally Concerned Citizens	Environment
25	Promoting Health through Diet	Health (Medicinal Foods)
26	Public Health Bureau	Governance
27	Vision 2050 Forestry	Environment
28	Gender Studies and Human rights Documentation Center	Women and Children
29	Center for Social and Community Advancement	Governance
30	Green Earth Organisation	Environment
31	Barry Callebaut	Education & Agriculture

Central Administration (Kb. D.A), 2017

### Bye-Law of the Assembly

As required by law, the Assembly has prepared its own bye-laws on issues that the law permits it to legislate. Copies of the bye-laws have been submitted to the Regional Co-ordinating Council and the Ministry of Local Government, Rural Development and Environment for approval.

### Human Security and Justice

Good Governance entails ensuring Justice and Security for all its inhabitants of the Municipal and their properties. The municipal should endeavour to achieve this albeit all the limitations.

### The Police Service

The Police Service in the municipal lacks men, accommodation and logistics of all kinds to be as effective as they would have wished to be.

There are four police stations and one police municipal. The stations are at Kade, Asuom, Pramkese, and Takyiman with Municipal Head Quarters at Kade in the municipality.

At Kade, the municipal capital, neither the municipal police command nor the station for the town has enough office and residential accommodation. Generally, most of the stations in the municipal

are in rented accommodation. This is not good for efficiency and needs to be discouraged and rectified.

Communication, vital tool in police work is lacking most of the stations in the municipal. This coupled with the fact that the vehicles available are located in the municipal headquarters. The other stations have no means of transportation this makes the work at the stations very difficult.

Table 1.23: Kade Police Division

REPORTED CASES OF CRIME	2014	2015	2016	2017
Murder	3	-	2	2
Stealing	436	402	302	255
Rape	3	4	4	2
Defilement	15	67	4	2
Threatening	163	237	154	129
Causing Harm	28	28	30	7
Drug Abuse	2	4	3	3
Fraud	58	68	66	47
Robbery	4	2	2	4
Assault	469	480	463	352
Poaching	-	-	-	-
Impersonation	-	-	1	-
Child trafficking	-	1	-	-
Cases of Domestic Violence	32	16	19	8
Community Violence	-	-	-	-
Others	83	95	135	102
TOTAL	1,296	1,044	1,185	913
TOTAL NUMBER OF POLICE MUNICIPALWIDE	54	54	55	58
TOTAL NUMBER OF POLICE STATIONS MUNICIPAL WIDE	3	3	3	3

**Source;** Kade Police Service - 2017

The crime rate in the municipal has generally gone down considerably as at 2016. Apart from threatening which has not shown any appreciable drop all other crimes have seen a drastic drop over the years. This shows that either the police are performing their duties or the people have become law abiding.

#### The Judiciary

Between 2014 -2017, the Magistrate court has received ample support for the Municipal Assembly in terms of logistics to enable the institution, deliver adequate Justice or judicial service. The Magistrate's accommodation has also been renovated, all these has enhanced the delivery of justice system.

#### Inter-Organizational Relationships and Planning Procedures

In keeping with the provisions of Act 936, plans or projects are initiated at two levels; the Local Community and the Municipal Planning Co-ordinating Unit (MPCU). The Regional Co-ordinating

Council services as an advisory body, which advises the municipal with common problems to initiate joint projects within the framework of national development policy.

The new decentralized system encourages the participation of people and groups in the determination of their felt needs through consultations and discussions led by the Municipal Assembly. It has been observed that in most of the communities the leaders organize general meetings where people discuss and evaluate various project needs. Through these consultations, the community is able to arrive at a consensus on what their priority projects are. At such forums, the people also discuss the various demands the project will make on them such as finance, labour, materials, etc.

Following project planning and selection at the community level, the various communities submit their selected projects to the Area council for collation which are then submitted to the General Assembly for debate, appraisal and approval. Comments from the Assembly and its Executive Committee on such projects are reported back to the electorate for review if necessary.

One criterion for approval is that the projects submitted by the communities should fall within the municipal and national development priorities. At this level, the technical expertise of the decentralized institutions is brought to bear on the debate and choices of the Assembly. After the debate, the General Assembly takes the final decisions on the projects.

The Assembly may contribute to the implementation of the selected community projects by giving funds or inputs such as building materials, machinery and equipments, skilled personnel, etc. The community members are mobilized through communal labour for the implementation of the projects. Monitoring of projects is done in some cases by the Assembly's technical staff and community project implementation teams.

It is important to note that the final approval of all projects, regardless of source of initiation, lies with the Municipal Assembly, which prepares a development plan and an annual action plan for its

execution to be presented to National Development Planning Commission through the Regional Planning Co-ordinating Unit of the Regional Co-ordinating Council.

The Municipal Planning Co-ordinating Unit (MPCU) of the Municipal Assembly goes through the following operational procedures in producing Annual Action Plans and Budgets:

- i. MPCU prepares annual plans and budgets as directed by the NDPC, after consultation with sectoral agencies in the district, and submits these to the Executive Committee;
- ii. The Executive Committee discusses the annual plans and budgets prepared by the MPCU.
- iii. The MPCU presents the documents with or without amendments, at a general Assembly meeting.
- iv. The Municipal Assembly discusses the plans and budgets and adopts them with or without amendments.
- v. The MPCU presents the adopted plans and budgets to the RPCU for review and harmonization;
- vi. The RPCU presents the harmonized plans and budgets to the RCC for final adoption; and
- vii. The RPCU finally presents the annual plans and budgets to the NDPC

In spite of procedures laid down for community participation in planning and decision making, participation is still low. This is worsened by the non-performance of the sub-structures.

#### 1.7.14: Local Economic Development

##### Introduction

Agriculture is the major economic activity in the Kwaebibirem Municipal. It is dominated by cash crop production of cocoa, oil palm, cola, Para rubber and citrus.

This is followed by food crop production such as maize, cassava, plantain, rice, okro, garden eggs, pepper and cocoyam, black pepper etc.

In terms of occupational structure, agriculture employs forty-seven (47.8%) per cent of the labour force.

Agriculture in the Municipal is mainly on subsistence level and very few farmers are engaged in plantation farming. Farmers in the Municipal have farms with sizes above one acre. The average farm size in the municipal is about 5 acres.

Though the application of agro-chemicals is on the rise, there is little application of modern agricultural technology and over dependence on the weather, as a result of this, agricultural production is generally low.

Update on Core District Indicators and Targets (Categorized by GSGDA Thematic Areas)

Major Crop Performance in 2016.

Table 1.24: Major Crop Projections for 2016 and achievements at the end of the fourth quarter

Commodity	Cultivated area (ha)		Yield (MT/ha)		Production (MT)		% Target	% Achieve
	Target	Achieve	Target	Achieve	Target	Achieve		
Annuals								
Maize	1,174	1,161	1.85	1.82	2,171	2,113	1.30	1.2
Cassava	1,285	1,212	17.23	17.71	22,140	21,465	3.2	3.0
Cocoyam	157	146	8.42	8.33	1,322	1,216	1.5	1.3
Plantain	652	566	10.20	10.12	6,650	5,7285	0.4	0.3
Yam	34	23	15.50	15.20	527	350	2.1	1.4
Rice	105	84	6.0	5.4	630	454	0.9	0.7
Tree Crops								
Oil palm	34,500	33,450	14.2	-				
Citrus	900	880	12.1	-				

2016 figures are provisional estimates.

Source: DOA SRID

Food markets and Food outlets (Food Access)

Table 1.25: Availability and Access to Food Outlets

Municipal level	Total in the Municipal 2016	Total in the Municipal 2015	% Increase
Total number of Municipal food markets (daily to weekly) all year round	32	21	52.3

Access to food in the Kwaebibirem Municipal has three main sources (1) local daily and weekly food markets and outlets for locally produce food;(2) consumption from household own farms and gardens (3) food from import sources outside the municipal.

#### Livestock Production

Livestock are kept by farmers who are engaged in crop farming. The main animals kept are sheep, goats, poultry and pigs Cattle rearing is not much practiced.

The Department has pursued productivity improvement interventions through the training of farmers on good husbandry practices resulting in good records of increased livestock production and improvement of the livelihoods of farmers especially small scale farmers. Livestock Production from 2014 -2016 in the District is shown in table 1.26.

Table1.26: Livestock, poultry and their numbers and Projections for the major Livestock for 2016 and achievements.

No	Sector	2016 Target	2014 Indicator Level	2015 Indicator Level	2016 Indicator	2017 Indicator
	Livestock	Percentage (%) increase in yield of selected animals	Numbers	Numbers	Numbers	Percentage (%) increase in yield of selected livestock
	Sheep	4.1	10,254	12,891	13,355	3.8
	Goat	5.5	11,566	33,782	36,079	6.2
	Cattle	32.5	504	521	803	42.5
	Pig	12.0	122	143	214	8.4
	Poultry (Local & Exotic fowl)	2.0	165,821	187,233	190,228	1.6

**Source:** Municipal Directorate of Agriculture, December, 2017

#### Fish farming/Aquaculture Developments

Fish farming is gradually catching up with farmers in the Municipal. This type of farming is predominantly practiced at Asuom, Abodom, Adankrono and Soabe. The surface areas of fish ponds are between 900m<sup>2</sup> and 3,600m<sup>2</sup>. There are about 24 fish farmers in the municipal who have formed an Association of Fishers. Currently, the Municipal has five major fish ponds despite its potential in Aquaculture development. During the period under review, the Department sanitized farmers on the profitability of fish farming as an agribusiness.

#### Women in Agricultural Development (WIAD)

##### **Agro-processing Facilities Distributed**

Women are pivot in agricultural industry right from cultivation, through harvesting to the final processed produce. A typical example is the production of palm oil from oil palm fruits for both human consumption and industrial use. Kwaebibirem Municipal is one of the typical Municipal in Ghana where the cultivation of oil palm and its related chain of industries are common and one of the main economic pre-occupation of majority. Though most production is by the traditional method, there are about 95 processing facilities in the municipal ranging from large to medium scales. Examples of processed products are Gari and Palm Oil.

The Department organized training for selected palm oil and cassava processors to enhance their operation and improve quality of their products. Twenty five cassava processors from Tsumuwusu

Krobo and its environs were sent to improved processing sites in the Akwapem North Municipal and observed conditions and processing techniques there.

### Storage Facilities

Perishable produce e.g. vegetable and fruits cultivated in the Municipal are sold fresh since there are no storage facilities for the staples and fruits, maize is however stored in traditional barns and roofs of kitchen. The unavailability of appropriate storage facilities for food crops consequently results in post-harvest losses in the Municipal. The bulk of agricultural produce such as cassava, plantain, and oranges, are sold unprocessed.

However, processing facilities for oil palm exist in Kusi, Kwae and Darmang and are being operated by private companies like GOPDC and Obooma farms.

### Markets

The development of the Municipal necessitates the exchange of goods between the urban and rural areas of the Municipal. There is also the need to exchange goods between the Municipal and other Municipals. Agricultural produce forms the major commodity of trade between markets and settlements within the Municipal, whilst manufactured goods form the bulk of good inflows into the Municipal. Apart from the trunk road from Asamankese through the Municipal Capital – Kade to Asuom and the road from Subi to Nkwantanang, all the roads are rough and untarred. Vehicular transport on the roads becomes very difficult during the rainy season. Generally, the situation compels farmers to sell their produce at low prices to the few traders who are able to make their way to the farming communities and this has also contributed to the low price for agricultural produce in the Municipal. To streamline distribution and expose rural settlements to market centres, the Municipal Assembly has placed much emphasis on improving the condition of the roads.

### Extension Services

The objective of Agricultural extension services is to assist local farmers to increase agricultural produce and introduce farmers to new and improved technology through training and farm demonstrations. However Services are inadequate in the district as only 53.6% of farmers have

access to Extension Services presently, the Extension Officers – Farmers ratio is 1:5000 as at September, 2009 which is unfavourable when compared to the national standard of 1:500

#### Source of Finance for Agriculture

Financing of agricultural activities in the municipal is largely from personal savings. As saving rate among the citizens is very low, capital formation becomes difficult and even when it is accomplished; it is too low to impact positively on agricultural activities in the municipal.

Other sources of finance are from relatives and moneylenders.

Problems associated with credit facilities are:

- (a) high interest rates,
- (b) Lack of collateral security and other lending policies of the few banks in the Municipal.
- (c) High rate of loan defaulting

The situation makes it difficult for those engaged in gainful employment in commerce and industry to access credit to expand their business.

#### Land Tenure System

Land is a very crucial factor in production and its ownership and use have a very significant effect on agricultural production.

Land is acquired through (1) Lease land (2) Stool lands (3) Family lands and (4) share cropping. Stool Lands form (75%) and families (25%) of total land acquisitions.

There is little or no land reform in the Municipal. Land is still vested in the stool and other individuals. It must be noted that any major land reform that will have impact on land in the Municipal will have to emanate from the Central Government.

Another common feature identified in the Municipal is that many of the farmers have more than one plot of land of medium in sizes. The model farm size is about 5 acres. These are scattered over the areas often at considerable distance from one another.

The acquisition of land by GOPDC for large scale oil palm plantation has resulted in scarcity of land in some areas like Okumaning and Kwae. The prevalence of large plantation farms such as

citrus and oil palm for individuals has reduced the acreage of land available for food crop farming in areas like Okumaning, Nkwatanang, Kade, and Asuom.

The high population density keeps the size of holdings small and the need for expansion in the sizes of land for agricultural and industrial purposes has resulted in the upsurge of land disputes and high rates.

These constitute a formidable barrier to agriculture and industry and makes efficient production difficult.

The small medium-size farms also make it uneconomical to introduce the process of agricultural innovations like mechanization and irrigation.

### **Natural Resources Management**

Protection and Mitigation Measures (Sustainable Land Use Management)

Sustainable Land Management (SLM) is a prerequisite for an enhanced production, food security, incomes and livelihoods for the present and future generations and the maintenance of ecosystem integrity

Destruction of vegetative cover and food crops by bushfire, illegal mining and sandy winning are an annual problem in the municipal especially the Kade and Asoum Zones. The effect of all these factors is declining soil fertility, erratic rainfall, poor crop growth and lower yields and massive land degradation. Livestock production is not well managed. Farmers have inadequate knowledge on the

use of farm yard manure. A number of activities were carried out to ensure awareness creation and adoption of sustainable land management technologies among farmers.

Ten community fora were held and farmers were sensitized on the need to preserve the environment.

Areas covered include the following:

- a. Erosion management in the farming communities.
- b. Planting of vegetative materials to improve soil fertility.
- c. Effect of tree felling of the environment.
- d. Bush fire prevention.
- e. Effect of farming close to rivers on water quality.
- f. Importance of organic manure and crop rotation in sustainable land use.
- g. Safe use of agro chemicals especially disposal of containers.

### Tree planting

Tree planting as a farming practice and a means of livelihood has not been well embraced in the Municipal. However there are pockets of plantation as shown in the table 1.27.

Table 1.27: Tree planting in Kwaebibirem

Location	Type of tree species	Total Acreage
Kade/Subi	Teak	46.6
	Emire/Ofram	4.8
Nkwantanang	Teak /Ofram	0.8
Asuom	Emire/Ofram	3.6
Abaam	Teak / Emire/Ofram	4.2
Takyiman	Emire/Ofram	3.2
Dompim	Teak	2.5

**Source:** Municipal Directorate of Agriculture, June 2016

### Key Problems of Agriculture

Like other areas the sector is saddled with the following problems

- ◆ Low agriculture production
- ◆ Low levels of adoption of improved and modern agriculture technology by farmers
- ◆ Inadequate appropriate storage facilities
- ◆ High post-harvest losses
- ◆ Seasonal fluctuation of price for agricultural produce
- ◆ Unfavourable land tenure system
- ◆ Bad roads
- ◆ High cost of farm inputs
- ◆ Inadequate and inappropriate market facilities
- ◆ Lack of irrigation facilities
- ◆ Over dependence on rain fed agriculture
- ◆ Land degradation due more to illegal mining
- ◆ High lending rate for agriculture
- ◆ Low agricultural extension agent farmer ratio
- ◆ Immobility of Agric. Extension Agents

### **Business Advisory Center in the municipality**

The area of integration collaboration and co-ordination came into play when the Municipal Statistical Office in collaboration with the Revenue Department and the Business Advisory Centre undertook the identification and registration of all Small and Medium Enterprises with the aim of expanding our revenue base and organizing them for skills training in order to benefit from credit and the supply of basic tools and equipment from the Rural Enterprise Project. This activity also enriched the quality of data used to form the bases for the preparation of the Municipal Assembly's revenue component of the budget.

Business Advisory Centre - Achievements as at end of December, 2016

Economic development is a function of all production activities pursued by people. If the various economic and productive activities prove successful, the spontaneous growth in the economy

stimulates multiplier effect. Increasing the number of rural poor MSE's that generate profit and growth among others are the goals of BAC.

It is in the light of these that the BAC designed program of activities to improve the livelihood and incomes of rural poor. BAC aims at helping develop micro or small scale entrepreneurs in the Kwaebibirem Municipal, in the Agro-based and other Commodity Processing.

The period ending 31<sup>st</sup> December, 2016, the Kwaebibirem BAC undertook the following activities in line with it's' mandate these are, training of women in soap production and palm oil production.

Table 1.28: Report on BAC activities as at the end of 2016.

No	ACTUAL ACTIVITY	NO. OF PARTICIPANTS	MALE	FEMALE	LOCATION / VENUE	NO. OF ACT.
1	Technical Improvement in Palm Oil Extraction	64	8	56	Atobriso and Kade	2
2	Basic Skills Training in Soap Making	53	8	45	Atobriso and Kade	2
3	Group Promotion	101	14	87	Atobriso and Kade	3
4	Sensitization Seminar on Export Market	8	2	8	Kade	1
	TOTAL	226	32	196		8
Report on BAC activities as at fourth Quarter 2016.						
No	ACTUAL ACTIVITY	NO. OF PARTICIPANTS	MALE	FEMALE	LOCATION / VENUE	NO. OF ACT.
1	Training of women in soap production	40	14	26	Abaam	1
2	Training of women in palm oil production	26	13	13	Abaam	1
3	Training of women in palm oil production	40	1	39	Old - Ntronang	1
	TOTAL	206	28	8		4

### Initiate the Rural Enterprise Programmes to Support SMES

The Rural Enterprise Programme established in the Kwaebibirem Municipal in 2012 has been in operation since and has been providing entrepreneurial skills to especially women.

Activities participants had been taken through as at the time of reporting include:

1. Technical Improvement in Palm oil extraction – 64 participants
2. Basic skills in Soap Making with oil palm – 53 participants
3. Group Formation in local industry – 87 participants
4. Sensitization Seminarian Export – 8 participants

In all, 206 participants passed through the training programme during the year, 2016. The programme has enabled participants maximize their output, leading to high incomes.

### Support to BAC

The Municipal Assembly has in various ways assisted the Business Advisory Centre to perform its functions. Due to the important role the centre plays in the development of the local Economy, the

Assembly made available office accommodation, furniture and fixtures as well as seconding three staffs from Department Social Development to the centre. This support in addition to occasional financial and logistical support has enhanced the working environment of the centre.

#### Recommendation

1. The local communities should be sensitized to accept the programme as demand driven
2. The funding sources of the programme should be expanded to make more women benefit.

#### Tourism

Tourism, as an economic activity, is virtually undeveloped in the Municipal. This is so in spite of the numerous tourism potentials the municipal has. The mysterious rocks of Bempong near Nkwantanang, sheltering in bosom of its natural habitat, embrace one of the wonders of Ghana. It is unexposed because it has been shrouded in customary secrecy-open only to the Chief, his elders and Fetish Priests once a year.

At a spot on River Subikese is located the Bempong rocks that constitute the household compound of departed Ekuona Chiefs of Nkwantanang and Subikese. Exposed only during the dry season, the mysterious rocks display various artifacts alleged to have been carved by the Ekuona Ancestors.

The Kwaebibirem Municipal has the potential to develop its agricultural, industrial and tourism bases for sustainable growth and development, given its immense resource base. Agriculture employs the majority of the working population in the Municipal. Nevertheless, a number of problems hinder the socio-economic development of the Municipal, especially in agriculture.

#### 1.7.15 Economy of the Municipal

##### Employment

The predominant occupation in the municipal is in Agriculture, which engages almost half (47.8%) of the economically active labour force. The next after agriculture is Trade/Commerce in the form of Wholesale and retail; repair of motorcycles accounting for 15 percent. Manufacturing employed 12.5 percent and Accommodation and food service activities 5.5 percent respectively.

On the average, households who engage in Agriculture and its related industry earn about three hundred and eighty (GHC380.00) cedis monthly; however, average monthly expenditure of majority of the employed is four hundred and five (GHC405.00) Ghana cedis.

The presence of abundant potentials in mining and agricultural sectors of the municipal economy is the recipe for the influx of people from other parts of Ghana. Table 1.29 shows the occupational distribution in the district of the population 15years and older.

Table 1.29: Occupational Distribution-15 years and older

Type	number	%
------	--------	---

Agriculture, Forestry and Fishing	29,966	47.8
Mining and Quarrying	661	1.4
Manufacturing	5,725	12.5
Electricity, gas stream and air conditioning supply	22	0.0
Water supply, sewerage waste management and remediation activities	57	0.1
Construction	925	2.0
Wholesale and retail; repair of motorcycles	6,882	15.0
Transportation and storage	1,325	2.9
Accommodation and food service activities	2,532	5.5
Information and communication	33	0.1
Financial and insurance activities	230	0.5
Real estate activities	0	0.0
Professional, scientific and technical activities	671	1.5
Administrative and support service activities	234	0.5
Public administration and defense; compulsory social security	351	0.8
Education	1,817	4.0
Human health and social work activities	300	0.7
Arts, entertainment and recreation	207	0.5
Other service activities	1,685	3.7
Activities of household as employed; undifferentiated goods and services-producing activities of household for own use	284	0.6
Activities of extraterritorial organizations and bodies	3	0.0
Total	45910	100

**Source:** Ghana Statistical Service, 2010 population and Housing Census

Table 1.30: Economic activity status of population 15 years and older by sex and age

Activity status	Total		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
Total	1,622,100	100.0	771,561	47.6	850,539	52.4
Economically active	1,170,486	72.2	568,158	48.5	602,328	51.5
Employed	1,112,138	95.0	542,479	48.8	569,659	51.2
Worked	1,068,138	96.0	524,771	49.1	543,367	50.9
Did not work but had job to go back to	40,113	3.8	15,923	39.7	24,190	60.3
Did voluntary work without pay	3,887	9.7	1,785	45.9	2,102	54.1
Unemployed	58,348	5.0	25,679	44.0	32,669	56.0
Worked before, seeking work and available	20,876	35.8	8,242	39.5	12,634	60.5
Seeking work for the first time and available	37,472	64.2	17,437	46.5	20,035	53.5
Economically not active	451,614	27.8	203,403	45.0	248,211	55.0
Did home duties (household chore)	91,059	20.2	23,903	26.3	67,156	73.7
Full time education	224,693	49.8	124,129	55.2	100,564	44.8
Pensioner/Retired	17,529	3.9	12,050	68.7	5,479	31.3
Disabled/Sick	28,463	6.3	11,351	39.9	17,112	60.1
Too old/young	58,992	13.1	16,221	27.5	42,771	72.5
Other	30,878	6.8	15,749	51.0	15,129	49.0

**Source:** Ghana Statistical Service, 2010 population and Housing Census

#### 1.7.16: Food Security

Statistics from Municipal Directorate of Agriculture in Kwaebibirem Municipal indicates that, farmers are able to produce sufficient food crops for local consumption and export into adjoining Municipal hence the Municipal is self-sufficient in its basic food needs. Examples of foodstuff produced are Cassava, plantain, cocoyam, rice and maize. This enables the Municipal to export the excess food stuffs to the neighbouring districts and regions, such as West Akyem, Nsawam Adoagyiri and Greater Accra Region.

To ensure food security through food production which is to link up with the creation of industries (agro-based) which would be complemented by the construction of warehouses in fulfilment of “One District, One Factory” initiative. The implementation of this programme or initiative will stimulate food production, create jobs and generate incomes for the communities of which the youth are in the majority. To ensure sustainability of the initiative, the current programme of distributing subsidised inputs to farmers should be expanded, while feeder roads are improved and logistics supplied to the Agric. Directorate to enhance their performance.

#### 1.7.17: Nutrition Security

Malnutrition at the Municipal level is not a major problem due to ensured food security in the Municipal. Farmers in the Municipal are encouraged to grow some quantity of legumes, mushrooms, snails, domestic animals such as poultry to substitute the nutritional needs of the family. The Municipal Agric. Management Team has put in place programme to tackle the issue malnutrition when they come up through public education of mothers and supply of supplementary feed.

#### 1.7.18: Social Services

The social dimensions of development are discussed under this section with emphasis on education, health, water & sanitation as well as housing.

An analysis of the social wellbeing of the people and their access to basic necessities of life are crucial for the overall development of the municipal. Such an analysis brings to light the extent of social deprivation or, otherwise, among all segments of the society. This section of the report therefore focuses on various aspects of the quality of life of people in the municipal as well as their

access to basic social infrastructure and services such as education, health, water, sanitation, and other issues that affect the development of the municipal's human resources.

### Education

In Ghana, the fundamental goal of the education sector is to provide quality and relevant education for all citizens to make them functionally literate and enable them to acquire employable skills and be productive in the economy. Education is one of the major pillars of the Millennium Development Goals (MDGs). The MDG on education is to ensure universal primary schooling and equal enrolment for boys and girls at primary and secondary levels. The current policy of the government

also seek to ensure increased access of all children and youth to a defined minimum basic education regardless of the particular economic circumstances of their parents or guardians.

This section assesses the progress made by the Kwaebibirem Municipal in the knowledge component of human development and in realizing the educational objectives of the MDG and the Government's policy on education.

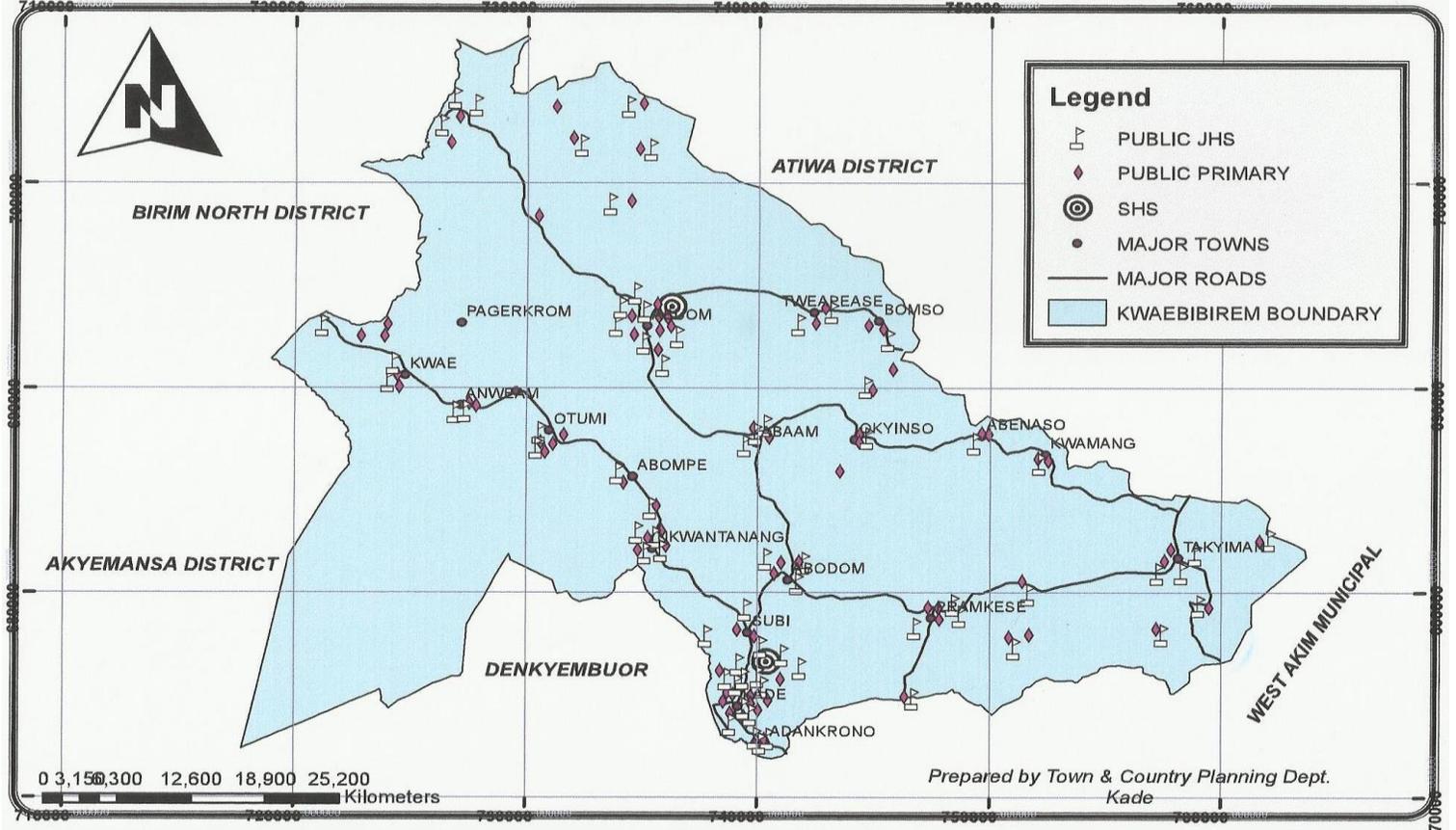
#### Institutional Set-up and objectives of the education sector

The Kwaebibirem Education Directorate is headed by a Director of Education with four frontline Directors who assist the Director. These are Directors for

- i. Supervision
- ii. HRMD,
- iii. Finance and Administration, and
- iv. Statistic and Planning

Fig. 9: Map of Educational Facilities in Kb. M. A.

# SPATIAL DISTRIBUTION OF EDUCATIONAL FACILITIES



## **Health**

### **Population Management**

The Government of Ghana over the years has adopted series of population management policies aimed at Population Planning for National Progress and Prosperity.

New emerging concerns such as HIV/AIDS, environmental degradation, problems of the aged etc. have necessitated the revision of the policy. Again the Ghana Shared Growth and Development Agenda (GSGDA phase II) 2014-2017, the country's policy framework for Poverty Reduction is concerned with population issues within the context of reducing poverty among people. The Municipal is guided by this policy in managing its population, for instant, the Municipal Assembly, through the Municipal Health Directorate continuous to resource and support the appropriate units or departments in promoting family planning programmes.

### **Fertility Regulation**

To make the population manageable, the Municipal has instituted campaigns on fertility regulation to reduce the high fertility rate.

All health facilities in the Municipal are involved in fertility management programmes, especially of women aged 15-49 years.

At the health facility level, clients are counseled on the range of fertility regulation devices and also on the most appropriate method of family planning.

Campaigns have been organized in schools, communities and among religious groups.

The Planned Parenthood Association of Ghana (PPAG) in Collaboration with the Municipal Health Administration has recruited community-based distributors who issue out condoms and other contraceptives to clients and counsel them on family planning techniques.

### **Health Care**

The health delivery system in the Kwaebibirem Municipal consist of one (1) hospital, three (3) health centers, one (1) maternity home, twenty-three (23) operational CHPS compounds and forty-two (42) demarcated CHPS compounds. In addition to the above facilities, outreach clinical activities are organized in most communities which lack established health facilities. As at 2016, the municipal's projected doctor and medical assistant-population ratio is 1:18,730 whilst the nurse-

population ratio is 1: 720. The location and management of the various health facilities are shown in table 1.44.

Table 1.44: Location and Management of Health Facilities-Kwaebibirem

Type of Facility	Location	Management Body	Personnel				
			Doctors	MA	Nurses	Orderlies	Health Aides
Hospital	Kade	HOSP. MGMT.	2	2	90	5	4
Health centers	Asuom	DHMT	0	1	11	2	2
	Pramkese	DHMT	0	1	8	2	3
	Subi	DHMT	0	1	8	0	1
CHPS Centre	Abehenase / Akawani	DHMT	0	0	4	0	0
	Atobriso	DHMT	0	0	2	0	0
	Old Ntronang	DHMT	0	0	2	0	0
	Larbikrom	DHMT	0	0	2	0	0
	Abaam	DHMT	0	0	9	2	0
	Abodom	DHMT	0	0	2	0	0
	Okyinso	DHMT	0	0	3	1	0
	Bomso	DHMT	0	0	3	1	0
	Twapease	DHMT	0	0	4	0	0
	Kade Daakye	DHMT	0	0	2	0	0
	Adankrono	DHMT	0	0	2	0	0
	Kade Zongo	DHMT	0	0	3	1	0
	Kade Guggisburg	DHMT	0	0	2	0	0
	Twumwusu	DHMT	0	0	1	0	0
	Nkwantanang	DHMT	0	0	2	0	0
	Abompe	DHMT	0	0	2	0	0
	Otumi	DHMT	0	0	3	0	0
	Anweam	DHMT	0	0	2	0	0
	James town	DHMT	0	0	2	0	0
	kwaē	DHMT	0	0	3	0	0
Takyiman	DHMT	0	0	4	0	0	
Kwamang	DHMT	0	0	2	0	0	
Abenaso	DHMT	0	0	2	0	0	

Source: Municipal Health Administration, 2016

St. Dominic’s Mission hospital, located at Akwatia in Denkyem bour District, is the most well equipped health institution which serves as a referral center for Kade Government Hospital and other lower health institutions in the districts. The municipal has one (2) medica doctosr, 5 medical assistants, 182 nurses, 14 orderlies and 10 health Aides and other paramedics like laboratory technicians and disease control officers etc.

The threshold analysis in table 1.44 indicates the existing, required and short-fall of health facilities in the Municipal (these facilities include Hospitals, Health Centers, Community Clinics and CHPs Compounds) therefore, the municipal needs additional facilities to make the physical access to health facilities easier and most convenient. In addition to the provision of these health infrastructure, health personnel and equipment need to be increased and improved to ensure quality health delivery in the municipal. This information reflects the true nature of the situation on the ground with the separation of the former district into Kwaebibirem and Denkyem bour respectively.

Table 1.45: Health Facilities / Threshold Population

YEAR	FACILITY	POPULATION THRESHOLD	Adequacy of health facilities as at year (2016) projected population (2014 - 2016)		
			Exiting	Required	Short - Fall
2014	District	123,645	22	39	17
2015	District	126,564	22	39	17
2016	District	129,222	27	39	12

**Source:** Municipal Health Service, - Kade 2016.

#### Maternal and Child Health (MCH)/Family Planning (FP) Activities

The main activities of the MCH/FP carried out in the municipal are geared towards child and mothers’ survival and development of the health of especially the child. The reproductive health situation from 2014 – 2016 is shown in table1.46.

Maternal and child health and family planning activities have seen positive improvement since 2014 as indicated in the table 1.46. Therefore there is the need for the Ministry of Health to increase its logistical leverage and incentives to the Municipal Health Management Team to sustain and improve their operations.

Table 1.46: Trend of RCH Indicators

INDICATORS		2014	% Cov.	2015	% Cov.	2016	% Cov.
ANC		3,069	60.6	3,288	66.6	3,082	59.6
Supervised Delivery		2,045	41.3	2,030	40.1	2,006	38.8
PNC		2,206	44.6	2,167	42.8	2,131	41.2
Family Planning total acceptors		4,483	49.8	4,602	34.3	4,338	42.1
Still Births	Fresh	3	0.09	9	0.013	6	0.004
	Macerated	17		19		4	

**Source:** MHMT 2017

Immunization activities are carried out daily in the hospital and health centers and MCH centers in the municipal. In addition to this, outreach programmes organized by the Mobile Teams bi-weekly in the smaller settlements to cater for the health needs of mothers and children. As shown in table

1.46 there has been a consistent improvement in the coverage of the four six-killer diseases from 2014 - 2016.

Table 1.47: Top Ten OPD Morbidity, 2015-2016

	2015			2016		
S/N	Disease/ Condition	No. of Clients	% Over Total	Disease/ Condition	No of Clients	% Over Total
1	Malaria	45204	30.8	malaria	43586	31.4
2	Upper Respiratory Tract Infections	27491	18.7	ARTI	23526	16.9
3	Rheumatism & Other Joint Pains	13292	9.1	Rh. Oth. Joint Pain	14134	10.2
4	Diarrhoea Dxs	9588	6.5	Diarrhoea Diseases	9029	6.5
5	Int. Worms	7356	5.0	Skin Diseases & Ulcers	6755	4.9
6	Skin Diseases	6928	4.7	Anaemia	5902	4.3
7	Anaemia	6472	4.4	Intestinal Worms	5302	3.8
8	AUTI	2523	1.7	AUTI	3163	2.2
9	Typhoid Fever	1870	1.2	Typhoid Fever	1350	0.9
10	Preg. Rel. Complication	1702	1.2	Septicaemia	1001	0.7
	All Others	24393	16.6	All Others	15797	11.4
	Total	139,924	100	Total	138,766	100

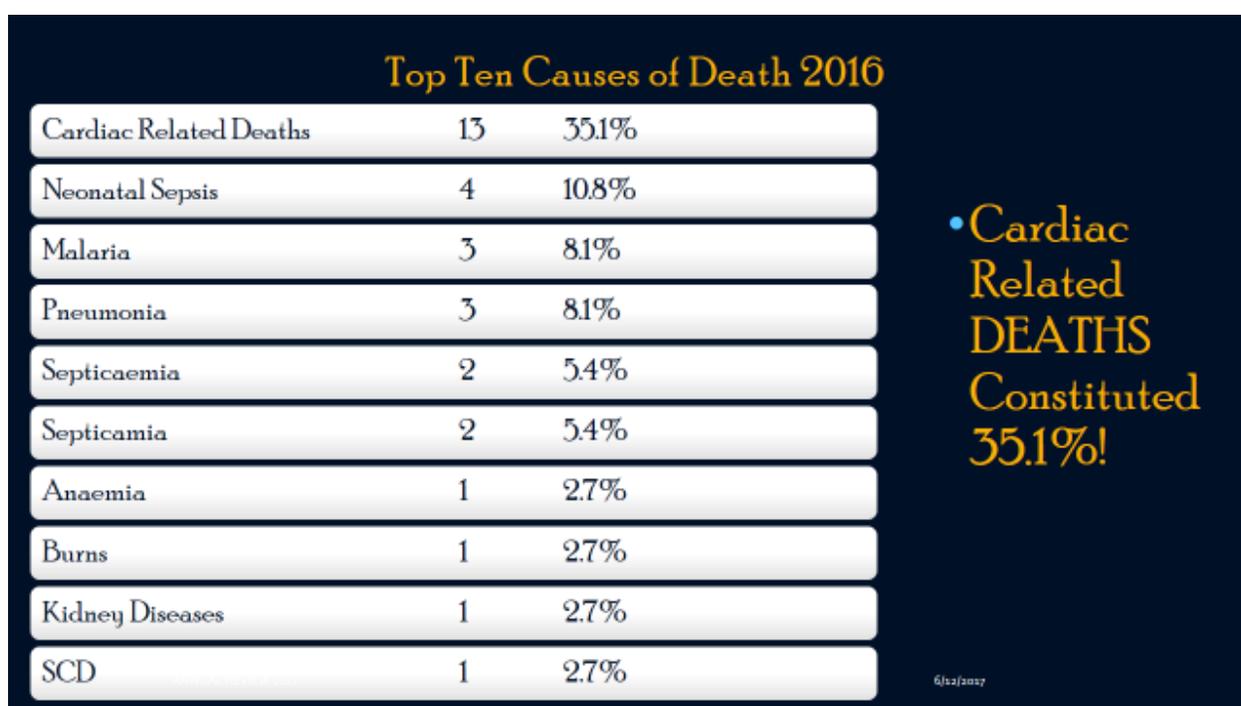
Malaria, Other Acute Respiratory Infection, Skin Diseases and Ulcers, Diarrhea Diseases, Rheumatism and Joint Pains and Intestinal Worms maintained their positions as first to sixth respectively on the top ten causes of OPD morbidity in 2015 and 2016.

Table 1.48: Immunization Coverage.

ANTIGEN	2014		2015		2016	
	(T- 7,901) ACH	% Cov.	(T- 8,012) ACH	% Cov.	(T- 8,124) ACH	% Cov.
BCG	4286	86.4	3664	72.4	4,987	96.5
Measles	4182	84.3	4394	87.0	4526	87.6
Yellow Fever	4029	81.4	4228	83.5	4056	78.3
OPV 3	3648	73.6	3814	75.3	4213	81.5
PENTA 3	3727	75.2	3656	72.2	4202	81.3
TT2+	2501	50.4	2309	45.6	2309	44.7

Source: MHMT, 2016

Table 1.49: Top ten (10) causes of death in Kwaebibirem Municipal in 2016



#### HIV/AIDS issues

Among the two health facilities, (Kade and Asuom), Kade hospital has the highest number of reported HIV/AIDS cases as compared to Asuom Health Center. This is not surprising as Kade hospital deals with a higher number of populations in relation to its level of service.

The most affected age group is 20 – 34 years. In 2016, a number of 23 people were diagnosed of HIV positive. There was a reduction of twenty-three (23%) per cent of the 2015 number.

Table 1.50: Reported HIV Cases in the two main health facilities in 2016.

facility	0-4		5-9		10-14		15-19		20-24		25-29		30-34		35-39		40-44		45-49		50-54		55+		
	m	f	m	f	m	f	m	f	m	f	m	f	m	f	m	f	m	f	m	f	m	f	m	F	
Kade Gov't Hosp.	0	0	3	1	0	1	0	0	0	3	0	7	0	6	0	2	0	0	0	0	0	0	0	0	0
Asuom Health Center	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0

Source: MHMT, Kwaebibirem, 2016

Table 1.51: HIV/AIDS Trends by Age Group

AGE GROUP	2016	2017 (Jan-March)
<15 years	2	0
15-19	4	1
20-29	28	11
30-39	21	11
40-49	22	9
50+	1	1
All ages	78	33

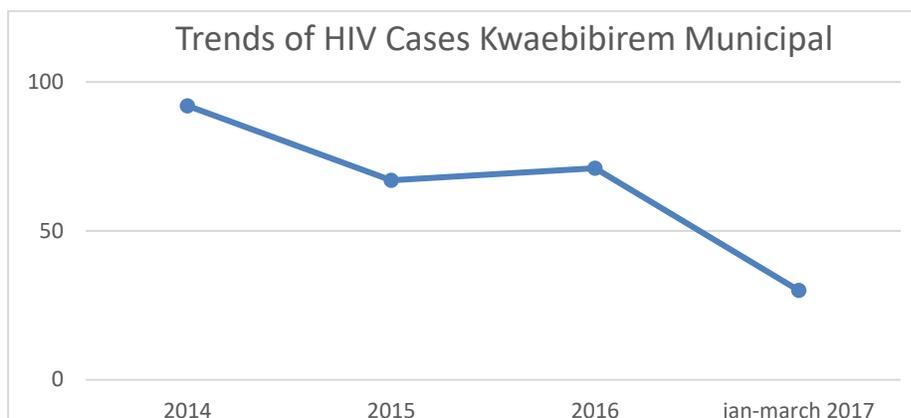
Source: MHMT, Kwaebibirem, 2017.

Table 1.52: HIV Trends in Kwaebibirem Municipal

Year	Number of Cases
2014	92
2015	67
2016	71
(Jan-Mar) 2017	30

Source: MHMT, Kwaebibirem, 2017.

Figure 1.10: Trend of HIV Cases



**Source:** MHMT, Kwaebibirem, 2017

#### Support Given to Persons Living with HIV/AIDS (PLWHA)

Ghana health service is helping with the supply of ART at subsidized cost, funds to conduct Counseling services and supply of machines and other logistics.

ADRA, Catholic Relief Services and the Kwaebibirem Municipal Assembly have supported an association of people living with HIV/AIDS called “in God We Trust” with the supply of their ATRs and seed money for income generating activities. This is on-going.

#### Municipal Mutual Health Insurance Scheme

##### Background history

The Kwaebibirem Municipal Assembly is one of the few municipal in the country to start the programme in the country in the year 2004. It started with 2867 members in its first year of implementation. During the second year, the figure jumped to 41,816 and in 2006 it had a membership of over 75,000,

Beneficiary can access the scheme, from a number of hospitals and clinics among which are; St. Dominic’s Hospital, G.C.D. Hospital, Oda Gov’t Hospital, Kade Health Centre, Asuom Health Centre, Takrowase Health Centre, Pramkese Health Centre, GOPDC Clinic, Salvation Army Clinic, Akim Wenchi, this is when Denkyembour had not been carved out of Kwaebibirem Municipal.

By the end of 2016, there was a total of fifty-nine thousand, five hundred and seventy-seven (59,577), registrants in the Municipal. From 2014 to the first quarter of 2017, a total of 608,422 clients were covered in service delivery by the Municipal Health Insurance Scheme and other

stakeholders. A total of GHC14,331,702.51 was disbursed within the same period as shown in table 1.53.

Table 1.53: National Health Insurance

Indicator	Number	%
Registrants	59,577	
Registrants with Cards	59,577	
Registrants by Category		
Informal (pay by cash)	20,340	34
SSNIT Contributors	4,207	7
SSNIT Pensioners	209	0.4
Under 18yr olds	27,845	46.7
Pregnant Women	2,905	4.8
70 yrs old and above	2,889	4.8
Indigenes	1,182	1.9
➤ Paying		
➤ Non-Paying		

**Source:** National Health Insurance Scheme, Kwaebibirem, 2017

Table 1.54: Clients covered and disbursement made from 2014 to 2017.

Programme	Year	Number Covered	Disbursement in GhC
National Health Insurance Scheme	2014	253,914	6,809,446.76
	2015	178,815	3,401,926.13
	2016	152,681	3,441,278.67
	2017 (Jan. - Mar)	23,012	679,050.95

**Source:** National Health Insurance Scheme, Kwaebibirem, 2017

Clients who were captured under the Out Patient Department attendance with National Health Insurance from 2014 to March, 2017 totaling 584,047 and total number of patients who were admitted and benefited with the use of health insurance were 24,375 clients.

Table 1.55: Clients covered on admission with the use of NHIS- card from 2014 to 2017.

Programme	Year	Numbers Covered
Addmission	2014	13,566
	2015	4,555
	2016	5,249
	2017 (Jan. - Mar)	1,005

**Source:** National Health Insurance Scheme, Kwaebibirem, 2017

The performance of the Municipal Mutual Health Insurance Scheme is highly commendable in comparison to other schemes in the region in the whole country. This notwithstanding, the scheme is faced with some problems which are hindering its performance. These are lack of permanent

office accommodation, lack of official vehicle and inadequate staff to successfully implement the program in all nooks and cranny of the municipal.

1.11:Kb. M. A Health Facility Map



1.7.19: Information and Communication Technology (ICT).

The Policy of the Municipality is to apply ICT as an integral part of its developmental agenda. Therefore the strategies to be adapted include SDG target 17.8 and 9.C. Telecommunication in the municipal is fairly encouraging as almost all the major communication providers have cell sites in the municipal. There are about thirty-six cell sites in the municipal. Tele-density is therefore high

in the municipal (about 25Km). One can make and receive telephone call in every major town in the municipal. Where the facility is not available, one needs not to travel more than 5 Km to have access telephone facility. What is lacking in the ICT sector is internet facility. Apart from Kade where there are private providers of internet services, no other community has access to internet facilities. The Municipal Administration itself has no internet facilities. This situation affects the Municipal's Capacity to expand the frontiers of ICT platform which will invariably affect efficiency in service delivery of the assembly to its numerous clients.

#### 1.7.20: Poverty, Inequality and Social Protection

The Municipal Assembly through its implementing agency documented information on target groups that fall under the above category. The Municipal through the Social Welfare Unit (under the Department of Social Development) had issues with Justice Administration with reference to juvenile court and senior correctional center at Mamobi.

Family tribunal cases involved paternity issues, child custody and maintenance. There are three Child Right and protection centers, of which one is an orphanage called Happy Home Academy with total number of 65 inmates (33 boys and 32 girls).

In the area of maintenance, the maintenance allowances ranged between GH¢30.00 to GH¢50.00 monthly.

The issue of disability is seriously catered for with an initial programme of Needs assessment and registration. The categories of disability are varied with corresponding heads. The Social Welfare

Unit is responsible for identifying all people who fall under the poverty line and could enroll into the (LEAP) programme – Livelihood Empowerment against Poverty.

❖ Livelihood Empowerment Against Poverty (LEAP) Programme, report from the Social Welfare Unit - kade 2014- 2017

Currently 636 Households are enrolled under the LEAP in 22 communities in the municipal in conformity with SDGtargets 1.3, 10.4, 5.4, 16.9 and 17.8.

#### 2017 LEAP Status

The total number of beneficiaries still stands at 636 households. Payment has been done twice so far for the 46<sup>th</sup> and 47<sup>th</sup> payment cycle.

Total amount paid out to beneficiaries so far is GH¢ 87,264.00

The Department of Social Welfare and Community Development has currently registered and provided financial assistance to 39 people with disability with a total amount of GH¢ 105,000.00 The support is to enhance their ability to expand their various trades. The trades included farming, trading, hairdressing, oil milling, dressmaking/tailoring, photography and educational support.

#### School Feeding Programme

Poverty reduction, eradication of hunger, improve child nutrition as well as increasing enrolment in primary schools are among the aspirations of the millennium development goals which is aimed at the overall wellbeing of the individual or child. In line with the aforementioned, the government started the Ghana School Feeding Programme (GSFP) which is an initiative of the New Partnership for Africa's Development (NEPAD). The main objectives are to reduce hunger and malnutrition among pre-school and primary school children, increase enrolment and to boost domestic food production by providing at least one nutritious and decent hot meal a day for school children.

The specific activities initiated as a means to *eradicate extreme poverty and hunger* were to implement projects and programmes aimed at *achieving Universal primary education* and *promoting Gender equality and women empowerment*, which are in line with Millennium

Development Goals 2 , 3 and SDG targets 2.1,2.3,8.6 ,1.1and 8.3 . In view of this, the School Feeding Programme was introduced.

The programme started in 2006 with four schools in four communities in the municipal at Anweaso, Kade, Takyiman, and Asuom.

The school feeding program has been a good initiative which has resulted into positive outcomes such as increased the enrolment in beneficiary schools, contributed to the improved nutritional status of pupils and reduces the rate of absenteeism or truancy among pupils, especially in deprived communities.

It has also contributed to the growth of the local economy, since caterers purchase some food items and energy from the immediate or nearby communities. Most attendants who help the caterers to execute the school feeding programme are hired from the communities, therefore local economic multiplier effect.

- a. In 2013/2014 academic year, eight thousand and fifty five (8055) pupils in 27 schools benefited from the programme.
- b. In 2014/2015 academic year, there were six thousand eight hundred and fifty nine (6,859) pupils in twenty seven (27) schools who benefited from the programme. Service was

provided by twenty nine (29) caterers. As at the end of Dec. 2015, caterers had been paid only up to the 2<sup>nd</sup> term of 2014/2015 academic year.

- c. In 2015/2016 academic year, seven thousand and ninety (7,090) pupils in twenty nine (29) schools benefited from the programme as at the end of Dec.2016.As at the end of Dec. 2016, caterers had been paid only up to the 2<sup>nd</sup> term of 2015/2016 academic year.

The following are some challenges associated with the implementation of the programme in recent times

- Inadequate supervision of caterers, leading to bad or imbalanced deit served pupils.
- Persistent undue delay in the release of funds to pay the caterers. For example, as at 31<sup>st</sup> Dec. 2014, caterers had been paid only up to fifteen (15) days of the 3<sup>rd</sup> term of 2013/2014 academic year. This resulted in some caterers not cooking for the pupils in the ensuring term.
- Increased enrolment figures for many of the schools which did not see a corresponding increase in the amount of money paid to the caterers.
- Some caterers not cooking for number of days or even the entire term yet will be paid for a service not rendered etc.

Table 1.53 Status of (Ghana) School Feeding Programme (GSFP) in Kwaebibirem Municipal from 2014 – 2016.

Table 1.56: The status of (Ghana) School Feeding Programme (GSFP) in Kwaebibirem Municipal from 2014 – 2016.

2014			2015			2016		
No.	BENEFICIARY SCHOOL	CURRENT ENROLMENT	No.	BENEFICIARY SCHOOL	CURRENT ENROLMENT	No.	BENEFICIARY SCHOOL	CURRENT ENROLMENT
1.	Koka L/A Primary	155	1.	Koka L/A Primary	144	1.	Koka L/A Primary	137
2.	Kwae Adiembra L/A Primary	98	2.	Kwae Adiembra L/A Primary	46	2.	Kwae Adiembra L/A Primary	60
3.	Kukubi L/A Primary	58	3.	Kukubi L/A Primary	34	3.	Kukubi L/A Primary	39
4.	Dokyi L/A Primary	141	4.	Dokyi L/A Primary	131	4.	Dokyi L/A Primary	141
5.	Akenkase L/A Primary	159	5.	Akenkase L/A Primary	234	5.	Akenkase L/A Primary	211
6.	Senya L/A Primary	257	6.	Senya L/A Primary	257	6.	Senya L/A Primary	277
7.	Subriso Presby Primary	220	7.	Subriso Presby Primary	180	7.	SubrisoPresby Primary	186
8.	Dompim Methodist Prim.	183	8.	Dompim Methodist Prim.	164	8.	Dompim Methodist Prim.	250
9.	Akim Krobo AME Zoin Prim.	172	9.	Akim Krobo AME Zoin Prim.	155	9.	AkimKrobo AME Zoin Prim.	187
10.	Mpeasem L/A Primary	200	10.	Mpeasem L/A Primary	194	10.	Mpeasem L/A Primary	231
11.	Old Ntronang Primary	247	11.	Old Ntronang Primary	193	11.	Old Ntronang Primary	232
12.	Pramkuma Presby Prim	187	12.	Pramkuma Presby Prim	183	12.	PramkumaPresby Prim	210
13.	Kwarmang R/C Primary	215	13.	Kwarmang R/C Primary	215	13.	Kwarmang R/C Primary	293
14.	Akawani L/A Primary	256	14.	Akawani L/A Primary	179	14.	Akawani L/A Primary	215

15.	Asuom Islamic Primary	<b>272</b>	15.	Asuom Islamic Primary	<b>189</b>	15.	Asuom Islamic Primary	<b>204</b>
16.	Kade Islamic Primary	<b>246</b>	16.	Kade Islamic Primary	<b>246</b>	16.	Kade Islamic Primary	<b>246</b>
17.	Otumi Presby A & B Primary	<b>407</b>	17.	Otumi Presby A & B Primary	<b>317</b>	17.	Otumi Presby A & B Primary	<b>344</b>
18.	Minta Bomeng L/A Primary	<b>122</b>	18.	Minta Bomeng L/A Primary	<b>104</b>	18.	MintaBomeng L/A Primary	<b>172</b>
19.	Kade L/A Prim.A& B	<b>342</b>	19.	Kade L/A Prim.A& B	<b>342</b>	19.	Kade L/A Prim.A& B	<b>330</b>
20.	Nkwa ntanang Islamic	<b>216</b>	20.	Nkwa ntanang Islamic	<b>218</b>	20.	Nkwantanang Islamic	<b>254</b>
21.	Nkwantanang Presby Prim.	<b>368</b>	21.	Nkwantanang Presby Prim.	<b>316</b>	21.	Nkwantanang Presby Prim.	<b>287</b>
22.	Abompe Presby Prim.	<b>216</b>	22.	Abompe Presby Prim.	<b>194</b>	22.	AbompePresby Prim.	<b>160</b>
23	Darmang L/A Prim.	<b>206</b>	23	Darmang L/A Prim.	<b>206</b>	23	Darmang L/A Prim.	<b>206</b>
24	Kade Presby Prim A&B	<b>711</b>	24	Kade Presby Prim A&B	<b>711</b>	24	Kade Presby Prim A&B	<b>711</b>
25	Takyiman Presby Primary	<b>418</b>	25	Takyiman Presby Primary	<b>405</b>	25	Takyiman Presby Primary	<b>405</b>
26	Kade Salvation Army Prim. A& B	<b>323</b>	26	Kade Salvation Army Prim. A& B	<b>445</b>	26	Kade Salvation Army Prim. A& B	<b>445</b>
27	Asuom Presby A, B&C	<b>1078</b>	27	Asuom Presby A, B&C	<b>857</b>	27	Asuom Presby A,	<b>234</b>
	<b>TOTAL</b>	<b>8,055</b>		<b>TOTAL</b>	<b>6,859</b>	28	Asuom Presby B	<b>222</b>
						29	Asuom Presby C & KG	<b>411</b>
							<b>TOTAL</b>	<b>7,090</b>

## Child Labour

The Ghana living standard survey defines children as being vulnerable in a society if they are: Malnourished, Victims of child labour, School dropouts, Orphans, Children suffering from sex abuse and among many other factors of which the Kwaebibirem Municipal located in the Eastern Region of Ghana is not in exception.

Child vulnerability's manifestation in the Kwaebibirem Municipal can be traced to parental irresponsibility most especially, among the Municipal's Rural Population.

Weak enforcement and in some cases, lack of child welfare programmes and child development programmes such as adequate and child-friendly educational programmes and infrastructure, entertainment programmes and infrastructure such as children's park among many others.

Besides, children born outside marriage and children of large families tend to be victims of parental neglect and so, are called upon to fend for themselves sometimes at early age, a situation which opens them up to all manner of dangers and abuse such as child labour.

Child labour is a world problem especially in developing countries, including Ghana. The story is not different in the Kwaebibirem Municipal. It is prevalent in rural areas where communities lack the capacity to enforce minimum age requirements for school and employment.

The problem is endemic in Abodom, Tweapease, Adankrono, Pramkese and Kade where illegal mining activities are prevalent. In addition, children are being used to work on oil palm plantation, citrus and cocoa farms without compensation.

The Kwaebibirem municipal is among the cocoa growing municipals in the country selected to pilot the programme. Ever since the programme started since 2006, the municipal has supported and sustained 485 school children and their families. The district has provided over 500 school bags, copies of exercise books and shoes, school uniforms to children who were identified as restricted

from engaging in all forms of labour which is affecting their attendance and stay in school. These imply that the Assembly will mainstream the strategy of SDG targets 11.1, 16.2, 16.3 and 1.4.

#### The Vulnerable and excluded

About two-thirds of people living especially in the rural areas of the Municipal are vulnerable due to poverty.

Some of these people cannot even meet their nutritional requirements and other basic necessities such as clothing, good housing and health care.

The Ghana Living Standard Survey defines segments of the Ghanaian Society who constitute the extreme poor or vulnerable and excluded.

The segments as defined are not different in the Kwaebibirem Municipal.

The vulnerable and the excluded include the following:

- i. The rural food crop farmer
- ii. Malnourished children, victims of child labour, school dropouts and orphans
- iii. Disadvantaged women such as single parenting women, malnourished pregnant women and nursing mother teenage mothers, commercial sex workers and illiterates
- iv. Displaced people, including those displaced by acquisition of former state farms lands by GOPDC & rainstorm
- v. The elderly with no access to family care and protection
- vi. The physically challenged persons with no employable skills
- vii. Drug addicts
- viii. Children and women suffering from sexual abuse and battery and
- ix. The unemployed.
- x. People living with HIV/AIDS

In the Kwaebibirem Municipal, much has been done for the vulnerable and excluded. However a lot more needs to be done to improve the lot of the vulnerable and the excluded.

The Municipal Assembly has to come out with a clear cut policies and programs for this category of people tailored along the national disability law.

Even though there are laws safeguarding the rights of women and children these have not been adequately enforced.

The departments of Social Welfare and Community Development, which are mainly responsible or who see to the welfare of the vulnerable and excluded in the Municipal; need to be strengthened to enable them play their role of removing barriers that impede the wellbeing of the people.

Table 1:57: Population by type of locality, disability type in Kwaebibirem Municipal

Disability Type	Both sexes		Male		Female	
	Number	percent	Number	percent	Number	percent
No disability	110,770	97.4	54,313	97.4	56,457	97.4
With a disability	2,951	2.6	1,433	2.6	1,518	2.6
Sight	1,462	49.5	696	48.6	766	50.5
Hearing	424	14.4	195	13.6	229	15.1
Speech	437	14.8	239	16.7	198	13.0
Physical	782	26.5	336	23.4	446	29.4
Intellectual	285	9.7	162	11.3	123	8.1
Emotional	235	8.0	114	8.0	121	8.0
Other	230	7.8	107	7.5	123	8.1
Total	113,721	100.0	55,746	100.0	57,975	100.0

**Source:** GSS, 2010 Population and Housing Census

## National Youth Employment Agency (YEA) Programme

### Introduction

The Youth Employment Agency is the Agency responsible for development, coordination, supervision and facilitation of employment for the youth of our country.

In 2012, the government of Ghana renamed the Agency from NYEP to Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA) and later to its current name, Youth Employment Agency (YEA) under the Youth Employment Act 2015 (Act 887) with the Ministry of Employment and Labour Relations having a supervisory role.

The Youth Employment Agency has a mandate to create a World Class Public Service Organization. In consonance with HR Best Practice globally, the YEA developed and adhered to a business process/workflow, in conformity with and existing wholly within the framework of the:

- ❖ Constitution of Ghana
- ❖ Financial Administration Act 654
- ❖ Youth Employment Agency Act 887
- ❖ Public Procurement Act 663
- ❖ Labour Act 2003
- ❖ ILO Decent Working Standards

All other relevant enactment that relate to running Public Sector Organization in Ghana.

At a High Level, the Business Process consisted of the following Major Activities:

1. Recruit
2. Train
3. Employ and Deploy
4. Evaluate
5. Improve

This business process was underpinned by an online Beneficiary Management Software hosted in the NITA cloud which ensured strict adherence to the process.

This report provides detailed information on the current state of all modules implemented in the Municipal. A total number of eight (8) modules have been implemented and are as follows;

1. Community Policing Assistant (CPA)
2. Youth in Fire Service (YIFS)
3. Youth in Prison Service (YIPS)
4. Community Health Workers (CHWs)
5. e-Health Assistant (eHA)
6. Environmental Protection Officer (EPO)
7. Community Education Teaching Assistant (CETA)
8. Youth in Arabic Education (YIAE)

Beginning 2016, there were a number of youths who applied for recruitment in the various modules. Applicant were shortlisted through the process of an interview, (The interview panel consisted of the Municipal Director (YEA), Deputy Municipal Director (OPERATIONS), Municipal Police Commander, YEA representative from the Regional and a representative from the Municipal Assembly) and later underwent training and duration of training depended on the module. After successfully passing out, these trainees were posted to their various stations.

The municipal offered employment in all the eight modules namely; Community Policing Assistant (CPA), Youth in Fire Service (YIFS), Youth is Prison Service (YIPS), Community Health Workers (CHWs), e-Health Assistant (e-HA), Environmental Protection Officer (EPO), Community Education Teaching Assistant (CETA), Youth in Arabic Education (YIAE)

In all, a total number of two hundred and seventy-three (273) youths were offered employment under the programme. The details are found in table 1.56. The programme in the municipal has offered employment to some youth in fulfillment of the objectives of the programme.

Table 1.57: Details of Employment program undertaken by the Municipal YEA as at May, 2017.

S/N	Name of Module	Shortlisted applicants	End of training	Assumption of duty	Assigned MDAs	No. at Post	vacation of post
1	Community Policing Assistant (CPA)	23	08 – 03 – 2016 to 30 – 06 - 2016	03-05-2016	Ghana Police Service	21	2
2	Youth in Fire Service (YIFS)	10	20 – 04 - 2016	03-05-2016	Gh. National Fire Service	9	1
3	Youth in Prison Service (YIPS)	7	20 – 04 - 2016	03-05-2016	Gh. National Prison Service	5	2
4	Community Health Workers (CHWs)	102	20 – 06 – 2016	07-09-2016	Gh. Health Service	92	10
5	e-Health Assistant (e-HA)	6	20 – 06 – 2016 24 – 06 - 2016	07-09-2016	Gh. Health Service	2	4
6	Environmental Protection Officer (EPO)	19	10 – 06 - 2016	10-08-2016	Environmental Protection Agency	16	3
7	Community Education Teaching Assistant (CETA)	97	20 – 08 - 2016	07-09-2016	Gh. Edu. Service	95	2
8	Youth in Arabic Education (YIAE)	9	12 – 12 - 2016	10-01-2017	Gh. Edu. Service	7	2

Municipal -Youth Employment Agency, 2016

## CONCLUSION

Considering the geographical size of Kwaebibirem and the total number of unemployed youth who do apply for the various modules, the Municipal Office would be very happy if total quota allocation be increase in order to absorb more unemployed youth. We shall be happy also if all items needed by beneficiaries to work effectively be supply as soon as possible to help ease pressure on them and also help them to achieve the purpose for which they have been engaged.

## Recommendations

We recommend for the opportunity to replace beneficiaries who have vacated their post so as to make up to the total quota allocated to Municipal.

We recommend that the allowance of beneficiaries be increased in order to boost their moral to work hard to achieve target goals.

We recommend that both monitoring and other Office be supply as soon as possible for efficient service delivery and effective monitoring.

### 1.7.21: Science, Technology and Innovation (S.T.I)

In pursuant of the study of Science, Technology and Innovation, the Kwaebirem Municipal Assembly through the Ministry of Education has two Senior High/Technical Schools located at Kade and Asuom respectively. This is a major effort of the Municipal Assembly to produce skilled labour especially among girls and women who form the majority of unskilled labour force in the municipality who will be in the position to lead the transformational effort of the local economy. This is important due to the background of the Municipal as an agricultural producer. In such a situation, the emphasis is on ways to introduce agro processing into the value chain which will enhance the municipal capacity to export to earn additional income to improve the local economy. For instance, the low level of education on the part of farmers impedes the adoption and application of new technologies in the municipality's agricultural sector. Also, the low level of education among revenue collectors contributes to slow pace of automation of revenue mobilization by the Assembly. To improve the situation, the Municipal Education Office in collaboration with the Municipal Assembly has been organizing Science, Technology, Mathematics and Innovation Education (STMIE) programme to promote Science, Technology, Mathematics and Innovation Education especially among girls. This programme has achieved a lot of success in the municipality.

The Municipal Assembly annually supports the Municipal Education Directorate by contributing to sponsor Maths and science girls' students to participate in the regional Maths and Science Workshop at Koforidua.

Additionally, the Municipal Assembly will collaborate and improve the capacity of the Business Advisory Center to play a liaison role to link the private sector to innovations through NBSSI.

Table 1.53: Implementation of STMIEI Programme in the Municipality (2014-2017)

Year	Total Number of Participants			GES Contribution GH(¢)	Assembly's Contribution GH(¢)	Other Sources
	Male	Female	Total			
2014	5	10	15	-	2,000.00	-
2015	8	12	20	-	2,500.00	-
2016	6	14	20	-	2,800.00	-
2017	4	13	17	-	3,500.00	-

*Source: Mun. Education Directorate, May, 2017*

#### 1.10: Summary of Key Development Issues of GSGDA II

##### Summary of Key Development Challenges Emanating from the Situational Analysis

Key development issues upcoming from the situational analysis are prioritised under the thematic areas of Ghana Shared Growth and Development Agenda (GSGDA) II 2014-2017 as indicated

below. Summary of Key Development issues of GSGDA II identified (as harmonized with inputs from the performance review, profiling and community needs and aspirations)

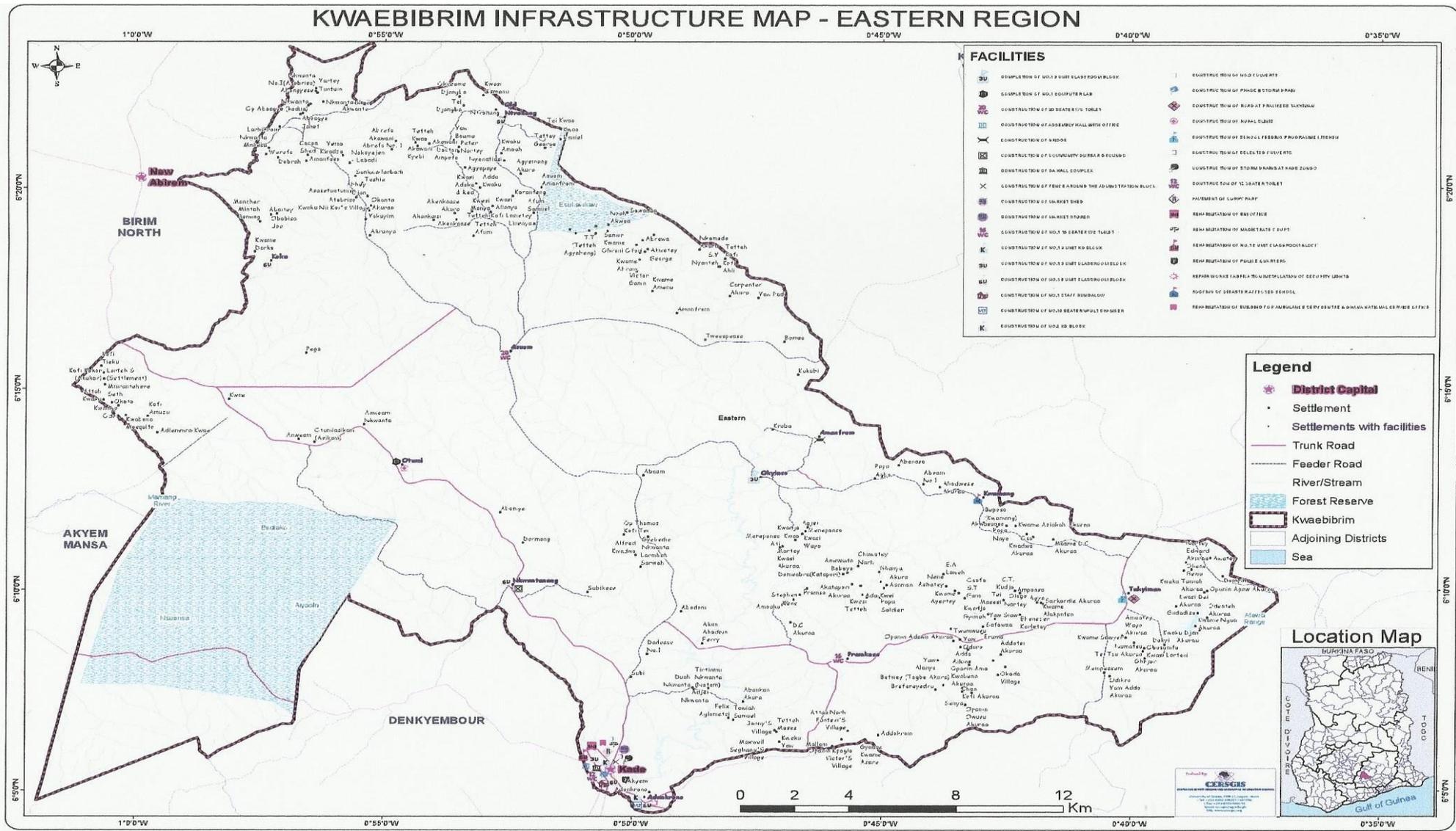
Table 1.54: Summary of Key Development issues of GSGDA II identified

Thematic areas of GSGDA II	Key Identified issues (as harmonized with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and Sustaining Macro-Economic Stability	<ol style="list-style-type: none"> <li>1. Low internally generated funds</li> <li>2. Delay in the release of DACF</li> <li>3. Inadequate revenue collectors</li> <li>4. Inadequate access to credits</li> <li>5. Low levels of income</li> </ol>
Enhancing Competitiveness of Ghana's Private Sector	<ol style="list-style-type: none"> <li>1. Inadequate support for vocational/skills training</li> <li>2. Lack of access to start-up capital</li> <li>3. Low level of agro-processing</li> <li>4. High cost of agro-processing machinery</li> <li>5. High transportation cost</li> </ol>
Accelerated Agricultural Modernization and Sustainable Natural Resource Management	<ol style="list-style-type: none"> <li>1. High post-harvest losses</li> <li>2. Immobility of agric extension officers</li> <li>3. High cost of farm inputs</li> <li>4. Poor nature of roads</li> <li>5. No standard storage facilities</li> <li>6. Low agricultural extension agents</li> <li>7. Lack of irrigation facilities</li> <li>8. Land degradation by illegal mining and chain saw operators</li> </ol>
Infrastructure and Human Settlements	<ol style="list-style-type: none"> <li>1. Inadequate access to environmental Sanitation facilities</li> <li>2. Weak enforcement of planning and building regulations</li> <li>3. Inadequate human capacities for land use planning</li> <li>4. Haphazard rural and urban developments</li> <li>5. Difficulty in land acquisition</li> <li>6. Inadequate budgetary allocation for efficient supervision</li> <li>7. Under resourced of the Spatial Planning Department</li> </ol>
Human Development, Productivity and Employment	<p>Education</p> <ol style="list-style-type: none"> <li>1. Inadequate access to quality pre-school Education</li> <li>2. Poor conditions of basic school infrastructure</li> <li>3. Low supervision due to inadequate Funds</li> <li>4. Low quality of teaching and learning at pre-school level</li> <li>5. Inadequate teacher accommodation</li> </ol> <p>Health</p> <ol style="list-style-type: none"> <li>1. Inadequate health infrastructure</li> <li>2. Large gap in geographical access to health care</li> <li>3. High infant and maternal mortality rate from malaria</li> <li>4. High stigmatization of PLWHA</li> <li>5. Challenge of HIV/AIDS/STIs among the youth</li> <li>6. Irregular payment of NHIS debt to service providers</li> </ol> <p>Water and Sanitation</p> <ol style="list-style-type: none"> <li>1. Inadequate access to portable water in some rural communities</li> <li>2. Inadequate public toilets in some communities</li> </ol>

<p>Transparent, Responsive and Accountable Governance</p>	<ol style="list-style-type: none"> <li>1.Low interest of the citizens in the decentralization process</li> <li>2.Inability of DA to sustain improved performance and service delivery</li> <li>3.Inadequate financial resources to undertake major capital intensive projects</li> <li>4.Uncooperative attitude of the citiziens to honour their tax obligations to the assembly</li> <li>5.Unsatisfactory performance of revenue collectors</li> <li>6.Weak functioning of sub-structures of the district assembly</li> <li>7.Inadequate residential accommodation for staff</li> <li>8.Uncooperative attitude of some decentralized departments</li> <li>9.Inadequate security personnel in the district</li> </ol>
---	---

Source: Kb. M.A- MPCU 2017

Figure 1.12: Base Map of Kwaebibirem Municipal depicting current situation



## 1.12: Summary of Community Needs and Aspirations

As part of the data collection exercise and to ensure community involvement and participation in the plan preparation, the Municipal Planning Coordinating Unit (MPCU) organized problems and needs identification within the Urban and Zonal councils to solicit the needs and aspirations of the various communities within the Municipal. Below are the summary of needs and aspirations in all the major communities in the Municipal.

### 1.12.1: Key Community Needs and Aspirations

These were identified at public fora attended by Assembly members, Town and Area Council members, and other opinion leaders. These fora were facilitated by the MPCU.

#### **Summary of Community Needs and Aspirations**

- Maintenance of roads (feeder, trunk and urban).
- Rehabilitation of dilapidated school structures and provision of new ones.
- Provision of potable water (boreholes) and extension of pipe system.
- Construction public toilets and promotion of household latrine construction.
- Construction of footbridges, culverts and drains.
- Development of final disposal site and provision of refuse containers and waste bins.
- Construction and renovation of markets.
- Rehabilitation of dilapidated CHPS compounds and provision of new ones.
- Extension of electricity and provision of streetlights.
- Provision of teachers' bungalow.
- Completion of industrial village.
- Construction of ICT centre.
- Construction of library facilities to improve learning.
- Skills and entrepreneurial training.
- Provision of Police stations/post to improve security.
- Construction of new fire station.
- Construction of nurses' quarters.
- Construction of ramps at all public places to improve PWDs' accessibility.
- Establishment of NHIS sub-offices to improve coverage.
- Promote orderly development of settlements.
- Provision of furniture for schools.
- Rehabilitation of slaughter house.
- Improve agriculture practices.
- Construction of lorry parks.
- Promote sports development.
- Construction of Zonal Council Offices.

### **Community Needs and Aspirations**

The following are the summary of community needs in the various sectors of the economy and under the Urban and Zonal Councils in the Municipality.

Basic analysis of Community Needs of Kwaebibirem Municipal on Urban/Zonal Council Basis.

Table 1.55: Community needs of the sub-structures

Table (a): Asuom Zonal Council

S/N	Community Needs by Sector	No. of frequency	Percentage Score
1	Education	24	11.88
2	Health	52	25.74
3	Water and Sanitation	64	31.68
4	Economic	21	10.39
5	Energy	17	8.41
6	Telecommunication	15	7.42
7	Social infrastructure	-	-
8	Security	9	4.45
9	Sports	-	-
TOTAL		202	100

Table (b): Abaam Zonal Council

S/N	Community Needs by Sector	No. of frequency	Percentage Score
1	Education	39	28.88
2	Health	57	42.22
3	Water and Sanitation	5	3.70
4	Economic	19	14.07
5	Energy	-	-
6	Telecommunication	1	0.74
7	Social infrastructure	-	-
8	Security	11	8.14
9	Sports	3	2.22
TOTAL		135	100

Table (c): Nkwantanang Zonal Council

S/N	Community Needs by Sector	No. of frequency	Percentage Score
1	Education	11	20.37
2	Health	10	18.51
3	Water and Sanitation	5	9.25
4	Economic	14	25.92
5	Energy	9	16.66
6	Telecommunication	-	-
7	Social infrastructure	2	3.70
8	Security	3	5.55
9	Sports	-	-
TOTAL		54	100

Table (d): Kwaie Zonal Council

S/N	Community Needs by Sector	No. of frequency	Percentage Score
1	Education	12	20
2	Health	8	13.33
3	Water and Sanitation	20	33.33
4	Economic	9	15
5	Energy	4	6.66
6	Telecommunication	-	-
7	Social infrastructure	3	5
8	Security	4	6.66
9	Sports	-	-
TOTAL		60	100

MPCU of Kb. D.A – 2017

Table (e): Kade Urban Council

S/N	Community Needs by Sector	No. of frequency	Percentage Score
1	Education	2	2.32
2	Health	3	3.48
3	Water and Sanitation	13	15.11
4	Economic	39	45.34
5	Energy	29	33.72
6	Telecommunication	-	
7	Social infrastructure	-	
8	Security	-	
9	Sports	-	
TOTAL		86	100

Table 1.56: Summary of Community Needs and Aspirations under sectors

S/N	Community Needs by Sector	No. of Frequency	Percentage Score	RANKING
1	Health	130	24.21	1 <sup>st</sup>
2	Water and Sanitation	107	19.93	2 <sup>nd</sup>
3	Economic	102	18.99	3 <sup>rd</sup>
4	Education	88	16.39	4 <sup>th</sup>
5	Energy	59	10.98	5 <sup>th</sup>
6	Telecommunication	16	2.98	7 <sup>th</sup>
7	Social infrastructure	5	0.93	8 <sup>th</sup>
8	Security	27	5.03	6 <sup>th</sup>
9	Sports	3	0.56	9 <sup>th</sup>
TOTAL		537	100	

**SOURCE:** M.P.C.U. KADE 2017

The responses from the communities were used as a guide in ranking or prioritization of the interventions after the technical analysis. In most cases, the community aspirations identified, (in terms of problems or needs) were the same as those identified during the technical analysis. The

situation afforded the team to group all seemingly same needs under the appropriate sectors as indicated in table 1.69.

MPCU undertook public consultation to capture issues of community needs and aspirations. The following is the summary of the overall findings of community needs and aspirations in terms of priority in the various socio-economic sectors.

Out of a total of 537 respondents, 130 of them, representing almost a quarter (24%) requested for health related programmes/projects to be provided. This was followed by water and sanitation related needs. The least was the sports sector where only 3 respondents, representing less than one (0.56%) per cent, requested for example, a community sports complex to be provided. The responses from the communities were used as a guide in the prioritization of the interventions after the technical analysis. In most cases the community aspirations and identified problems were the same as those identified during the technical analysis.

### 1.12:2 Harmonisation of Community Needs and Aspirations with Identified Key Development Gaps/Problems/Issues (from Review of Performance and Profile)

Community needs and aspirations which were collated through public fora are harmonized with identified key development gaps/problems/issues (from review of performance and profile) as depicted in the table 1.57.

Table 1.57: Harmonised Community Needs and Aspirations with Identified Key Development Gaps / Problems / Issues.

<b>Community Needs and Aspirations</b>	<b>Identified Key Development Gaps / Problems / Issues (from Performance and Profile)</b>	<b>Score</b>
Maintenance of roads (feeder, trunk and urban).	Poor nature of feeder roads.	2
	Poor road condition.	2
Rehabilitation of dilapidated school structures and provision of new ones.	Inadequate and poor state of school buildings.	2
	Poor performance of school children.	2
	Persistent gender disparities in school enrolment and retention.	2
Construction of library facilities to improve learning.	High rate of illiteracy.	1
Provision of potable water (boreholes) and extension of pipe system.	Inadequate access to potable water.	2
Construction of public toilets and promotion of household latrine construction.	Inadequate access to safe environmental sanitation.	2
Construction of footbridges, culverts and drains.	Inadequate culverts and footbridges	2
	Poor drainage system.	2
Construction and renovation of markets.	Poor market infrastructure.	2
Development of final disposal site and provision of refuse containers and waste bins.	Inadequate access to safe environmental sanitation.	2
Rehabilitation of dilapidated CHPS compounds and provision of new ones.	Inadequate and poor state of health facilities.	2
Extension of electricity and provision of streetlights.	Inadequate supply of electricity.	2
Completion of light industrial site and relocation of artisans.	Inadequate funding support.	2
Construction of ICT centre.	Limited application of technology.	2
Skills and entrepreneurial training.	Low managerial and entrepreneurial skills of MSEs.	2
	High rate of unskilled youth.	2
	High unemployment rate.	2
	High rate of unemployment among PWDs.	2
Provision of Police stations/post to improve security.	Weak enforcement of rules, regulations and laws.	2
Rehabilitation of magistrtae's court and office	Inadequate capacity of public institutions.	2
Construction of teachers' and nurses' quarters.	Inadequate residential accommodation for staff.	2
	Marginalization of PWDs.	2

<b>Community Needs and Aspirations</b>	<b>Identified Key Development Gaps / Problems / Issues (from Performance and Profile)</b>	<b>Score</b>
Construction of ramps at all public offices to improve PWDs' accessibility.	Inadequate facilities and support for orphans, PWDs and other vulnerable groups.	2
Establishment of NHIS sub-offices to improve coverage.	Limited coverage of social protection interventions.	2
Promote orderly development of settlements.	Lack of planning schemes for some key communities.	2
	Non-enforcement of planning regulations.	2
	Non adherence to planning schemes.	2
Provision of furniture for schools.	Poor performance of school children.	2
Rehabilitation of slaughter house.	Poor hygiene practices and inadequate hygiene education.	2
	Poor enforcement of environmental bye-laws.	1
Improve agriculture practices.	Low level of technology.	2
	Inadequate extension services	2
	Rain-fed agricultural practices.	2
	Low value addition to agricultural produce.	2
Construction of lorry parks.		0
Promote sports development.	Inadequate and poor state of sports facilities.	2
Construction of Zonal Council Offices.	Dysfunctional sub-district structures.	2

Kb. M.A –MPCU 2017

## CHAPTER TWO DEVELOPMENT ISSUES FOR 2018-2021

### 2.1: Introduction of development issues for 2018-2021

As resources are scarce and the needs of the people are many, it is necessary to prioritize the needs of the Municipal so that the few resources available to the Assembly are used to meet the needs of the people in the form of implementation of programmes and projects that will have short and long term effects on the people.

Municipal Priorities were first considered along the first four (4) goals in the National Policy framework at a Public Hearing of Stakeholders. The priorities are;

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

On the basis of the identified development problems, aspirations and issues resulting from the situational analysis, as well as the themes and objectives of the five thematic areas, this chapter presents the framework within which the various interventions and strategies contained in this plan have been defined. It includes the key development priorities and prospects, and the development focus, goals, objectives and strategies of the municipal. The aim of these aspirations are expected to

accelerate economic growth, facilitate poverty reduction, generate employment, improve general living conditions as well as ensure good and accountable governance in the district.

## 2.2: Development Priorities

### 2.2:1 Key Development issues under GSGDA II with implication for 2018–2021

To address the development problems identified under Chapter One, a number of interventions have been identified under each of the five thematic areas. These are prioritized and presented in Tables 2.1–2.5. The prioritization was based on four criteria listed and defined below.

- ◆ **Spread Effect:** this refers to the extent of reach of each intervention to the entire population, especially the poor and vulnerable;
- ◆ **Linkage Effect:** the extent to which a single intervention positively affects other aspects of development to meet the basic human needs of the people;
- ◆ **Multiplier Effect:** the impact of the intervention on the local economy, especially the attraction of enterprises, job creation, income levels and growth; and
- ◆ **Ability to Implement:** the capacity of the municipal assembly to implement the intervention, given its financial, material, human and institutional resource base.

Each criterion was assigned a weight, with

**Ability to Implement** having the highest weight of five (5)

**Spread Effect** had a weight of four (4), while

**Linkage Effect** and **Multiplier Effect** had a weight of three (3) each.

Using a scale of negative three (-3) to positive three (+3), each of the interventions was matched against the five criteria and ranked as detailed out in Annex 2.1 with stakeholders at the first public hearing on the plan, then subjected the results to thorough discussions.

Table 2.1: Key Development issues under GSGDA II with implication for 2018–2021

S/ N	Thematic area of GSGDA II	Key development issues under GSGDA II with implication for 2018-2021
1	Ensuring and Sustaining Macroeconomic Stability	<ol style="list-style-type: none"> <li>1.Low revenue base of the Assembly</li> <li>2.Low income and saings</li> <li>3.Increasing debt of the District Assembly</li> <li>4.Poor revenue administration</li> <li>5.Inadequate revenue collection</li> <li>6.High rate of revenue defaulters</li> <li>7.High rate of unemployment</li> </ol>
2	Enhancing Competitiveness of Ghana's Private Sector	<ol style="list-style-type: none"> <li>1.Lack of access to capital</li> <li>2.Informal nature of SMEs</li> <li>3.Limited managerial skills</li> <li>4.Limited training</li> <li>5.High taxes and fees</li> <li>6.Limited job opportunities for the youth</li> <li>7.Limited exploitation of potentials in the local tourist sites</li> </ol>
3	Accellerated Agricultural Modernization and Sustainable Natural Resource Management	<ol style="list-style-type: none"> <li>1.Low level of agricultural production</li> <li>2.Unfavorable prices for farm produce</li> <li>3.High rate of post harvest losses</li> <li>4.High cost of agricultural machinaries</li> <li>5.Low adoption of agricultural research</li> <li>6.Inadequate extension officers</li> <li>7.Poor road network to production centres</li> <li>8.Depletion of the vegetation</li> <li>9.Pollution by illegal mining</li> </ol>
4	Infrastructure and Human Settlement	<ol style="list-style-type: none"> <li>1.Poor roads</li> <li>2.Inadequate electricity</li> <li>3.High cost of transportation</li> <li>4.Lack of co-ordination among service providers</li> <li>5.Poor plan implementation</li> <li>6.Weak enforcement of planning and building regulations</li> <li>7.Inadequate human capacities for landuse planning</li> <li>8.Halphazard rural and peri-urban development</li> <li>9.Difficulty in land acquisition</li> <li>10.Poor quality rural housing</li> <li>11.Inadequate access to sanitation facilities</li> <li>12.Poor environmental sanitation</li> <li>13.Inadequate budgetary allocation for sanitatry services</li> <li>14.Inadequate water supply</li> </ol>

5	Human Development, Productivity and Employment	<ol style="list-style-type: none"> <li>1. Inadequate access to quality pre-school education</li> <li>2. Low school enrolment</li> <li>3. Poor conditions of basic schools educational infrastructure</li> <li>4. Low supervision</li> <li>5. Limited skills at all levels</li> <li>6. Low motivation and remuneration of teachers</li> <li>7. Low quality of teaching and learning at the basic level</li> <li>8. Non performing of SMCs and PTAs</li> <li>9. Inadequate sports facilities for skills development</li> <li>10. Inadequate health infrastructure</li> <li>11. Large gap in access to health care</li> <li>12. High infant and maternal mortality for malaria</li> <li>13. Poor health status of the people</li> <li>14. High rate of HIV/AIDS/STIs among the youth</li> <li>15. High stigmatization of PLWHA</li> <li>16. Inadequate population data for planning</li> <li>17. High rate of self medication</li> <li>18. Poor sanitary condition in health institutions.</li> </ol>
6	Transparent and Accountable Governance	<ol style="list-style-type: none"> <li>1. Low interest of the citizens in the decentralization process</li> <li>2. Weak capacity of District Assembly to ensure improved performance and service delivery.</li> <li>3. Low performance of sub-structures of the District Assembly</li> <li>4. Low interest of people in local democratic process</li> <li>5. Weak revenue mobilization of the DA</li> <li>6. Over dependence on the DACF and donor support</li> <li>7. Weak financial management</li> <li>8. Ineffective supervision of revenue collectors</li> </ol>

Community needs and aspirations which were collated through public fora are harmonized with identified key development gaps or problems or issues (from review of performance and profile).

Table 2.2: Identified development issues from GSGDA II and Agenda for Jobs (NMTDPF, 2018-2021)

GSGDA II 2014 – 2021			AGENDA FOR JOBS 2018-2021 (NMTDPF)	
S/ N	THEMATIC AREA	ISSUES	DEVELOPMENT DIMENSION / THEMATIC AREA	ISSUES

1	Ensuring and sustaining macro-economic stability	<ol style="list-style-type: none"> <li>1. Leakages in revenue collection</li> <li>2. Limited access to finance</li> <li>3. Informal nature of businesses</li> <li>4. Limited exploitation of potentials in the tourism sector</li> <li>5. Low adaptation of agricultural technology</li> <li>6. Low transfer and adoption of research findings by stakeholders</li> <li>7. Low private investment in agricultural business ventures</li> <li>8. Low level of agro-processing in the value chain</li> <li>9. Degradation of the environment</li> </ol>	Economic Development	<ol style="list-style-type: none"> <li>1. Leakages in revenue mobilization</li> <li>2. Low level of agricultural production</li> <li>3. Poor Revenue administration</li> <li>4. Inadequate Revenue Collectors</li> <li>5. High rate of revenue defaulters</li> <li>6. Lack of access to capital</li> <li>7. Informal nature of local businesses</li> <li>8. Limited managerial skills</li> <li>9. Limited job opportunities for the youth</li> <li>10. Lack of opportunities to gain and retain skilled youths</li> <li>11. Increasing casualization among private sector workers</li> <li>12. Limited exploitation of the tourist potentials in the municipality</li> <li>13. Low level of agricultural production</li> <li>14. Unfavourable prices for farm produce</li> <li>15. High rate of post-harvest losses</li> <li>16. High cost of agro-processing machinery</li> <li>17. Low adoption of agricultural research findings</li> <li>18. Poor road network and conditions of roads</li> <li>19. Inadequate extension officers</li> <li>20. Depletion of the vegetation</li> <li>21. Lack of capital and cost of capital</li> <li>22. Underdeveloped capacity of FBOs to access capital and deliver services</li> <li>23. Seasonal variability in food supply and food prices</li> <li>24. Inadequate industrial infrastructure</li> <li>25. Obsolete technology</li> <li>26. Degradation of the forest</li> <li>27. Destruction of the environment, i.e. pollution by illegal miners</li> </ol>
---	--	---	----------------------	---

2	Human Development, Productivity and Employment	<ol style="list-style-type: none"> <li>1. Inadequate and equitable access to basic education</li> <li>2. Inadequate infrastructure for pre-school education</li> <li>3. Weak management and supervision of basic school</li> <li>4. Poor quality of teaching and learning at the basic school level</li> <li>5. Huge gap in geographical access to quality health care</li> <li>6. High infant and maternal mortality</li> <li>7. Prevalence of HIV/AIDS, malaria, T.B. and other communicable diseases.</li> </ol>	Social Development	<ol style="list-style-type: none"> <li>1. Inadequate access to quality pre-school education</li> <li>2. Low school enrolment</li> <li>3. Poor condition of basic school infrastructure</li> <li>4. Low level of school supervision</li> <li>5. Limited ICT skills at all levels of education</li> <li>6. Low motivation and remuneration of teachers</li> <li>7. Low quality of education</li> <li>8. High gender disparities in enrolment</li> <li>9. Non-performing SMCs/PTAs</li> <li>10. Inadequate attitudinal change relating to population family life education, gender, Health, HIV/AIDS/STI etc.</li> <li>11. Inadequate sports facilities for skill development</li> <li>12. High infant and mortality rate</li> <li>13. High mobility and mortality from malaria</li> <li>14. Poor health status of the people</li> <li>15. High rate of HIV/AIDS, STI</li> <li>16. High Teenage pregnancy rate</li> <li>17. Inadequate population data for planning</li> <li>18. Poor sanitary conditions in health institutions</li> <li>19. Inadequate access to potable water</li> <li>20. Inadequate toilet facilities</li> <li>21. Poor drainage systems</li> </ol>
---	--	---	--------------------	---

3	Infrastructure and Human Settlement	<ol style="list-style-type: none"> <li>1. Inadequate access to environmental sanitation facilities</li> <li>2. Poor quality of rural housing</li> <li>3. Weak enforcement of planning laws</li> <li>4. Poor quality of and inadequate road transport network.</li> <li>5. Haphazard land development</li> <li>6. Inadequate water supply</li> <li>7. Low access to electricity in the rural areas</li> </ol>	Environment, Infrastructure and Human Settlements	<ol style="list-style-type: none"> <li>1. Poor quality roads</li> <li>2. Inadequate electricity supply</li> <li>3. High cost of transportation</li> <li>4. Lack of co-ordination among service providers</li> <li>5. Poor plan implementation and weak enforcement of planning and building regulation</li> <li>6. Inadequate human capacities for land use planning</li> <li>7. Uncontrolled/haphazard rural and peri-urban development</li> <li>8. Difficulty in land acquisition</li> <li>9. Poor quality rural housing</li> <li>10. Poor environmental sanitation</li> <li>11. Inadequate budgetary allocation for sanitary services</li> </ol>
---	-------------------------------------	--	---	---

4	Transparent, responsive and accountable governance	<p>1.Weak local structures, leadership and management capacity at the MMDA level</p> <p>2.Huge gaps in the communication and accountability between MMDAs and citizenry</p>	Governance, Corruption and Public Accountability	<ol style="list-style-type: none"> <li>1. Low interest of the citizen in the decentralization process</li> <li>2. Weak capacity of MA to ensure improved performance and service delivery</li> <li>3. Non-functioning of MA sub-structures</li> <li>4. Fiscal Policy Weak revenue mobilization by MA</li> <li>5. Weak financial management</li> <li>6. Weak financial management</li> <li>7. Women Empowerment</li> <li>8. Inadequate women representation at the Municipal Assembly</li> <li>9. Inadequate access to economic resources</li> <li>10. High rate of child labour</li> <li>11. High level of unemployment among the vulnerable and excluded</li> <li>12. Public Safety</li> <li>13. High rate of drug abuse</li> <li>14. High risks associated to rainstorm</li> <li>15. National Cult. Limited documentation on the Culture of Kwaebibirem municipality</li> <li>16. High incidence of poverty among farmers especially food crop farmers</li> <li>17. High illiteracy among women</li> <li>18. Lack of pro-poor growth strategies for the poor</li> <li>19. Inadequate pre-schools</li> </ol>
---	--	---	--	---

2.3: Adopted development dimensions and issues of Kwaebibirem Municipal Assmbly  
Adopted development dimensions and issues of Kwaebibirem Municipal Assmbly which have similarities with identified development issues from GSGDA II as stated in table 2.3:.

Table 2.3: Adopted Development Dimension and Issues of Kwaebibirem Municipal Assembly.

S/N	DEVELOPMENT DIMENSION 2018 – 2021	ADPOTED ISSUES
1	Economic development	<ol style="list-style-type: none"> <li>1. Leakages in revenue mobilization</li> <li>2. Low level of agricultural production</li> <li>3. Poor Revenue administration</li> <li>4. Inadequate Revenue Collectors</li> <li>5. High rate of revenue defaulters</li> <li>6. Lack of access to capital</li> <li>7. Informal nature of local businesses</li> <li>8. Limited managerial skills</li> <li>9. Limited job opportunities for the youth</li> <li>10. Lack of opportunities to gain and retain skilled youths</li> <li>11. Increasing casualization among private sector workers</li> <li>12. Limited exploitation of the tourist potentials in the municipality</li> <li>13. Low level of agricultural production</li> <li>14. Unfavourable prices for farm produce</li> <li>15. High rate of post-harvest losses</li> <li>16. High cost of agro-processing machinery</li> <li>17. Low adoption of agricultural research findings</li> <li>18. Poor road network and conditions of roads</li> <li>19. Inadequate extension officers</li> <li>20. Depletion of the vegetation</li> <li>21. Lack of capital and cost of capital</li> <li>22. Underdeveloped capacity of FBOs to access capital and deliver services</li> <li>23. Seasonal variability in food supply and food prices</li> <li>24. Inadequate industrial infrastructure</li> <li>25. Obsolete technology</li> <li>26. Degradation of the forest</li> <li>27. Destruction of the environment, i.e. pollution by illegal miners</li> </ol>

2	Social Development	<ol style="list-style-type: none"> <li>1. Inadequate access to quality pre-school education</li> <li>2. Low school enrolment</li> <li>3. Poor condition of basic school infrastructure</li> <li>4. Low level of school supervision</li> <li>5. Limited ICT skills at all levels of education</li> <li>6. Low motivation and remuneration of teachers</li> <li>7. Low quality of education</li> <li>8. High gender disparities in enrolment</li> <li>9. Non-performing SMCs/PTAs</li> <li>10. Inadequate attitudinal change relating to population family life education, gender, Health, HIV/AIDS/STI etc.</li> <li>11. Inadequate sports facilities for skill development</li> <li>12. High infant and mortality rate</li> <li>13. High mobility and mortality from malaria</li> <li>14. Poor health status of the people</li> <li>15. High rate of HIV/AIDS, STI</li> <li>16. High Teenage pregnancy rate</li> <li>17. Inadequate population data for planning</li> <li>18. Poor sanitary conditions in health institutions</li> <li>19. Inadequate access to potable water</li> <li>20. Inadequate toilet facilities</li> <li>21. Poor drainage systems</li> </ol>
3	Environment, Infrastructure and Human Settlements	<ol style="list-style-type: none"> <li>1. Poor quality roads</li> <li>2. Inadequate electricity supply</li> <li>3. High cost of transportation</li> <li>4. Lack of co-ordination among service providers</li> <li>5. Poor plan implementation and weak enforcement of planning and building regulation</li> <li>6. Inadequate human capacities for land use planning</li> <li>7. Uncontrolled/haphazard rural and peri-urban development</li> <li>8. Difficulty in land acquisition</li> <li>9. Poor quality rural housing</li> <li>10. Poor environmental sanitation</li> <li>11. Inadequate budgetary allocation for sanitary services</li> </ol>

4	Governance, Corruption and Public Accountability	28. Low interest of the citizen in the decentralization process 29. Weak capacity of MA to ensure improved performance and service delivery 30. Non-functioning of MA sub-structures 1. Fiscal Policy Weak revenue mobilization by MA 2. Weak financial management 3. Weak financial management 4. Women Empowerment 5. Inadequate women representation at the Municipal Assembly 6. Inadequate access to economic resources 7. High rate of child labour 8. High level of unemployment among the vulnerable and excluded 9. Public Safety 10. High rate of drug abuse 11. National Cult. Limited documentation on the Culture of Kwaebibirem municipality 12. High illiteracy among women 13. Lack of pro-poor growth strategies for the poor 14. Inadequate pre-schools
---	--	---

Development issues adopted from Kwaebibirem Municipal Assembly inline with the Development Dimension and Agenda for Jobs in the NMTDF 2018 – 2021 has been ranked as indicated in the tables below

#### 1. Build a Prosperous Society

S/N	Development Dimension	RANK
	Economic Development	
1	Improving revenue mobilization and expenditure management.	1 <sup>st</sup>
2	Promoting an effective enabling environment for good cooperative governance.	2 <sup>nd</sup>
3	Enhance technological based industrialization with strong linkages to agriculture and other natural resource endowment.	3 <sup>rd</sup>
4	Improving the capacity of revenue collectors of the Assembly	4 <sup>th</sup>
5	Ensuring regular supervision of revenue staff.	5 <sup>th</sup>
6	Applying sanctions to revenue defaulters.	6 <sup>th</sup>
7	Improving data on ratable items in the District	7 <sup>th</sup>

#### 2. Create Opportunities for All Ghanaians

S/N	Development Dimension	RANK
	Social Development	
1	Improving educational infrastructure	1 <sup>st</sup>
2	Improving management and supervision of basic schools	2 <sup>nd</sup>

3	Upscaling public education on HIV/AIDS, malaria and TB	3 <sup>rd</sup>
4	Including disability issues in the mainstream activities of the DA	4 <sup>th</sup>
5	Mainstreaming gender issues in the development plan process.	5 <sup>th</sup>
6	Improving health infrastructure at the primary level	6 <sup>th</sup>
7	Enhancing the managerial skills of local entrepreneurs through BAC	7 <sup>th</sup>
8	Document and Development tourism potentials of the District Assembly	8 <sup>th</sup>

### 3. Safeguard the Natural Environment and Ensure a Resilient Built Environment

S/N	Development Dimension	RANK
	Environment, Infrastructure And Human Settlements	
1	Improving and accelerating housing delivery in communities	1 <sup>st</sup>
2	Ensuring orderly development in all communities	2 <sup>nd</sup>
3	Providing adequate safe and affordable water and sanitation facilities	3 <sup>rd</sup>
4	Improving road network in the district	4 <sup>th</sup>
5	Improving the process of building permit acquisition	5 <sup>th</sup>
6	Provide adequate staff accommodation	6 <sup>th</sup>
7	Provide settlement schemes to all communities in the District	7 <sup>th</sup>

### 4. Maintain A Stable, United And Safe Society

S/N	Development Dimension	RANK
	Governance, Corruption and Public Accountability	
1	Improving the capacity of the sub- structures to perform	1 <sup>st</sup>
2	Improving revenue mobilization	2 <sup>nd</sup>
3	Up scaling public education on government policies accountability and responsibilities	3 <sup>rd</sup>
4	Improving on communication and accountability between the DA and citizens	4 <sup>th</sup>
5	Improving the coordination and integration among decentralized department	5 <sup>th</sup>

PairWise Ranking of Municipal priorities.

Development Dimension	T1	T2	T3	T4
T 1	0	T1	T3	T1
T 2	T1	0	T3	T2
T 3	T3	T3	0	T3
T 4	T1	T2	T3	0

Proiritization of Development Issues – Agenda for Jods: *creating prosperity and Equal Opportunity for All.*

At the end of the Stakeholders exercise, these were arrived at through the use of pair wise ranking method. The Mnnicipal Priorities are:

1. Create opportunities for all Ghanaians
2. Build a Prosperous Society
3. Safeguard the natural environment and ensure a resilient built environment
4. Maintain a stable, united and safe society

## 2.4: (a) Analysis of the Potentials, Opportunities, Constraints and Challenges of the Municipal.

### 2.4.1: Introduction of POCC analysis

This section summarises the problems, potentials opportunities constraints as well as challenges that have been identified in the Municipal that could be used to achieve or hinder the implementation of the development plan.

Table 2.4: Potentials Opportunities Constraints and Challenges (POCC) Analysis.

<b>Development Goal(s): Build a Prosperous Society</b>				
ADOPTED ISSUES TO BE ADDRESSED	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Leakages in revenue mobilization	1. Existence rateable items 2, Availability of staff 3, Availability of revenue vehicle 4, Availability of vibrant market 5, Availability of valuation list 6, Availability of revenue checkpoint	1. Existence of donor support 2. Support from DACF, DANIDA 3. Access to government training programmes 4. DDF	1. Inadequate data on rateable items 2. Low tax education 3. Ineffective revenue collectors 4. Inadequate revenue 5. Low income levels 6. Apathy	1. Low understanding of citizens to pay taxes
<b>Conclusion:</b> The utilization of potentials and addressing of constraints will increase District Revenue mobilization.				
Low level of agricultural production	1. Fertile lands 2. Existence of Banks 3. Existence of unexploited natural resources 4. Youthful labour 5. Existence of department of Agric 5. Existence of research institutions	1. Poverty allocation schemes e.g. youth in agric. Programmes. 2. Corp programme 3. Masloc Loans	1. High rate of subsistence farming 2. Dwindling land for farming 3. Land litigation 4. Unfavourable land tenure system	1. High cost of farm inputs 2. Low prices of agric produce 3. Unreliable weather 4. Unstable global economy
<b>Conclusion:</b> The address of the constraints and taking advantage of the potentials will result in high incomes and savings among the people.				
Poor Revenue administration	1. Existence of competent staff 2. Existence of internal Audit	1. Existence of gov't policy guidelines on the use of public funds	1. Political interference 2. Inappropriate disbursement of the M.A. IGF	1. Lack of commitment of gov't to implement sanctions 2. Frequent transfer of staff
<b>Conclusion:</b> Improved Revenue administration could be achieved with the full compliance of Financial Administration Act.				
Inadequate Revenue Collectors	1. Existence of vacancies for revenue staff 2. Large army of unemployed youth 3. Favourable commission (25%)	1. Government policy on youth employment 2. Favourable Employment scheme of gov't	1. Inadequate data on rateable items 2. Misappropriation by revenue collectors	1. Lack of commitment by stakeholders 2. Unwillingness of the youth to take revenue collections 3. High rate of galamsey operators in the District
<b>Conclusion:</b> Adequate data compiled, recruitment of temporal revenue collectors with commitment by stakeholders could result in adequate revenue collection.				

<b>Development Goal(s): Build a Prosperous Society</b>				
ADOPTED ISSUES TO BE ADDRESSED	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High rate of revenue defaulters	1.Existence of Courts 2.Existence of police 3.Gazette bylaws 4.DA Lawyer	1.Government policy on prosecuting rate defaulters	1.Political interference 2.Low tax education 3.Low income levels 4.Ineffective revenue collection system	1.Lack of Commitment by DA staff
<b>Conclusion:</b> Prosecution of offenders could address the issue of high rate of revenue defaulters				
Lack of access to capital	1.Vibrant private sector 2.Willingness to pay Co-Operative Society 3.Existence of Dept. of Co-Operative	1. Support from micro credit institutions. 2.Support from Donors (EU, CBRDP) 3.Support from MASLOC 4.Support from BAC	1.Informal nature of business 2.Mismanagement of resources 3.High rate of illiteracy	1.Stick to operation conditions from the Banks and Donors
<b>Conclusion:</b> Formation of vibrant co-operatives could improve access to capital.				
Informal nature of local businesses	1.Presence of Dept. of Co-operatives 2.Existence of training institutions	1.Support from Donors (EU, CBRDP) 2.Support for BAC 3. Support from Rural Ent. Prog.	1.High illiteracy rate	1.Unreliable Donor and GOG support
<b>Conclusion:</b> The existence of BAC/REP could strengthen the informal sector.				
Limited managerial skills	1.Presence of Dept of co-operatives 2.Willingness of the people to be trained	1.Support from Donors (CBRDP) 2.Support from NBSSI 3. Support from the Rural Ent. Project		1.Unreliable Donor Support

<b>Conclusion:</b> Trained people by Dept. of Cooperatives could produce unlimited managerial skills to the people.				
Limited job opportunities for the youth	1. Existence of youth training schools. 2. Availability of master craftsmen 3. Dedicated parents	1. NYEP	1. Lack of commitment by some parents 2. Low income 3. Attitude of the youth to get rich quickly	1. Rural Urban migration
<b>Conclusion:</b> Available training institutions in the District could promote job opportunities.				
Lack of opportunities to gain and retain skilled youths	1. Guidance and counseling services (GES) 2. Availability of master craftsmen	1. GOG Policy	1. Lack of parental control 2. Peer pressure	1. Inadequate job openings
<b>Conclusion:</b> Guidance and Counseling services integrated with master craftsmanship could create opportunities to retain skilled youth.				
Increasing casualization among private sector workers	1. Existence of Labour Dept.	1. Favourable Government policy 2. Laws of Ghana	1. Lack of vibrant workers union in the agric sector	
<b>Conclusion:</b> The labour Department coupled with vibrant workers' union could minimize the issue of casual labour.				
Limited exploitation of the tourist potentials in the district	1. Existence of many tourist attraction 2. DA support 3. Private sector	1. Support from the Ministry of Tourism	1. Poor road network 2. Lack of capital 3. Poor quality of service	
<b>Conclusion:</b> The Municipal Assembly in partnership with the private sector has the potential to exploit the tourist sites.				

<b>Development Goal(s): Build a Prosperous Society</b>				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low level of agricultural production	1.Availability of fertile lands 2.Availability of cheap labour 3. Existence of Dept. of Agric. 4. Existence of Research institutions. 5.Rivers for irrigation	1.Donor support (CBRDP, LWMP, RTIP) 2.GOG support (mass cocoa spraying) 3.Good rainfall pattern	1.Traditional method of farming 2.Inadequate Extension offices 3.Slow adoption of technology by farmers 4.Ageing farmers 5.Bushfires	
<b>Conclusion:</b> Collaborative efforts by all stakeholders could improve the high level of agricultural production.				
Unfavourable prices for farm produce	1.Availability of market 2.Strategic location of district 3.Vibrant local market	1.Donor support	1.Lack of storage facilities 2.Inadequate agro-processing equipment 3.Inadequate market avenues	1.Unreliability of some traders from outside the district
<b>Conclusion:</b> Provision of storage facilities coupled with agro-processing equipment could impact on favourable prices of farm produce.				
High rate of post-harvest losses	1.Availability of extensions of staff 2.Local materials for construction	1.Donor support	1.Attitude of farmers to adopt, improved technologies	1.Unfavourable weather conditions
<b>Conclusion:</b> Attitude of farmers to adopt improved technologies from extension staff could address the issue of post-harvest losses.				
High cost of agro-processing machinery	1.Presence of small scale agro-processors 2.Presence of Rural Banks 3.Presence of agro-machinery fabricators	1.Support from Rural Enterprise project 2.NBSSI 3.IFAD 4.BAC	1.Low income of farmers 2.Non vibrant FBOs	
<b>Conclusion:</b> Rural Banks could offer low interest rate loans to agro-processors to result in low cost of agro-processing machinery.				
Low adoption of agricultural research findings	1.Existence of Research institutions (OPRI, ARI, CSIR) 2.Existence of Dept. of Agric 3.Fertile lands	1.Support from IFAD, CBRDP 2.Support from Government	1.Illiterate farmers 2.Ageing farmers 3.Inadequate Ext. staff 4.Complex nature of research findings	
<b>Conclusion:</b> Up-scaling of farmer education could result in high adoption of research.				
Poor road network and conditions of roads	1.Existence of DFR 2.Existence of some roads 3.Existence of some local materials for road construction	1.Support from GOG 2.Donor support	1.Non performing contactors 2.Heavy rainfall patterns 3.Presence of big rivers	1.Unreliability of donor support
<b>Conclusion:</b> Department of Feeder Roads with support from GOG could provide reasonable level of good road network.				

<b>Development Goal(s): Build a Prosperous Society</b>				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate extension officers	1.Availability of fertile land 2.Availability of some extension officer 3.Existence of research institution	1.Support from GOG		1.Non recruitment of staff into the civil service
<b>Conclusion:</b> Recruitment of agricultural staff will provide adequate extension services.				
Depletion of the vegetation	1.Existence of forestry commission	1.GOG policy on environmental situation	1.System of farming 2.Excessive logging 3.Bushfires	
<b>Conclusion:</b> Compliance with laws on environmental degradation could stop the depletion of the vegetation.				
Lack of capital and cost of capital	1.Willingness of the people to pay back loans 2.Presence of Rural Bank 3.Presence of vibrant FBOs	1.Support from donors 2.Support from GOG (MASLOC) 3.Support from financial institutions	1.Low savings among the people 2.Mismanagement of resources	1.High cost of capital 2.Operational policies of the banks
<b>Conclusion:</b> Support from MASLOC and other financial institutions could provide capital and low cost of capital.				
Underdeveloped capacity of FBOs to access capital and deliver services	1.Existence of FBOs 2.Existence of Dept. of Co-operatives	1.Support from NBSSI 2.Support from Rural Ent. Project	1.High illiteracy levels among FBOs 2.Inability of FBOs to pay back credit on time	
<b>Conclusion:</b> NBSSI and REP could support the development of capacity of FBO to deliver acceptable services.				
Seasonal variability in food supply and food prices	1.Fertile lands 2.Rivers for irrigation	1.GOG support	1.Inadequate storage facilities	1.Unreliable weather conditions
<b>Conclusion:</b> Support from GOG and MoFA to build enough Buffer Stock Depots could help reduce seasonal variability in food supply and food prices.				
Inadequate industrial infrastructure	1.Existence of small scale industries 2.Existence of machine fabricators	1.Donor support (EU) 2.Support from GOG 3. Support from Rural Ent. Project	1.low saving culture among the people	1.Unreliability of Donor/GOG support
<b>Conclusion:</b> Support from GoG, EU and Rural Enterprise projects could help reduce inadequate industrial infrastructure.				
Obsolete technology	1.Existence of vibrant agro- processors	1.Support from donor (EU, CBRDP) 2.Support from GOG	1.Information nature of business 2.High rate of illiteracy	1.Unreliable GOG/Donor support
<b>Conclusion:</b> Provision of vibrant and modern agro-processors could lead to the reduction of obsolete technology.				

<b>Development Goal(s): Build a Prosperous Society</b>				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Degradation of the forest	1.Presence of Forestry Commission 2. Presence of Dept. of Agric. 3.Presence of local NGOs	1.Donor support 2.GOG support (plantation programme) 3.LWMP	1.Inappropriate farmer practices 2.Illegal chain saw operators 3.Illegal mining activities	1.Effect of the weather
<b>Conclusion:</b> Effective implementation of by-laws and policies on forestry by agencies such as Forest Commission, Dept. of Agric. could help reduce degradation of the forest.				
Destruction of the environment, i.e. pollution by illegal miners	1.Presence of Forestry commission 2.Environmental Officers 3.Unit Committee 4.Traditional Ruler	1.Support from NGOs (Friends of river bodies)	1.Selling of catchment areas by chiefs 2.Uncontrolled mining activities 3.Operation of GOPDC	GOG policy on acquisition of mining concessions
<b>Conclusion:</b> Support from GoG, the sector ministry and other stakeholders could reduce the destruction of the environment. E.g. Through illegal mining.				

<b>Development Goal(s):</b> Create Opportunities for Ghanains				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate access to quality pre-school education	1.Availability of some pre-schools 2.Availability of children 3.Willingness of parents to send their wards to school	1.GOG policy on pre- schools 2.Support from Donors	1.Attitude of some parents towards education	1.Unreliable source of funds
<b>Conclusion:</b> GOG policy on pre-school and support from donors providing reliable sources of funds will ensure adequate access to qualify pre-school education.				
Low school enrolment	1.Availability of schools 2.Availability of school feeding prog. 3.Capitation grant	1.Donor support 2.GOG programme	1.Poor perception of parents towards education 2.Uneven distribution of school 3.Child Labour	1.Unreliability of external support
<b>Conclusion:</b> Even distribution of school infrastructure and availability of school feeding programme will insure high school enrolment.				
Poor condition of basic school infrastructure	1.Availability of local materials (sand & stones) 2. Local labour (masons etc.) 3.Willingness of DA to support	1.GETFUND 2.EU, CBRDP	1.Low DA revenue ware 2.Chieftaincy disputes 3.Difficult inland acquisition	1.Unreliability of external sources of funds
<b>Conclusion:</b> GETFUND, EU, M.A support could improve condition of basic school infrastructure.				
Low level of school supervision	1.Availability of circuit supervision 2.Existence of PTAs/SMC 3.Availability of logistics (veh)	1.Availability of GOG and Donor support	1.Attitude of circuit supervisor 2.Non performing SMC/PTAs	
<b>Conclusion:</b> GOG and Donor support as well as DA provided resources and logistics to stakeholders to ensure high supervision.				
Limited ICT skills at all levels of education	1.Availability of electricity in most communities 2.Availability of pupils 3.Availability of building	1.GOG support for ICT dev't 2.Donor support	1.Inadequate ICT instructors	1.Funds to support ICT development
<b>Conclusion:</b> GOG, Donor support and DA is providing infrastructure and superstructure to expand ICT skills at all levels.				

Low motivation and remuneration of teachers	1.Availability of DACF 2.Existence of DEOC	1.GOG policy on annual teachers award (best teacher's award)	1.Inadequate funds	
<b>Conclusion:</b> DA will resource DEOC and others to provide high motivation and remuneration of teachers.				
Low quality of education	1.Availability of trained teachers 2.Availability of text books 3.SMC/PTAs 4.DEOC	1.GOG initiative	1.Lack of libraries in communities 2.Indiscipline among pupils	1.Ineffective supervision 2.Poor working conditions for rural teachers
<b>Conclusion:</b> Availability of trained teachers, textbooks, SMC's PTAs, DEOC will ensure high quality of education.				
High gender disparities In enrolment	1.Availability of SMCs/PTAs 2.Availability of schools 3.DA support for girl child education	1.Donor support 2.NGOs support 3.GOG support	1.Parents attitude towards girl child education 2.Cultural practices 3.High teenage pregnancy 4.High drip-out rate among girls	
<b>Conclusion:</b> DA support for girl child education will narrow the gender disparities in enrolment.				
Non-performing SMCs/PTAs	1.Existence of GES 2.Existence of supervisors	1.GOG support	1.Frequent changes in SMC/PTAs membership 2.Ineffective head teachers 3.Apathy	
<b>Conclusion:</b> DA and Donors to provide resources to empower SMCs/PTAs to perform.				
Inadequate attitudinal change relating to population family life education, gender, Health, HIV/AIDS/STI etc.	1.Existence of counseling officers 2.DA support 3.Existence of Min. of Health	1.Donor support (JICA)	1.Outmoded cultural practices 2.Poverty 3.Inadequate counsellors	
<b>Conclusion:</b> Counseling support with support from GHS will provide positive attitudinal change relating to population and family life education, gender, health, HIV/AIDS/STI.				
Inadequate sports facilities for skill development	1.Active youthful population 2.Land for sports development	1.GOG support	1.Inadequate sports master 2.Low income	
<b>Conclusion:</b> DA commences the development of land to provide adequate spots facilities for skills development.				



HEALTH				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate health infrastructure	1.Existing health facilities 2.DA support 3.Community support 4.Availability of land	1.GOG support 2.Donor support	1.Late release of funds 2.Staff refusing to accept posting to rural areas 3.Inadequate qualified health personnel	1.Unreliable donor support
<b>Conclusion:</b> Support from DA, GoG, Donor support and communities are to provide adequate health infrastructure.				
High infant and mortality rate	1.Existing of Health facilities 2.Trained health personnel 3.Health insurance 4.Free medical care for pregnant women	1.GOG support 2.Donor support	1.High rate of illiteracy 2.Bad roads 3.Quack Doctors 4.High rate of poverty among women	
<b>Conclusion:</b> GoG support and DA assistance, trained health personnel, health insurance and health facilities will ensure low infant and mortality rate.				
High mobility and mortality from malaria	1.Trained community health workers 2.District Health Insurance Scheme 3.Adequate hospital	1.GOG support 2.Donor support	1.High rate of illiteracy 2.High rate of poverty 3.Poor conditions of road	1.Proliferation of quack doctors
<b>Conclusion:</b> GoG and DA support trained community; health insurance scheme will ensure low mobility and mortality rate from malaria.				
Poor health status of the people	1.Fertile lands 2.Existing health facilities 3.Trained Health personnel	1.GOG support 2.Donor support	1.Low income of the people 2.High illiteracy rate	
<b>Conclusion:</b> GoG and Donor support, in collaboration with health facilities and trained health personnel could ensure improved health status of the people.				
High rate of HIV/AIDS, STI		1.Ghana Aids Commission 2.NGOs (JICA) 3.GOG Fund	1.High risks behaviours among the people 2.Low – profile of HIV/AIDS/STI 3.Galamsey operators	1.High rate of poverty among women
<b>Conclusion:</b> Ghana AIDS Commission, NGOs to provide resources to ensure low rate of HIV/AIDS, STI.				
High Teenage pregnancy rate	1.Good family planning system	1.Regular and adequate support of contraceptives 2.NGO involvement in family planning (JICA)	1.Unfriendly youth health services 2.High dropout rate among girls	1.Low level of literacy among girls

<b>Conclusion:</b> Good family planning system, adequate supply of contraceptives and public education will ensure low teenage pregnancy rate.				
Inadequate population data for planning	1.Existence of DPCU 2.Existence of statistical service 3.Existence of statistical ser of MOH	1.GOG support 2.Donor support 3.Support from Statistical service	1.Lack of personnel 2.Lack of equip and logistics	1. Inadequate budget support
<b>Conclusion:</b> Data from MOH, support from GOG collaborates to provide technical assistance to provide adequate population data for planning.				
Poor sanitary conditions in health institutions	1.Existence of sanitary equipment 2.Existence of staff 3.MA support	1.GOG support 2.Donor support		
<b>Conclusion:</b> GoG and MA support with sanitary equipment and staff from the Environmental health Division will ensure improved sanitary conditions in health institutions.				

WATER AND SANITATION				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate access to potable water	1.Availability of ground water 2.Communities willing to contribute towards water 3.DA support	1.Donor support (DANIDA, EU, CBRDP)	1.High rate of poverty in some communities 2.Pollution of water bodies	1.Late release of DACF
<b>Conclusion:</b> Donor support, MA contribution coupled with available ground water will ensure access to adequate portable water.				
Inadequate toilet facilities	1. Mun. Assembly 2.Existence of land 3.Communities interest house hold toilets	1.Donor support (DANIDA, EU) 2.GOG support	1.Inadequate financial support 2.Lack of enforcement of MA by laws	1.Non gazettement of MA by laws
<b>Conclusion:</b> Donor support, GOG/MA and communities interest in household toilets will guarantee adequate toilet facilities.				
Poor drainage systems	1.Mun. Assembly support 2.Existence of lanes in towns 3.MA grader	1.GOG support	1.Low revenue base of MA 2.Poor performance of contractors 3.Attitude of people	1.Inadequate of funds
<b>Conclusion:</b> MAs' financial contribution and the availability of Grader machine will ensure good drainage system.				

<b>Development Goal(s):</b> Safeguard the natural environment and ensure a resilient built environment				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Poor quality roads	1.Existence of some feeder roads 2.Productive agric. roads 3.Existence of dept. DFR 4.Existence of grader	1.Donor support` 2.DDF 3.Government support		1.unreliability of Donor support 2.high cost of inputs 3.high rainfall pattern
<b>Conclusion:</b> Existence of GoG, Donor support could assist in the provision of good roads.				
Inadequate electricity supply	1.Existence of ECG 2.Availability of electricity 3.Availability of expertise 4.Willingness to contribute to power supply	1.Government policy on rural electrification (SHEP) 2.Donor support	1.Inability of comm. to buy electric poles 2.Unreliable town schemes	1.Unreliability of Donor support
<b>Conclusion:</b> Government's Rural Electrification Project should be pursued to provide adequate supply of electricity to all needed communities.				
High cost of transportation	1.Vibrant transport unions (GPRTU, Protoa) 2.Well-resourced transport owners			
<b>Conclusion:</b> Provision of good roads and resourced transport owners could result in low transportation cost.				
Lack of co-ordination among service providers	1.Presence of department of co-operatives 2.Existence of organized groups	1.Presence of Regional and National Associations 2. Rural Ent. Project	1.Unwillingness of some people to join any association	
<b>Conclusion:</b> Presence of Department of Co-operatives and organized groups will enhance coordination among service providers.				
Poor plan implementation and weak enforcement of planning and building regulation	1.Existence of Dept. of Town and country Planning 2.Existence of some planning schemes 3.Existence of MTDP	1.Existence of NDPC guideline 2.Favourable govt policy	1.Corruption of some staff 2.Unwillingness of some chiefs to follow lay-outs 3.People not prepared to obtain building permits	1.Lack of competent staff
<b>Conclusion:</b> Existence of Town and Country Planning Department and Planning schemes would ensure smooth plan implementation and enforcement of planning and building regulation.				
Inadequate human capacities for land use planning	1. Existence of T & CP Dept. 2.Existence of staff 3.Existence of Dev. Plan	1.Guidelines from NDPC	1.Lack of qualified personnel at the Dept of T&CP	1.Government policy on recruitment
<b>Conclusion:</b> Qualified personnel posted to Town and Country Planning Department recruited to provide adequate human capacities for land use planning.				
Uncontrolled/haphazard rural and peri-urban development	1.Existence of layouts for some communities 2. Existence of T&CP Dept. 3.Existence of by-laws	1.National policy on rural and urban development	1.Non-availability of lay-outs for some communities 2.Inadequate building inspectors 3.High rate of corruption	

<b>Development Goal(s):</b> Safeguard the natural environment and ensure a resilient built environment				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<b>Conclusion:</b> Layouts for some communities and supervision by building Inspectors will ensure controlled and orderly development.				
Difficulty in land acquisition	1.Documented procedure for land acquisition 2.Availability of land		1.Rate of chieftaincy disputes 2.Multiplicity of land ownership 3.Dwindling land for acquisition	
<b>Conclusion:</b> Support from sector ministry, MAs, Chiefs and Land owners with well documented lands could reduce problems of Land acquisition.				
Poor quality rural housing	1.Availability of sand and stones 2. Availability of artisans (masons carpenters etc.) 3.Existence of youth training school	1.Supports from financial lists	1.Low income of the people 2.Low saving culture among the people 3.High cost of building materials	1.Unpredictable global economic policy
<b>Conclusion:</b> Support from GoG, MAs, real estate developers could help improve the quality of rural housing.				
Poor environmental sanitation	1.Chiefs willingness to release lands 2.Availability of sanitary workers 3.Availability of trucks	1.GOG Support 2.Donor Support	1.Inadequate sanitary labour force 2.Poor attitude of communities towards sanitation	1.Non gazetting of DA bylaws
<b>Conclusion:</b> Support from GoG, MA's and stringent enforcement of sanitation laws could minimize the destruction of the environment.				
Inadequate budgetary allocation for sanitary services	1.MA contribution towards provision of sanitary facilities 2.DACF 3.Availability of land	1.Water and Sanitation Agency 2.Donor support 3.GOG support	1.Inadequate financial support 2.Non-utilization of annual sanitation budget 3.Over dependence on DACF	1.Deductions from DACF 2.Date releases of DACF
<b>Conclusion:</b> Funding from GoG, MA's and Donor partners could support adequate budget for sanitary services				

<b>Development Goal(s):</b> Maintain a stable, United and Safe Society				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low interest of the citizen in the decentralization process	1.Existence of NCCE 2. Existence of information service Dept.	1.Donor Support (CBRDP) 2.GOG support 3.NGO support	1.Poor performance of DA 2.High literacy 3.High rate of poverty 4.Apathy among the people	1.Political influences 2.Constitutional limitation 3.Non – payment of allowance to unit committee
<b>Conclusion:</b> Existence of NCCE and ISD with financial support from the MA/GoG through public education will increase the interest of the citizens in the decentralization process.				
Weak capacity of MA to ensure improved performance and service delivery	1.Existence of vacancies 2.Abundance of food in the district	1.Government support to pay personnel	1.inadequate office and residential accommodation	1.Partial embargo on recruitment of staff 2.Unwillingness of staff to accept postings to the municipal
<b>Conclusion:</b> GoG support to recruit qualified personnel and train them will strengthen the capacity of the DA to ensure improved performance and service delivery.				
Non-functioning of MA sub-structures	1.Sub-structures in place 2.Counselors to form the sub-structure 3.Some officers	1.GOG willing to support (LI) backing	1.Unavailability of funds to pay staff 2.Inadequate office accommodation 3.Unwillingness of people to commit themselves	1.Political influences 2.Non-payment of allowances to unit committee members
<b>Conclusion:</b> GoG willingness to resource the sub-structures will make them functional.				
Fiscal Policy Weak revenue mobilisation by MA	1.Existence of rateable items 2.Existence some staff 3.Availability of logistics	1.Existence of donor support 2.Existence of land valuation board 3.Donor supports	1.Inadequate data on rateable items 2.High tax evasion 3.Ineffective revenue collectors 4.Low income levels 5.Apathy	1.Late release of DACF 2.Deduction from the DACF
<b>Conclusion:</b> Data on rateable items with available logistics will strengthen DAs' revenue mobilization.				
Weak financial management	1.Existence of C & a General Staff 2.Existence of Internal Audit Unit	1.Existence of government guidelines for the utilization of public funds 2.FAR	1.Inappropriate disbursement procedure 2.Political interference	
<b>Conclusion:</b> Through the efforts of C & A Generals Department and Internal Audit could strengthen the financial management efforts of the District.				

<b>Development Goal(s):</b> Maintain a stable, United and Safe Society				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Weak financial management	1.Existence of some revenue staff 2.Existence of C&AG staff 3.Existence of Internal Audit Unit	1.Existence of government guidelines	1.Illiterate revenue staff 2.Poor road network	1.Temporal ban of employment recruitment
<b>Conclusion:</b> Internal Audit Service and Controller and Attorney General's Department could provide effective supervision of revenue collectors.				
Women Empowerment Inadequate women representation at the Municipal Assembly.	1.Existence of MA 2.Existence of NCCE 3.Existence of Information Service Dept.	1.Favourable GOG policies 2.Existence of NGO (Abantu)	1.High level of illiteracy among women 2.Low level of income 3.Apathy	1.Political support
<b>Conclusion:</b> Public education by NCCE and Information Service Department (ISD) could empower women to make adequate representation at the Municipal Assembly.				
Inadequate access to economic resources	1.Availability of land 2. Availability of financial Inst. 3.Existence of MASLOC	1.Government policy of women empowerment 2.Existence of Min. of Women and Children Affairs	1.Cultural practices	
<b>Conclusion:</b> Availability of land and financial resources will provide adequate access to economic resources.				
High rate of child labour	1.Existence of NCCE 2.Existence of schools 3.Existence of master craftsman 4.MA	1. NGOs in child labour prog. (Child Right International)	1.High rate of poverty among parents 2.Illiteracy among Parent 3.Apathy	
<b>Conclusion:</b> Public education by NCCE, existence of schools and MASLOC could help reduce high rate of child labour.				
High level of unemployment among the vulnerable and excluded	1.Fertile lands 2.NYEP 3.MASLOC	1.DACF	1.Unavailability of reliable data on the vulnerable and excluded 2.Condition of some disabled persons	1.High rate of loan defaulters 2.High cost of land 3.High cost of Agric input
<b>Conclusion:</b> Utilization of fertile land complemented by NYEP and MASLOC could help reduce unemployment among the vulnerable and the excluded.				
Public Safety High rate of drug abuse	1.Existence of the police 2.Existence of the courts		1.Lack of parental care 2.High rate of truancy	
<b>Conclusion:</b> The Police and courts could help reduce drug abuse.				

<b>Development Goal(s):</b> Maintain a stable, United and Safe Society				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High risks associated to rainstorm	1.Existence of forestry commission 2.Existence of local environmental 3.NGO 4.NYEP	1.GOG favourable policy of the environment	1.Poor buildings 2.De forestation 3.Farming systems	1.Illegal logging by contractors
<b>Conclusion:</b> Collaboration among all stakeholders in environmental protection will reduce risk associated to rainstorm.				
National Cult. Limited documentation on the Culture of Kwaebibirem municipality	1.Existence of Association of Chiefs 2.Highly educated chiefs	1.Existence of national House of Chiefs 2.Existence of CNC	1.Chieftaincy disputes 2.Non-documentation of chieftaincy issue in the district	
<b>Conclusion:</b> Empowered chiefs could help enhance documentation on Kwaebibirem culture.				
REDUCING POVERTY AND INCOME INEQUALITIES				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High incidence of poverty among farmers especially food crop farmers	1.Fertile lands 2. Existence of Dept. of Agric. 3.Existence of markets 4. Availability of financial institutions.	1.High demand for agric produce (e.g. oil palm & Cocoa)	1. Over dependence on rainfall for agric. 2.Unfavorable prices for agric. produce 3.Dwindle land for farm	1.Unreliable weather 2.High cost of credit
<b>Conclusion:</b> Collaboration among stakeholders in the Agric. sector could assist and reduce the incidence of poverty among farmers, especially food crop farmers.				
High illiteracy among women	1.Existence of Non-formal education Division	1.NGOs (GAWU) 2.Donors (EU, CBRDP)	1.Cultural practices 2.Low income levels	
<b>Conclusion:</b> Total involvement of all stakeholders in non-formal Education could reduce illiteracy among women.				
Lack of pro-poor growth strategies for the poor	1.Existence of DPCU Existence of MA structures	1.Donor support (KFW) 2.GOG support 3.NDPC	1.Lack of data on the poor 2.Inadequate job opportunities for the poor	1.Lack of political will
<b>Conclusion:</b> Strengthened existing growth structures or strategies adopted by the Municipal could prepare pro-poor strategies to help the poor.				
Inadequate pre-schools	1.Children for the school 2.Willingness of parents to send their children school 3.Existence of some school	1.Donor support 2.DACF	1.Lack of funds 2.Withdrawal of NGO support	1.Unreliable source of funds

<b>Development Goal(s):</b> Maintain a stable, United and Safe Society				
KEY DEV'T PROBLEM	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<b>Conclusion:</b> With Donor support and MA's assistance could help provide adequate pre-schools.				

## 2.4 (a): Impact Analysis

The development dimensions derived from the National Development Planning Framework (Agenda for Jobs) which has the under listed components have been prioritized as listed below from the POCC Analysis with the following criteria.

1. Create opportunities for all Ghanaians
2. Build a Prosperous Society
3. Safeguard the natural environment and ensure a resilient built environment
4. Maintain a stable, united and safe society

To address development issues, a number of interventions have been identified under each of the four development dimensions. The prioritization was based on four criteria. Each criteria was assigned a weight with

**Ability to Implement** having the highest weight of five (5)

**Spread Effect** had a weight of four (4), while

**Linkage Effect** and **Multiplier Effect** had a weight of three (3) each.

Using a scale of negative three (-3) to positive three (+3), each of the interventions was matched against the five criteria and ranked

Table 2.5: Impact Analysis

	Development Dimension	Impact on							Opportunity for promotion cross cutting issues		
		Pop.	Balanced devt.	Natural resource utilization	Cultural acceptability	Resilience and disaster risk reduction	Climate change and mitigation adaptation	Institutional reforms	HIV and AIDS	Gender equality	Nutrition
1	Economic development	5	4	3	5	3	4	4	3	5	5
2	Social development	5	4	3	4	3	3	5	5	5	5
3	Environment, Infrastructure and Human Settlements	5	5	5	4	5	3	3	3	3	3
4	Governance, Corruption and Public Accountability	5	5	5	5	3	3	5	3	4	4

From the analysis, none of the development dimensions has adverse impact on the areas identified in relation to human development.

## 2.5: Sustainability Analysis of the Issues

Development issues adopted were subjected to the analysis of the POCC of the district. This facilitated the identification of issues with potentials and opportunities to be addressed as priorities while considering other measures to address those with constraints and challenges. Decisions on the agreed priorities was based on the significance linkages on meeting basic human needs, multiply effect on economic efficiency and its impact on population groups, balanced development, natural resource utilization, cultural acceptability, resilient and

disaster risk reduction, climate mitigation and adoption in social reforms while issues on HIV/AIDS and gender equality with respect to strategic needs, interest and decision.

Table 2.6: Sustainable Prioritised Issues As Categorised Under Themes and Goals

DEVELOPMENT DIMENSIONS	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
<b>Economic Development</b>	Private Sector Development  Tourism and Creative Arts Development  Industrial Transformation  Agriculture and Rural Development	<ul style="list-style-type: none"> <li>• Poor storage and transportation systems</li> <li>• Low quality and inadequate agriculture infrastructure</li> <li>• Low productivity and poor handling of livestock/ poultry products</li> <li>• Weak extension services delivery</li> <li>• High cost of production inputs</li> <li>• Limited access to credit for SMEs</li> <li>• Poor tourism infrastructure and Service</li> <li>• Limited numbers of skilled industrial personnel</li> </ul>
<b>Social Development</b>	Information Communication Technology (ICT) Education and Training Health and Health Services Disability and Development Child and Family Welfare Population Management Gender Equality Sports and Recreation	<ul style="list-style-type: none"> <li>• Gaps in physical access to quality health care</li> <li>• Inadequate and inequitable distribution of critical staff mix</li> <li>• High incidence of HIV and AIDS among young persons</li> <li>• Poor quality of education at all levels</li> <li>• High youth unemployment</li> <li>• Gender disparities in access to economic opportunities</li> <li>• Difficulty in the extension of grid electricity to remote rural and isolated communities</li> <li>• Over exploitation and inefficient use of forest resources</li> <li>• Exclusion and Discrimination against PWDs on matters of national development</li> </ul>
<b>Environment, Infrastructure and Human Settlements</b>	Infrastructure Maintenance Transport Infrastructure (Road, Rail, Water and Air) Human Settlements and Housing Rural Development Management Energy and Petroleum Water and Environmental Sanitation Mineral Extraction Deforestation, Desertification and Soil Erosion Environmental Pollution Climate Variability and Change Disaster Management	<ul style="list-style-type: none"> <li>• Increasing demand for household water supply</li> <li>• Upsurge in illegal mining, otherwise known as “galamsey”</li> <li>• Weak natural resource management systems</li> <li>• Low institutional capacity to adapt to climate change and undertake mitigation actions</li> <li>• Poor and inadequate maintenance of infrastructure</li> <li>• Increasing demand for household water supply</li> <li>• Inadequate human and institutional capacities for land use planning</li> <li>• Poor and inadequate rural infrastructure and services</li> <li>• Poor quality ICT services</li> </ul>

<b>Governance, Corruption and Public Accountability</b>	Civil Society, and Civic Engagement Local Government and Decentralization Democratic Governance Human Security and Public Safety Public Policy Management	<ul style="list-style-type: none"> <li>• Inadequate involvement of traditional authorities in national development</li> <li>• Poor coordination in preparation and implementation of development plans</li> <li>• Ineffective sub-district structures</li> <li>• Ineffective monitoring and evaluation of implementation of development policies and plans</li> <li>• Limited capacity and opportunities for revenue mobilization</li> </ul>
<b>Strengthen Ghana's role in international affairs</b>		

## 2.6: Adopted development goals of the Municipality as extracted from the National Medium Term Development Framework

Table 2.7: Adopted Municipal Development Goals

<b>NMTDF, 2018 – 2021</b>		
<b>GOAL</b>	<b>DEVELOPMENT DIMENSION/ THEMATIC AREA</b>	<b>ADOPTED ISSUES</b>
<b>Goal Four:</b> Build a Prosperous Society	Economic Development	<ul style="list-style-type: none"> <li>• Poor storage and transportation systems</li> <li>• Low quality and inadequate agriculture infrastructure</li> <li>• Low productivity and poor handling of livestock/ poultry products</li> <li>• Weak extension services delivery</li> <li>• High cost of production inputs</li> <li>• Limited access to credit for SMEs</li> <li>• Poor tourism infrastructure and Service</li> <li>• Limited numbers of skilled industrial personnel</li> </ul>
<b>Goal One:</b> Creating opportunities for all Ghanaians	Social Development	<ul style="list-style-type: none"> <li>• Gaps in physical access to quality health care</li> <li>• Inadequate and inequitable distribution of critical staff mix</li> <li>• High incidence of HIV and AIDS among young persons</li> <li>• High youth unemployment</li> <li>• Gender disparities in access to economic opportunities</li> <li>• Difficulty in the extension of grid electricity to remote rural and isolated communities</li> <li>• Over exploitation and inefficient use of forest resources</li> <li>• Exclusion and Discrimination against PWDs on matters of national development</li> </ul>
<b>Goal Two:</b> Safeguarding the natural environment and ensure a resilient built environment	Environment, Infrastructure and Human Settlement	<ul style="list-style-type: none"> <li>• Increasing demand for household water supply</li> <li>• Upsurge in illegal mining, otherwise known as “galamsey”</li> <li>• Weak natural resource management systems</li> <li>• Low institutional capacity to adapt to climate change and undertake mitigation actions</li> <li>• Increasing demand for household water supply</li> <li>• Inadequate human and institutional capacities for land use planning</li> <li>• Poor and inadequate rural infrastructure and services</li> <li>• Poor quality ICT services</li> </ul>
<b>Goal Three:</b> Maintaining a stable, united and safe Society	Governance, Corruption and Public Accountability	<ul style="list-style-type: none"> <li>• Inadequate involvement of traditional authorities in national development</li> <li>• Poor coordination in preparation and implementation of development plans</li> <li>• Ineffective sub-district structures</li> <li>• Ineffective monitoring and evaluation of implementation of development policies and plans</li> <li>• Limited capacity and opportunities for revenue mobilization</li> </ul>

## CHAPTER THREE

### DEVELOPMENT PROJECTIONS, ADOPTED GOALS, OBJECTIVES AND STRATEGIES.

#### 3.1: Introduction

The DMTDP under the MTNDPF is driven by the LTNDP which has a vision “a just, free and prosperous nation with high levels of national income and broad base social development has been mainstreamed with the Sustainable Development Goals (SDGs), African Union Agenda 2063 and the Paris climate change agreement (COP21). The LTMDP aims to among others:

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

Within this context, and based on specific problems as well as the mission statement of Kwaebibirem Municipal Assembly, three key issues were identified as being central to poverty reduction and improved living conditions in the district and also to move in the same direction with the national goal. These include:

- ◆ wealth creation through value chain agriculture
- ◆ provision of basic social services for human development
- ◆ popular participation at the sub-structures

Therefore, the overall goal of the medium-term development plan is:

To ensure a better standard of living for all people in the district through the provision of social services, wealth creation through agriculture, and by empowering the people to participate in decision making and implementation that affect their lives within a decentralized democratic environment.

#### 3.2: Projected Development requirements for 2018-2021

The population of the Municipal was 113,721 in 2010. It is however estimated to be 134,259 in 2017 projecting it by using 2.4% inter-censal growth rate. The Projected Population growth at the rate of 2.4 is estimated at 147,620 in 2021 which is the end of the planned period.

Table 3.1: Municipal Population Size and Growth Rate.

Year	District Pop. Fig.	Growth rate	Projected District Pop. by (2021)
2017		2.4	134,259
2018			137,481
2019		2.4	140781
2020			144160
2021			147,620

**Source:** MPCU & GSS (2017)

Towards achieving the overall goal of the plan, the following development dimensions, sectoral goals, Policy objectives and Policy strategies are expected to be realised by the end of 2021 as indicated in table 3.1:

### 3.3: Development Projections, Adopted Goals, Objectives and Strategies

The Kwaebibirem Municipal Assembly through the MPCU after harmonizing and prioritization of development projection from 2018-2021 in relation to the adopted issues. these is to ascertain the additional social, economic and infrastratural services that should be provided within the medium term National Development objectives. the additional services required are driven by the projected target population of the Municipality

as determined by development standards in the Municipality. This was done in collaboration with Ghana statistical Service for projection of their target Population as indicated in the table table 3.2:

Table 3.2: Development Projections in line with development dimensions

Development Dimensions	Adopted Issues	Projected Services	Population Standard	Facility Quantity
Social Dev't	Education	Basic Schools	35 per class/13361	382 class rooms
"	Health	CHP centre	4400 per CHP compound	3 CHPS Compound
"	Water and Sanitation	Boreholes	200 per borehole	67 boreholes
Technical	Energy	N/A	N/A	N/A
"	Feeder Roads	30KM	21 KM	30KM
"	Urban Roads	10KM	1.6KM	10KM
"	Trunk Roads	80KM	52.2 KM	80KM
Agriculture	Maize	2.2 tons		2.5 tons
"	Rice	5.6tons		5.9tons
"	Cassava	17.7tons		17.8tons
"	Yam	15.2tons		15.8tons
"	Pinapple	N/A	N/A	N/A
"	Plantain	10.1tons		10.5tons
"	Oil palm	14.2tons		14.6tons
"	Citrus	12.1tons		12.5tons
Finance	Revenue	847,284.00	980,783.34	
Security	Police citizen Ratio	0.34:500	1:147,620	

The projected development requirement for the target Population for the Municipality are guide to the total programme of action for the planned period which will guide management to appreciate the prioritized selected Projects and Programmes into the Annual Action Plans.

Table 3.3: Adoption of Municipal Objectives and Strategies

DEVELOPMENT DIMENSIONS	ISSUES	POLICY OBJECTIVES	STRATEGIES
<b>Population</b>			
<b>Economic Development</b>	Limited access to credit for SMEs	Enhance Business Enabling Environment	Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17)
	Limited numbers of skilled industrial personnel	Ensure improved skills development for Industry	<ol style="list-style-type: none"> <li>1. Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4)</li> <li>2. Create an information portal and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale (SDG Target 9.c)</li> </ol>
	Poor tourism infrastructure and Service	Diversify and expand the tourism industry for economic development	<ol style="list-style-type: none"> <li>1. Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b)</li> <li>2. Promote public-private partnerships for investment in the sector (SDG Target 17.17)</li> <li>3. Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9)</li> <li>4. Mainstream tourism development in district development plans (SDG Target 8.9)</li> </ol>
	High cost of production inputs	Promote a demand-driven approach to agricultural development	<ol style="list-style-type: none"> <li>1. Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3)</li> <li>2. Facilitate and support the establishment of stakeholder-controlled marketing companies for grains and selected products, including a Cashew Marketing Authority (SDG Target 9.3)</li> </ol>

	Weak extension services delivery  Poor storage and transportation systems	Ensure sustainable development and management of aquaculture  Improve efficiency and effectiveness of road transport infrastructure and services	<ol style="list-style-type: none"> <li>1. Provide consistent and quality extension service delivery (SDG Target 2.a)</li> <li>2. Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2)</li> <li>3. Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2).</li> <li>4. Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)</li> </ol>
	Limited Agricultural production and productivity	Increase agricultural productivity	<ol style="list-style-type: none"> <li>1. Increase access to agricultural mechanization along the value chain.</li> <li>2. Improve access to agricultural extension services</li> <li>3. Improve access to agro-technologies (seeds, fertilizers, agro-chemicals)</li> </ol>
	Low quality and inadequate agriculture infrastructure	Improve Post-Harvest Management	<ol style="list-style-type: none"> <li>1. Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c)</li> <li>2. Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)</li> </ol>
	Low productivity and poor handling of livestock/ poultry products	Promote livestock and poultry development for food security and income generation	<ol style="list-style-type: none"> <li>1. Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1)</li> <li>2. Facilitate access to credit by the industry (SDG Targets 8.3, 8.10)</li> <li>3. Strengthen livestock and poultry research and adoption (SDG Target 2.a)</li> </ol>
<b>Social Development</b>	High youth unemployment	Harness demographic dividend	<ol style="list-style-type: none"> <li>1. Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes, particularly in education, health, employment and governance (SDG Targets 16.6, 17.14)</li> <li>2. Collaborate with the media to advocate for investing in young people (SDG Target 17.17)</li> <li>3. Strengthen research and modelling on harnessing the demographic dividend (SDG Target 4.4)</li> </ol>

	Poor quality of education at all levels	Enhance inclusive and equitable access to, and participation in quality education at all levels	<ol style="list-style-type: none"> <li>1. Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)</li> <li>2. Expand infrastructure and facilities at all levels (SDG Target 4.a)</li> </ol>
	Gaps in physical access to quality health care	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	<ol style="list-style-type: none"> <li>1. Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)</li> <li>2. Expand and equip health facilities (SDG Target 3.8)</li> <li>3. Revamp emergency medical preparedness and response services (SDG Target 3.d)</li> </ol>
	Inadequate and inequitable distribution of critical staff mix	Strengthen healthcare management system	Improve production and distribution mix of critical staff (SDG Target 3.c)
	Difficulty in the extension of grid electricity to remote rural and isolated communities	Ensure efficient transmission and distribution system	<ol style="list-style-type: none"> <li>1. Revise self-help-electricity project and use means-testing approaches to enable the poor to connect to the national grid (SDG Targets 1.4, 7.1)</li> <li>2. Expand the distribution and transmission networks (SDG Target 7.b)</li> <li>3. Expand the provision of mini-grids to lake-side and islands communities to improve the livelihood of the communities (SDG Targets 7.a, 7.b)</li> </ol>
	Over exploitation and inefficient use of forest resources	Promote sustainable use of forest and wildlife resources	<ol style="list-style-type: none"> <li>1. Promote training, research-based and technology-led development for sustainable forest and wildlife management. (SDG Targets 14.a, 15.2, 15.9).</li> <li>2. Enact and enforce strict and punitive legislation for wildlife crimes, including poaching and trafficking (SDG Targets 15.7, 15.c, 16.6)</li> <li>3. Promote information dissemination to both forestry institutions and the general public. (SDG Targets 12.8, 16.6)</li> <li>4. Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture (SDG Target 15.b)</li> </ol>

	High incidence of HIV and AIDS among young persons	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	<ol style="list-style-type: none"> <li>1. Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)</li> <li>2. Intensify education to reduce stigmatisation (SDG Target 3.7)</li> <li>3. Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)</li> <li>4. Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3)</li> <li>5. Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)</li> </ol>
	Gender disparities in access to economic opportunities	Promote mainstreaming of gender into the policy cycle.	<ol style="list-style-type: none"> <li>1. Promote the generation and use of sex disaggregated data and gender statistics for policy-making in all sectors.</li> <li>2. Establish gender equality indicators, baselines and targets at all levels.</li> </ol>
	Exclusion and Discrimination against PWDs on matters of national development	Promote full participation of PWDs in social and economic development	<ol style="list-style-type: none"> <li>1. Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6)</li> <li>2. Promote participation of PWDs in national development (SDG Targets 10.2, 16.7)</li> </ol>
<b>Environment, Infrastructure and Human Settlement</b>	Poor and inadequate maintenance of infrastructure	Promote proper maintenance culture	Build capacity to ensure requisite skills for infrastructure maintenance (SDG Target 17.9)
	Poor quality ICT services	Enhance application of ICT in national development	<ol style="list-style-type: none"> <li>1. Create opportunities for entrepreneurship in ICT (SDG Targets 9.c, 17.8)</li> <li>2. Improve the quality of ICT services, especially internet and telephony (SDG Target 9.c)</li> </ol>
	Inadequate human and institutional capacities for land use planning	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	<ol style="list-style-type: none"> <li>1. Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16)</li> <li>2. Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)</li> </ol>

	Weak natural resource management systems Upsurge in illegal mining, otherwise known as “galamsey”	Ensure sustainable extraction of mineral resources	<ol style="list-style-type: none"> <li>1. Ensure mining and logging activities are undertaken in an environmentally sustainable manner (SDG Targets 6.5, 8.4, 12.2, 12.8, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5)</li> <li>2. Ensure land restoration after mining operations (SDG Targets 15.1, 15.3)</li> <li>3. Promote restructuring of small-scale mining to operate within guidelines set up under the appropriate regulations (SDG Targets 8.3, 16.6)</li> </ol>
	Low institutional capacity to adapt to climate change and undertake mitigation actions	Enhance climate change resilience	<ol style="list-style-type: none"> <li>1. Develop climate-resilient crop cultivars and animal breeds (SDG Target 2.4)</li> <li>2. Promote and document improved, climate-smart, indigenous agricultural knowledge (SDG Targets 2.4, 16.6)</li> <li>3. Improve and harmonise agricultural research, including application of climate models (SDG Targets 2.4, 2.a)</li> </ol>
	Increasing demand for household water supply	Improve access to safe and reliable water supply services for all	<ol style="list-style-type: none"> <li>1. Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)</li> <li>2. Provide mechanised boreholes and small-town water systems (SDG Target 6.1)</li> <li>3. Improve water production and distribution systems (SDG Targets 6.4, 6.5)</li> <li>4. Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17)</li> </ol>
<b>Governance, Corruption and Accountability</b>	Limited capacity and opportunities for revenue mobilization	Strengthen fiscal decentralization	<ol style="list-style-type: none"> <li>1. Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1)</li> <li>2. Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)</li> </ol>
	Ineffective sub-district structures	Deepen political and administrative decentralization	Strengthen sub-district structures (SDG Targets 16.6, 17.9)

	Inadequate involvement of traditional authorities in national development	Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<ol style="list-style-type: none"> <li>1. Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)</li> <li>2. Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6,16.7, 16.a)</li> </ol>
	Ineffective monitoring and evaluation of implementation of development policies and plans	Enhance capacity for policy formulation and coordination	<ol style="list-style-type: none"> <li>1. Strengthen the implementation of development plans (SDG Targets 16.6, 17.9)</li> <li>2. Promote coordination, harmonization and ownership of the development process (SDG Target 17.14)</li> </ol>
	Poor coordination in preparation and implementation of development plans	Improve decentralized planning	<ol style="list-style-type: none"> <li>1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)</li> <li>2. Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9)</li> </ol>

Source: Kb. M. A – MPCU 2017

### 3.4: Prioritization Programme Matrix

To achieve this, the MPCU developed a matrix table 2.8: in which the first column deals with programmes, followed by criteria which includes social impact, economic impact, environmental impact and spatial impact. Each criteria has been awarded a score ranging from 0 to 3 against each programme (development dimensions)

	<b>Definition</b>	<b>Score</b>
1	Very strong results or impact	3
2	Average results	2
3	Weak results	1
4	No results	0



Table: 3.4: Prioritization Programme Matrix

PROGRAMME (Development Dimension)	CRITERIAL				TOTAL SCORE	RANK
	Social Impact	Economic Impact	Environmental Impact	Spatial Impact		
Programme 1 Social Development	3	2	1	1	7	4 <sup>th</sup>
Programme 2 Economic Development	2	3	3	3	11	3 <sup>rd</sup>
Programme 3 Environment, Infrastructure and Human Settlements	3	3	3	3	12	1 <sup>st</sup>
Programme 4 Governance, Corruption and Public Accountability	3	3	3	3	12	1 <sup>st</sup>

Source: Kb. M. A – MPCU, 2017

The results indicate programmes 3 and 4 are of the highest priority, followed by programme 2 and 1 of higher and high priorities respectively.

Table 3.5: Matrix Showing Adopted Goals, Issues, Policy Objectives and Strategies

<b>ADOPTED GOALS</b>	<b>ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>
Build a Prosperous Society	Limited access to credit for SMEs	Enhance Business Enabling Environment	Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17)
	Limited numbers of skilled industrial personnel	Ensure improved skills development for Industry	1. Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4)  2. Create an information portal and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale (SDG Target 9.c)
	Poor tourism infrastructure and Service	Diversify and expand the tourism industry for economic development	1. Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) 2. Promote public-private partnerships for investment in the sector (SDG Target 17.17) 3. Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9)  3. Mainstream tourism development in district development plans (SDG Target 8.9)
	High cost of production inputs	Promote a demand-driven approach to agricultural development	1. Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3) 2. Facilitate and support the establishment of stakeholder-controlled marketing companies for grains and selected products, including a Cashew Marketing Authority (SDG Target 9.3)
	Weak extension services delivery	Ensure sustainable development and management of aquaculture	1. Provide consistent and quality extension service delivery (SDG Target 2.a) 2. Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2) 3. Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2).
	Poor storage and transportation systems	Improve efficiency and effectiveness of road transport infrastructure and services	4. Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)
	Limited Agricultural production and productivity	Increase agricultural productivity	1. Increase access to agricultural mechanization along the value chain. 2. Improve access to agricultural extension services 3. Improve access to agro-technologies (seeds, fertilizers, agro-chemicals)

	Low quality and inadequate agriculture infrastructure	Improve Post-Harvest Management	<ol style="list-style-type: none"> <li>1. Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c)</li> <li>2. Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)</li> </ol>
	Low productivity and poor handling of livestock/ poultry products	Promote livestock and poultry development for food security and income generation	<ol style="list-style-type: none"> <li>1. Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1)</li> <li>2. Facilitate access to credit by the industry (SDG Targets 8.3, 8.10)</li> <li>3. Strengthen livestock and poultry research and adoption (SDG Target 2.a)</li> </ol>
Create opportunities for all	High youth unemployment	Harness demographic dividend	<ol style="list-style-type: none"> <li>1. Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes, particularly in education, health, employment and governance (SDG Targets 16.6, 17.14)</li> <li>2. Collaborate with the media to advocate for investing in young people (SDG Target 17.17)</li> <li>3. Strengthen research and modelling on harnessing the demographic dividend (SDG Target 4.4)</li> </ol>
	Poor quality of education at all levels	Enhance inclusive and equitable access to, and participation in quality education at all levels	<ol style="list-style-type: none"> <li>1. Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)</li> <li>2. Expand infrastructure and facilities at all levels (SDG Target 4.a)</li> </ol>
	Gaps in physical access to quality health care	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	<ol style="list-style-type: none"> <li>1. Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)</li> <li>2. Expand and equip health facilities (SDG Target 3.8)</li> <li>3. Revamp emergency medical preparedness and response services (SDG Target 3.d)</li> </ol>
	Inadequate and inequitable distribution of critical staff mix	Strengthen healthcare management system	Improve production and distribution mix of critical staff (SDG Target 3.c)
	Difficulty in the extension of grid electricity to remote rural and isolated communities	Ensure efficient transmission and distribution system	<ol style="list-style-type: none"> <li>1. Revise self-help-electricity project and use means-testing approaches to enable the poor to connect to the national grid (SDG Targets 1.4, 7.1)</li> <li>2. Expand the distribution and transmission networks (SDG Target 7.b)</li> <li>3. Expand the provision of mini-grids to lake-side and islands communities to improve the livelihood of the communities (SDG Targets 7.a, 7.b)</li> </ol>

	Over exploitation and inefficient use of forest resources	Promote sustainable use of forest and wildlife resources	<ol style="list-style-type: none"> <li>1. Promote training, research-based and technology-led development for sustainable forest and wildlife management. (SDG Targets 14.a, 15.2, 15.9).</li> <li>2. Enact and enforce strict and punitive legislation for wildlife crimes, including poaching and trafficking (SDG Targets 15.7, 15.c, 16.6)</li> <li>3. Promote information dissemination to both forestry institutions and the general public. (SDG Targets 12.8, 16.6)</li> <li>4. Improve incentives and other measures to encourage users of environmental resources to adopt less exploitative and non-degrading practices in agriculture (SDG Target 15.b)</li> </ol>
	High incidence of HIV and AIDS among young persons	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups	<ol style="list-style-type: none"> <li>1. Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)</li> <li>2. Intensify education to reduce stigmatisation (SDG Target 3.7)</li> <li>3. Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)</li> <li>4. Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3)</li> <li>5. Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)</li> </ol>
	Gender disparities in access to economic opportunities	Promote mainstreaming of gender into the policy cycle.	<ol style="list-style-type: none"> <li>1. Promote the generation and use of sex disaggregated data and gender statistics for policy-making in all sectors.</li> <li>2. Establish gender equality indicators, baselines and targets at all levels.</li> </ol>
	Exclusion and Discrimination against PWDs on matters of national development	Promote full participation of PWDs in social and economic development	<ol style="list-style-type: none"> <li>1. Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6)</li> <li>2. Promote participation of PWDs in national development (SDG Targets 10.2, 16.7)</li> </ol>
Safeguarding the natural environment and ensure a resilient built environment	Poor and inadequate maintenance of infrastructure	Promote proper maintenance culture	Build capacity to ensure requisite skills for infrastructure maintenance (SDG Target 17.9)
	Poor quality ICT services	Enhance application of ICT in national development	<ol style="list-style-type: none"> <li>1. Create opportunities for entrepreneurship in ICT (SDG Targets 9.c, 17.8)</li> <li>2. Improve the quality of ICT services, especially internet and telephony (SDG Target 9.c)</li> </ol>

	Inadequate human and institutional capacities for land use planning	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	<ol style="list-style-type: none"> <li>1. Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16)</li> <li>2. Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)</li> </ol>
	Weak natural resource management systems  Upsurge in illegal mining, otherwise known as “galamsey”	Ensure sustainable extraction of mineral resources	<ol style="list-style-type: none"> <li>1. Ensure mining and logging activities are undertaken in an environmentally sustainable manner (SDG Targets 6.5, 8.4, 12.2, 12.8, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5)</li> <li>2. Ensure land restoration after mining operations (SDG Targets 15.1, 15.3)</li> <li>3. Promote restructuring of small-scale mining to operate within guidelines set up under the appropriate regulations (SDG Targets 8.3, 16.6)</li> </ol>
	Low institutional capacity to adapt to climate change and undertake mitigation actions	Enhance climate change resilience	<ol style="list-style-type: none"> <li>1. Develop climate-resilient crop cultivars and animal breeds (SDG Target 2.4)</li> <li>2. Promote and document improved, climate-smart, indigenous agricultural knowledge (SDG Targets 2.4, 16.6)</li> <li>3. Improve and harmonise agricultural research, including application of climate models (SDG Targets 2.4, 2.a)</li> </ol>
	Increasing demand for household water supply	Improve access to safe and reliable water supply services for all	<ol style="list-style-type: none"> <li>1. Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)</li> <li>2. Provide mechanised boreholes and small-town water systems (SDG Target 6.1)</li> <li>3. Improve water production and distribution systems (SDG Targets 6.4, 6.5)</li> <li>4. Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17)</li> </ol>
Maintaining a stable, united and safe Society	Limited capacity and opportunities for revenue mobilization	Strengthen fiscal decentralization	<ol style="list-style-type: none"> <li>1. Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1)</li> <li>2. Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)</li> </ol>
	Ineffective sub-district structures	Deepen political and administrative decentralization	Strengthen sub-district structures (SDG Targets 16.6, 17.9)

	Inadequate involvement of traditional authorities in national development	Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<ol style="list-style-type: none"> <li>1. Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)</li> <li>2. Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6,16.7, 16.a)</li> </ol>
	Ineffective monitoring and evaluation of implementation of development policies and plans	Enhance capacity for policy formulation and coordination	<ol style="list-style-type: none"> <li>1. Strengthen the implementation of development plans (SDG Targets 16.6, 17.9)</li> <li>2. Promote coordination, harmonization and ownership of the development process (SDG Target 17.14)</li> </ol>
	Poor coordination in preparation and implementation of development plans	Improve decentralized planning	<ol style="list-style-type: none"> <li>1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)</li> <li>2. Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9)</li> </ol>

## CHAPTER FOUR (4)

### DEVELOPMENT OF PROGRAMMES AND SUB-PROGRAMMES OF THE MUNICIPAL ASSEMBLY

#### 4.1 Introduction

Chapter four outlines development programmes, sustainability of projects and the programme of action for the plan period.

#### 4.2: Application of Sustainable Environmental Assessment (SEA)

All projects earmarked for implementation were subjected to the sustainability tools to test policy objectives, programmes and activities as indicated in table 4.1.

With the application of SEA, mitigation measures have been put in place to resolve all negative impacts that will affect the environment, Since the mitigating measures to address the negative environmental impact during implementation stage, the MPCU through the Works Department identifies and cost all inputs needed to rectify the situation.

Therefore the estimated cost of the project for implementation would include the cost of mitigating the negative environmental impact anticipated and would be included in the tendering document for venders.

In discussing Strategic Environmental Assessment (SEA), it becomes necessary to pass through Policies, Plans and Programmes through the check list which required different forms of

environmental appraisal. Generally all are describe at “strategic actions,”they are not the same things.

**Policy:** Is an inspiration and guidance for action (whether to promote NHIS as against cash and carry)

**Plans:** A plan is a set of coordinated and timed objectives for the implementation of the policy (how many communities to apply NHIS by 2021.)

**Programme:** A programme is a set projects and activities within a particular area (One Municipal Hospital in Kade with 100 bed capacity by the year2021)

To ensure the success of the application of SEA within the implementation of the Municipal Medium Term Development Plan 2018-2021,the underlisted SEA performance criteria should be adhere to

- SEA is intergrated
  - SEA is focused
  - SEA is accountable
  - SEA is participative
  - SEA is iterative
- Source IAIA, 2021

### **COMPOUND MATRIX**

The compound matrix is used to evaluate Polices, Plans and Programmes (PPP) against a range of criteria which serve as indicators of the conditions affecting poverty. These criteria relate to livelihood, health, vulnerability and institutional constraints. Each individual Policy, Plan and Programme (PPP) is assessed in turn, using one matrix and one record sheet per PPP. The description of the PPP is entered in the space provided at the head of matrix. The following symbols are used to record the judgement as follows

- Conditions are likely to be positive +
- Conditions are likely to be negative -
- Conditions are likely to be neutral o
- Conditions are uncertain ?

The Municipal objectives have been aligned to the national objectives to prepare the matrix.

The Municipal objectives are:

1.	Construction of roads and culverts
2.	Construction of market stalls
3.	Rehabilitation of Offices
4.	Rehabilitation of roads

5.	Building of staff bungalows
6.	Furnishing of Offices
7.	Furnishing of Bungalow
8.	Construction of public toilet
9.	Clearing and leveling refuse sites
10.	Building of classrooms
11.	Construction of security facilities
12.	Provision of furniture
13.	Building new CHPs Centers/ Compounds
14.	Paving lorry park
15.	Building of Urban / Zonal Offices
16.	Building of new Assembly Hall Complex
17.	Rehabilitating roads
18.	Supplying and installing street lights
19.	Procuring sanitary tools and equipment
20.	Constructing school feeding kitchen



Poverty Dimension	Livelihood					Health				Vulnerability					Institutional			
Environmental Components  Policies	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
Increase the Assembly's Internally Generated Funds (IGF) by 30% annually.	0	o	o	o	o	o	o	o	0	?	o	o	+	+	+	+	+	0
Train 100 women entrepreneurs to build their capacities	0	+	o	o	o	o	o	o	0	?	o	o	+	+	+	+	+	o
Update the technical knowledge of both Agric. staff and farmers	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	o	o
Improve crop and animal production	+	+	+	o	-	+	+	o	?	o	o	o	-	o	o	+	+	+
Improve on information dissemination	+	+	o	o	o	+	+	o	o	?	o	o	+	?	+	o	+	o
Award deserved farmers and Agric. Staffs	o	o	o	o	o	o	+	+	o	o	o	o	?	+	+	+	+	o
Develop and adhere to physical planning schemes	-	-	o	-	-	?	+	o	-	o	o	o	-	+	o	+	+	+
Complete the first phase of the street naming and property numbering exercise	o	-	?	o	o	+	+	+	o	o	o	o	o	+	+	+	+	o
Improve access to classroom accommodation at the basic level	o	o	o	o	o	+	+	+	o	o	o	o	?	+	+	+	+	o
Maintain or improve infrastructure of decentralized departments to promote local governance	o	?	o	o	o	o	+	o	o	o	o	o	o	+	+	+	+	+
Improve access to social amenities and services	o	o	o	o	o	o	o	o	o	o	o	o	o	?	?	+	+	?

Improve the road network in the district by 25% by 2021	O	o	o	o	o	o	+	o	O	o	o	o	o	+	+	+	+	+
Prevent and manage disasters	O	?	o	o	o	o	+	o	O	o	o	o	o	+	+	+	+	?
Promote sound environmental practices	+	o	o	o	o	+	+	o	O	?	o	o	+	+	+	+	+	+
Promote and safe guard personal hygiene	o	o	o	?	o	+	+	+	+	+	?	+	o	+	?	+	+	+
Enhance women empowerment through capacity building	+	+	o	o	+	+	+	?	?	+/-	+	+	+	+	+	+	+	+
Identify and promote the interest of the disable and the vulnerable	o	o	o	o	o	o	o	o	O	?	?	?	?	?	+	+	+	+
Improve on the level of education by 20%, especially in the area of Science, Maths. and ICT.	o	o	o	o	o	?	+	+	?	+	+	+	+	+	+	?	?	?
Campaign against preventable diseases	o	o	o	o	o	+	+	?	?	o	o	o	o	o	+	o	+	?
Meet other administrative objectives timely	o	o	o	o	o	?	?	?	?	?	?	?	?	?	o	+	+	+
Enhance consistent execution of relevant programs	o	o	o	o	o	?	?	?	?	?	?	?	?	?	o	+	+	+
Enhance the culture of maintenance of Government property.	o	?	o	o	o	o	+	o	O	o	o	o	o	+	+	+	+	?

## THE COMPATIBILITY MATRIX

The compatibility matrix is used to compare the way in which difference policies inter-react with each other. Sometimes policies are mutually supportive, but at other times policies can work against each other; for example, a policy to develop small farm dams to store surplus water for crop irrigation may be strongly sustainable in its own right, but may run counter to another equally valid health policy zero-pounding designed to eliminate mosquitoes as the vector of malaria.

The aim of the compatibility matrix is to determine the degree to which policies support or work against each other – in other words how compatible they are.

- ❖ Where two policies are mutually supportive with each other this should be recorded by (√) in the relevant box.
- ❖ Where two policies have the potential to conflict with each other this should be recorded by an ( x ) in the relevant box
- ❖ If there is no significant interaction this should be recorded by (O)

Table 4.1: Compatibility Martrix and Compound Matrix

	Activity	Construction of roads and culverts	Construction of market stalls	Rehabilitation of Offices	Rehabilitation of roads	Building of staff bungalows	Furnishing of Offices	Furnishing of Bungalow	Construction of public toilet	Clearing and leveling refuse sites	Building of classrooms	Construction of security facilities	Provision of furniture	Building new CHPS Centers / Compounds	Paving lorry park	Building of Area Council Offices	Building of new Assembly Hall Complex	Rehabilitating roads	Supplying and installing street lights	Procuring sanitary tools and equipment	Constructing school feeding kitchen
No		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
21.	Construction of roads and culverts		√	x	√	x	x	x	O	O	O	O	O	√	√	O	O	√	√	O	O
22.	Construction of market stalls	√		O	O	O	O	O	√	√	O	√	O	O	√	O	O	O	√	√	O
23.	Rehabilitation of Offices	O	O		O	√	√	O	O	O	O	√	√	O	O	√	√	O	O	O	O
24.	Rehabilitation of roads	√	√	X		O	O	O	O	√	O	O	O	√	√	√	O	√	√	O	O
25.	Building of staff bungalows	O	O	√	O		√	√	O	O	O	√	√	O	O	√	√	O	√	√	O

26.	Furnishing of Offices	0	0	✓	0	0		0	0	0	0	✓	✓	✓	0	✓	✓	0	0	✓	0	
27.	Furnishing of Bungalow	0	0	✓	0	✓	0		0	0	0	✓	✓	0	0	0	0	0	0	✓	✓	0
28.	Construction of public toilet	0	✓	0	0	0	0	0		✓	0	✓	0	0	✓	✓	0	0	0	✓	✓	0
29.	Clearing and leveling refuse sites	0	0	0	0	0	0	0	✓		0	0	0	0	✓	0	0	0	0	0	✓	0
30.	Building of classrooms	0	✓	0	✓	0	0	0	✓	✓		✓	✓	✓	✓	0	0	✓	✓	✓	✓	✓
31.	Construction of security facilities	0	✓	✓	✓	✓	0	✓	✓	0	✓		0	✓	✓	0	0	✓	✓	0	0	
32.	Provision of furniture	0	0	✓	x	0	✓	✓	0	0	✓	0		✓	0	✓	x	0	0	0	0	
33.	Building new CHPS Centers/ Compounds	✓	✓	0	✓	0	0	0	✓	0	0	✓	0		✓	0	0	✓	✓	✓	0	
34.	Paving lorry park	0	✓	0	0	0	0	0	✓	✓	0	✓	0	0		0	0	0	0	✓	0	0
35.	Building of Area Council Offices	✓	0	✓	✓	0	✓	0	0	✓	0	✓	✓	0	0		✓	✓	✓	0	0	
36.	Building of new Assembly Hall Complex	0	0	✓	0	0	✓	0	0	0	0	✓	✓	0	0	✓		0	✓	0	0	
37.	Rehabilitating roads	✓	✓	0	✓	0	0	0	0	0	0	✓	0	✓	✓	✓	0		✓	0	0	
38.	Supplying and installing street lights	0	✓	0	✓	0	0	✓	✓	0	0	✓	0	✓	✓	✓	0	✓		0	0	
39.	Procuring sanitary tools and equipment	0	✓	✓	0	0	✓	✓	✓	✓	0	0	0	✓	✓	0	0	0	0		✓	
40.	Constructing school feeding kitchen	0	0	0	0	0	0	0	✓	0	✓	✓	✓	0	0	0	0	0	0	0		

#### 4.3: Dealing with the problem identified and their mitigation measures.

The Policies, Plans and Programme of the Municipality that were found to be conflicting with the environment are being addressed

### COMPOUND MATRIX: - RECORD SHEET

No. 1.

Description of Policy under review: To improve on the level of IGF in the Municipality by 30% by 2017

LIVELIHOOD	REASONS		MITIGATION MEASURES
Access to Water	Pollution of water bodies will occur	o	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	o	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	o	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	o	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	o	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	o	Concentrate more on organic farming instead of pesticide
Sanitation		o	
Air Quality		o	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	o	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	?	Afforestation
<b>VULNERABILITY</b>			
Bushfires		o	
Floods	It is a natural phenomena and human activity can speed it out.	o	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		o	

COMPOUND MATRIX: - RECORD SHEET

No. 2.

Description of Policy under review: To improve the skills of women in soap production in the Municipality

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	+	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	+	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		+	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	+	Local forest reserves should be maintained and forestation.
Drought	It is a natural phenomena and human activity can speed it out.	+	Afforestation
<b>VULNERABILITY</b>			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		0	
Access to Information		0	

COMPOUND MATRIX: - RECORD SHEET

No. 3.

Description of Policy under review: To improve on dissemination of extension information to FBO's in the Municipality by 10%.

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	0	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	0	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	0	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	0	Concentrate more on organic farming instead of pesticide
Sanitation		0	
Air Quality		0	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	0	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	0	Afforestation
<b>VULNERABILITY</b>			
Bushfires		0	
Floods	It is a natural phenomena and human activity can speed it out.	0	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	0	Land and water management practices should be put in place.
Crises/Conflicts		?	
Epidemics		?	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		?	

COMPOUND MATRIX: - RECORD SHEET

No. 4.

Description of Policy under review: To intensify house to house inspection of sanitary conditions in the Municipality by 15% by 2017.

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game a forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		?	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	?	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	+/-	Afforestation
<b>VULNERABILITY</b>			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		+	

Description of Policy under review: To improve on the provision of assistance to registered in the Municipality.

disables

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		?	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	?	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	+/-	Afforestation
<b>VULNERABILITY</b>			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		+	

COMPOUND MATRIX: - RECORD SHEET No. 6.

Description of Policy under review: To embark on education and sensitization on social issues

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game forest reserves should be created.
HEALTH			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		?	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	?	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	+/-	Afforestation
VULNERABILITY			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
INSTITUTIONAL			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		+	

**COMPOUND MATRIX: - RECORD SHEET No. 7.**  
**Description of Policy under review: Pave Kade Lorry Park**

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		?	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	?	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	+/-	Afforestation
<b>VULNERABILITY</b>			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		+	

COMPOUND MATRIX: - RECORD SHEET No. 8.

Description of Policy under review: Construct office building for Urban/Zonal council offices

LIVELIHOOD	REASONS	MITIGATION MEASURES	
Access to Water	Pollution of water bodies will occur	+	More emphasis should be on SME rather than Agriculture
Access to Land	Competition will be on the land making it expensive	+	- More emphasis should be on secondary occupation. - Proper land rotation and mixed farming should be introduced.
Access to timber resources	Timber product would be largely affected	0	- Diversification - Afforestation
Protection of Wildlife	Wildlife shall be destroyed	0	- Artificial habits should be located and its policies enforced by the district.
Use of Non Timber Forest Products	NTFP will be destroyed	+	- Game forest reserves should be created.
<b>HEALTH</b>			
Water Quality	Chemicals would be beached into water bodies	+	Concentrate more on organic farming instead of pesticide
Sanitation		+	
Air Quality		?	
NTFP (Medicinal Plants)	NTFP will be cut down during farming	?	Local forest reserves should be maintained and afforestation.
Drought	It is a natural phenomena and human activity can speed it out.	+/-	Afforestation
<b>VULNERABILITY</b>			
Bushfires		+	
Floods	It is a natural phenomena and human activity can speed it out.	+	Afforestation
Land Degradation	Bad farming practices can lead to destruction of the quality of the land	+	Land and water management practices should be put in place.
Crises/Conflicts		+	
Epidemics		+	
<b>INSTITUTIONAL</b>			
Adherence to Democratic Principles		+	
Human Rights		+	
Access to Information		+	

Table 4.2: Application of Sustainable Environmental Assessment (SEA)

<b>CRITERIA – BASIC AIMS AND OBJECTIVES</b>	Construction of Market stalls at Kade	Const. of Assembly hall complex at Kade	Maintenance of Assembly Buildings	Construct staff bungalow at Kade	Rehabilitation of meat shop & slaughter	Rehabilitation of District roads	Construction of security and toilet	Pavement of Kade	Rehabilitation of selected feeder roads	Construct 16 seater Anna Privi at Okinso	Construct 16 seater toilet at Kade	Const 1 no. Classroom block at Iaribikrom	Const 1 no. classroom block at Romso	Const 1 no. Classroom block at kade	Const 1 no. Classroom block at Abomme	Const 1 no. classroom block at Koka	Const 1 no. classroom block at Kukibi	Const. 1No. CHPS compound at	Cost. Semi detached quarters for nurses at Tweapease.
<b>EFFECTS ON NATURAL RESOURCES</b>																			
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	0	0	0	0	0	3	0	0	2	0	0	5	0	0	0				
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	0	0	0	0	1	0	0	2	0	0	5	0	5	0				
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	3	3	2	3	1	3	3	2	3	3	0	0	2	0				
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	2	0	2	3	1	3	2	2	2	2	0	3	2	4				
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	3	3	3	3	0	4	4	2	4	4	4	4	0	0	0				
<b>Rivers and Water bodies:</b> should retain their natural character.	2	2	0	3	0	2	0	0	1	4	4	5	3	2	4				
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>																			
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	4	4	0	0	0	4	3	4	4	3	3	3	0	2	0				

<b>Health and Well-being:</b> The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	4	0	4	4	4	5	4	4	4	5	5	4	3	2	5				
<b>Gender:</b> The Activity should empower women.	5	4	0	3	5	4	4	5	5	4	4	5	0	2	4				
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	4	4	4	4	0	4	4	4	4	4	4	4	0	3	4				
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	4	0	0	0	0	2	5	4	2	4	4	5	0	2	3				
<b>Access to Land:</b> Activity should improve access to land.	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0				
<b>Access to Water:</b> Activity should improve access to water.	0	3	0	0	0	2	0	0	2	0	0	4	0	0	0				
<b>Access to Transport:</b> Activity should improve access to transport.	0	0	0	0	0	5	0	5	5	0	0	0	0	0	0				
<b>Sanitation:</b> Activity should improve sanitation.	2	4	4	4	0	2	5	2	1	4	4	3	0	4	5				
<b>Equity:</b> Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	4	0	0	4	4	4	4	4	5	4	4	4	0	3	3				
<b>Vulnerability and Risk:</b> of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	0	0	3	0	5	2	4	0	2	3	3	0	0	2	4				
<b>EFFECTS ON THE ECONOMY</b>																			

<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	5	0	0	0	5	4	4	5	4	4	4	4	3	4	4				
<b>Use of local materials and services:</b> The PPP should result in the use of raw materials and services from local industries where possible.	5	5	3	4	0	4	4	2	4	4	4	4	0	0	0				
<b>Local Investment of Capital:</b> Development should encourage the local retention of capital and the development of downstream industries, utilising local raw materials, products and labour.	5	5	0	3	0	4	3	5	4	4	4	3	0	3	3				

Application of Sustainable Environmental Assessment (SEA)

CRITERIA - BASIC AIMS AND OBJECTIVES	Cost. 1No. borehole at	Construct 1No. Aqua	Rehab. Of Assembly	Const. Adonkrono	Rehab. Of Magistrate	Town and Area	Rehab. DCDs	Rehab.& Furnishing	Const. 100 units mkt	Const. 100 units mkt	Const. New lorry park	Const. 4 No. Day Care	Concrete floor at Kade	Rehab. Public	Complete GES Block/	Const. CHPS	Walling of DA	CONST. Market	R ehab. Toilet at	Const. 20 seater WC				
<b>EFFECTS ON NATURAL RESOURCES</b>																								
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	0	0	0	0	0	3	0	0	2	0	0	5	0	0	0									
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	0	0	0	0	1	0	0	2	0	0	5	0	5	0									
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	3	3	2	3	1	3	3	2	3	3	0	0	2	0									
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	2	0	2	3	1	3	2	2	2	2	0	3	2	4									







CRITERIA – BASIC AIMS AND OBJECTIVES	Const. Asuom	Sectech	Const. Soap	Const. Oil Mill																						
<b>EFFECTS ON NATURAL RESOURCES</b>																										
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	0	0																								
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	0	0																								
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	3	3																								
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	2	2																								







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

The Composite PoA consists of a prioritized set of activities for the achievement of the goal and objectives of the Municipality which are disaggregated into thematic goals. It includes the phasing/scheduling of projects and activities over the period (2018 – 2021), indicative Budgets and Agencies responsible for Implementation, Monitoring and Evaluation.

##### 4.4.1: Programmes and Sub-Programmes of Kwaebibirem Municipality Assembly.

Table 4.3: Programmes and Sub-Programmes of Kwaebibirem Municipality Assembly.

(a) Build a Prosperous Societies

<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>DEVELOPMENT DIMENSION(S)</b>	<b>SUB- PROGRAMME(S)</b>
---------------------------	---------------------------	-------------------------------------	------------------------------

<p>1: To increase the Assembly's Internally Generated Funds (IGF) by 10% annually.</p> <p>To improve revenue mobilization and expenditure management</p> <ol style="list-style-type: none"> <li>1. To promote an effective enabling environment for good cooperative governance.</li> <li>2. To enhance technological based industrialization with strong linkages to agriculture and other natural resource endowment.</li> <li>3. To improve the capacity of revenue collectors of the Assembly</li> <li>4. To ensure regular supervision of revenue staff.</li> <li>5. To apply sanctions to revenue defaulters</li> <li>6. To improve data on ratable items in the District</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand the revenue data base of the District Assembly</li> <li>2. Eliminate revenue collection leakages.</li> <li>3. Control non-critical expenditure <ol style="list-style-type: none"> <li>1. Build capacity of staff.</li> <li>2. Prosecute all revenue defaulters.</li> <li>3. Provide more revenue check points.</li> </ol> </li> <li>4. Upscale and sustain public education and sensitization on tax issues.</li> <li>5. Apply technology to agriculture.</li> <li>6. Build data base of all SME's.</li> <li>7. BAC to train youth in employable skills.</li> <li>8. Provide improved seeds and good agronomical practices.</li> <li>9. Introduce improved method of storage of farm produce.</li> <li>10. Upscale the number of extension officers.</li> <li>11. Buid capacity of FBO's.</li> <li>12. Rehabilitate road network.</li> </ol>	<p>ECONOMIC DEVELOPMENT</p>	<ol style="list-style-type: none"> <li>1.Strong and resilient economy</li> <li>2. Industrial transformation</li> <li>3. Private sector development</li> <li>4. Agriculture and rural devt.</li> <li>5. Tourism and creative arts development</li> </ol>
--	---	-----------------------------	---

(b) Create opportunities for all Ghanaians

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<ol style="list-style-type: none"> <li>1. To improve gender parity in school enrolment to 1:1 by 2021.</li> <li>2. To construct 4No. KG blocks District Wide by 2021</li> <li>3. To construct 4No. JHS blocks District Wide by 2021</li> <li>4. To construct 4No. CHPs compound District Wide by 2021</li> <li>5. To construct 2No. Laboratories at health centers District wide by 2021</li> <li>6. Organise 4 quartely educational programme on HIV/AIDS, Malaria, TB etc District Wide by 2021</li> <li>7. Conduct the collection of reliable and timely data in a disaggregated form on PWDs District Wide by 2021</li> <li>8. Train 100 women and men engaged in oil palm production in managerial skills District Wide by 2021</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand educational infrastructure at the basic level.</li> <li>2. Strengthen the capacity of educational management including supervision.</li> <li>3. Provide adequate supply of teaching and learning materials.</li> <li>4. Expand health infrastructure at the community level.</li> <li>5. Scale up education, care and support for HIV/AIDS.</li> <li>5. Build reliable, timely and disaggregated data on PWD's.</li> <li>6. Organise skill training for women and men in the oil palm industry.</li> <li>7. Improve funding for disability programmes.</li> </ol>	<p style="text-align: center;"><b>SOCIAL DEVELOPMENT</b></p>	<ol style="list-style-type: none"> <li>1. Education and training</li> <li>2. Health and health service</li> <li>3. Food and nutrition security</li> <li>4. Population management</li> <li>5. Water and sanitation</li> <li>6. Poverty and inequality</li> <li>7. Child and family welfare</li> <li>8. The aged</li> <li>9. Gender equality</li> <li>10. Social protection</li> <li>10, Disability and development</li> <li>11. Employment and decent work</li> <li>12. Youth development</li> <li>13. Sports and recreation</li> </ol>

(c) Safeguard the natural environment and ensure a resilient built environment

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<p>1.To train five (5) enforcement officers in building regulations by 2021</p> <p>2.To improve 10km of feeder road annually District Wide by 2021</p> <p>3.To provide 5No. mechanized boreholes District Wide by 2021</p> <p>4.To provide 4No. public toilet facilities District Wide by 2021</p> <p>5.To improve on the issuing of building permits to 3 calendar months by 2021</p> <p>6.To provide 2No. staff accommodation by 2021</p>	<p>1. Promote orderly development</p> <p>2. Strengthen the capacity of enforcement offices to perform.</p> <p>3. Promote quality housing through technology transfer.</p> <p>4. Improve road network in the district.</p> <p>5. Expand supply of portable water and standard sanitary facilities.</p> <p>6. Improve service delivery time on the issue of building permit.</p> <p>7. Provide more staff office and residential accommodation.</p>	<p>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</p>	<p>1. Protected areas</p> <p>2. Mineral extraction</p> <p>3.Environmental pollution</p> <p>4. Deforestation, desertification and soil erosion</p> <p>5. Climate variability and change</p> <p>6. Disaster management</p> <p>7. Transport infrastructure:road, rail, water and air</p> <p>8. Information communication technology (ICT)</p> <p>9. Science, technology and innovation</p> <p>10. Energy and petroleum</p> <p>11. Construction industry development</p> <p>12. Drainage and flood control</p> <p>13. Infrastructure maintenance</p> <p>14. Land administration and management</p> <p>15. Human settlements and housing</p> <p>16. Rural development.</p> <p>17. Urban development</p> <p>18. Zongos and inner cities development</p>

(d) Maintain a stable, united and safe society

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<p>1. To cede 10 revenue items to the sub structures District Wide by 2021</p> <p>2. To construct 5No. Area Councils offices District Wide by 2021</p> <p>3. To organize 4No. sensitization and Education on citizen tax obligation annually</p> <p>4. To organize 2No. capacity building for sub-structures in the planning process annually</p> <p>5. To organize 2No. capacity building for sub-structures in communication and accountability</p> <p>6. To organize 4No. Heads of Department meetings on integration and coordination among units and departments</p>	<p>1. Cede some revenue items to the sub structures.</p> <p>2. Provide office accommodation for the area councils with logistics.</p> <p>3. Encourage citizens to show interest and honour their tax obligation to the Assembly</p>	<p>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</p>	<p>1. Democratic governance</p> <p>2. Local government and decentralisation</p> <p>3. Public institutional reform</p> <p>4. Public policy management</p> <p>5. Human security and public safety</p> <p>7. Corruption and economic crime</p> <p>8. Law and order</p> <p>9. Civil society, and civic engagement</p> <p>10. Attitudinal change and patriotism</p> <p>11. Development communication</p> <p>12. Culture for national development.</p>

Table 4.3 shows the Kwaebibirem Municipal Assembly Composite Programme of Action. (POA)

**KWAEBIBIREM MUNICIPAL ASSEMBLY**

**KWAEBIBIREM MUNICIPALASSEMBLY'S PROGRAMME OF ACTION (POA 2018-2021) BASED ON ADOPTED GOALS**

**Adopted Goal: Build a prosperous society**

Adopted Objective	Adopted Strategies	Programmes	Sub - Programmes	Projects/Activities	Outcome / Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	DONOR	LEAD	COL.LA B.
To enhance Business enabling environment	Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17)	Programme 1 Economic Development	Business Development	Support for Business Advisory Centre activities and programmes	Business activities and Financing improved					20,000.00			BAC	Kb.D. A /MoT
Support entrepreneurs and SME development	Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)	Economic Development	Business Development	Organization of Training Programmes on Business Development e. g. palm oil, soap etc.	increased Business growth							20,00.00	Dept. Agric.	Kb. D.A & MoFA
				Business counseling	increased Business growth							10,000.00	Dept. Agric.	Kb. D.A & MoFA
				Provision of start-up kits	increased Business growth							15,000.00	Dept. Agric.	Kb. D.A & MoFA
Promote agriculture mechanization	Strengthen collaboration with the private sector to build capacity to manufacture appropriate agriculture machinery, tools, and other equipment locally	Economic Development	Agriculture productivity and Services	Cultivation of cash and food crops	Increase in food production and security					6,040.00			Dept. Agric.	Kb. D.A & MoFA

Improve production efficiency and yield	1. Intensify and increase access to mechanization along the agriculture value chain (SDG Targets 2.3)	Economic Development	Agriculture productivity and Services	Annual Farmers' Day Celebration	Increased productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
	2. Reinvigorate extension services (SDG Target 2.a)			Inland Valley Rice Development Technology	Increased productivity					2,500.00			Dept. Agric.	Kb. D.A & MoFA
				Post-harvest management	Improved farmer's income					1,680.00			Dept. Agric.	Kb. D.A & MoFA
	3. Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)			Construction of Market Complexes	Reduced post-harvest loses					100,000.00			Dept. Agric.	Kb. D.A & MoFA
				Rehabilitation of Market Sheds	Reduced post-harvest loses					10,000.00			Dept. Agric.	Kb. D.A & MoFA
				Planting for food, jobs and investment	Increased productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
				Conduct on-farm demonstration and field days	Increased productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
				Build capacity of rice farmers on improved technologies	Increased productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
				Capacity building for farmers on GAPs for vegetable production	Increased productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
				Undertake yield studies for all major crops to assess productivity	Increased productivity					20,000.00			D. Dept. Agric.	Kb. D.A & MoFA

				Undertake Regular Field Monitoring and supervision	Increased productivity					10,000.00			Dept. Agric.	Kb. D.A & MoFA
Ensure sustainable development and management of aquaculture	Provide consistent and quality extension service delivery (SDG Target 2.a)	Economic Development	Agriculture productivity and Services	Undertake Farm and home visits to disseminate appropriate and improved technologies	Increased Productivity					5,000.00			Dept. Agric.	Kb. D.A & MoFA
				Disseminate information by use of FM and Local Information radio	Increased productivity					10,000.00			Dept. Agric.	Kb. D.A & MoFA
				Facilitate the training of FBOs on group dynamics, Leadership skills, marketing entrepreneurial management	Increased productivity						20,000.00		Dept. Agric.	Kb. D.A & MoFA
				Conduct AEA Community Review/Planning Session	Increased productivity						10,000.00		Dept. Agric.	Kb. D.A & MoFA
				Conduct one Municipal Planning Session	Increased productivity						10,000.00		Dept. Agric.	Kb. D.A & MoFA
Improve Post-Harvest Management	1. Facilitate the provision of storage infrastructure with a drying system at the district level and a warehouse receipt system. (SDG Targets 2.3, 12.1, 12.3, 12.a)	Economic Development	Agriculture productivity and Services	Strengthen collaboration between public and private sector institutions to promote agro-processing, storage and marketing	Reduced Post-harvest loses					5,000.00			Dept. Agric.	Kb. D.A & MoFA

	2. Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3)			Support small and medium scale agro-processing enterprises, to acquire the appropriate technology and basic processing machinery	Reduced Post-harvest loses					5,000.00			Dept. Agric.	Kb. D.A & MoFA
	3. Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centers (SDG Targets 1.4, 2.3, 2.c)			Expand and upgrade the road infrastructure connecting farming communities and processing sites to marketing centers	Improved access					20,000.00			Dept. Agric.	Kb. D.A & MoFA
Promote livestock and poultry development for food security and income generation	1. Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminant and livestock (SDG Targets 2.4, 16.1)	Economic Development	Agriculture productivity and Services	Promote Livestock production and management	Increased Agricultural Productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
	2. Facilitate access to credit by the industry (SDG Targets 8.3, 8.10)			Promote integrated crop-Livestock farming	Increased Agricultural Productivity					20,000.00			Dept. Agric.	Kb. D.A & MoFA
	3. Strengthen livestock and poultry research and adoption (SDG Target 2.a)			Facilitate access to credit by the industry	Increased Agricultural Productivity					5,000.00			Dept. Agric.	Kb. D.A & MoFA
				Promote active and passive disease surveillance in both domestic and wild animals and birds	Disease surveillance done					20,000.00			Dept. Agric.	Kb. D.A & MoFA
				Sensitize and conduct vaccination campaign in livestock and birds against PPR, Rabies Anthrax, NCD	Vaccination Campaign					20,000.00			Dept. Agric.	Kb. D.A & MoFA

				Undertake public awareness on food safety and public health	Public awareness on food safety and public health					10,000.00			Dept. Agric.	Kb. D.A & MoFA
Promote the creation of decent jobs	1. Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)	Economic Development	Employment	Organize Skills development programmes in Agro-processing	Agro-Process industry increased					20,00.00			D. Dept. Agric.	Kb. D.A & MoFA
	2. Place job creation at the centre of national development agenda (SDG Targets 8.3, 8.5, 17)			Facilitate Governments "One District One Factory" policy	Increased employment opportunities					10,000.00			Dept. Agric.	Kb. D.A & MoFA
	3. Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3)			Construction of Vocational Training Centers with land scaping	Increased employment opportunities					50,000.00			Dept. Agric.	Kb. D.A & MoFA
						Total				470,220.00		65,000.00		
<b>PROGRAMME OF ACTION (POA 2018-2021) BASED ON ADOPTED GOALS</b>														
<b>Adopted Goal: Create opportunity for all Ghanaians</b>														
Adopted Objective	Adopted Strategies	Programmes	Sub - Programmes	Projects/ Activities	Outcome / Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	DONOR	LEAD	COLLAB.
Enhance inclusive and equitable access to, and participation in quality education at all levels	1. Expand infrastructure and facilities at all levels (SDG Target 4.a)	Social Service Delivery	Education Services	Capacity Building Programmes for Teaching and Non-Teaching staff	Increased BECE Pass Rate					10,000.00			GES	Kb. D.A

	2. Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)			Strengthening of SMCs and PTAs	increased Enrolment					2,000.00			GES	Kb. D.A
				Organization of Annual Mock Exams	Increases BECE Pass Rate					10,000.00			GES	Kb. D.A
				Facilitate the Construction of 1No SHS with Ancillary facilities and landscaping	Increased Enrolment					10,000.00			GES	Kb. D.A
				Construction of 2 No. ICT Centres	ICT Literacy increased					20,000.00			GES	Kb. D.A
				Construction of Early childhood Development Centres	Early childhood Development Centres constructed					80,000.00			GES	Kb. D.A
				Construct 10 No 6-Unit Classroom Block with Ancillary facilities, tree planting and landscaping	increased Enrolment					80,000.00			GES	Kb. D.A
				Construct 9 No 3-Unit Classroom Block with Ancillary facilities tree planting and landscaping	increased Enrolment					80,000.00			GES	Kb. D.A
				Construct 4 No Teacher's Accommodation with landscaping	increased Enrolment					80,000.00			GES	Kb. D.A
				Rehabilitation of 10 No. School Blocks	increased Enrolment					80,000.00			GES	Kb. D.A

				Supply 4000 Desks to school pupils	increased Enrolment					50,000.00			GES	Kb. D.A
				Supply 400 Desks to Teachers	increased Enrolment					50,000.00			GES	Kb. D.A
				My first day at school programme	increased Enrolment					20,000.00			GES	Kb. D.A
				Organisation of STMEI Clinics	Increased BECE Pass rate					20,000.00			GES	Kb. D.A
				Organise Teacher's Awards day	Increased BECE Pass rate					50,000.00			GES	Kb. D.A
				Celebration of Independence day	Increased patriotism and socialization					20,000.00			GES	Kb. D.A
				Organize Sports development programmes	Increased BECE Pass rate					20,000.00			GES	Kb. D.A
				Sponsorship for girls in vocational training and Community Scholarship Scheme	Increased Enrolment					20,000.00			GES	Kb. D.A
				Provision of scholarship schemes to brilliant but needy students	Increased opportunity for further studies					20,000.00			GES	Kb. D.A

Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	1. Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)	Social Service Delivery	Health Delivery/services	Construct 5 No. Health Centers, tree planting and landscaping	Improved health care delivery					80,000.00			GHS	Kb. D.A
	2. Expand and equip health facilities (SDG Target 3.8)			Construct 6 No. CHPs Zones, tree planting and landscaping	Improved health care delivery					80,000.00			GHS	Kb. D.A
	3. Ensure gender mainstreaming in the provision of health care services			Construction of 4 No. Nurses Accommodation, tree planting and landscaping	Improved health care delivery					80,000.00			GHS	Kb. D.A
				Upgrading of Kade Municipal Government hosp. to Polyclinic status	Improved health care delivery					300,000.00			GHS	Kb. D.A
				Residual wall spraying against mosquitoes and Malaria programmes	Improved health care delivery					20,000.00			GHS	Kb. D.A
				Provision of equipment support to health facilities	Improved health care delivery					20,000.00			GHS	Kb. D.A
				Upgrading of health facilities	Improved health care delivery					100,000.00			GHS	Kb. D.A

Ensure efficient transmission and distribution system	1. Revise self-help- electricity project and use means-testing approaches to enable the poor to connect to the national grid (SDG Targets 1.4, 7.1)	Social Service Delivery	Expand electricity coverage	Extension of electricity to communities and new sites	Increased electricity coverage					10,000.00			ECG	Kb. D.A
	2. Expand the distribution and transmission networks (SDG Target 7.b)													
Improve access to improved and reliable environmental sanitation services	1. Develop innovative financing mechanisms and scale-up investments in the sanitation sector (SDG Targets 17.3, 17.5)	Environmental Management	Sanitation	Public Education on waste management	improved sanitation					20,000.00			MEHO	Kb. D.A
	2. Create space for private sector participation in the provision of sanitation services (SDG Target 17.17)			Procure 1 No. skip truck	improved sanitation					100,000.00			MEHO	Kb. D.A
	3. Provide public education on solid waste management (SDG Target 12.8)			Procure 1 No. role-on truck	improved sanitation					100,000.00			MEHO	Kb. D.A
				Maintain 1 No. Cesspit emptier	improved sanitation					30,000.00			MEHO	Kb. D.A
				Acquire liquid waste / landfill sites	improved sanitation					20,000.00			MEHO	Kb. D.A
				Procure refuse equipment/ materials	improved sanitation					80,000.00			MEHO	Kb. D.A
				Construct 10 No. Refuse bays	improved sanitation					10,000.00			MEHO	Kb. D.A

				Supply of 10 Refuse Containers	improved sanitation					150,000.00			MEHO	Kb. D.A
				Construct 14 Toilet facilities with tree planting and landscaping	improved sanitation					80,000.00			MEHO	Kb. D.A
				Rehabilitate Toilets Facilities with tree planting and landscaping	improved sanitation					50,000.00			MEHO	Kb. D.A
				Construct Institutional latrines tree planting and landscaping	improved sanitation					20,000.00			MEHO	Kb. D.A
				Public education on Community Led Total Sanitation (CLTS)	improved sanitation					10,000.00			MEHO	Kb. D.A
				Pushing of Refuse	improved sanitation					50,000.00			MEHO	Kb. D.A
				Management of land fill site	improved sanitation					10,000.00			MEHO	Kb. D.A
				Sanitation activities	improved sanitation					10,000.00			MEHO	Kb. D.A
				Sanitation Package	improved sanitation					240,000.00			MEHO	Kb. D.A
				Fumigation	improved sanitation					270,000.00			MEHO	Kb. D.A
Improve access to safe and reliable water supply services for all	1. Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)	Social Service Delivery	Water	Construct 5 No. Small Town Water System	Increased water coverage					100,000.00			DSD	Kb. D.A
	2. Provide mechanized borehole and small town water systems (SDG Target 6.1)			Construct 40 No. Boreholes with landscaping	Increased water coverage					100,000.00			DSD	Kb. D.A

	3. Improve water production and distribution systems (SDG Targets 6.4, 6.5)			Reconstitution and training WATSANs and WSDB	Increased water coverage					10,000.00			DSD	Kb. D.A
				Rehabilitation of water systems	Increased water coverage					20,000.00			DSD	Kb. D.A
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	1. Expand and intensify HIV Testing Services (HTS) programmes to achieve the 90,90,90 target (SDG Targets 3.3, 3.7)	Social Service Delivery	HIV and AIDS	Educational campaigns against HIV and AIDS through behavioural change and HIV Testing Services (HTS) programmes	Improved Health					20,000.00			DSD	Kb. D.A
	2. Intensify education to reduce stigmatization (SDG Target 3.7)			Support PLWHAs and OVCs	Improved Health					100,000.00			DSD	Kb. D.A
	3. Intensify efforts to eliminate mother to child transmission of HIV (MTCTHIV) (SDG Target 3.3)			Support the celebrate of World AIDS DAY and other related programmes	Improved Health					20,000.00			DSD	Kb. D.A
Promote economic empowerment of women	1. Ensure the protection of women's access, participation and benefits in all labour-related issues(SDG Target 1.4, 5.a, 8.5, 8.8)	Social Service Delivery	Social Empowerment	Organize Workshop on the Participation of women in the governance process	Improved Public Participation					7,000.00			DSD	Kb. D.A
	2. Improve access to education, health and skills training in income generating activities for vulnerable persons including head potters (Kayayei) (SDG Targets 3.8, 4.5)			Public education on children, gender and climate change issues	Improved Public Participation					7,000.00			DSD	Kb. D.A

				Skills training for women groups	Increased employment						10,000.00	DSD	Kb. D.A
				Public education and Enforcement of Bye- laws	Improved Public Participation					10,000.00		DSD	Kb. D.A
Enhance sports and recreational infrastructure	1. Enforce the development of designated sports and recreation landuse in all communities(SDG Target 16.6)	Infrastructure Development	Sports and recreational infrastructure	Acquire lands for sporting and recreational activities	Increased interest in sports					10,000.00		DSD	Kb. D.A
	2. Develop and maintain sports and recreational infrastructure(SDG Target 9.1)			Provision of stands at Public parks	Increased interest in sports					10,000.00		DSD	Kb. D.A
				Develop school / community playing fields	Increased interest in sports					10,000.00		DSD	Kb. D.A
Ensure accessibility to the built environment, goods, services and assistive devices for PWDs.	1. Provide sensitization, education on accessibility standards	Social Service Delivery	Social empowerment	Training programmes for PWDs	Increased employment					10,000.00		DSD	Kb. D.A
	2. Ensure that all public facilities are clearly outlined with visible signage for PWDs.			Provide start-up capital for businesses of PWDs	Increased employment					10,000.00		DSD	Kb. D.A
				Construction of ramps on existing structures to make them disability friendly	Increased Public Participation					10,000.00		DSD	Kb. D.A
				Inclusion of PWDs in decision making	Increased Public Participation					5,000.00		DSD	Kb. D.A

				Child labour programmes	Reduce vulnerability					10,000.00			DSD	Kb. D.A
				Social intervention programmes (Leap, School feeding etc)	Social intervention					10,000.00		Fig,	DSD	Kb. D.A
										<b>3,237,000.00</b>				

**PROGRAMME OF ACTION (POA 2018 - 2021) BASED ON ADOPTED GOALS (MMDAs POA)**

**Adopted Goals:** Safeguard the natural environment and ensure a resilient built environment

Adopted Objective	Adopted Strategies	Programmes	Sub-Programmes	Projects / Activities	Outcome / Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	DONOR	LEAD	Collab.
Improve efficiency and effectiveness of road transport infrastructure and services	1. Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)	Infrastructure Development	Roads	Rehabilitation/ Spot Improvement of Roads	Reduced travel hours					20,000.00				
	2. Ensure capacity improvement by constructing missing links(SDG Targets 9.1, 11.2)			Grading/ Reshaping of selected roads annually	Reduced travel hours					20,000.00			DSD	Kb. D.A

	3. Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism(SDG Targets 7.3, 11.2)			Rehabilitation of Kade Hospital Road	Reduced travel hours					15,000.00			DSD	Kb. D.A
				Construction of Link roads within communities	Reduced travel hours					1,500.00			DSD	Kb. D.A
				Rehabilitation, supply/ installation of Street Lights	Reduced travel hours					20,000.00			DSD	Kb. D.A
				Repair and Maintain Assembly Grader	Reduced travel hours					10,000.00			DSD	Kb. D.A
				Patching of Potholes of Major Roads	Reduced travel hours					20,000.00			DSD	Kb. D.A
				Construction and repair of drains/bridges	Reduced travel hours					50,000.00			DSD	Kb. D.A
				Desilting of drains	Reduced travel hours					2,500.00			DSD	Kb. D.A
				Construction of foot bridges/ culerts	Reduced travel hours					40,000.00				
Enhance application of ICT in national devt.				Paving and landscaping of Lorry Parks	Reduced travel hours					60,000.00				
	Improve the quality of ICT services, especially internet and telephony(SDG Target 9.c)	Infrastructure Development	ICT Development	Construction and Furnishing of ICT Centers	Increased BECE pass rate and ICT Literacy					30,000.00				

Promote a sustainable, spatially integrated, balanced and orderly devt. of human settlements				Supply of computers to schools	Increased BECE pass rate					25,000.00				
	1. Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16)	Environmental Management	Land Use	Public education on development control and land use	Well planned cities					5,000.00				
	. Strengthen the human and institutional capacities for effective land use planning and management nationwide(SDG Targets 16.6, 16.a)			Street naming and house addressing exercise	Well planned cities					30,000.00				
	2. Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9)			Preparation of Structure Plan	Well planned cities					2,500.00				
				Preparation of local plans	Well planned cities					2,500.00				
				Preparation and updating of planning schemes	Well planned cities					2,500.00				
				Documentation of Assembly acquired lands	Documentation of Assembly lands done					2,500.00				
Ensure sustainable extraction of mineral resources	Lands documented			Documentation of lands for Final disposal site	Documentation of Assembly lands done					2,500.00				

	1. Ensure mining and logging activities are undertaken in an environmentally sustainable manner(SDG Targets 6.5, 8.4, 12.2, 12.8, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5)	Environmental Management	Mining	Sensitization of Communities in Mining Catchment Areas	Reduced Pollution					5,000.00				
	2. Ensure land restoration after mining operations (SDG Targets 15.1, 15.3)			Provide special support to artisanal small scale mining to facilitate compliance with good mining / processing and environmental Practices	Reduced Pollution					10,000.00				
Enhance climate change resilience	3. Promote restructuring of small-scale mining to operate within guidelines set up under the appropriate regulations (SDG Targets 8.3, 16.6)			Support security agencies to Enforce compliance of relevant laws and regulations to curb illegal mining	Maintained Law and Order					20,000.00				
	1. Develop climate resilient crop cultivars and animal breeds (SDG Target 2.4)	Environmental Management	Climate Change Mitigation and Adaptation	Distribution of seedlings and Tree Planting Exercise to reclaim degraded land	Reduced disasters					20,000.00				
	2. Promote and document improved climate smart indigenous agricultural knowledge (SDG Targets 2.4, 16.6)			Disaster Prevention Programmes	Reduced disasters					30,000.00				
	3. Improve and harmonize agricultural research, including application of climate models (SDG Targets 2.4, 2.a)			Community participation in SRA to enhance transparency	Improved Public Participation					20,000.00			T&C Dept.	Kb. D.A

				Social and environmental safeguard programmes	Reduced disasters					20,000.00			T&C Dept.	Kb. D.A
Promote sustainable water resources development and management				Climate change adaptability programmes	Reduced disasters					30,000.00			T&C Dept.	Kb. D.A
	1. Promote efficient water use (SDG Targets 6.4, 6.5, 6.a)	Environmental Management	Improve Natural Resources Management	Organization of programmes to protect water bodies	Reduced disasters					20,000.00			Kb. D.A	Kb. D.A
	2. Undertake tree planting along the banks of all major water bodies and their tributaries to reduce silting and pollution from human activities (SDG Targets 6.5, 6.6)			Green economy programmes	Reduced disasters					50,000.00			T&C Dept.	Kb. D.A
										<b>586,500.00</b>				

**PROGRAMME OF ACTION (POA 2018 - 2021) BASED ON ADOPTED GOALS (MMDAs POA)**

**Adopted Goal (s) Four 4: Maintain a Stable, United and Safe Society**

	Adopted Strategies	Programmes	Sub-Programmes	Projects/Activities	Outcome / Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	DONOR	LEAD	COLLAB.
Strengthen fiscal decentralization	1. Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1)	Finance, Management and Administration	Improve Internally Generated Revenue	Public Sensitization on the need to pay taxes	Improved Revenue					10,000.00			Kb, M.A	Kb, M.A
	2. Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)			Implementation of revenue improvement action plan	Improved Revenue					10,000.00			Kb, M.A	Kb, M.A
				Construction of revenue barriers / check points	Improved Revenue					20,000.00			Kb, M.A	Kb, M.A
			Administration	Construct, rehab./ maintain Assembly buildings, Landscaping and horticultural Works	Increased productivity					53,000.00			Kb, M.A	Kb, M.A
				Furnish Administration buildings	Increased productivity					10,500.00			Kb, M.A	Kb, M.A
				Purchase pick – up for Administrative work	Increased productivity					100,000.00			Kb, M.A	Kb, M.A
				Purchase of motor bikes for Assembly	Increased productivity					15,000.00			Kb, M.A	Kb, M.A
				Construct 2 No semi-detached bungalows	Increased productivity					200,000.00			Kb, M.A	Kb, M.A

				Capacity building programmes for Assembly Members and Staff	Increased productivity					20,000.00			Kb, M.A	Kb, M.A
				Purchase of logistics and other office supplies for Administration and schedule 1 Departments	Increased productivity					20,000.00			Kb, M.A	Kb, M.A
				Purchase of logistics for municipal guards and revenue collectors	Increased productivity					20,000.00			Kb, M.A	Kb, M.A
Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	1. Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)	Management and Administration	Governance	Capacity building of traditional authority in the governance process	Increased Public participation					30,000.00			Kb, M.A	Kb, M.A
	2. Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6, 16.7, 16.a)				Increased Public participation								Kb, M.A	Kb, M.A
Improve decentralized planning	1. Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)	Management and Administration	Improve transparency and accountability	Implementation of popular participation strategy	Increased Public participation					10,000.00			Kb, M.A	Kb, M.A
	2. Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9)			Public education and sensitization on all programmes	Increased Public participation					10,000.00			Kb, M.A	Kb, M.A

	3. Create enabling environment for implementation of Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level (SDG Targets 17.14, 17.17)			Construct, rehab./rent Urban/ Zonal Council	Increased Public participation					53,000.00			Kb, M.A	Kb, M.A
				Construct, rehab./maintain Assembly buildings	Increased Public participation					53,000.00			Kb, M.A	Kb, M.A
				Rehab. Of court premises	Increased Public participation					20,000.00			Kb, M.A	Kb, M.A
				Community initiated projects	Increased Public participation					20,000.00			Kb, M.A	Kb, M.A
				Construct / renovate Police Post/ Office accommodation	Improved General security					25,000.00			Kb, M.A	Kb, M.A
				Public education and sensitization on all programmes	Increased Public Participation					10,500.00			Kb, M.A	Kb, M.A
				Participatory M and E	Increased Public Participation					10,000.00			Kb, M.A	Kb, M.A
				Construction of Community Centres	Increased Public Participation					60,000.00			Kb, M.A	Kb, M.A
				Organize Town hall meetings	Increased Public Participation					15,000.00			Kb, M.A	Kb, M.A
				Preparation of the 2022-2025 MTDP	Increased Public Participation					60,000.00			Kb, M.A	Kb, M.A
				Preparation of the Annual Budget and other documents	Increased Public Participation					10,000.00			Kb, M.A	Kb, M.A

				MPCU Activities	Increased Public Participation					20,000.00			Kb, M.A	Kb, M.A
				Social Accountability Programmes	Increased Public Participation					20,000.00			Kb, M.A	Kb, M.A
				Support Fora / Audits	SPEFA / Social Audits					20,000.00			Kb, M.A	Kb, M.A
										<b>925,000.00</b>				
						<b>Grand Total</b>				<b>5,122,720.00</b>				



#### 4.5: Indicative Financial Strategy.

The development projections as outlined in the programme of action in the MDTP are not an end to themselves but means to achieve the stated goals and objectives of the plan. It also facilitates the realization of the ultimate aims and aspirations of the people. The practical way to achieve this is the implementation of the proposed programmes and projects. The implementation of the proposed projects and programmes also depends to a very large extent the availability of financial resources. This section outlines strategies to be adopted to mobilize financial resources to implement the proposed projects/programmes.

##### 4.5.1: Estimated Cost of the Plan

The four year Municipal Medium Term Development Plan is estimated to cost **GH¢20,956,336.00**

The breakdown of the estimated cost of the proposed projects and programmes over the next four years per the four adopted goals of the National Medium Term Development Policy Framework (NMTDPF) 2018-2021, is as follows. The total expected revenue inflow for the period 2018-2021 is estimated at **GH¢28,200,500**

Table 4.4: (a): Estimated Cost of the Plan (Programme of Action – Indicative Budget for 2018-2021 under various Adopted Goals).

No.	ADOPTED GOAL	ESTIMATED COST GH¢	PERCENTAGE (%)
1.	Build a prousperous Society	2,574,240	12.3
2.	Create opportunities for all Ghanaians	8,950,384	42.7
3.	Safeguarding the natural environment and ensuring a resilient built environment	5,317,312	25.4
4.	Maintain a stable, united and safe society	4,114,400	19.6
	<b>Total</b>	<b>20,956,336</b>	<b>100</b>

Source :MPCU 2018

Table 4.2: gives an indication of how the Kwaebibirem Municipal Assembly intends to apply its financial resources to improve the living conditions of the people. Over forty-two (42.7%) per cent of the resources are allocated to improve Social Service Delivery followed by Infrastructural Delivery and Environmental Management. The next to follow is Management and Administration and lastly Economic Development.

Estimated Cost of the Plan (Programme of Action – Indicative Budget for 2018-2021 under various programmes)

Indicative Financial Strategy.

**Table 4.5:** Indicative Financial Strategy plan

TABLE4.5 : INDICATIVE FINANCIAL STRATEGIC PLAN 2017 - 2020										
PROGRAMME	TOTAL COST GH₵	%	SOURCES OF FUNDING AND EXPECTED REVENUE						SUM. OF REV.	ALT. COURSE
	2017 - 2020		GOG	IGF	DONOR	OTHERS	TOTAL REV. GH₵	GAP GH₵	SOURCES/STRAT.	OF ACTION
ECONOMIC DEVELOPMENT	3,468,661.50	12.3	3,668,661.00	220,000.00	320,000.00	-	4,208,661.00	739,999.50	1. IGF 2. DACF 3. GOG TRANSFER 4. DDF 5.D.P. SUPPORT A) Stakeholders' Consultative Meeting On Annual FFR B) Form Revenue Mobilization Committee(RMC) C) Increase Rev. Barriers on Strategic routes D) Form All-Inclusive Revenue Taskforce E) Intensive Community Sensitization on the need to pay Fees, Licences , Property Rate etc F) ETC	1. Commercial Loan 2.PPP
SOCIAL SERVICE DELIVERY	10,631,588.50	37.7	11,411,599.00	120,000.00	-	-	11,531,599.00	900,010.50		
INFRAS DEV'T ENV, MGT	8,572,952.00	30.4	7,912,952.00	1,160,000.00	-	-	9,072,952.00	500,000.00		
MANAGEMENT & ADMIN.	5,527,298.00	19.6	3,027,298.00	3,500,000.00	-	-	6,527,298.00	1,000,000.00		
	<b>28,200,500.00</b>		<b>26,020,510.00</b>	<b>5,000,000.00</b>	<b>320,000.00</b>	<b>-</b>	<b>31,340,510.00</b>	<b>3,140,010.00</b>		

Source: Kb. M.A Budget Unit 2018

Table 4.6: Revenue Trends for the Medium –Term Devt. Plan From 2018-2021.

*Table 4.6 Revenue Trends for the Medium-Term Devt. Plan From 2018-2021*

ITEM	BUDGET 2017	BUDGET 2018	BUDGET 2019	BUDGET 2020	BUDGET 2021	TOTAL
GOG	1,555,148.47	1,887,831.47	2,010,614.62	2,029,250.15	2,098,794.28	8,026,490.52
DACF	3,252,290.00	3,577,519.00	2,070,614.62	3,935,270.90	3,970,688.34	13,554,092.86
IGF	980,783.34	1,079,719.88	1,187,691.87	1,306,461.05	1,426,127.20	5,000,000.00
DDF	673,100.00	740,410.00	2,070,614.62	814,451.00	814,451.00	4,439,926.62
DONOR	75,000.00	75,000.00	75,000.00	80,000.00	90,000.00	320,000.00
<b>TOTAL</b>	<b>6,536,321.81</b>	<b>7,360,480.35</b>	<b>7,414,535.73</b>	<b>8,165,433.10</b>	<b>8,400,060.82</b>	<b>31,340,510.00</b>

Kb. M. A Budget Unit 2018

*Table 4.7: Showing Sources of Funding and Percentages*

SOURCE OF FUNDING	AMOUNT (GH)	PERCENTAGE (%)
GOG	8,026,490.52	25.61
DACF	13,554,092.86	43.25
IGF	5,000,000.00	15.95
DDF	4,439,926.62	14.17
DONOR	320,000.00	1.02
<b>TOTAL</b>	<b>31,340,510.00</b>	<b>100.00</b>

Kb. M. A Budget Unit 2018

Table 4.8: Strategies to Mobilise Resources for the Development of the Programmes (Projects)

Objectives	Strategies	Time Framework				Responsibility
		2014	2015	2016	2017	
Improve IGF collection	Organise training programmes for the revenue collectors					MPO/MFO
	2. Put in place incentives scheme to motivate revenue collectors					MCE / F&A Sub-Committee
	3. Reward outstanding revenue collectors					MCE / F&A Sub-Committee
	4. Revalue all properties in the district					Valuation Board
Enhance extend inflows (development partners)	1. Lobby for the increase of the funds for the Assembly					MCE
	2. Submit reports punctually					MCD
	3. Make adequate provisions for the capital cost contributions of the donor projects					MCE /MCD
Increase Assembly's share of DDF/DACF	1.Motivate staff to comply with all the FOAT indicators					MCD
	2. Prepare adequately for the FOAT exercise through mock by May of each year.					MCD
	3. Comply with regulations regarding the utilisation of the DDF Fund					MCD
	Increase IGF collection to increase the Assembly's share of the DACF					MFO/ MCD/ MBO
Filling expenditure gaps	1.Prepare projects proposals to solicit funds from development partners					MPO
	2.Sensitise and educate communities towards projects funding					MPO

## CHAPTER FIVE (5)

## ANNUAL ACTION PLAN OF KWAEBIBIREM DISTRICT ASSEMBLY

Table 5.1: Annual Action Plan 2018.

<b>Adopted Goal(s) One:</b> Build a Prosperous Society.														
<b>Programme (One) 1:</b> Economic Development														
<b>Sub-Programmes:</b> Business Development														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.	
1	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported					10,000			NBSSI	Kb. MA	
2	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported						10,000		NBSSI	Kb. MA	
3	Training of Women Groups in soap production	Municipal wide	50 Women	120 women trained					10,000			REP/COP	Kb. MA	
4	Training of women in records keeping	Municipal wide	50 Women	120 women trained					10,000			REP/COP	Kb. MA	
5	Training of women in group formation	Municipal wide	50 Women	120 women trained					10,000			REP/COP	Kb. MA	
6	Training of women in palm oil extraction	Municipal wide	50 Women	120 women trained					10,000			REP/COP	Kb. MA	
7	Facilitate the Construction of soap manufacturing factory	Municipal wide	N/A	1 No. constructed					10,000			REP/COP	Kb. MA	
					TOTAL				<b>60,000</b>	<b>10,000</b>				
<b>Programme (Two) 2:</b> Economic Development														
<b>Sub-Programmes 2:</b> Agriculture productivity and Services														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.	

1	Facilitate Cockerel project	Kade	N/A	1 Cockerel project facilitated					50,000			MDA	Kb. MA
2	Develop oil palm plantation	Municipal wide	GOPDC	1000 hct. Plantation developed					100,000			MDA	Kb. MA
3	Conduct monthly management meetings and quarterly technical review meetings	Kade	4 meetings	12 meetings conducted						4,500		MDA	Kb. MA
4	Organize Research Extension Linkage Committee (RELC)	Kade	1 meeting	One (1) RELC meetings organized						4,600		MDA	Kb. MA
5	Sensitize farmers on the need for livestock and local poultry vaccination	Municipal Wide	95 farmers	250 farmers sensitized						2,900		MDA	Kb. MA
6	Conduct Livestock disease surveillance	Municipal Wide	2 surveillance	2 disease surveillance conducted						1,200		MDA	Kb. MA
7	Train 104 livestock farmers on improve housing for Ruminants.	Municipal Wide	60 farmers	104 farmers trained						3,000		MDA	Kb. MA
8	Strengthening of 15 FBOs to enhance effective extension delivery	Municipal Wide	9 FBOs	15 FBOs trained						1,500		MDA	Kb. MA
9	Conduct 4 demonstrations on improved housing for local poultry, sheep and goat	Municipal Wide	1 demo.	5 demos. Conducted (Zonal Council level)						6,040		MDA	Kb. MA
10	Undertake home and farm visits to deliver sustainable Agricultural technologies to farmers, FBOs and other Agricultural value chain actors	Municipal Wide	4 visits	4 visits undertaken						8,200		MDA	Kb. MA

11	Train Municipal Technical Staff on pests and diseases identification and management	Municipal Wide	8 staffs	20 staffs trained							1,680	MDA	Kb. MA
12	Organize quarterly farmers fora in each of the 4 zones in the Municipal on climate SMART agriculture and discuss other emerging agricultural issues	Municipal Wide	4 fora	4 quarterly farmers' fora organized							1,260	MDA	Kb. MA
13	Train technical staff in agricultural crop budget preparation and agribusiness records keeping.	Municipal Wide	8 staffs	20 Staff trained							1,680	MDA	Kb. MA
14	Conduct Vaccination Campaigns (anti rabbies, PPR, CBPP, and New Castle) for pets, sheep, goats and cattle.	Municipal Wide	2 campaigns	2 campaigns conducted					1000.00			MDA	Kb. MA
15	Organize and celebrate one (1) Municipal farmers day	Municipal Wide	1 celebration	1 celebration							1000	MDA	Kb. MA
16	Manage planting for Food and Jobs programme and fall army worm invasion	Municipal Wide	N/A	400 hectares Cultivated							10,000	MDA	Kb. MA
TOTAL									<b>151,000</b>		<b>47,560</b>		



Adopted Goal(s) Two 2: Create opportunity for all Ghanaians

Programme (One) 1 : Social Service Delivery

Sub-Programmes 1: Education Services

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Provide STMIEI for girls	Municipal wide	GH¢5,000	GH¢10,000					10,000			GES	Kb. MA
2	Provide scholarship scheme for needy but brilliant students	Municipal wide	GH¢20,000	GH¢25,000					25,000			GES	Kb. MA
3	Provision for my first Day at school	Municipal wide	1,350 Pre-school pupils	2,140 Pre-school pupils					20,000			GES	Kb. MA
4	Contribution to Sports festival	Municipal wide	GH¢20,000	GH¢15,000					10,000			GES	Kb. MA
5	Const. 1No. 3 unit classroom block (DA JHS)	Larbikrom	1 No. classroom block	1 No. 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
6	Const. 1No. 6 unit classroom block	Koka	NA	1 No. 6 unit classroom blocks constructed.					25,000			GES	Kb. MA
7	Const. 1No. 6 unit classroom block	Booms	NA	1 No. 6 unit classroom blocks constructed.					80,000			GES	Kb. MA
8	Const. 1No. 6 unit classroom block	Kukubi	NA	6 unit classroom blocks constructed.					45,000			GES	Kb. MA
9	Const. 1No. 3 unit KG block at Dokyi	Dokyi	NA	1 No, 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
<b>TOTAL</b>									<b>375,000.00</b>				

Adopted Goal(s) Two: Create opportunity for all Ghanaians														
Programme (Two) 2 : Social Service Delivery														
Sub-Programmes 2														
Health Delivery		Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
						1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1		Const. 1 No. Clinic / CHP and staff quarters	Takyimang	1 CHPs Compound	1 No Clinic / CHP and staff quarters					220,000			MDHS	Kb. M A
2		Const. 1 No. 16 seater W/C Toilet facility	Okyinso	1 Public Toilet	1 No. W/C Toilet Constructed.					50,000			MWD	Kb. M A
3		Rehab. of 1 No. 80 bed Maternity ward Complex at Kade Govt. Hospital	Kade	Municipal Govt. Hospital	1 No. 80 bed Maternity ward Complex rehabilitated							372,396.00	MWD	Kb. M A
4		Sensitization on HIV / AIDS, Malaria, cholera, etc.	Municipal Wide	3 sensitization programmes on HIV and AIDS HTS	3 sensitization programmes Conducted					6,000			MDHS	Kb. M A
5		Sanitation Package	Municipal Wide	Zoomlion services in operation	Sanitation activities conducted by Zoomlion					170,200			EHD	Kb. M A
6		Management of Landfill Sites	Adankrono	1 Landfill site	Landfill site managed					10,000			MEHD	Kb. MA
7		Fumigation	Municipal wide	2 fumigation exercises	3 fumigation exercises conducted					20,000			MEHD	Kb. MA
8		Community Led Total Sanitation	Subi	NA	CLTS Programme achieved					2,000				
<b>TOTAL</b>										<b>476,200.00</b>		<b>372,396</b>		

**Programme (Three) 3: Social Service Delivery**

**Sub-Programmes: Social Empowerment**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Social Mobilization – Child Abuse, Trafficking, Violence, Marriages, Labor, Neglect etc.	Municipal Wide	Child labor and abuse programmes conducted by DSD	To intensify all social mobilization programmes by 15% of existing programmes					630,000			MSD	Kb. MA
2	LEAP disbursement to the aged and under 5 yrs.	Municipal Wide	GH¢35,760 to 636 beneficiaries	20% increase in Leap disbursement on baseline					50,000			MSD	Kb. MA
3	Registration of indigenes for NHIS cards	Municipal Wide	150 indigenes registered	20% indigenes to be registered to have NHIS cards					630,000			MSD	Kb. MA
4	Identify communities with water problems	Municipal Wide	Subi-kese, New Adipo and Okyinso Krobor	Water problems in 7 identified communities solved					3,000			MSD	Kb. MA
5	Office facilities, supplies and accessories	Municipal Wide	Office furniture, drawers and PC	PC with accessories, Office furniture, UPS etc.					25,000			MSD	Kb. MA
6	Undertake public education and sensitization on Govt. Policies	Municipal Wide	4 Public sensitization	4 Public sensitization undertaken					6,000			MSD	Kb. MA
7	Disbursement of PWDs funds	Municipal Wide	GH¢35,000	PWDs economically empowered					GH¢45,000			MSD	Kb. MA
<b>TOTAL</b>									<b>1,389,000</b>				

**Adopted Goal(s) Three 3: Safeguard the natural environment and ensure a resilient built environment**

**Programme (One) 1: Environmental Management**

Sub – Programme 2: Land Use													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Advise on the conditions for the construction of public and private structures	Kade	Bye-Laws on building permits	Bye-Laws on building permits on building enforced					1000			TC&P	Kb. MA
2	Advise the assembly on the siting of bill boards, masts and ensure compliance with the decision of the Assembly	Kade	Bill boards, masts sited in the Municipality	Orderly and legally sited bill boards and masts					1,500			TC&P	Kb. MA
3	Advise on the acquisition of landed property in the public interest	Kade	NA	Oil Palm Plantaion project					1000			TC&P	Kb. MA
4	Assist to provide the layout for buildings for improved housing layout and settlement	Kade	Bye-Laws on building permits	Well planned housing layout					1,500			TC&P	Kb.D.A
5	Collaborate with the Survey Dept. in the performance of its operations	Kade	NA	3 Communities layouts produced					2,500			TC&P	Kb.D.A
6	Street naming project and property numbering	Kade	Portion of Kade streets named	2 major communities streets named					10,000			TC&P	Kb.D.A
TOTAL									<b>17,500</b>				

**Programme (Two) 2: Infrastructure Development**

**Sub-Programmes 2: Public Infrastructure Development, Water and Sanitation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Supplied and installation of street light	Municipal wide	215 street lights	450 street lights supplied and installed						30,000.00		MWD	Kb. MA
2	Maintenance / Rehab.of Assembly Buildings	Municipal Wide	Admi. And MCEs Block maintained	3 other Assembly Buildings Maintained					60,000			MWD	Kb. MA
3	Const. 6 No. Culverts	Kade, Twumwusu, Otumi, Amoaku	6 culverts constructed municipal wide.	10 No. Culverts constructed					138,375.00			MWD	Kb. MA
6	Rehab. Of Court Premises	Kade	Renovation of parts of court premise	Court room and offices rehabilitated					20,000			MWD	Kb. MA
7	Provision (rehab / rental) of Zonal council offices.	5 Zonal Councils	3 rented Zonal Councils	2 Zonal council offices constructed					50,307.25			MWD	Kb. MA
8	Pavement of Lorry Park	Kade	Kade Lorry park	Pavement of Lorry Park completed					165,456.38			MWD	Kb. MA
9	Facilitate the con. of 48 market lockable stores	Kade	60 market stores	48 Market lockable stores constructed					150,000.00			MWD	Kb. MA

10	Const. 5 No. Mechanized Borehole	Anweam, Nkwantanang, Tweapease, Kwamang, Kade	Existing manual boreholes	4 No mechanized Boreholes Constructed					100,000			MWD	Kb. MA
13	Community Initiated Project	Municipal Wide	GH¢200,000	Community Project Undertaken					100,000			MWD	Kb. MA
14	Rehab. of Community center	Adankrono	Community center at Adankrono	Community center Rehabilitated					10,000			MWD	Kb. MA
17	Const. of Foot Bridge and reshaping of Kwarmang – Jamasi Roads	Municipal Wide	10 foot bridges	3 foot bridges and 12 km of road reshaped					28,000			MWD	Kb. MA
18	Rehab. of selected Feeder Roads (50 Km)	Municipal Wide	287 km of feeder roads	50 Km of feeder roads rehabilitated					60,000.00			MWD	Kb. MA
19	Fencing of Assembly Building Phase 1	Kade	NA	Mun. Assembly Block Fenced					70,000.00			MWD	Kb. MA
20	Const. Police Post	Otumi	NA	Police Post Constructed					65,000.00			MWD	Kb. MA
21	Const. of storm drains and box culvert	Kade and Adompo	NA	Culverts and storm drains constructed					40,000.00			MWD	Kb. MA
24	Renovation of office accommodation	Kade Police station	Police station	office Accommodation renovated						10,000.00		MWD	Kb. MA
<b>TOTAL</b>									<b>1,056,828</b>	<b>30,000</b>	<b>10,000</b>		



Adopted Goal(s) Four 4: Maintain a Stable, United and Safe Society													
Programme (One) 1 : Management and Administration													
Sub-Programmes 1: Governance													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Organize meetings, conference and workshops	Municipal Wide	GH¢40,000	Staff capacity enhanced / No. of reports produced.						44,000		Cen. Adm.	Kb. MA
2	Organize National Day (Ind. Day, Republic Day and Farmers Day celebrations)	Municipal Wide	3 National Days ( GH¢40,000)	Improves patriotism and productivity					20,000			MDA/ Cen. Adm.	Kb. MA
3	Monitoring and coordinating of projects and programmes	Municipal Wide	4 Quarters	Ensure quality work or projects /No. of reports produced.					53,000			Cen. Adm.	Kb. MA
4	Bank Charges, utilities and postages	Municipal Wide	GH¢2,000	Ensures accountability / No. of receipts produced.					2,500			Cen. Adm.	Kb. MA
5	Procure office furn/ equip.	Municipal Wide	GH¢40,000	Quantity procured to Improve productivity and efficiency					20,000			Cen. Adm.	Kb. MA
6	Spon. for staff capacity building	Municipal Wide	4 Staff	Improves productivity and efficiency					30,000			Cen. Adm.	Kb. MA
7	Support for MPCU activities	Kade	GH¢40,000	4 Quarterly Meetings held / Improves productivity, efficiency and accountability					15,000			Cen. Adm.	Kb. MA

8	Support for state protocol and other official guests	Kade	GH¢20,000	Good Governance enhanced					160,000			Cen. Adm.	Kb. MA
9	Maintain and service Assembly vehicles	Kade	6 Vehicles GH¢20,000	No. of Vehicles serviced / Improves productivity, efficiency and accountability					40,000			Cen. Adm.	Kb. MA
10	Anti-corruption activities	Municipal Wide	GH¢25,000 M.A and CDD collab.	No. of Town Hall meetings held to enhance Good Governance and accountability					20,000			Cen. Adm.	Kb. MA
11	Prep. MTEF strategic plan and comp.budget	Kade	2017 MTEF	2018 MTEF prepared					40,000			Cen. Adm.	Kb. MA
12	Revenue data collection and update	Municipal Wide	Annually	Data compiled to increase revenue to 10%.					40,000			Cen. Adm.	Kb. MA
13	Maintenance and service of equipment.	Municipal Wide	5 printers and computers	No. of Equipment serviced.					40,000			Cen. Adm.	Kb. MA
14	Support for security operations	Municipal Wide	20,000	Security operations supported with fuel / ration.					70,000			Cen. Adm.	Kb. MA
15	Capacity building for sub - structures	Municipal wide	10,000	No. of Unit Committees trained.					20,000			Cen. Adm.	Kb. MA
16	Procure office stationary	Kade	10,000	No. of A4 Sheets, pens, envelopes etc. supplied.					25,000			Cen. Adm.	Kb. MA
17	Provision of intercom	Kade	N/AI	Intercom Provided					30,000.00			Cen. Adm.	Kb. MA
18	Const. of Website	Kade	N/A	Website Provided					10,000.00			Cen. Adm.	Kb. MA

19	Subscription Ghana Dist. com	Kade	N/A	Subscription Procured					30,000.00			Cen. Adm.	Kb. MA
20	Procure 2 No. Motor bikes	Kade	N/A	2 Motorbikes Procured					10,000.00			Cen. Adm.	Kb. MA
21	Town hall meetings	Municipal wide	5No.	5 Meetings Held in 5 Zonal councils					30,000.00			Cen. Adm.	Kb. MA
22	Provide solar facility system for Borehole	Kade	N/A	1 Unit Solar facility provided					35,000.00			Cen. Adm.	Kb. MA
23	Const. Revenue barrier / Check points.	Larbikrom, Takyimang, Bomso and Ntronang	N/A	4 Barriers constructed					45,000.00			Cen. Adm.	Kb. MA
Total									<b>785,500</b>	<b>44,000</b>			

Programme (Two) 2: Finance, Management and Administration

Sub-Programmes 2: Improve Internally Generated Revenue

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Schedule				Timeline			Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.			
1	Gazetting Fee Fixing Resolution (2017)	Municipal wide	1 No.	1 No. Fee fixing resolution gazzeted							3000		Cen. Adm.	Kb. MA		
2	Setting Up Revenue Target For 2017	Municipal wide	1 No.	Revenue target setup by ten (10%) percent							500		Cen. Adm.	Kb. MA		
3	Issue Service Demand Notice	Municipal wide	30 Clients	50 Clients served with Demand notice							500		Cen. Adm.	Kb. MA		
4	Conduct Public Announcement On Payment Of Fees, Rates	Municipal wide	Five area councils	Five area councils covered. Revenue improved by 10%.							500		Cen. Adm.	Kb. MA		

5	Monitoring Of Activities Of Revenue Collection	Municipal wide	12 Months	12 Monthly Monitoring conducted						500		Cen. Adm.	Kb. MA
6	Setting Up Of Revenue Task Force	Municipal wide	1 No.	1 No. Task force formed.						500		Cen. Adm.	Kb. MA
7	Reviewing Trial Balance And Strategizing On Rev. Task Force	Municipal wide	1 No.	1 No. Trial balance/strategies reviewed						500		Cen. Adm.	Kb. MA
8	Filing of Defaulters Notice	Municipal wide	20	20 Defaulters notice filled						500		Cen. Adm.	Kb. MA
9	Prosecuting of Revenue Defaulters	Municipal wide	20	20 Revenue defaulters prosecuted						2,000		Cen. Adm.	Kb. MA
10	Train revenue collectors on the usage of fee fixing resolution	Municipal Wide	15	15 Revenue collectors trained						4,000		Cen. Adm.	Kb. MA
11	Strategies to improve revenue collection	Municipal Wide	1 No.	1 No. Revenue Improvement Action Plan produced.						3,000		Cen. Adm.	Kb. MA
12	Preparation / Submission of financial report	Kade	Annually(12 Months)	12 Monthly Financial reports prepared and submitted						5,000		Cen. Adm.	Kb. MA
TOTAL										20,500			
Programme (Three) 3: Management and Administration													
Sub-Programmes 3: Improve transparency and accountability													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Schedule	Timeline	Indicative Budget				Implementing Agencies		

					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Production of Annual Progress Report	Kade	1 No.	1 No. Annual progress report prepared.					2000			Cen. Adm	Kb. MA
2	Production of M&E Reports on projects and programmes	Kade	4 No.	Four M&E reports produced					200			Cen. Adm	Kb. MA
3	Preparation of expenditure warrant	Kade	N/A	100% coverage					200			Cen. Adm	Kb. MA
4	Production of Quarterly Progress Reports on development Projects	Kade	4 No.	4 No. Quarterly reports produced					200			Cen. Adm	Kb. MA
5	Production of Composite Annual Action Programme	Kade	Annually	1 No, Composite Annual Action Plan prepared					200			Cen. Adm	Kb. MA
6	Preparation of budget estimates and supplementary budgets	Kade	Annually	1 No. Budget/supplementary prepared					10,000			Cen. Adm	Kb. MA
7	Production of Municipal Medium Term Development	Kade	1 No.	1 No. MMTDP produced					50,000			Cen. Adm.	Kb. MA
TOTAL									<b>62,800</b>				Kb. MA

Programme (Four) 4: Management and Administration

Sub-Programmes 4: Administration

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Kb. MA
1	Submission of HRMIS report	Kade	4 Reports	4 No. HRMIS reports submitted					200			Cen. Adm.	Kb. MA
2	Submitting of Human Resource Annual report	Kade	Annually	1 No. Human Resource Annual Report Submitted					500			Cen. Adm.	Kb. MA

3	Validation of staff	Kade	Monthly	12 Monthly Staff validation undertaken					100			Cen. Adm.	Kb. MA
4	Training and development of staff capability per the Capacity Development Plan	Kade	Annually	1 No. Staff Capacity training/ development Plan produced					60,000			Cen. Adm.	Kb. MA
5	Hotel accommodation	Kade	Unsp.	No. of receipts for Hotel services provided					20,000			Cen. Adm.	Kb. MA
6	Staff development	Kade	Annually	2 Staffs supported to build capacity.					5,000			Cen. Adm.	Kb. MA
7	Operational enhancement expenses	Kade	N/A	No. of Memos / reports approved by management.					30,000			Cen. Adm.	Kb. MA
<b>TOTAL</b>									<b>115,800</b>				
<b>SUB-TOTALS</b>									4,705,628	104,500	429,956		
<b>GRAND TOTAL</b>									<b>5,240,084</b>				

Table 5.2: Annual Action Plan 2019.

<b>Adopted Goal(s) One:</b> Build a Prosperous Society.																
<b>Programme (One) 1:</b> Economic Development																
<b>Sub-Programmes:</b> Business Development																
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Schedule				Timeline			Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.			
1	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported					10,000			NBSSI	Kb. MA			
2	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported						10,000		NBSSI	Kb. MA			
3	Training of Women Groups in soap production	Municipal wide	50 Women	120 women trained					10,000			REP /COP.	Kb. MA			
4	Training of women in records keeping	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA			
5	Training of women in group formation	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA			
6	Training of women in palm oil extraction	Municipalwide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA			
7	Facilitate the Construction of soap manufacturing factory	Municipalwide	N/A	1 No. constructed					10,000			REP/CO P.	Kb. MA			
					TOTAL				<b>60,000</b>	<b>10,000</b>						
<b>Programme (Two) 2:</b> Economic Development																
<b>Sub-Programmes 2:</b> Agriculture productivity and Services																

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget		Donor	Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF		Lead	Colla b.
1	Facilitate Cockerel project	Kade	N/A	1 Cockerel project facilitated					50,000			MDA	Kb. MA
2	Develop oil palm plantation	Municipal wide	GOPDC	1000 hct. Plantation developed					100,000			MDA	Kb. MA
3	Conduct monthly management meetings and quarterly technical review meetings	Kade	4 meetings	12 meetings conducted						4,500		MDA	Kb. MA
4	Organize Research Extension Linkage Committee (RELC)	Kade	1 meeting	One (1) RELC meetings organized						4,600		MDA	Kb. MA
5	Sensitize farmers on the need for livestock and local poultry vaccination	Municipal Wide	95 farmers	250 farmers sensitized						2,900		MDA	Kb. MA
6	Conduct Livestock disease surveillance	Municipal Wide	2 surveillance	2 disease surveillance conducted						1,200		MDA	Kb. MA
7	Train 104 livestock farmers on improve housing for Ruminants.	Municipal Wide	60 farmers	104 farmers trained						3,000		MDA	Kb. MA
8	Strengthening of 15 FBOs to enhance effective extension delivery	Municipal Wide	9 FBOs	15 FBOs trained						1,500		MDA	Kb. MA
9	Conduct 4 demonstrations on improved housing for local poultry, sheep and goat	Municipal Wide	1 demo.	5 demos. Conducted (Zonal Council level)						6,040		MDA	Kb. MA

10	Undertake home and farm visits to deliver sustainable Agricultural technologies to farmers, FBOs and other Agricultural value chain actors	Municipal Wide	4 visits	4 visits undertaken							8,200	MDA	Kb. MA
11	Train Municipal Technical Staff on pests and diseases identification and management	Municipal Wide	8 staffs	20 staffs trained							1,680	MDA	Kb. MA
12	Organize quarterly farmers fora in each of the 4 zones in the Municipal on climate SMART agriculture and discuss other emerging agricultural issues	Municipal Wide	4 fora	4 quarterly farmers' fora organized							1,260	MDA	Kb. MA
13	Train technical staff in agriculture crop budget preparation and agribusiness records keeping.	Municipal Wide	8 staffs	20 staff trained							1680	MDA	Kb. MA
14	Conduct Vaccination Campaigns (anti rabbies, PPR, CBPP, and New Castle) for pets, sheep, goats and cattle.	Municipal Wide	2 campaigns	2 campaigns conducted					1000.00			MDA	Kb. MA
15	Organize and celebrate one (1) Municipal farmers day	Municipal Wide	1 celebration	1 celebration							1000	MDA	Kb. MA
16	Manage planting for Food and Jobs programme and fall army worm invasion	Municipal Wide	N/A	400 hectares Cultivated							10,000	MDA	Kb. MA
TOTAL									151,000		47,560		



Adopted Goal(s) Two 2: Create opportunity for all Ghanaians

Programme (One) 1 : Social Service Delivery

Sub-Programmes 1: Education Services

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Provide STMIEI for girls	Municipal wide	GH¢5,000	GH¢10,000					10,000			GES	Kb. MA
2	Provide scholarship scheme for needy but brilliant students	Municipal wide	GH¢20,000	GH¢25,000					25,000			GES	Kb. MA
3	Provision for my first Day at school	Municipal wide	1,350 Pre-school pupils	2,140 Pre-school pupils					20,000			GES	Kb. MA
4	Contribution to Sports festival	Municipal wide	GH¢20,000	GH¢15,000					10,000			GES	Kb. MA
5	Const. 1No. 3 unit classroom block (DA JHS)	Larbikrom	1 No. classroom block	1 No. 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
6	Const. 1No. 6 unit classroom block	Koka	NA	1 No. 6 unit classroom blocks constructed.					25,000			GES	Kb. MA
7	Const. 1No. 6 unit classroom block	Booms	NA	1 No. 6 unit classroom blocks constructed.					80,000			GES	Kb. MA
8	Const. 1No. 6 unit classroom block	Kukubi	NA	6 unit classroom blocks constructed.					45,000			GES	Kb. MA
9	Const. 1No. 3 unit KG block at Dokyi	Dokyi	NA	1 No, 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
<b>TOTAL</b>									<b>375,000.00</b>				



<b>Adopted Goal(s) Two:</b> Create opportunity for all Ghanaians													
Programme (Two) 2 : Social Service Delivery													
Sub-Programmes 2													
Health Delivery	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Const. 1 No. Clinic / CHP and staff quarters	Takyimang	1 CHPs Compound	1 No Clinic / CHP and staff quarters					220,000			MDHS	Kb. MA
2	Const. 1 No. 16 seater W/C Toilet facility	Okyinso	1 Public Toilet	1 No. W/C Toilet Constructed.					50,000			MWD	Kb. MA
3	Rehab. of 1 No. 80 bed Maternity ward Complex at Kade Govt. Hospital	Kade	Municipal Govt. Hospital	1 No. 80 bed Maternity ward Complex rehabilitated							372,396.00	MWD	Kb. MA
4	Sensitization on HIV / AIDS, Malaria, cholera, etc.	Municipal Wide	3 sensitization programmes on HIV and AIDS HTS	3 sensitization programmes Conducted					6,000			MDHS	Kb. MA
5	Sanitation Package	Municipal Wide	Zoomlion services in operation	Sanitation activities conducted by Zoomlion					170,200			EHD	Kb. MA
6	Management of Landfill Sites	Adankrono	1 Landfill site	Landfill site managed					10,000			MEHD	Kb. MA
7	Fumigation	Municipal wide	2 fumigation exercises	3 fumigation exercises conducted					20,000			MEHD	Kb. MA
8	Community Led Total Sanitation	Subi	NA	CLTS Programme achieved									
<b>TOTAL</b>									<b>476,200.00</b>		<b>372,396</b>		

**Programme (Three) 3: Social Service Delivery**

**Sub-Programmes: Social Empowerment**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Social Mobilization – Child Abuse, Trafficking, Violence, Marriages, Labor, Neglect etc.	Municipal Wide	Child labor and abuse programmes conducted by DSD	To intensify all social mobilization programmes by 15% of existing programmes					630,000			MSD	Kb. MA
2	LEAP disbursement to the aged and under 5 yrs.	Municipal Wide	GHC35,760 to 636 beneficiaries	20% increase in Leap disbursement on baseline					50,000			MSD	Kb. MA
3	Registration of indigenes for NHIS cards	Municipal Wide	150 indigenes registered	20% indigenes to be registered to have NHIS cards					630,000			MSD	Kb. MA
4	Identify communities with water problems	Municipal Wide		Subi-kese, New Adipo and Okyinso Krobor					3,000			MSD	Kb. MA
5	Office facilities, supplies and accessories	Municipal Wide	Office furniture, drawers and PC	PC with accessories, Office furniture, UPS etc.					25,000			MSD	Kb. MA
6	Undertake public education and sensitization on Govt. Policies	Municipal Wide	4 Public sensitization	4 Public sensitization undertaken					6,000			MSD	Kb. MA
7	Disbursement of PWDs funds	Municipal Wide	GHC35,000	PWDs economically empowered					GHC45,000			MSD	Kb. MA
TOTAL									<b>1,389,000</b>				

<b>Adopted Goal(s) Three 3:</b> Safeguard the natural environment and ensure a resilient built environment													
<b>Programme (One) 1:</b> Environmental Management													
<b>Sub – Programme 2:</b> Land Use													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Advise on the conditions for the construction of public and private structures	Kade	Bye-Laws on building permits	Bye-Laws on building permits on building enforced					1000			TC&P	Kb. MA
2	Advise the assembly on the siting of bill boards, masts and ensure compliance with the decision of the Assembly	Kade	Bill boards, masts sited in the Municipality	Orderly and legally sited bill boards and masts					1,500			TC&P	Kb. MA
3	Advise on the acquisition of landed property in the public interest	Kade	NA	Oil Palm Plantaion project					1000			TC&P	Kb. MA
4	Assist to provide the layout for buildings for improved housing layout and settlement	Kade	Bye-Laws on building permits	Well planned housing layout					1,500			TC&P	Kb.D.A
5	Collaborate with the Survey Dept. in the performance of its operations	Kade	NA	3 Communities layouts produced					2,500			TC&P	Kb.D.A
6	Street naming project and property numbering	Kade	Portion of Kade streets named	2 major communities streets named					10,000			TC&P	Kb.D.A
<b>TOTAL</b>									<b>17,500</b>				

**Programme (Two) 2: Infrastructure Development**

**Sub-Programmes 2: Public Infrastructure Development, Water and Sanitation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Supplied and installation of street light	Municipal wide	215 street lights	450 street lights supplied and installed						30,000.00		MWD	Kb. MA
2	Maintenance / Rehab.of Assembly Buildings	Municipal Wide	Admi. And MCEs Block maintained	3 other Assembly Buildings Maintained					60,000			MWD	Kb. MA
3	Const. 6 No. Culverts	Kade, Twumwusu, Otumi, Amoaku	6 culverts constructed municipal wide.	10 No. Culverts constructed					138,375.00			MWD	Kb. MA
4	Rehab. Of Court Premises	Kade	Renovation of parts of court premise	Court room and offices rehabilitated					20,000			MWD	Kb. MA
5	Provision (rehab / rental) of Zonal council offices.	5 Zonal Councils	3 rented Zonal Councils	2 Zonal council offices constructed					50,307.25			MWD	Kb. MA
6	Pavement of Lorry Park	Kade	Kade Lorry park	Pavement of Lorry Park completed					165,456.38			MWD	Kb. MA
7	Facilitate the con. of 48 market lockable stores	Kade	60 market stores	48 Market lockable stores constructed					150,000.00			MWD	Kb. MA

8	Const. 5 No. Mechanized Borehole	Anweam, Nkwantanang , Tweapease, Kwamang, Kade	Existing manual boreholes	4 No mechanized Boreholes Constructed					100,000			MWD	Kb. MA
9	Community Initiated Project	Municipal Wide	GH¢200,000	Community Project Undertaken					100,000			MWD	Kb. MA
10	Rehab. of Community center	Adankrono	Community center at Adankrono	Community center Rehabilitated					10,000			MWD	Kb. MA
11	Const. of Foot Bridge and reshaping of Kwarmang – Jamasi Roads	Municipal Wide	10 foot bridges	3 foot bridges and 12 km of road reshaped					28,000			MWD	Kb. MA
12	Rehab. of selected Feeder Roads (50 Km)	Municipal Wide	287 km of feeder roads	50 Km of feeder roads rehabilitated					60,000.00			MWD	Kb. MA
13	Fencing of Assembly Building Phase 1	Kade	NA	Mun. Assembly Block Fenced					70,000.00			MWD	Kb. MA
14	Const. Police Post	Otumi	NA	Police Post Constructed					65,000.00			MWD	Kb.M A
15	Const. of storm drains and box culvert	Kade and Adompo	NA	Culverts and storm drains constructed					40,000.00			MWD	Kb.M A
16	Renovation of office accommodation	Kade Police station	Police station	office Accommodation renovated							10,000.00	MWD	Kb.M A
TOTAL									<b>1,056,828</b>	<b>30,000</b>	<b>10,000</b>		

<b>Programme (Three) 3: Environmental Management</b>													
<b>Sub-Programmes 3: Climate Change Mitigation and Adaptation</b>													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Disaster management activities	Municipal Wide	GH¢40,000	GH¢60,000 worth of relief items supplied					40,000			NADMO	Kb. MA
2	Undertake training of disaster volunteers	Municipal Wide	60 volunteers	100 volunteers trained					10,000			NADMO	Kb. MA
3	Undertake public education and sensitization in public places	Municipal Wide	NA	4 Public education, sensitization and training held on disaster					10,000			NADMO	Kb. MA
TOTAL									60,000				
<b>Programme (Four) 4 : Environmental Management</b>													
<b>Sub-Programmes 4: Climate Change Mitigation and Adaptation</b>													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab
1	Provide Protection to forest lands	Municipal Wide	12 forestry . Guards	12 forest Guards trained to protect forest lands					4,000			Forestry Commission	Kb. MA
2	Training of community protective volunteers	Municipal Wide	4 community volunteers	8 Community Protective volunteers trained					2,000			Forestry Commission	Kb. MA
3	Walling and Renovation of 2 No. bungalows of Forestry Commission	Kade	NA	2 No. Bungalows walled and renovated					100,000			Forestry Commission	Kb. MA
4	Conduct fire education	Municipal Wide	54 Communities	60 Communities educated					50,000			Forestry Commission	Kb. MA

5	Planting trees	Municipal Wide	560 trees planted	700 trees planted								Forestry Commission	Kb. MA
TOTAL									<b>156,000</b>				

Adopted Goal(s) Four 4: Maintain a Stable, United and Safe Society													
Programme (One) 1 : Management and Administration													
Sub-Programmes 1: Governance													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Organize meetings, conference and workshops	Municipal Wide	GH¢40,000	Staff capacity enhanced / No. of reports produced.						44,000		Cen. Adm.	Kb. MA
2	Organize National Day (Ind. Day, Republic Day and Farmers Day celebrations)	Municipal Wide	3 National Days ( GH¢40,000)	Improves patriotism and productivity					20,000			MDA/ Cen. Adm.	Kb. MA
3	Monitoring and coordinating of projects and programmes	Municipal Wide	4 Quarters	Ensure quality work or projects / No. of reports produced.					53,000			Cen. Adm.	Kb. MA
4	Bank Charges, utilities and postages	Municipal Wide	GH¢2,000	Ensures accountability / No. of receipts produced.					2,500			Cen. Adm.	Kb. MA
5	Procure office furn/ equip.	Municipal Wide	GH¢40,000	Quantity procured to Improve productivity and efficiency					20,000			Cen. Adm.	Kb. MA
6	Spon. for staff capacity building	Municipal Wide	4 Staff	Improves productivity and efficiency					30,000			Cen. Adm.	Kb. MA
7	Support for MPCU activities	Kade	GH¢40,000	4 Quarterly Meetings held / Improves productivity, efficiency and accountability					15,000			Cen. Adm.	Kb. MA

8	Support for state protocol and other official guests	Kade	GH¢20,000	Good Governance enhanced					160,000			Cen. Adm.	Kb. MA
9	Maintain and service Assembly vehicles	Kade	6 Vehicles GH¢20,000	No. of Vehicles serviced / Improves productivity, efficiency and accountability					40,000			Cen. Adm.	Kb. MA
10	Anti-corruption activities	Municipal Wide	GH¢25,000 M.A and CDD collab.	No. of Town Hall meetings held to enhance Good Governance and accountability					20,000			Cen. Adm.	Kb. MA
11	Prep. MTEF strategic plan and comp.budget	Kade	2017 MTEF	2018 MTEF prepared					40,000			Cen. Adm.	Kb. MA
12	Revenue data collection and update	Municipal Wide	Annually	Data compiled to increase revenue to 10%.					40,000			Cen. Adm.	Kb. MA
13	Maintenance and service of equipment.	Municipal Wide	5 printers and computers	No. of Equipment serviced.					40,000			Cen. Adm.	Kb. MA
14	Support for security operations	Municipal Wide	20,000	Security operations supported with fuel / ration.					70,000			Cen. Adm.	Kb. MA
15	Capacity building for sub-structures	Municipal wide	10,000	No. of Unit Committees trained.					20,000			Cen. Adm.	Kb. MA
16	Procure office stationary	Kade	10,000	No. of A4 Sheets, pens, envelopes etc. supplied.					25,000			Cen. Adm.	Kb. MA
17	Provision of intercom	Kade	N/AI	Intercom Provided					30,000.00			Cen. Adm.	Kb. MA

18	Const. of Website	Kade	N/A	Website Provided					10,000.0 0			Cen. Adm.	Kb. MA
19	Subscription Ghana Dist. com	Kade	N/A	Subscription Procured					30,000.0 0			Cen. Adm.	Kb. MA
20	Procure 2 No. Motor bikes	Kade	N/A	2 Motorbikes Procured					10,000.0 0			Cen. Adm.	Kb. MA
21	Town hall meetings	Municipal wide	5No.	5 Meetings Held in 5 Zonal councils					30,000.0 0			Cen. Adm.	Kb. MA
22	Provide solar facility system for Borehole	Kade	N/A	1 Unit Solar facility provided					35,000.0 0			Cen. Adm.	Kb. MA
23	Const. Revenue barrier / Check points.	Larbikrom, Takyimang, Bomso and Ntronang	N/A	4 Barriers constructed					45,000.0 0			Cen. Adm.	Kb. MA
Total									<b>785,500</b>	<b>44,000</b>			

Programme (Two) 2: Finance, Management and Administration

Sub-Programmes 2: Improve Internally Generated Revenue

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Gazetting Fee Fixing Resolution (2017)	Municipal wide	1 No.	1 No. Fee fixing resolution gazzeted						3000		Cen. Adm.	Kb. MA
2	Setting Up Revenue Target For 2017	Municipal wide	1 No.	Revenue target setup by ten (10%) percent						500		Cen. Adm.	Kb. MA

3	Issue Service Demand Notice	Municipal wide	30 Clients	50 Clients served with Demand notice						500		Cen. Adm.	Kb. MA
4	Conduct Public Announcement On Payment Of Fees, Rates	Municipal wide	Five area councils	Five area councils covered. Revenue improved by 10%.						500		Cen. Adm.	Kb. MA
5	Monitoring Of Activities Of Revenue Collection	Municipal wide	12 Months	12 Monthly Monitoring conducted						500		Cen. Adm.	Kb. MA
6	Setting Up Of Revenue Task Force	Municipal wide	1 No.	1 No. Task force formed.						500		Cen. Adm.	Kb. MA
7	Reviewing Trial Balance And Strategizing On Rev. Task Force	Municipal wide	1 No.	1 No. Trial balance/strategies reviewed						500		Cen. Adm.	Kb. MA
8	Filing of Defaulters Notice	Municipal wide	20	20 Defaulters notice filled						500		Cen. Adm.	Kb. MA
9	Prosecuting of Revenue Defaulters	Municipal wide	20	20 Revenue defaulters prosecuted						2,000		Cen. Adm.	Kb. MA
10	Train revenue collectors on the usage of fee fixing resolution	Municipal Wide	15	15 Revenue collectors trained						4,000		Cen. Adm.	Kb. MA
11	Strategies to improve revenue collection	Municipal Wide	1 No.	1 No. Revenue Improvement Action Plan produced.						3,000		Cen. Adm.	Kb. MA
12	Preparation / Submission of financial report	Kade	Annually(12 Months)	12 Monthly Financial reports prepared and submitted						5,000		Cen. Adm.	Kb. MA

TOTAL										20,500			
Programme (Three) 3: Management and Administration													
Sub-Programmes 3: Improve transparency and accountability													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Production of Annual Progress Report	Kade	1 No.	1 No. Annual progress report prepared.					2000			Cen. Adm	Kb. MA
2	Production of M&E Reports on projects and programmes	Kade	4 No.	Four M&E reports produced					200			Cen. Adm	Kb. MA
3	Preparation of expenditure warrant	Kade	N/A	100% coverage					200			Cen. Adm	Kb. MA
4	Production of Quarterly Progress Reports on development Projects	Kade	4 No.	4 No. Quarterly reports produced					200			Cen. Adm	Kb. MA
5	Production of Composite Annual Action Programme	Kade	Annually	1 No, Composite Annual Action Plan prepared					200			Cen. Adm	Kb. MA
6	Preparation of budget estimates and supplementary budgets	Kade	Annually	1 No. Budget/supplementary prepared					10,000			Cen. Adm	Kb. MA
7	Production of Municipal Medium Term Development	Kade	1 No.	1 No. MMTDP produced					50,000			Cen. Adm.	Kb. MA

TOTAL										62,800				Kb. MA
Programme (Four) 4: Management and Administration														
Sub-Programmes 4: Administration														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Kb. MA	
1	Submission of HRMIS report	Kade	4 Reports	4 No. HRMIS reports submitted					200			Cen. Adm.	Kb. MA	
2	Submitting of Human Resource Annual report	Kade	Annually	1 No. Human Resource Annual Report Submitted					500			Cen. Adm.	Kb. MA	
3	Validation of staff	Kade	Monthly	12 Monthly Staff validation undertaken					100			Cen. Adm.	Kb. MA	
4	Training and development of staff capability per the Capacity Development Plan	Kade	Annually	1 No. Staff Capacity training/development Plan produced					60,000			Cen. Adm.	Kb. MA	
5	Hotel accommodation	Kade	Unsp.	No. of receipts for Hotel services provided					20,000			Cen. Adm.	Kb. MA	
6	Staff development	Kade	Annually	2 Staffs supported to build capacity.					5,000			Cen. Adm.	Kb. MA	
7	Operational enhancement expenses	Kade	N/A	No. of Memos / reports approved by management.					30,000			Cen. Adm.	Kb. MA	
<b>TOTAL</b>									<b>115,800</b>					

<b>SUB-TOTALS</b>					4,705,628	104,500	429,956		
<b>GRAND TOTAL</b>					<b>5,240,084</b>				

Table 5.3: Annual Action Plan 2020.

<b>Adopted Goal(s) One:</b> Build a Prosperous Society.														
<b>Programme (One) 1:</b> Economic Development														
<b>Sub-Programmes:</b> Business Development														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.	
1	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported					10,000			NBSSI	Kb. MA	
2	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported						10,000		NBSSI	Kb. MA	
3	Training of Women Groups in soap production	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA	
4	Training of women in records keeping	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA	
5	Training of women in group formation	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA	
6	Training of women in palm oil extraction	Municipal wide	50 Women	120 women trained					10,000			REP/CO P.	Kb. MA	
7	Facilitate the Construction of soap manufacturing factory	Municipal wide	N/A	1 No. constructed					10,000			REP/CO P.	Kb. MA	
					TOTAL				<b>60,000</b>	<b>10,000</b>				
<b>Programme (Two) 2:</b> Economic Development														
<b>Sub-Programmes 2:</b> Agriculture productivity and Services														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.	

1	Facilitate Cockerel project	Kade	N/A	1 Cockerel project facilitated					50,000			MDA	Kb. MA
2	Develop oil palm plantation	Municipal wide	GOPDC	1000 hct. Plantation developed					100,000			MDA	Kb. MA
3	Conduct monthly management meetings and quarterly technical review meetings	Kade	4 meetings	12 meetings conducted							4,500	MDA	Kb. MA
4	Organize Research Extension Linkage Committee (RELC)	Kade	1 meeting	One (1) RELC meetings organized							4,600	MDA	Kb. MA
5	Sensitize farmers on the need for livestock and local poultry vaccination	Municipal Wide	95 farmers	250 farmers sensitized							2,900	MDA	Kb. MA
6	Conduct Livestock disease surveillance	Municipal Wide	2 surveillance	2 disease surveillance conducted							1,200	MDA	Kb. MA
7	Train 104 livestock farmers on improve housing for Ruminants.	Municipal Wide	60 farmers	104 farmers trained							3,000	MDA	Kb. MA
8	Strengthening of 15 FBOs to enhance effective extension delivery	Municipal Wide	9 FBOs	15 FBOs trained							1,500	MDA	Kb. MA
9	Conduct 4 demonstrations on improved housing for local poultry, sheep and goat	Municipal Wide	1 demo.	5 demos. Conducted (Zonal Council level)							6,040	MDA	Kb. MA

10	Undertake home and farm visits to deliver sustainable Agricultural technologies to farmers, FBOs and other Agricultural value chain actors	Municipal Wide	4 visits	4 visits undertaken							8,200	MDA	Kb. MA
11	Train Municipal Technical Staff on pests and diseases identification and management	Municipal Wide	8 staffs	20 staffs trained							1,680	MDA	Kb. MA
12	Organize quarterly farmers fora in each of the 4 zones in the Municipal on climate SMART agriculture and discuss other emerging agricultural issues	Municipal Wide	4 fora	4 quarterly farmers' fora organized							1,260	MDA	Kb. MA
13	Train technical staff in agricultural crop budget preparation and agribusiness records keeping.	Municipal Wide	8 staffs	20 Staff trained							1,680	MDA	Kb. MA
14	Conduct Vaccination Campaigns (anti rabbies, PPR, CBPP, and New Castle) for pets, sheep, goats and cattle.	Municipal Wide	2 campaigns	2 campaigns conducted					1000.00			MDA	Kb. MA
15	Organize and celebrate one (1) Municipal farmers day	Municipal Wide	1 celebration	1 celebration							1000	MDA	Kb. MA
16	Manage planting for Food and Jobs programme and fall army worm invasion	Municipal Wide	N/A	400 hectors Cultivated							10,000	MDA	Kb. MA
TOTAL									151,000		47,560		

Adopted Goal(s) Two 2: Create opportunity for all Ghanaians

Programme (One) 1 : Social Service Delivery

Sub-Programmes 1: Education Services

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Provide STMIEI for girls	Municipal wide	GH¢5,000	GH¢10,000					10,000			GES	Kb. MA
2	Provide scholarship scheme for needy but brilliant students	Municipal wide	GH¢20,000	GH¢25,000					25,000			GES	Kb. MA
3	Provision for my first Day at school	Municipal wide	1,350 Pre-school pupils	2,140 Pre-school pupils					20,000			GES	Kb. MA
4	Contribution to Sports festival	Municipal wide	GH¢20,000	GH¢15,000					10,000			GES	Kb. MA
5	Const. 1No. 3 unit classroom block (DA JHS)	Larbikrom	1 No. classroom block	1 No. 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
6	Const. 1No. 6 unit classroom block	Koka	NA	1 No. 6 unit classroom blocks constructed.					25,000			GES	Kb. MA
7	Const. 1No. 6 unit classroom block	Booms	NA	1 No. 6 unit classroom blocks constructed.					80,000			GES	Kb. MA
8	Const. 1No. 6 unit classroom block	Kukubi	NA	6 unit classroom blocks constructed.					45,000			GES	Kb. MA
9	Const. 1No. 3 unit KG block at Dokyi	Dokyi	NA	1 No, 3 unit classroom blocks constructed.					80,000			GES	Kb. MA
<b>TOTAL</b>									<b>375,000.00</b>				

<b>Adopted Goal(s) Two:</b> Create opportunity for all Ghanaians													
Programme (Two) 2 : Social Service Delivery													
Sub-Programmes 2: Health Delivery													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Const. 1 No. Clinic / CHP and staff quarters	Takyimang	1 CHPs Compound	1 No Clinic / CHP and staff quarters					220,000			MDHS	Kb. M A
2	Const. 1 No. 16 seater W/C Toilet facility	Okyinso	1 Public Toilet	1 No. W/C Toilet Constructed.					50,000			MWD	Kb. M A
3	Rehab. of 1 No. 80 bed Maternity ward Complex at Kade Govt. Hospital	Kade	Municipal Govt. Hospital	1 No. 80 bed Maternity ward Complex rehabilitated							372,39 6.00	MWD	Kb. M A
4	Sensitization on HIV / AIDS, Malaria, cholera, etc.	Municipal Wide	3 sensitization programmes on HIV and AIDS HTS	3 sensitization programmes Conducted					6,000			MDHS	Kb. M A
5	Sanitation Package	Municipal Wide	Zoomlion services in operation	Sanitation activities conducted by Zoomlion					170,200			EHD	Kb. M A
6	Management of Landfill Sites	Adankrono	1 Landfill site	Landfill site managed					10,000			MEHD	Kb. M A
7	Fumigation	Municipal wide	2 fumigation exercises	3 fumigation exercises conducted					20,000			MEHD	Kb. M A
8	Community Led Total Sanitation	Subi	NA	CLTS Programme achieved					5,000			MEHD	Kb.
TOTAL									<b>476,200.00</b>		<b>372,396</b>		

**Programme (Three) 3: Social Service Delivery**

**Sub-Programmes: Social Empowerment**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Social Mobilization – Child Abuse, Trafficking, Violence, Marriages, Labor, Neglect etc.	Municipal Wide	Child labor and abuse programmes conducted by DSD	To intensify all social mobilization programmes by 15% of existing programmes					630,000			MSD	Kb. MA
2	LEAP disbursement to the aged and under 5 yrs.	Municipal Wide	GHC35,760 to 636 beneficiaries	20% increase in Leap disbursement on baseline					50,000			MSD	Kb. MA
3	Registration of indigenes for NHIS cards	Municipal Wide	150 indigenes registered	20% indigenes to be registered to have NHIS cards					630,000			MSD	Kb. MA
4	Identify communities with water problems	Municipal Wide	Subi-kese, New Adipo and Okyinso Krobor	Water problems in 7 identified communities solved					3,000			MSD	Kb. MA
5	Office facilities, supplies and accessories	Municipal Wide	Office furniture, drawers and PC	PC with accessories, Office furniture, UPS etc.					25,000			MSD	Kb. MA
6	Undertake public education and sensitization on Govt. Policies	Municipal Wide	4 Public sensitization	4 Public sensitization undertaken					6,000			MSD	Kb. MA
7	Disbursement of PWDs funds	Municipal Wide	GHC35,000	PWDs economically empowered					45,000			MSD	Kb. MA
<b>TOTAL</b>									<b>1,389,000</b>				

<b>Adopted Goal(s) Three 3:</b> Safeguard the natural environment and ensure a resilient built environment													
<b>Programme (One) 1:</b> Environmental Management													
<b>Sub – Programme 2:</b> Land Use													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Advise on the conditions for the construction of public and private structures	Kade	Bye-Laws on building permits	Bye-Laws on building permits on building enforced					1000			TC&P	Kb. MA
2	Advise the assembly on the siting of bill boards, masts and ensure compliance with the decision of the Assembly	Kade	Bill boards, masts sited in the Municipality	Orderly and legally sited bill boards and masts					1,500			TC&P	Kb. MA
3	Advise on the acquisition of landed property in the public interest	Kade	NA	Oil Palm Plantaion project					1000			TC&P	Kb. MA
4	Assist to provide the layout for buildings for improved housing layout and settlement	Kade	Bye-Laws on building permits	Well planned housing layout					1,500			TC&P	Kb.D.A
5	Collaborate with the Survey Dept. in the performance of its operations	Kade	NA	3 Communities layouts produced					2,500			TC&P	Kb.D.A
6	Street naming project and property numbering	Kade	Portion of Kade streets named	2 major communities streets named					10,000			TC&P	Kb.D.A
<b>TOTAL</b>									<b>17,500</b>				

**Programme (Two) 2: Infrastructure Development**

**Sub-Programmes 2: Public Infrastructure Development, Water and Sanitation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Supplied and installation of street light	Municipal wide	215 street lights	450 street lights supplied and installed						30,000.00		MWD	Kb. MA
2	Maintenance / Rehab.of Assembly Buildings	Municipal Wide	Admi. And MCEs Block maintained	3 other Assembly Buildings Maintained					60,000			MWD	Kb. MA
3	Const. 6 No. Culverts	Kade, Twumwusu, Otumi, Amoaku	6 culverts constructed municipal wide.	10 No. Culverts constructed					138,375.00			MWD	Kb. MA
6	Rehab. Of Court Premises	Kade	Renovation of parts of court premise	Court room and offices rehabilitated					20,000			MWD	Kb. MA
7	Provision (rehab / rental) of Zonal council offices.	5 Zonal Councils	3 rented Zonal Councils	2 Zonal council offices constructed					50,307.25			MWD	Kb. MA
8	Pavement of Lorry Park	Kade	Kade Lorry park	Pavement of Lorry Park completed					165,456.38			MWD	Kb. MA
9	Facilitate the con. of 48 market lockable stores	Kade	60 market stores	48 Market lockable stores constructed					150,000.00			MWD	Kb. MA
10	Const. 5 No. Mechanized Borehole	Anweam, Nkwantanang, Tweapease,	Existing manual boreholes	4 No mechanized Boreholes Constructed					100,000			MWD	Kb. MA

		Kwamang, Kade											
13	Community Initiated Project	Municipal Wide	GHC200,000	Community Project Undertaken					100,000			MWD	Kb. MA
14	Rehab. of Community center	Adankrono	Community center at Adankrono	Community center Rehabilitated					10,000			MWD	Kb. MA
17	Const. of Foot Bridge and reshaping of Kwarmang – Jamasi Roads	Municipal Wide	10 foot bridges	3 foot bridges and 12 km of road reshaped					28,000			MWD	Kb. MA
18	Rehab. of selected Feeder Roads (50 Km)	Municipal Wide	287 km of feeder roads	50 Km of feeder roads rehabilitated					60,000.00			MWD	Kb. MA
19	Fencing of Assembly Building Phase 1	Kade	NA	Mun. Assembly Block Fenced					70,000.00			MWD	Kb. MA
20	Const. Police Post	Otumi	NA	Police Post Constructed					65,000.00			MWD	Kb. MA
21	Const. of storm drains and box culvert	Kade and Adompo	NA	Culverts and storm drains constructed					40,000.00			MWD	Kb. MA
24	Renovation of office accommodation	Kade Police station	Police station	office Accommodation renovated							10,000.00	MWD	Kb. MA
<b>TOTAL</b>									<b>1,056,828</b>	<b>30,000</b>	<b>10,000</b>		

--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Programme (Three) 3: Environmental Management**

**Sub-Programmes 3: Climate Change Mitigation and Adaptation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Disaster management activities	Municipal Wide	GHC40,000	GHC60,000 worth of relief items supplied					40,000			NADMO	Kb. MA
4	Undertake training of disaster volunteers	Municipal Wide	60 volunteers	100 volunteers trained					10,000			NADMO	Kb. MA
5	Undertake public education and sensitization in public places	Municipal Wide	NA	4 Public education, sensitization and training held on disaster					10,000			NADMO	Kb. MA
TOTAL									<b>60,000</b>				

**Programme (Four) 4 : Environmental Management**

**Sub-Programmes 4: Climate Change Mitigation and Adaptation**

Natural Resource Conservation	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab

1	Provide Protection to forest lands	Municipal Wide	12 forestry . Guards	12 forest Guards trained to protect forest lands					4,000			Forestry Commission	Kb. MA
2	Training of community protective volunteers	Municipal Wide	4 community volunteers	8 Community Protective volunteers trained					2,000			Forestry Commission	Kb. MA
3	Walling and Renovation of 2 No. bungalows of Forestry Commission	Kade	NA	2 No. Bungalows walled and renovated					100,000			Forestry Commission	Kb. MA
4	Conduct fire education	Municipal Wide	54 Communities	60 Communities educated					50,000			Forestry Commission	Kb. MA
5	Planting trees	Municipal Wide	560 trees planted	700 trees planted								Forestry Commission	Kb. MA
TOTAL									<b>156,000</b>				

Adopted Goal(s) Four 4: Maintain a Stable, United and Safe Society

Programme (One) 1 : Management and Administration

Sub-Programmes 1: Governance

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Organize meetings, conference and workshops	Municipal Wide	GHC40,000	Staff capacity enhanced / No. of reports produced.						44,000		Cen. Adm.	Kb. MA
2	Organize National Day (Ind. Day, Republic Day and Farmers Day celebrations)	Municipal Wide	3 National Days ( GHC40,000)	Improves patriotism and productivity					20,000			MDA/ Cen. Adm	Kb. MA
3	Monitoring and coordinating of projects and programmes	Municipal Wide	4 Quarters	Ensure quality work or projects / No. of reports produced.					53,000			Cen. Adm.	Kb. MA
4	Bank Charges, utilities and postages	Municipal Wide	GHC2,000	Ensures accountability / No. of receipts produced.					2,500			Cen. Adm.	Kb. MA
5	Procure office furn/ equip.	Municipal Wide	GHC40,000	Quantity procured to Improve productivity and efficiency					20,000			Cen. Adm.	Kb. MA
6	Spon. for staff capacity building	Municipal Wide	4 Staff	Improves productivity and efficiency					30,000			Cen. Adm.	Kb. MA

7	Support for MPCU activities	Kade	GHC40,000	4 Quarterly Meetings held / Improves productivity, efficiency and accountability					15,000			Cen. Adm.	Kb. MA
8	Support for state protocol and other official guests	Kade	GHC20,000	ood Governance enhanced					160,000			Cen. Adm.	Kb. MA
9	Maintain and service Assembly vehicles	Kade	6 Vehicles GHC20,000	No. of Vehicles serviced / Improves productivity, efficiency and accountability					40,000			Cen. Adm.	Kb. MA
10	Anti-corruption activities	Municipal Wide	GHC25,000 M.A and CDD collab.	No. of Town Hall meetings held to enhance Good Governance and accountability					20,000			Cen. Adm.	Kb. MA
11	Prep. MTEF strategic plan and comp.budget	Kade	2017 MTEF	2018 MTEF prepared					40,000			Cen. Adm.	Kb. MA
12	Revenue data collection and update	Municipal Wide	Annually	Data compiled to increase revenue to 10%.					40,000			Cen. Adm.	Kb. MA
13	Maintenance and service of equipment.	Municipal Wide	5 printers and computers	No. of Equipment serviced.					40,000			Cen. Adm.	Kb. MA
14	Support for security operations	Municipal Wide	20,000	Security operations supported					70,000			Cen. Adm.	Kb. MA

				with fuel / ration.										
15	Capacity building for sub - structures	Municipal wide	10,000	No. of Unit Committees trained.					20,000				Cen. Adm.	Kb. MA
16	Procure office stationary	Kade	10,000	No. of A4 Sheets, pens, envelopes etc. supplied.					25,000				Cen. Adm.	Kb. MA
17	Provision of intercom	Kade	N/AI	Intercom Provided					30,000.00				Cen. Adm.	Kb. MA
18	Const. of Website	Kade	N/A	Website Provided					10,000.00				Cen. Adm.	Kb. MA
19	Subscription Ghana Dist. com	Kade	N/A	Subscription Procured					30,000.00				Cen. Adm.	Kb. MA
20	Procure 2 No. Motor bikes	Kade	N/A	2 Motorbikes Procured					10,000.00				Cen. Adm.	Kb. MA
21	Town hall meetings	Municipal wide	5No.	5 Meetings Held in 5 Zonal councils					30,000.00				Cen. Adm.	Kb. MA
22	Provide solar facility system for Borehole	Kade	N/A	1 Unit Solar facility provided					35,000.00				Cen. Adm.	Kb. MA
23	Const. Revenue barrier / Check points.	Larbikrom, Takyimang, Bomso and Ntronang	N/A	4 Barriers constructed					45,000.00				Cen. Adm.	Kb. MA
Total									<b>785,500</b>	<b>44,000</b>				

Programme (Two) 2: Finance, Management and Administration													
Sub-Programmes 2: Improve Internally Generated Revenue													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Gazetting Fee Fixing Resolution (2017)	Municipal wide	1 No.	1 No. Fee fixing resolution gazzeted						3000		Cen. Adm.	Kb. MA
2	Setting Up Revenue Target For 2017	Municipal wide	1 No.	Revenue target setup by ten (10%) percent						500		Cen. Adm.	Kb. MA
3	Issue Service Demand Notice	Municipal wide	30 Clients	50 Clients served with Demand notice						500		Cen. Adm.	Kb. MA
4	Conduct Public Announcement On Payment Of Fees, Rates	Municipal wide	Five area councils	Five area councils covered. Revenue improved by 10%.						500		Cen. Adm.	Kb. MA
5	Monitoring Of Activities Of Revenue Collection	Municipal wide	12 Months	12 Monthly Monitoring conducted						500		Cen. Adm.	Kb. MA
6	Setting Up Of Revenue Task Force	Municipal wide	1 No.	1 No. Task force formed.						500		Cen. Adm.	Kb. MA
7	Reviewing Trial Balance And Strategizing On Rev. Task Force	Municipal wide	1 No.	1 No. Trial balance/strategies reviewed						500		Cen. Adm.	Kb. MA
8	Filing of Defaulters Notice	Municipal wide	20	20 Defaulters notice filled						500		Cen. Adm.	Kb. MA

9	Prosecuting of Revenue Defaulters	Municipal wide	20	20 Revenue defaulters prosecuted						2,000		Cen. Adm.	Kb. MA
10	Train revenue collectors on the usage of fee fixing resolution	Municipal Wide	15	15 Revenue collectors trained						4,000		Cen. Adm.	Kb. MA
11	Strategies to improve revenue collection	Municipal Wide	1 No.	1 No. Revenue Improvement Action Plan produced.						3,000		Cen. Adm.	Kb. MA
12	Preparation / Submission of financial report	Kade	Annually(12 Months)	12 Monthly Financial reports prepared and submitted						5,000		Cen. Adm.	Kb. MA
TOTAL										<b>20,500</b>			

Programme (Three) 3: Management and Administration

Sub-Programmes 3: Improve transparency and accountability

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Production of Annual Progress Report	Kade	1 No.	1 No. Annual progress report prepared.					2000			Cen. Adm	Kb. MA
2	Production of M&E Reports on projects and programmes	Kade	4 No.	Four M&E reports produced					200			Cen. Adm	Kb. MA
3	Preparation of expenditure warrant	Kade	N/A	100% coverage					200			Cen. Adm	Kb. MA

4	Production of Quarterly Progress Reports on development Projects	Kade	4 No.	4 No. Quarterly reports produced					200			Cen. Adm	Kb. MA
5	Production of Composite Annual Action Programme	Kade	Annually	1 No, Composite Annual Action Plan prepared					200			Cen. Adm	Kb. MA
6	Preparation of budget estimates and supplementary budgets	Kade	Annually	1 No. Budget/supplementary prepared					10,000			Cen. Adm	Kb. MA
7	Production of Municipal Medium Term Development	Kade	1 No.	1 No. MMTDP produced					50,000			Cen. Adm.	Kb. MA
<b>TOTAL</b>									<b>62,800</b>				Kb. MA

Programme (Four) 4: Management and Administration

Sub-Programmes 4: Administration

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Kb. MA
1	Submission of HRMIS report	Kade	4 Reports	4 No. HRMIS reports submitted					200			Cen. Adm.	Kb. MA
2	Submitting of Human Resource Annual report	Kade	Annually	1 No. Human Resource Annual Report Submitted					500			Cen. Adm.	Kb. MA
3	Validation of staff	Kade	Monthly	12 Monthly Staff validation undertaken					100			Cen. Adm.	Kb. MA

4	Training and development of staff capability per the Capacity Development Plan	Kade	Annually	1 No. Staff Capacity training/ development Plan produced					60,000			Cen. Adm.	Kb. MA
5	Hotel accommodation	Kade	Unsp.	No. of receipts for Hotel services provided					20,000			Cen. Adm.	Kb. MA
6	Staff development	Kade	Annually	2 Staffs supported to build capacity.					5,000			Cen. Adm.	Kb. MA
7	Operational enhancement expenses	Kade	N/A	No. of Memos / reports approved by management.					30,000			Cen. Adm.	Kb. MA
<b>TOTAL</b>									<b>115,800</b>				
<b>SUB-TOTALS</b>									4,705,628	104,500	429,956		
<b>GRAND TOTAL</b>									<b>5,240,084</b>				

Table 5.4: Annual Action Plan 2021.

<b>Adopted Goal(s) One:</b> Build a Prosperous Society.													
<b>Programme (One) 1:</b> Economic Development													
<b>Sub-Programmes:</b> Business Development													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Colla b.
1	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported								NBSSI	Kb. MA
2	Support BAC programmes /Activities	Municipal wide	GH¢ 2,000	4 BAC activities supported						10,000		NBSSI	Kb. MA
3	Training of Women Groups in soap production	Municipal wide	50 Women	120 women trained					10,000			REP/COP.	Kb. MA
4	Training of women in records keeping	Municipal wide	50 Women	120 women trained					10,000			REP/COP.	Kb. MA
5	Training of women in group formation	Municipal wide	50 Women	120 women trained					10,000			REP/COP.	Kb. MA
6	Training of women in palm oil extraction	Municipalwide	50 Women	120 women trained					10,000			REP/COP.	Kb. MA
7	Facilitate the Construction of soap manufacturing factory	Municipalwide	N/A	1 No. constructed					10,000			REP/COP.	Kb. MA
					TOTAL				60,000	10,000			
<b>Programme (Two) 2:</b> Economic Development													

Sub-Programmes 2: Agriculture productivity and Services													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Facilitate Cockerel project	Kade	N/A	1 Cockerel project facilitated					50,000			MDA	Kb. MA
2	Develop oil palm plantation	Municipal wide	GOPDC	1000 hct. Plantation developed					100,000			MDA	Kb. MA
3	Conduct monthly management meetings and quarterly technical review meetings	Kade	4 meetings	12 meetings conducted							4,500	MDA	Kb. MA
4	Organize Research Extension Linkage Committee (RELC)	Kade	1 meeting	One (1) RELC meetings organized							4,600	MDA	Kb. MA
5	Sensitize farmers on the need for livestock and local poultry vaccination	Municipal Wide	95 farmers	250 farmers sensitized							2,900	MDA	Kb. MA
6	Conduct Livestock disease surveillance	Municipal Wide	2 surveillance	2 disease surveillance conducted							1,200	MDA	Kb. MA
7	Train 104 livestock farmers on improve housing for Ruminants.	Municipal Wide	60 farmers	104 farmers trained							3,000	MDA	Kb. MA
8	Strengthening of 15 FBOs to enhance effective extension delivery	Municipal Wide	9 FBOs	15 FBOs trained							1,500	MDA	Kb. MA
9	Conduct 4 demonstrations on	Municipal Wide	1 demo.	5 demos. Conducted							6,040	MDA	Kb. MA

	improved housing for local poultry, sheep and goat			(Zonal Council level)								
10	Undertake home and farm visits to deliver sustainable Agricultural technologies to farmers, FBOs and other Agricultural value chain actors	Municipal Wide	4 visits	4 visits undertaken						8,200	MDA	Kb. MA
11	Train Municipal Technical Staff on pests and diseases identification and management	Municipal Wide	8 staffs	20 staffs trained						1,680	MDA	Kb. MA
12	Organize quarterly farmers fora in each of the 4 zones in the Municipal on climate SMART agriculture and discuss other emerging agricultural issues	Municipal Wide	4 fora	4 quarterly farmers' fora organized						1,260	MDA	Kb. MA
13	Train technical staff in agricultural crop budget preparation and agribusiness records keeping.	Municipal Wide	8 staffs	20 Staff trained						1,680	MDA	Kb. MA
14	Conduct Vaccination Campaigns (anti rabbies, PPR, CBPP, and New Castle) for pets, sheep, goats and cattle.	Municipal Wide	2 campaigns	2 campaigns conducted				1000.00			MDA	Kb. MA
15	Organize and celebrate one (1) Municipal farmers day	Municipal Wide	1 celebration	1 celebration						1000	MDA	Kb. MA
16	Manage planting for Food and Jobs programme and fall army worm invasion	Municipal Wide	N/A	400 hectors Cultivated						10,000	MDA	Kb. MA
<b>TOTAL</b>								<b>151,000</b>		<b>47,560</b>		



Adopted Goal(s) Two 2: Create opportunity for all Ghanaians													
Programme (One) 1 : Social Service Delivery													
Sub-Programmes 1: Education Services													
Adopted Goal(s) Two:	Activities	Locations	Baseline	Output	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
	(Operations)			Indicators	1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
	Programme (Two) 2 : Social Service Delivery												
1	Sub-Programme 2: Health Delivery Provide STMIET for girls	Municipal wide	GHC5,000	GHC10,000					10,000			GES	Kb. MA
2	Provide scholarship scheme for needy but brilliant students	Municipal wide	GHC20,000	GHC25,000					25,000			GES	Kb. MA
3	Const. 1 No. Clinic for first day at school	Takoradi wide	1 GHP-Pre-School pupils	1 No. Clinic /CHP school pupils					20,000			GES	Kb. MA MA
4	Const. 1 No. 16 seater W/C Toilet facility	Okyinso Municipal wide	1 Public Toilet	1 No. W/C Toilet constructed.					50,000			MWD GES	Kb. MA MA
5	Const. of No. 8 bed Maternity ward (DA Complex at Kade Govt. Hospital)	Kadekrom	Municipal Govt Hospital	1 No. 8 bed Maternity ward rehabilitated.					80,000		372,396.00	MWD	Kb. MA MA
6	Const. 1 No. 6 unit / class room block	Municipal Wide	NA	3 sensitization programmes conducted					25,000			GES	Kb. MA MA
7	Const. 1 No. 8 unit classroom block	Municipal Wide	NA	3 sensitization programmes conducted					80,000			GES	Kb. MA MA
8	Const. 1 No. 6 unit classroom block	Kukubono	NA	1 unit site managed					45,000			GES	Kb. MA MA
7	Fumigation	Municipal wide	2 fumigation exercises	3 fumigation exercises					20,000			MEHD	Kb. MA
9	Const. 1 No. 3 unit	Dokyi	NA	1 No. 3 unit classroom blocks constructed					80,000			GES	Kb. MA
8	KG block at Dokyi Community Led Total Sanitation	Subi	NA	CLTS Programme achieved								MEHD	Kb. MA
<b>TOTAL</b>									<b>375,000.00</b>				

TOTAL									476,200.00		372,396		
-------	--	--	--	--	--	--	--	--	------------	--	---------	--	--

**Programme (Three) 3: Social Service Delivery**

**Sub-Programmes: Social Empowerment**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Social Mobilization – Child Abuse, Trafficking, Violence, Marriages, Labor, Neglect etc.	Municipal Wide	Child labor and abuse programmes conducted by DSD	To intensify all social mobilization programmes by 15% of existing programmes					630,000			MSD	Kb. MA
2	LEAP disbursement to the aged and under 5 yrs.	Municipal Wide	GHC35,760 to 636 beneficiaries	20% increase in Leap disbursement on baseline					50,000			MSD	Kb. MA
3	Registration of indigenes for NHIS cards	Municipal Wide	150 indigenes registered	20% indigenes to be registered to have NHIS cards					630,000			MSD	Kb. MA
4	Identify communities with water problems	Municipal Wide	Subi-kese, New Adipo and Okyinso Krobor	Water problems in 7 identified communities solved					3,000			MSD	Kb. MA
5	Office facilities, supplies and accessories	Municipal Wide	Office furniture, drawers and PC	PC with accessories, Office furniture, UPS etc.					25,000			MSD	Kb. MA
6	Undertake public education and sensitization on Govt. Policies	Municipal Wide	4 Public sensitization	4 Public sensitization undertaken					6,000			MSD	Kb. MA
7	Disbursement of PWDs funds	Municipal Wide	GHC35,000	PWDs economically empowered					GHC45,000			MSD	Kb. MA
<b>TOTAL</b>									<b>1,389,000</b>				

<b>Adopted Goal(s) Three 3:</b> Safeguard the natural environment and ensure a resilient built environment													
<b>Programme (One) 1:</b> Environmental Management													
<b>Sub – Programme 2:</b> Land Use													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Advise on the conditions for the construction of public and private structures	Kade	Bye-Laws on building permits	Bye-Laws on building permits on building enforced					1000			TC&P	Kb. MA
2	Advise the assembly on the siting of bill boards, masts and ensure compliance with the decision of the Assembly	Kade	Bill boards, masts sited in the Municipality	Orderly and legally sited bill boards and masts					1,500			TC&P	Kb. MA
3	Advise on the acquisition of landed property in the public interest	Kade	NA	Oil Palm Plantaion project					1000			TC&P	Kb. MA
4	Assist to provide the layout for buildings for improved housing layout and settlement	Kade	Bye-Laws on building permits	Well planned housing layout					1,500			TC&P	Kb.D.A
5	Collaborate with the Survey Dept. in the performance of its operations	Kade	NA	3 Communities layouts produced					2,500			TC&P	Kb.D.A
6	Street naming project and property numbering	Kade	Portion of Kade streets named	2 major communities streets named					10,000			TC&P	Kb.D.A
<b>TOTAL</b>									<b>17,500</b>				

**Programme (Two) 2: Infrastructure Development**

**Sub-Programmes 2: Public Infrastructure Development, Water and Sanitation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Supplied and installation of street light	Municipal wide	215 street lights	450 street lights supplied and installed						30,000.00		MWD	Kb. MA
2	Maintenance / Rehab.of Assembly Buildings	Municipal Wide	Admi. And MCEs Block maintained	3 other Assembly Buildings Maintained					60,000			MWD	Kb. MA
3	Const. 6 No. Culverts	Kade, Twumwusu, Otumi, Amoaku	6 culverts constructed municipal wide.	10 No. Culverts constructed					138,375.00			MWD	Kb. MA
6	Rehab. Of Court Premises	Kade	Renovation of parts of court premise	Court room and offices rehabilitated					20,000			MWD	Kb. MA
7	Provision (rehab / rental) of Zonal council offices.	5 Zonal Councils	3 rented Zonal Councils	2 Zonal council offices constructed					50,307.25			MWD	Kb. MA
8	Pavement of Lorry Park	Kade	Kade Lorry park	Pavement of Lorry Park completed					165,456.38			MWD	Kb. MA
9	Facilitate the con. of 48 market lockable stores	Kade	60 market stores	48 Market lockable stores constructed					150,000.00			MWD	Kb. MA
10	Const. 5 No. Mechanized Borehole	Anweam, Nkwantanang, Tweapease, Kwamang, Kade	Existing manual boreholes	4 No mechanized Boreholes Constructed					100,000			MWD	Kb. MA
13	Community Initiated Project	Municipal Wide	GH¢200,000	Community Project Undertaken					100,000			MWD	Kb. MA
14	Rehab. of Community center	Adankrono	Community center at Adankrono	Community center Rehabilitated					10,000			MWD	Kb. MA

17	Const. of Foot Bridge and reshaping of Kwarmang – Jamasi Roads	Municipal Wide	10 foot bridges	3 foot bridges and 12 km of road reshaped					28,000			MWD	Kb. MA
18	Rehab. of selected Feeder Roads (50 Km)	Municipal Wide	287 km of feeder roads	50 Km of feeder roads rehabilitated					60,000.00			MWD	Kb. MA
19	Fencing of Assembly Building Phase 1	Kade	NA	Mun. Assembly Block Fenced					70,000.00			MWD	Kb. MA
20	Const. Police Post	Otumi	NA	Police Post Constructed					65,000.00			MWD	Kb. MA
21	Const. of storm drains and box culvert	Kade and Adompo	NA	Culverts and storm drains constructed					40,000.00			MWD	Kb. MA
24	Renovation of office accommodation	Kade Police station	Police station	office Accommodation renovated							10,000.00	MWD	Kb. MA
<b>TOTAL</b>									<b>1,056,828</b>	<b>30,000</b>	<b>10,000</b>		

**Programme (Three) 3: Environmental Management**

**Sub-Programmes 3: Climate Change Mitigation and Adaptation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Disaster management activities	Municipal Wide	GH¢40,000	GH¢60,000 worth of relief items supplied					40,000			NADMO	Kb. MA
4	Undertake training of disaster volunteers	Municipal Wide	60 volunteers	100 volunteers trained					10,000			NADMO	Kb. MA
5	Undertake public education and sensitization in public places	Municipal Wide	NA	4 Public education, sensitization and training held on disaster					10,000			NADMO	Kb. MA
<b>TOTAL</b>									<b>60,000</b>				

**Programme (Four) 4 : Environmental Management**

**Sub-Programmes 4: Climate Change Mitigation and Adaptation**

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab
1	Provide Protection to forest lands	Municipal Wide	12 forestry . Guards	12 forest Guards trained to protect forest lands					4,000			Forestry Commission	Kb. MA
2	Training of community protective volunteers	Municipal Wide	4 community volunteers	8 Community Protective volunteers trained					2,000			Forestry Commission	Kb. MA
3	Walling and Renovation of 2 No. bungalows of Forestry Commission	Kade	NA	2 No. Bungalows walled and renovated					100,000			Forestry Commission	Kb. MA
4	Conduct fire education	Municipal Wide	54 Communities	60 Communities educated					50,000			Forestry Commission	Kb. MA
5	Planting trees	Municipal Wide	560 trees planted	700 trees planted					2,000			Forestry Commission	Kb. MA
<b>TOTAL</b>									<b>156,000</b>				

Adopted Goal(s) Four 4: Maintain a Stable, United and Safe Society														
Programme (One) 1 : Management and Administration														
Sub-Programmes 1: Governance														
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies		
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.	
1	Organize meetings, conference and workshops	Municipal Wide	GH¢40,000	Staff capacity enhanced / No. of reports produced.						44,000			Cen. Adm.	Kb. MA
2	Organize National Day (Ind. Day, Republic Day and Farmers Day celebrations)	Municipal Wide	3 National Days (GH¢40,000)	Improves patriotism and productivity					20,000				MDA/ Cen. Adm.	Kb. MA
3	Monitoring and coordinating of projects and programmes	Municipal Wide	4 Quarters	Ensure quality work or projects /No. of reports produced.					53,000				Cen. Adm.	Kb. MA
4	Bank Charges, utilities and postages	Municipal Wide	GH¢2,000	Ensures accountability / No. of receipts produced.					2,500				Cen. Adm.	Kb. MA
5	Procure office furn/ equip.	Municipal Wide	GH¢40,000	Quantity procured to Improve productivity and efficiency					20,000				Cen. Adm.	Kb. MA
6	Spon. for staff capacity building	Municipal Wide	4 Staff	Improves productivity and efficiency					30,000				Cen. Adm.	Kb. MA
7	Support for MPCU activities	Kade	GH¢40,000	4 Quarterly Meetings held / Improves productivity, efficiency and accountability					15,000				Cen. Adm.	Kb. MA
8	Support for state protocol and other official guests	Kade	GH¢20,000	Good Governance enhanced					160,000				Cen. Adm.	Kb. MA

9	Maintain and service Assembly vehicles	Kade	6 Vehicles GH¢20,000	No. of Vehicles serviced / Improves productivity, efficiency and accountability					40,000			Cen. Adm.	Kb. MA
10	Anti-corruption activities	Municipal Wide	GH¢25,000 M.A and CDD collab.	No. of Town Hall meetings held to enhance Good Governance and accountability					20,000			Cen. Adm.	Kb. MA
11	Prep. MTEF strategic plan and comp.budget	Kade	2017 MTEF	2018 MTEF prepared					40,000			Cen. Adm.	Kb. MA
12	Revenue data collection and update	Municipal Wide	Annually	Data compiled to increase revenue to 10%.					40,000			Cen. Adm.	Kb. MA
13	Maintenance and service of equipment.	Municipal Wide	5 printers and computers	No. of Equipment serviced.					40,000			Cen. Adm.	Kb. MA
14	Support for security operations	Municipal Wide	20,000	Security operations supported with fuel / ration.					70,000			Cen. Adm.	Kb. MA
15	Capacity building for sub - structures	Municipal wide	10,000	No. of Unit Committees trained.					20,000			Cen. Adm.	Kb. MA
16	Procure office stationary	Kade	10,000	No. of A4 Sheets, pens, envelopes etc. supplied.					25,000			Cen. Adm.	Kb. MA
17	Provision of intercom	Kade	N/AI	Intercom Provided					30,000.00			Cen. Adm.	Kb. MA
18	Const. of Website	Kade	N/A	Website Provided					10,000.00			Cen. Adm.	Kb. MA
19	Subscription Ghana Dist. com	Kade	N/A	Subscription Procured					30,000.00			Cen. Adm.	Kb. MA
20	Procure 2 No. Motor bikes	Kade	N/A	2 Motorbikes Procured					10,000.00			Cen. Adm.	Kb. MA
21	Town hall meetings	Municipal wide	5No.	5 Meetings Held in 5 Zonal councils					30,000.00			Cen. Adm.	Kb. MA

22	Provide solar facility system for Borehole	Kade	N/A	1 Unit Solar facility provided					35,000.00			Cen. Adm.	Kb. MA
23	Const. Revenue barrier / Check points.	Larbikrom, Takyimang, Bomso and Ntronang	N/A	4 Barriers constructed					45,000.00			Cen. Adm.	Kb. MA
Total									<b>785,500</b>	<b>44,000</b>			

Programme (Two) 2: Finance, Management and Administration

Sub-Programmes 2: Improve Internally Generated Revenue

	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Gazetting Fee Fixing Resolution (2017)	Municipal wide	1 No.	1 No.Fee fixing resolution gazzeted						3000		Cen. Adm.	Kb. MA
2	Setting Up Revenue Target For 2017	Municipal wide	1 No.	Revenue target setup by ten (10%) percent						500		Cen. Adm.	Kb. MA
3	Issue Service Demand Notice	Municipal wide	30 Clients	50 Clients served with Demand notice						500		Cen. Adm.	Kb. MA
4	Conduct Public Announcement On Payment Of Fees, Rates	Municipal wide	Five area councils	Five area councils covered. Revenue improved by 10%.						500		Cen. Adm.	Kb. MA
5	Monitoring Of Activities Of Revenue Collection	Municipal wide	12 Months	12 Monthly Monitoring conducted						500		Cen. Adm.	Kb. MA

6	Setting Up Of Revenue Task Force	Municipal wide	1 No.	1 No. Task force formed.						500		Cen. Adm.	Kb. MA
7	Reviewing Trial Balance And Strategizing On Rev. Task Force	Municipal wide	1 No.	1 No. Trial balance/strategies reviewed						500		Cen. Adm.	Kb. MA
8	Filing of Defaulters Notice	Municipal wide	20	20 Defaulters notice filled						500		Cen. Adm.	Kb. MA
9	Prosecuting of Revenue Defaulters	Municipal wide	20	20 Revenue defaulters prosecuted						2,000		Cen. Adm.	Kb. MA
10	Train revenue collectors on the usage of fee fixing resolution	Municipal Wide	15	15 Revenue collectors trained						4,000		Cen. Adm.	Kb. MA
11	Strategies to improve revenue collection	Municipal Wide	1 No.	1 No. Revenue Improvement Action Plan produced.						3,000		Cen. Adm.	Kb. MA
12	Preparation / Submission of financial report	Kade	Annually(12 Months)	12 Monthly Financial reports prepared and submitted						5,000		Cen. Adm.	Kb. MA
TOTAL										20,500			

Programme (Three) 3: Management and Administration

Sub-Programmes 3: Improve transparency and accountability

Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule	Indicative Budget	Implementing Agencies
-------------------------	-----------	----------	-------------------	-----------------------------	-------------------	-----------------------

					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Production of Annual Progress Report	Kade	1 No.	1 No. Annual progress report prepared.					2000			Cen. Adm	Kb. MA
2	Production of M&E Reports on projects and programmes	Kade	4 No.	Four M&E reports produced					200			Cen. Adm	Kb. MA
3	Preparation of expenditure warrant	Kade	N/A	100% coverage					200			Cen. Adm	Kb. MA
4	Production of Quarterly Progress Reports on development Projects	Kade	4 No.	4 No. Quarterly reports produced					200			Cen. Adm	Kb. MA
5	Production of Composite Annual Action Programme	Kade	Annually	1 No, Composite Annual Action Plan prepared					200			Cen. Adm	Kb. MA
6	Preparation of budget estimates and supplementary budgets	Kade	Annually	1 No. Budget/supplementary prepared					10,000			Cen. Adm	Kb. MA
7	Production of Municipal Medium Term Development	Kade	1 No.	1 No. MMTDP produced					50,000			Cen. Adm.	Kb. MA
TOTAL									<b>62,800</b>				Kb. MA
Programme (Four) 4: Management and Administration													
Sub-Programmes 4: Administration													
	Activities (Operations)	Locations	Baseline	Output Indicators	Quarterly Timeline Schedule				Indicative Budget			Implementing Agencies	

					1ST	2ND	3RD	4TH	GoG	IGF	Donor	Lead	Collab.
1	Submission of HRMIS report	Kade	4 Reports	4 No. HRMIS reports submitted					200			Cen. Adm.	Kb. MA
2	Submitting of Human Resource Annual report	Kade	Annually	1 No. Human Resource Annual Report Submitted					500			Cen. Adm.	Kb. MA
3	Validation of staff	Kade	Monthly	12 Monthly Staff validation undertaken					100			Cen. Adm.	Kb. MA
4	Training and development of staff capability per the Capacity Development Plan	Kade	Annually	1 No. Staff Capacity training/ development Plan produced					60,000			Cen. Adm.	Kb. MA
5	Hotel accommodation	Kade	Unsp.	No. of receipts for Hotel services provided					20,000			Cen. Adm.	Kb. MA
6	Staff development	Kade	Annually	2 Staffs supported to build capacity.					5,000			Cen. Adm.	Kb. MA
7	Operational enhancement expenses	Kade	N/A	No. of Memos / reports approved by management.					30,000			Cen. Adm.	Kb. MA
<b>TOTAL</b>									<b>115,800</b>				
<b>SUB-TOTALS</b>									4,705,628	104,500	429,956		
<b>GRAND TOTAL</b>									<b>5,240,084</b>				

### 5.1: Plan Implementation

The translation of the broad policy goals, objectives and programmes into expected visible results in the form of specific projects is dependent on a good measure of the assumptions holding true, and the entire major stakeholder playing their respective roles as expected.

In particular, the success in the implementation of the Development programmes and projects, which have been phased into annual plans, will depend especially on how the performance of the financial sector over the plan period shall not veer off unfavourably from the projected situation.

### 5.2: Sectoral Roles

Roles of certain institutions will be critical for an effective plan implementation. The institutions include the Municipal Assembly, the Municipal Planning Co-ordinating Unit (MPCU), Decentralized Department/Public Institutions, Communities, and the Private Sector.

### 5.3: The Municipal Assembly

As the custodian and manager of the plan, the Municipal Assembly is mandated by the local Governance Act, 2016, (Act 936) and Section 2 of the National Development Planning (Systems)

Law, 1994 (Act 480) to formulate policies at the local level that will help make the execution of the plan a success. In particular, the Municipal Assembly must undertake the following:

1. Identification of appropriate response to implementation bottlenecks, such as legal, professional and administrative.
2. Co-ordination, integration, monitoring and evaluation of the implementation of the plan and its projects by setting out terms of reference, and regulations for Co-operation among stakeholders.
3. Identification, invitation, persuasion and attraction of potential investors into the municipal.
4. Appointment of competent administrative and technical staff as Project-Co-ordination Team to operationalize the plan preparation as well as its execution.
5. Monitoring, evaluation and periodic revision of the plan implementation procedure, and effective adjustment of the plan in response to changing circumstances.
6. Facilitation of effective and efficient information flow system to enable all parties involved in the execution of the plan to know what is happening, when and where.

#### 5.4: The Municipal Planning Co-ordinating Unit (MPCU)

The MPCU is the secretariat where the co-ordinating, integration, monitoring and evaluation of the programme and projects are expected to take place; as such, there is the need to strengthen and equip this unit so that it can perform its expected functions creditably.

One critical role it has to play is to ensure an effective horizontal and vertical integration and co-ordination among decentralized departments, other public organizations and the Municipal Administration, so as to promote effective monitoring, evaluation and review.

#### 5.5: Decentralized Departments/Public Institutions

They are the initiators, facilitators and overseers of the various programmes that come under their direct jurisdiction and as there is the need to have highly qualified and motivated technical personnel in the various decentralized departments.

#### 5.6: Communities

Participation of the communities in plan implementation is of paramount importance since they and their assemblymen form part of the plan formulation. Participation here will come in the form of direct labour: Capital input and local expertise. In effect, the roles of assembly members, opinions leaders and traditional authorities are critical for the projects to be sustainable.

Notwithstanding the above and the fact that income levels are generally low in the municipal, the Municipal Assembly should continue to encourage Community Initiated Projects in the municipal. Community Initiated Projects have become necessary in recent times since the Municipal Assembly, with its scarce financial and human resources cannot satisfy all the needs of the various Communities in the municipal. When such projects are embarked upon, the commitment is beyond compare. However, the Communities should seek guidance from the Municipal Assembly before such projects are undertaken. This will result in conformity with the vision of the Municipal Assembly and a judicious use of scarce financial and human resources.

It is recommended that the Municipal Assembly should continue giving assistance to communities that embark on projects approved by the Municipal Assembly.

#### 5.7: Private Sector

In trying to create an enabling environment, it presupposes that the necessary conditions are being laid for private sector participation in development activities. There is, therefore the need to market the various programmes to the private sector investors, NGO's and various partner organizations in development. The holding of investment fora at the potentials and viability of the Municipal.

#### 5.8: Implementation Schedule

Projects and Programmes designed for the achievement of Municipal goals and objectives of development programmes have already been spelt out. This section represents the phasing off, of

the projects within the medium term development plan (2018-2021) and annual action plans, which indicate the projects to be implemented within each year of the planning period.

In addition to type of projects, the phasing programme which is represented in a matrix also shows estimated cost of projects, the expected sources of funding, implementation agencies, development programmes that the projects are targeting, and strategies to be adopted, among others.

#### 5.8.1: Strategies for Implementation

##### a. Funding of Projects and Programmes

The success of plan implementation depends to a large extent on the availability of funds. In order to avoid past experiences where many projects and programmes failed to meet scheduled implementation because of lack of funds, a number of strategies and proposals have been made to

ensure the flow of the necessary funding for the implementation of this medium term development plan.

About half of the total cost of the plan is to be borne by the Municipal Assembly whilst the remaining is expected to be financed by non-governmental organizations, ministries, departments and agencies.

The following measures have been proposed to help raise the needed fiscal resources for the implementation of the medium term plan.

b. Revenue Mobilization (Intervention Measures)

Having arrived at the projected revenue figures for 2010-2013 (the status quo projection), it was realized there were a lot of limitation on these figure. For example the status quo situation gave an indication that there were revenue leakages; people evading or refusing to pay taxes;

A number of measures and strategies aimed at forestalling the above limitations and improving the local revenue generation capacity are being worked on under the Urban V Projects (Revenue Improvement Action Plan – RIAP).

c. Other Sources

In addition to the foregoing traditional sources of revenue, funds should also be mobilized from other potential sources such as private investors, residents within the district, and from Non-Governmental Organizations (NGO's), Embassies and other bilateral Agencies.

### 5.9: Private Sector Investment Expectation

To derive the necessary funding from private investors, the following intervention strategies should be implemented:

- i. The municipal should embark upon an intensive investment promotion drive. The output  
Should be the preparation of investment brochures and profiles on the municipal for the  
Attention of potential investors;
- ii. Potential investible areas of the municipal should be advertised in the local as well as  
Foreign media; TV, radio etc. in order to attract investors; and
- iii. Conference and Seminars should be organized periodically to draw the attention of Potential  
investors.

At such conferences, community projects (e.g. Tourism, agricultural, etc) as well as their basic feasibility studies reports could be exhibited. The adoption of these measures could ensure the effective involvement of the private sector entrepreneurs in the development process of the municipal.

iv. The MA substructures must be strengthened to assist the Assembly revenue collectors in Internal Revenue generation and mobilization

#### 5.10: Mobilization of Resources form Non-Residents Citizens

The community can identify their respective projects and notify the assembly accordingly. The Assembly on the other hand would make available to the non-resident citizens living in Ghana and abroad the community's projects and the Medium Term Plan, and request the non-residents to indicate which programmes within the communities they can sponsor.

#### 5.11: Community Contribution

Residents of the municipal should be educated and motivated to make contribution towards the development of their respective communities. These contributions are anticipated in the form of cash, labour and kind. Thus, aside labour and other contributions in kind, all adults – male and female should be made to pay specified amounts of money per annum as development levy for projects in their respective areas.

Another area to drive funds for development is harvests and fund raising rallies. These should be organized yearly annual festival

#### 5.12: Assistance from NGO's Embassies and Bilateral Agencies

It is further suggested that the Assembly contracts various NGO's, Bilateral Agencies and foreign missions (Embassies) operating in the country for assistance in the form of cash, material and expertise for the implementation of the public sector projects. The Assembly, should present this

Development Plan to the above-mentioned agencies, organizations etc. as basis for soliciting assistance.

#### 5.13: Expenditure Control measures

From the analysis on the Assembly's revenue and expenditure, it was noted that recurrent expenditure took a substantial amount of the Assembly's revenue. It is therefore necessary to ensure a reduction in this figure in order that funds could be made available for development projects or capital budget.

The under mentioned measures are thus proposed to reduce recurrent expenditure of the Assembly:

1. The Assembly should rationalize and control the use of its vehicles by restricting them to only essential trips.
2. Out of stations travels by Assembly staff should be controlled. Only important trips should be entertained;
3. The Municipal Assembly should ensure a rational and judicious use of all office equipments and resources;
4. All expenditure should be based on approved budget;
5. There should be strict control and supervision of all expenditures;
6. The Assembly should embark upon the enforcement of proper accounting and auditing regulations and procedures so as to curb misappropriation and misapplication of funds; and
7. Ensure regular reporting and monitoring of expenditure to appropriate sub-committees.

The introduction of these measures would help keep recurrent expenditure to the barest minimum so that the capital budget could receive more attention.

## CHAPTER SIX IMPLEMENTATION, MONITORING AND EVALUATION

### 6.1: Introduction

Monitoring and evaluation (M&E) is important, not only for the successful implementation of the plan, but also for assessing the extent of achievement of or otherwise of the plan objectives. It is through an effective on-going M&E system that the key stakeholders of the plan can guide, facilitate and co-ordinate the execution of the projects and activities. It would also measure progress made in the entire implementation process.

The overall coordination and monitoring would be the responsibility of the Municipal Coordinating Directorate, while specific day-to-day monitoring, supervision and coordination will be done by the Municipal Planning Coordinating Unit (MPCU), Heads of the various Sector Departments, and other units of the Municipal Assembly, who would be responsible for their specialized areas of operation. Some of these agencies and individuals who would be responsible for carrying out action. The Objectively Verifiable Indicators (OVIs) and their Means of Verification (MOVs) shown in the Logical Framework are intended to be the basis for developing a comprehensive M&E System that would be used to assess the plan objectives and their expected outputs or results. As stated in the Planning Guidelines, the National Development Planning Commission (NDPC) is expected to develop a framework for such an M&E system for all the Municipal, and it is expected that this would be adapted to suit the objectives and content of this plan as well as the existing institutional arrangements in the Municipal.

### 6.2: Monitoring Reports

The format below has been designed to be used for reporting occasional progress report on the programmes and projects earmarked in the plan. Further more an M&E plan will be prepared for the monitoring and evaluating of all the programmes and projects from the inception of the plan to

the implementation stage. The information gathered will be analyzed to guide the Assembly and the MPCU in their future plan preparation and implementation.

**A PROJECT IDENTIFICATION**

- A1: Project Title.....
- A2: Project Code.....
- A3: Location.....
- A4: Implementation Agency .....
- A5: Collaborating Agency (ies).....
- A6: Monitoring Agency (ies).....
- A7: Date of Monitoring.....

**B1 PROJECT IMPLEMENTATION MONITORING**

- B1: Topics for Monitoring.....
- B2: Starting Date.....
- B3: Original Estimate.....
- B4: Actual Starting Date.....

Table 6.1: Physical implementation

ASPECT	PLANNED TO DATE (%)	ACTUAL TO DATE (%)
Construction		
Objective A		
Objective B		
Objective C		
Etc		



Table 6.2: Financial Mobilisation

ITEM	TOTAL FUNDS REQUIRED(GH¢)	FUNDS EXPECTED TO DATE(GH¢)	AMOUNT RECEIVED TO DATE (GH¢)
Domestic Sources			
IGF			
DACF			
DDF(Other Govt Subvention)			
NGOs			
Community Contributions			
Commercial Loans			
Total Financial Resources			

Table 6.3: Expenditure Report

PROGRAMME/PROJECT	PLANNED TOTAL GH¢	PLANNED DATE GH¢	TO	ACTUAL TO DATE GH¢
Construction materials				
Vehicle				
Equipment				
Labour				
Contracts				
Services				
Others				
Total Expenditure				

Table 6.4: Comments on variations between planned and actuals

COMMENTS	
ACTUAL	PLANNED

### 6.3: Project Evaluation

The basis for evaluation is to determine the impact or achievement of set targets, objectives and goals of implemented programmes and projects. It is also to assess the project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives.

Ex-ante and ex-post evaluation would be conducted at both the inception and completion stages respectively of the project implementation. The former stage would help identify necessary adjustments in project design while the latter would enable us ascertain whether the resources invested have produced or are producing expected level of outputs and benefits, and if the benefits are reaching the intended target population. These assessments would also determine the potential

sustainability of the project. The following format would be used for the Programme/Project Evaluation Report.

#### A. PROGRAMME/PROJECT IDENTIFICATION

- A1: Project Title .....
- A2: Project Code .....
- A3. Location .....
- A4: Implementing Agency .....
- A5: Collaborating Agency (ies).....
- A6: Evaluation Agency (ies).....
- A7: Date of Evaluation .....

#### A. EVALUATION TOPICS

The following evaluation topics would be used in the assessment.

##### B1: Objective

- Have the programme/project objectives been achieved?
- Are the programme/project objectives still relevant?
- Has the programme/project supported the Policy (ies) as planned?
- Where the programme/project objectives have not been achieved? Give reasons.
  
- State any policies which need adjustment and give reasons for those objectives which are shown to be no longer relevant as a result of the evaluation.

##### B2: Time and Finance

1. Was the project completed in the time planned? If not state length of over run.
2. Was the project cost within the amount estimated? If not state amount of over (or under) expenditure.
3. Did funds come on-stream as planned and anticipated? If no what short falls occurred.

4. Are recurrent costs within the planned level? If not state over expenditure.
5. Where over-runs, over expenditure and funding short-falls have occurred, give reasons in full and state how these events can be avoided in the future.

**B3: Beneficiaries and Benefits**

1. Are the benefits reaching the targeted beneficiaries? If not state beneficiaries not being reached.
2. Are the benefits reaching the number of beneficiaries planned? If not, state shortfalls.
3. Are the benefits at the planned quantitative and qualitative level? If not state shortfall.
4. Are revenues at the planned level? If not state shortfall, (For programmes/projects designed to be revenue earning only).
5. Where planned targets, in terms of benefits and beneficiaries, have not been achieved give reasons in full and state how the situation will be avoided in future.

**B4: Operations**

1. Is the project operating at the planned level? If not, state deficiency.
2. Are the programme/project assets being properly maintained? If not, state areas of failure.
3. Where appropriate state reasons for failure.

6.4: Monitoring Matrix or Results Framework Outlining all indicators, their base lines and targets.

Development Dimension: ECONOMIC DEVELOPMENT										
Goal as adopted in DMTDP: Build a Prosperous Society										
Policy Objective 1 (as adopted in DMTDP, 2018-2021)										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Number of BAC activities supported	Count of BAC support to local businesses for sustained productivity	Output	GH¢ 2,000					Male/female Artisans, Petty traders, Dress makers.	Bi-annually (2 times a year)	NBSSI, Kb. MA
Number of BAC activities supported	Count of BAC support to local businesses for sustained productivity	Output	GH¢ 2,000					Male/female Artisans, Petty trader, Dress makers.	Bi-annually (2 times a year)	NBSSI, Kb. MA
Number of women groups trained in soap production	Count and value of support provided to SMEs under specialized interventions such as National Entrepreneurship and Innovation Plan (NEIP) and Venture Capital Fund	Output	50 Women					Female Age	Bi-annually (2 times a year)	REP/ COP , Kb. MA
Number of women trained in records keeping	Count and value of support provided to SMEs under specialized interventions such as National Entrepreneurship and Innovation Plan (NEIP) and Venture Capital Fund	Output	50 Women					Female Age	Bi-annually (2 times a year)	REP/ COP, Kb. MA
Number of women trained in group formation	Count and value of support provided to SMEs under specialized interventions such as National Entrepreneurship and Innovation Plan (NEIP) and Venture Capital Fund	Output	50 Women					Female Age	Bi-annual (2 times a year)	REP COP, Kb. MA

Number of women trained in palm oil extraction	The total number of farmers and palm oil extractors who benefited from agricultural technology	Output	50 Women					Female	Bi-annual (2 times a year)	REP/ COP, Kb. MA
Number of soap manufacturing factories constructed	Count of New industries or manufacturing enclaves developed under the 1D1F initiative	Output	N/A					Medium scale	3 times in a year	REP/ COP, Kb. MA
Number of Cockerel projects facilitated	Total annual value of poultry produced in the Municipality	Output	N/A					Layers/broilers Male/Female	Bi-annual (2 times a year)	MDA, Kb. MA
Hectares of oil palm plantation developed	The Total quantity of selected cash crops produced in a given year	Output	GOPDC					Individual farmers Block / Commercial farmers (GOPDC) 1,000 hectares	Quarterly (4 times in a year)	MDA, Kb. MA
Number of monthly meetings conducted	The count of monitoring exercise undertaken to measure the level of modern agric. Application and adoptability by farmers	Output	4 meetings					Male / female	Quarterly (4 times in a year)	MDA, Kb. MA
Number of Research Extension Linkage Committee (RELC) meetings organized	Document the activities undertaken to ensure that the system is established and remains operational	Output	1 meeting					Extension Officers Farmers FBOs Male / Female	Quarterly (4 times in a year)	MDA, Kb. MA
Number of farmers sensitized on livestock and local poultry vaccination	Total annual value of livestock and poultry production in the Municipality	Output	95 farmers					Poultry farmers Livestock farmers Aqua-culture farmers sex	Quarterly (4 times in a year)	MDA, Kb. MA
Number of livestock disease surveillance conducted	Total annual value of livestock production,	Output	2 surveillances					Livestock	Quarterly (4 times in a year)	MDA, Kb. MA

Number of livestock farmers trained on improve housing for ruminants	Total annual value of livestock and poultry production, expressed as a percentage of GDP	Output	60 farmers					sex	Quarterly (4 times in a year)	MDA, Kb. MA
Number of FBOs strengthened to enhance effective extension delivery	Document the activities undertaken to ensure that the system is established and remains operational	Output	9 FBOs					Sex	Quarterly (4 times in a year)	MDA, Kb. MA
Number of demonstrations conducted on improved housing for local poultry, sheep and goat	Total annual value of livestock and poultry production in the Municipality	Output	1 demo.					Livestock	Quarterly (4 times in a year)	MDA, Kb. MA
Number of home and farm visits undertaken to deliver sustainable Agricultural technologies to farmers, FBOs and other Agricultural value chain actors	The total number of farmers who benefited from agricultural technology	Output	4 visits					Farmers Extension Officers FBO sex	Quarterly (4 times in a year)	MDA, Kb. MA
Number of municipal technical staff trained on pests and diseases identification and management	The ratio of the total extension officers to total farmer population	Output	8 staffs					Male/Female	Quarterly (4 times in a year)	MDA, Kb. MA
Number of farmers fora organized in each of the 4 zones in the Municipal on climate SMART agriculture	The total number of farmers who benefited from agricultural technology	Output	4 fora					Male/Female	Quarterly (4 times in a year)	MDA, Kb. MA
Number of technical staff trained in agricultural crop	The proportion of technical staff trained in agricultural crop budget	Output	8 staffs					Male/Female	Quarterly (4 times in a year)	MDA,

budget preparation and agribusiness records keeping	preparation and agribusiness records keeping									Kb. MA
Number of Vaccination Campaigns conducted for pets, sheep, goats and cattle	Total quantity and quality of livestock produce at the Municipality over a year	Output	2 campaigns					Male/Female	Quarterly (4 times in a year)	MDA, Kb. MA
Municipal farmers day organized and celebrated	A count of Municipal Farmers Day celebration as a proportion of National Days celebrated	Output	1 celebration					By Category: Farmers FBOs Govt. Investors Businesses	Twice a year	MDA, Kb. MA
Hectares of land managed by planting for Food and Jobs programme and affected by fall army worm invasion	Area of land (in hectares) put under agricultural production expressed as a percentage of total arable land within the Municipality	Output	N/A					By category: Staple crops Selected cash crops	Annual/quarterly	MDA, Kb. MA
<b>Development Dimension:</b> Social Development										
<b>Goal as adopted in DMTDP:</b> Create opportunities for all										
<b>Policy Objective 1 (as adopted in DMTDP, 2018-2021)</b>										

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
No. of STMIE clinics organized	The total number of STMIE clinics organized in a given period	Output	GH¢5,000					Girls aged 12 - 18	Bi-annually	GES, Kb. MA
Percentage of girls enrolment received scholarships	The total number of girls in schools who received scholarship at the basic schools expressed as a percentage of total girls enrolment at the basic school for a given period	Output	GH¢7,000					Girls aged 12 - 18	Bi-annually	GES, Kb. MA
Number of scholarship scheme provided for needy but brilliant students	Total expenditure for the needy but brilliant students	Output	GH¢20,000					Category of Students 1. Basic 2. SHS 3. Tertiary	Termly (3 times a year)	GES, Kb. MA
Number of pre-school pupils provided for on my first Day at school	Total expenditure on education expressed as a percentage of GDP	Output	1,350 Pre-school pupils					1. Learning materials 2. Uniforms 3. Sch. bags	Annually	GES, Kb. MA
Amount of resources contributed to Sports festival	Total expenditure on sports expressed as a percentage of the expenditure of the municipal budget	Output	GH¢20,000					1. Male/Female 2. Athletics and football	Termly (3 times a year)	GES, Kb. MA
No. of Classroom blocks (KG, Basic and JHSs) constructed	The total number of 6, 3 and 2 unit classroom blocks constructed, completed and ready for use in a given period	Output	1 No. classroom block					1. Male/Female 2. Pupils /teachers	quarterly	GES, Kb. MA
No. of Health facilities (CHPs, Clinics, Labs. Staff Quarters etc.) constructed	The total number of CHPS, health centers, hotels etc. blocks constructed within a given period	Output	25 CHPs, 5 Health Centers and 1 Hospital					CHPs, Clinic staff quarters, Maternity etc.	quarterly	MDHS, Kb. MA

Number of W/C Toilet Constructed	Percentage of population with access to improved toilet facilities in the Municipality	Output	1 Public Toilet					Male / Female	quarterly	MWD, Kb. MA
Number of sensitization programmes conducted	The number of special development authorities/initiatives created by the government to address development challenges of particular area	Output	3 sensitization programmes on HIV and AIDS HTS					Male / Female	quarterly	MDHs, Kb. MA
Number of sanitation activities conducted	Percentage of solid waste collected and disposed of in sanitary landfills in the ten (10) major communities	Output	Zoomlion services in operation					Male / Female	quarterly	EHD, Kb. MA
Number of landfill sites managed	Percentage of solid waste collected and disposed of in sanitary landfills in the ten (10) major communities	Output	1 Landfill site					Landfilled sites	quarterly	MEHD, Kb. MA
Number of fumigation exercises conducted	Proportion of communities affected by periodic fumigation status expressed as a percentage of all communities	Output	2 fumigation exercises					Location Kade, Asuom, Kwae etc.	quarterly	MEHD, Kb. MA
Percentage of Community Led Total Sanitation programme achieved	Proportion of communities achieving open defecation-free status expressed as a percentage of all communities	Output	NA					Rural/Urban Households	quarterly	MSD, Kb. MA
Percentage increase in social mobilization programmes	The number of special development authorities/initiatives created by the government to address development	Output	Child labor and abuse programmes conducted by DSD					Male/Female	quarterly	MSD, Kb. MA

	challenges of particular areas									
Percentage increase in Leap disbursement to the aged and under 5 years	Total number of households that receive cash grants under LEAP	Output	GH¢35,760 to 636 beneficiaries					Male/Female Aged and under 5 years	quarterly	MSD, Kb. MA
Proportion of population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district population	Output	150 indigenes registered					1. Male/Female 2. Aged and under 5 years	quarterly	MSD, Kb. MA
Proportion of population with access to basic drinking water sources	Share of population with access to basic drinking water, expressed as a percentage of total population	Output	Subi-kese, New Adipo and Okyinso Krobor					1. Male/Female 2. Women / Children	quarterly	MSD, Kb. MA
Number of office facilities and accessories supplied	Number of Offices furnished and computerized, expressed as a percentage of all Local Administration	Output	Office furniture, drawers and PC					Local administration	Biannually	MSD, Kb. MA
No. of Public hearing organized	Total number of public hearings organized in a given period	Output	4 Public sensitization					Male/Female	quarterly	MSD, b. MA
Percentage of PWDs receiving funds	Actual amount of DACF released to PWDs, expressed as percentage of the amount of DACF expected to be released to PWDs in accordance with the law	Output	GH¢35,000					Male/Female Physical, mental and visual disability	quarterly	MSD, Kb. MA

**Development Dimension:** Environment, Infrastructure and Human Settlements

**Goal as adopted in DMTDP:** Safeguard the natural environment and ensure a resilient built environment

**Policy Objective 1 (as adopted in DMTDP, 2018-2021)**

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			

Percentage of Municipal Spatial Development Frameworks and structural Plans implemented ( e.g. Community layouts, acquisition of land and landed property, Public and Private construction, siting of bill boards etc.)	Number of the Municipal area Spatial Development Frameworks (SDF) Structural Plans (SP) and Local Plans (LP) implementing as a share of total plan, expressed as percentage	Output	Bye-Laws on spatial development Building permits					Public and Private Sectors	quarterly	TC&P, Kb. MA
Percentage of streets named and property numbered	Number of the Municipal area Spatial Development implemented as a share of total plan, expressed as percentage	Output	Portion of Kade streets named					Urban or Major communities	quarterly	TC&P, Kb. MA
Change in Number of street lights supplied and installed	The total number of streets lights supplied expressed as total overall project in the major communities	Output	215 street lights					1.national grid 2. solar panels	biannually	MWD, Kb. MA
Number of Assembly buildings maintained	Total number of Assembly building as a proportion of required staff and office buildings	Output	Admi. And MCEs Block maintained					1. Office building 2. Accommodation buildings	biannually	MWD, Kb. MA
Number of culverts constructed	Total number of culverts constructed as expressed of total percentage of required culverts on town and feeder roads in the municipality	Output	6 culverts constructed municipal wide.					Feeder and town roads	biannually	MWD, Kb. MA

Number of court rooms and offices rehabilitated	A count of court facilities rehabilitated as a proportion of govt. facilities rehabilitated	Output	Renovation of parts of court premise					Judicial Service or justice delivery	biannually	MWD, Kb. MA
Number of zonal council offices constructed	The total number of Urban and Zonal councils constructed and completed for use at various location in a given period	Output	3 rented Zonal Councils					Local governance	quarterly	MWD, Kb. MA
Percentage of lorry park paved	The total number of market lorry parks completed and in use	Output	Kade Lorry park					Commercial and Private cars	quarterly	MWD, Kb. MA
Number of market lockable stores constructed	The total number of market stores constructed and for use at various location in a given period.	Output	60 market stores					Sub-structure levels	quarterly	MWD, Kb. MA
Total number of mechanized boreholes constructed	Change in the number of mechanized boreholes constructed	Output	Existing manual boreholes					Sex / Gender	biannually	MWD, Kb. MA
Number of community projects undertaken	Proportion of Community Initiated Projects supported as expressed by total budget of Municipal projects in a given period.	Output	GH¢200,000					Sub-structures Male / Female	quarterly	MWD, Kb. MA
Percentage of community center rehabilitated	The total number of community centers constructed, completed and ready for purpose	Output	Community center at Adankrono					Popular participatory planning	quarterly	MWD, Kb. MA
Number of foot bridges constructed and Roads reshaped	Total No. of foot bridges and lengths of roads reshaped by type in proportion to total length of Municipal roads	Output	10 foot bridges					Length of transport network feeder, Urban / Rural	quarterly	MWD, Kb. MA
Kilometers of Feeder Roads rehabilitated	Total No. of lengths of roads reshaped by type in proportion to total length of Municipal roads	Output	287 km of feeder roads					Length of transport network	quarterly	MWD, Kb. MA

								feeder, Urban / Rural		
Percentage of Mun. Assembly Block fenced	Total length of Assembly block fenced as a proportion of physical projects of the municipality	Output	NA					Local governance	quarterly	MWD, Kb. MA
Number of police posts constructed	Total No. of Police Posts constructed within a given period	Output	Police station					Security, law and order, male / Female	biannually	MWD, Kb. MA
Number of storm drains and box culvert constructed	Total No. of foot bridges and lengths of roads reshaped by type in proportion to total length of Municipal roads	Output	NA					Length of transport network feeder, Urban / Rural	quarterly	MWD, Kb. MA
Number of office accommodation renovated	Total percentage of Assembly accommodation renovated as expressed of total renovation works	Output	Police station					Local governance Male / Female	quarterly	MWD, Kb. MA
Number of relief items supplied	Percentage of relief items supplied to disaster affected victims as expression of municipal total budget	Output	GH¢40,000					Male / Female	quarterly	NADMO, Kb. MA
Number of communities trained in disaster prevention and management (especially bush fires and flooding)	Total number of communities that benefit from disaster prevention and management training per annum	Output	60 volunteers					Male / Female NADMO, Fire Service	Quarterly	NADMO, Kb. MA
Percentage of the public trained and sensitized on disaster	Total number of communities that benefit from disaster prevention and management training per annum	Output	NA					Male / Female NADMO, Fire Service	Quarterly	NADMO, Kb. MA
Number of forest Guards trained to protect forest lands	Total area in hectares of lost forest, mining area, wetland and mangrove areas restored	Output	12 forestry Guards					Sub-structures Communities	biannually	Forestry Commission, Kb. MA

Number of community protective volunteers trained	Total area in hectares of lost forest, mining area, wetland and mangrove areas restored	Output	4 community volunteers					Sub-structures Communities	quarterly	Forestry Commission, Kb. MA
Number of bungalows walled and renovated	Total percentage of bungalows renovated as expressed of total renovation works	Output	NA					Assembly bungalows at Kade	biannually	Forestry Commission, Kb. MA
Number of communities educated on fire	Total number of communities that benefit from disaster prevention and management training per annum	Output	54 Communities					Sub-structures Communities	biannually	Forestry Commission, Kb. MA
Number of trees planted	The total number of Mun. climate change mitigation and adaptation measures as related to agriculture, mining etc., expressed as a percentage of total intervention measures	Output	560 trees planted					Group Farmers Institutions Private individuals	biannually	Forestry Commission, Kb. MA

**Development Dimension:** Governance, Corruption And Public Accountability

**Goal as adopted in DMTDP:** Maintain a Stable, United and Safe Society

**Policy Objective 1 (as adopted in DMTDP, 2018-2021)**

Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			

Number of interactions organized by the Municipal Assembly with citizens	Total count of regular interactions organized by the Municipal Assembly on the implementation of the MMTDPs and other related dialogues including town hall meetings, G4P, etc.	Output	GH¢40,000					Male / Female Assembly members Assembly staffs CSOs Traditional Authority (ies)	Quarterly	Cen. Adm., Kb. MA
Number of National Day celebrations organized	The count of National days celebrated at the Municipal level.	Output	3 National Days (GH¢40,000)					Independence day Republic day Farmers day	Annually	MDA/ Cen. Adm. Kb. MA
Number of projects and programmes monitored and coordinated	The proportion of Assembly's projects and programmes monitored and coordinated as expressed by total number of on-going or implemented	Output	4 Quarters					Location Status of projects / programmes	Quarterly	Cen. Adm., Kb. MA
Number of receipts produced to ensure accountability	Total number of receipts issued as proportion of total expenditure made from the budget	Output	GH¢2,000					GCR, Market tickets, license.	Quarterly	Cen. Adm. Kb. MA
Quantity of office furn. / equipment procured	Total No. of furniture and equipment procured	Output	GH¢40,000					Tables, chairs Computers UPS	Quarterly	Cen. Adm., Kb. MA
Number of staff trained to improve productivity and efficiency	The total number of the MA staff and Assembly members benefitting from capacity building interventions in a given period	Output	4 Staff					Male / Female	Quarterly	Cen. Adm., Kb. MA
Number of meetings held to improve productivity, efficiency and accountability	The total No. of meetings held as an expression of staff performance	Output	GH¢40,000					Capacity building training Workshops	Quarterly	Cen. Adm., Kb. MA

Number of state protocols and other official guests receiving support	The total number of state protocols serviced in a given period	Output	GH¢20,000					Meetings Memos and munities	biannually	Cen. Adm., Kb. MA
Number of Assembly vehicles serviced	The proportion of Assembly vehicles serviced as compared with total Assembly vehicles in a given period	Output	6 Vehicles GH¢20,000					Pickups, saloon cars Motor bikes	Quarterly	Cen. Adm., Kb. MA
Number of Town Hall meetings held to enhance Good Governance and accountability	The total number of town hall meetings organized within the period as contributing to accountability.	Output	GH¢25,000 M.A and CDD collab.					Pictures Reports Munities	Quarterly	Cen. Adm., Kb. MA
Percentage of MTEF prepared	The percentage of Assembly's transactions that are captured in the budget in a given period	Output	2017 MTEF					Budget document Reports	Quarterly	Cen. Adm., Kb. MA
Percentage of revenue data compiled and updated	The total number of revenue data compiled and updated to improve IGF.	Output	Annually					Stock register Business register	Quarterly	Cen. Adm., Kb. MA
Number of equipment serviced	The total proportion of served equipment as an expressed of available equipment for performance	Output	5 printers and computers					Computers /UPS Printers / scanners	biannually	Cen. Adm., Kb. MA
Kind of support needed by the security to operate	The total Municipal budget allocation towards internal security issues	Output	20,000					Logistics, funds, human resources	biannually	Cen. Adm., Kb. MA
Number of Unit Committees trained.	The total number of Unit committee member benefitting from capacity building interventions in a given period	Output	10,000					Male / Female Sub-structures	biannually	Cen. Adm., Kb. MA

Number of office stationary procured	Total No. of office stationary procured	Output	10,000					Computers /UPS Printers / scanners	biannually	Cen. Adm., Kb. MA
Number of intercom provided	The percentage of Assembly offices interconnected for efficient performance	Output	N/A					N/A	quarterly	Cen. Adm., Kb. MA
Type of website constructed	The rate at which the Mun. Assembly is connected to the website	Output	N/A					N/A	quarterly	Cen. Adm., Kb. MA
Subscription secured		Output	N/A					N/A	quarterly	Cen. Adm., Kb. MA
Number of motorbikes procured	Total No. of motorbikes procured through the due process	Output	N/A					Motor bike	quarterly	Cen. Adm., Kb. MA
Number of meetings held in zonal councils	The total No. of meetings held in the Zonal Councils as an expression of the level of effective local governance	Output	5No.					Reports Pictures	quarterly	Cen. Adm., Kb. MA
Units of solar facilities provided	Total No. of solar facilities provided to supplement energy	Output	N/A					Solar panels Solar satellite points	quarterly	Cen. Adm., Kb. MA
Number of revenue barrier / Check points constructed	Count of revenue barrier / Check points constructed in a given period and a change in revenue collection	Output	N/A					Location Ntronang, Takyiman, Adankrono	quarterly	Cen. Adm., Kb. MA
Percentage of revenue target setup	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	1 No.					35%	quarterly	Cen. Adm., Kb. MA
Number of clients served with demand notice	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	30 Clients					Tax payers / business owners Magistrate court	quarterly	Cen. Adm., Kb. MA

Number of Zonal councils public announcement were conducted on payment of fees, rates.	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	Five area councils					Male / Female Public education	quarterly	Cen. Adm., Kb. MA
Number of monitoring activities conducted on revenue collection	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	12 Months					Reports Pictures	quarterly	Cen. Adm., Kb. MA
Number of Revenue Task Force set up	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	1 No.					Task force for revenue mobilization	quarterly	Cen. Adm., Kb. MA
Number of trial balance reviewed and revenue task force strategized	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	1 No.					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of defaulters notice filled	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	20					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of revenue defaulters prosecuted	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	20					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of revenue collectors trained on the usage of fee fixing resolution	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	15					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of strategies developed to improve revenue collection	A change in total IGF expressed as a percentage of total revenue of Municipal Area	Output	1 No.					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of financial reports prepared and submitted	A change in the level of compliance to financial regulations and reporting in the Govt. sector	Output	Annually (12 Months)					Account records / reports	quarterly	Cen. Adm., Kb. MA
Number of Annual Progress Report produced	The level of compliance to regulations and demands from	Output	1 No.					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA

	RCC and NDPC as expressed in the Local Govt. Act.									
Number of M&E reports produced on projects and programmes	The level of compliance to regulations and demands from RCC and NDPC as expressed in the Local Govt. Act.	Output	4 No.					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Percentage of expenditure warrant prepared	The level of compliance to the required regulations from Ministry of Finance	Output	N/A					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of Quarterly Progress Reports produced on development Projects	The level of compliance to regulations and demands from RCC and NDPC as expressed in the Local Govt. Act.	Output	4 No.					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of Composite Annual Action Programmes produced	The level of compliance to regulations and demands from RCC and NDPC as expressed in the Local Govt. Act.	Output	Annually					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of budget estimates and supplementary budgets prepared	The level of compliance to the required regulations from Ministry of Finance	Output	Annually					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of Municipal Medium-Term Development Plan produced	The level of compliance to regulations and demands from RCC and NDPC as expressed in the Local Govt. Act.	Output	1 No.					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of HRMIS report submitted	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	4 Reports					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA

Number of Human Resource Annual report submitted	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	Annually					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of staff validations undertaken	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	Monthly					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of staff trained per the Capacity development plan	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	Annually					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of receipts for Hotel services provided	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	Unsp.					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of staff supported to build capacity	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	Annually					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA
Number of Memos / reports approved by management	The level of compliance to regulations and demands from RCC and Local Govt. Service as expressed in the Local Govt. Act.	Output	N/A					Quarterly and annual reports	quarterly	Cen. Adm., Kb. MA

Kb. M. A. MPCU

## 6.5: Strategy for Data Collection, Collation, Analysis and use of results matrix, implementation and Monitoring and Evaluation.

All stakeholders in the development environment understood the importance of the data as a useful instrument in guiding and taking quality decisions. On the above assessment, data collection was deemed crucial activity during the implementation of the MMTDP 2014-2017. The Municipal Monitoring and Evaluation Team in collaboration with all the relevant stakeholders agreed to collect data from both the primary and secondary sources. Those data sources among others include;

- Demographic
- Socio-Economic
- Revenue
- Expenditure
- Security
- Justice etc.

To enhance the quality of data provided, all the stakeholders especially Departments, Agencies, Civil Society Organization agreed to provide the data either as quantitative or qualitative or both as Input data, Process data, Output data and Outcome data. The data collected from all the relevant sources are examined critically at stakeholders and harmonized and all gaps identified were addressed.

The MPCU will be the lead agency in data collection and analysis. It will assist other departments and other development partners to generate monthly, quarterly and annual reports for dissemination. Data so generated will be used:

- To monitor physical and financial progress and programmes and projects with the help of programmes / projects register format which will detail all information or data on each specific activity. The project register would be complemented by the data collection sheet. This is prepared by issuing indicators from the monitoring matrix in the table 4.3 above. The data collection sheet

provides further information on data indicator, data collection period, methods, data disaggregation results.

- To study specific problems facing a project during implementation with a view of making the needed corrections
- To predict the effect of the programme or project on production
- To guide officers for future project implementation

Indicator Data Collection Sheet for Kwaebibirem Municipal

Data Collection Sheet for the Municipal -2018-2021

Table.6.6: Data Collection Sheet for the Municipality - 2018

Table.6.6: Data Collection Sheet for the Municipality - 2018

ADOPTED GOAL(s): BUILD A PROSPEROUS SOCIETY						
S/N	Indicator	Data Collection Period (2018-2021)	Data Collection Methods	Data Disaggregation	Results	
1	Support for Business Advisory Centre activities	Jan-18	Field Visit and Survey	Fuel, Vehicle and Motor Bike	Mobility improves	
2	Submit report of the implementation of policies and programmes	Sep-18	Field Visit and Survey	Male/Female Trained	Report submitted on scheduled	
3	Const. soap manufacturing factory	Sep-18	Field Visit and Survey	Small / Medium Scale	Youth Employment up by 10%	
4	Training in Fashion Design	Sep-18	Field Visit and Survey	Male / Female Artisans	Youth Employment up by 10%	
5	Training in Beads production	Sep-18	Field Visit and Survey	Male / Female Artisans	Youth Employment up by 10%	
6	Provision of Counselling services	Sep-18	Field Visit and Survey	Male / Female Entrepreneurs	Youth Employment up by 10%	
7	Const. palm oil mill	Sep-18	Field Visit and Survey	Small / Medium Scale	Youth Employment up by 10%	
8	Support BAC programmes/Activities	Sep-18	Field Visit and Survey	Male/Female Entrepreneurs	Youth Employment up by 10%	
9	Training of women group in soap production	Sep-18	Field Visit and Survey	Male/Female Entrepreneurs	Palm oil increased by 10%	
10	Training of women in book keeping	Dec-18	Field Visit and Survey	Male/Female Entrepreneurs	Efficient book keeping	
11	Training of women in group formation	Dec-18	Field Visit and Survey	Male/Female Entrepreneurs	Efficient book keeping	
12	Training of women in palm oil extraction.	Dec-18	Field Visit and Survey	Male/Female Entrepreneurs	Profit increased by 10%	
13	Advice the Assembly on matters related to agricultural development	Dec-18	Field Visit and Survey	Food/Cash Crops/ Livestock / Poultry	Food security assured	
14	Train FBO's in extension delivery	Dec-18	Field Visit and Survey	Male/Female	Improved farming methods	
15	Supply improved seeds to farmers, vaccinate domestic animals	Dec-18	Field Visit and Survey	Male/Female Farmers	Improved farming methods	
16	Undertake cockerel project	Dec-18	Field Visit and Survey	Male/Female Farmers	Meat Consumption improved	
17	Support for oil palm plantation with CSIR / MA	Dec-18	Field Visit and Survey	Male / Female Farmers	Farmers income improved	
18	Conduct monthly / quarterly technical review meetings	March, June, September/ Dec.	Field Visit and Survey	Male / Female Staff	Staff Performance improved	

19	Organize Research Extension Linkage Committee (RELC)	July- 10	Field Visit and Survey	Researchers, Farmers, MoFA, CSO's, Municipal Assembly	Exchange of ideas, knowledge and experience
20	Sensitize farmers on the need for Livestock and Local poultry vaccination	July- 15	Field Visit and Survey	Poultry, Livestock, Food and Cash Crop Farmers	Exchange of ideas, knowledge and experience
21	Conduct Livestock Disease Surveillance	July- 21	Field Visit and Survey	Livestock Farmers	Accurate data on Livestock captured
22	Train 50 Livestock farmers on cost effective feed formulation and sustainable feeding of ruminants	July- 31	Field Visit and Survey	50 Livestock farmers trained	Animal Health Improved
23	Conduct 4 demonstrations on improved housing for local Poultry, Sheep and Goat	Dec-18	Field Visit and Survey	Improved housing for Poultry, Sheep and Goat	Animal infectious diseases controlled
24	Undertake home and farm visits to deliver sustainable Agricultural technologies to farmers, others and Agricultural Value Chain actors	Dec-18	Field Visit and Survey	50 FBO's and 6,000 others reached	Sustained Agricultural production throughout the year
25	Train Municipal Technical Staff on Pests and Diseases Identification and Management	March, June, September/ Dec.	Field Visit and Survey	Male and female Technical Staff	Male and female Technical Staff
26	organize quarterly farmers fora in each of the four zones in the municipality on climate SMART agriculture and discuss other emerging issues	March, June, September/ Dec.	Field Visit and Survey	Male and female Farmers/ Technical staff	Agricultural adaptive methods adopted to sustain food production
27	Train Technical staff in agricultural crop budget preparation and agribusiness records keeping	Dec-18	Field Visit and Survey	Technical staff trained in agricultural records keeping	Male and female Technical Staff
28	Conduct Vaccination Campaigns (anti rabbies, PPR, CBPP, and New Castle) for pets, sheep, goats and cattle.	Sep-18	Field Visit and Survey	Dogs, Goats, Sheep, Cattle, etc. vaccinated	Animal related disease controlled
29	Organize and celebrate one (1) Municipal Farmers Day	Dec-07-18	Field Visit to selected farmers	Male and Female Farmers	Deserved farmers awarded

30	Manage Planting for Food and Jobs Programme and fall army worm invasion	Jan - Dec.	Registration of interested farmers	Male and Female Registered Farmers	Farm produce increase resulted in increased income
<b>ADOPTED GOAL: CREATE OPPORTUNITIES FOR ALL GHANAIAN</b>					
S/N	Indicator	Data Collection Period	Data Collection Methods	Data Disaggregation	Results
1	Contribution to sport / Culture festival and my first day at school	Jan-18	Field Visit and Survey	Male/Female Pupils	School participation assured
2	Provide STMIE for girls	Jan-18	Field Visit and Survey	Female Pupils	School participation assured
3	Provision for my first day at school	Sep -01-18	Field Visit	Pupils, Teachers, MA officials	School enrollment and retention improved
3	Provide bursaries and scholarship schemes to brilliant but needy students	Feb-18	Field Visit and Survey	Male/Female Students	Needy students assisted
4	Implement MP's project	Sep-18	Field Visit and Survey	Primary / JHS Schools	Education/health projects
5	Construct 1 No. 3 unit classroom block (DAJHS at Larbikrom)	Sep-18	Field Visit and Survey	Primary School	School retention rate improved
6	Const. 1No. 3 unit KG. block at Adompo	Apr-18	Field Visit and Survey	Primary School	School retention rate improved
7	Const. 1No.6 unit block at Koka	Apr-18	Field Visit and Survey	Primary School	School retention rate improved
8	Const. 1 No. 6 unit classroom block at Bomso	Apr-18	Field Visit and Survey	Primary School	School retention rate improved
9	Const. 1 No. 3 unit classroom block at Dokyi	Apr-18	Field Visit and Survey	Primary School	School retention rate improved
10	Const. 1 No. 6 unit classroom block at Kukubi	Apr-18	Field Visit and Survey	Primary School	School retention rate improved
11	Const. 1No. 3unit KG block at Kwae	Jun-18	Field Visit and Survey	Primary School	School retention rate improved
12	Const. 1 No. 6 unit classroom block at Atobriso	Jun-18	Field Visit and Survey	Primary School	School retention rate improved
13	Const. 4No KG blocks at Presby, R.C. ,Meth, Islamic	Jun-18	Field Visit and Survey	Primary School	School retention rate improved

14	Const. 2No P/S block at Meth,Subikese	Jun-18	Field Visit and Survey	Primary School	School retention rate improved
15	Const. 1 No. 6 unit classroom block at Asuom Presby P/S	Jun-18	Field Visit and Survey	Primary School	School retention rate improved
16	Const. 1No. 3 unit classroom/Office at Pramkese JHS	Jun-18	Field Visit and Survey	Primary School	School retention rate improved
17	Sensitization on HIV/AIDS, malaria, cholera, etc.	Jun-18	Field Visit and Survey	Male/Female	Prevalent rate reduced
18	Sanitation day activities	Jun-18	Field Visit and Survey	Rural /Urban households	Communicable disease reduced
19	Sanitation inspection	Jun-18	Field Visit and Survey	Rural /Urban households	Communicable disease reduced
20	Strategic and environmental assessment	Jun-18	Field Visit and Survey	SEA Report / Tree planting / landscaping	Communicable disease reduced
21	Food and medical certificate	Jun-18	Field Visit and Survey	Male/Female Vendors	Communicable disease reduced
22	Management of land fill site	Jun-18	Field Visit and Survey	Sanitary Sites	Communicable disease reduced
23	Fumigation	Jun-18	Field Visit and Survey	Sanitary Sites and Residencies	Communicable disease reduced
24	Community Led Total Sanitation (CLTS)	Jun - Dec 18	Field Visit and Survey	One community at Subi	Open defecation free
25	Construction of CHPS compound at Takyiman	Quarterly,2018	Field Visit and Survey	Primary Health Care	Communicable disease reduced
26	Construct 1 No. 2 bedroom semi-detached nurses quarters at Twapease	Quarterly,2018	Field Visit and Survey	Primary Health Care	Assessed to health care improved
27	Const. 1 No. 16 seater WC toilet facility at Okyinso	Quarterly,2018	Field Visit and Survey	Liquid Waste Management	Open defecation reduced
28	Const. 1No. 16 seater WC Toilet facility at Abodom	Quarterly,2018	Field Visit and Survey	Liquid Waste Management	Open defecation reduced
29	Const. 1No. 16 seater WC Toilet facility at Ntronang	Quarterly,2018	Field Visit and Survey	Liquid Waste Management	Open defecation reduced
30	Const. of 1unt. Lab. at Subi Health Center	Quarterly,2018	Field Visit and Survey	Primary Level Lab. Cent.	Assessed to health care improved
31	Const. health center at Nkwantanang.	Quarterly,2018	Field Visit and Survey	Primary Health Center	Assessed to health care improved

32	Const 1No. CHPS compound at Kade Zongo	Quarterly,2018	Field Visit and Survey	Primary Health Center	Assessed to health care improved
33	Extension of electricity to Twumwusu CHPS Compound.	Quarterly,2018	Field Visit and Survey	Primary Health Center	Assessed to health care improved
34	Const. 4No. Day Care Centers DW	Quarterly,2018	Field Visit and Survey	Primary School	Assess to education improved
35	Complete GES Block/Director's Bungalow	Quarterly,2018	Field Visit and Survey	Basic Education	Management of education improved
36	Const. 1 No. 20 seater WC at Kade Zongo	Quarterly,2018	Field Visit and Survey	Liquid Waste Management	Open defecation reduced
37	Social mobilization- child abuse, trafficking, violence, marriages, Labour, neglect, etc.)	Quarterly,2018	Field Visit and Survey	Male/Female Protected	Vulnerable assisted
38	LEAP disbursement to the aged and under 5 yrs.	Quarterly,2018	Field Visit and Survey	Male/Female Supported	Vulnerable assisted
39	Registration of indigenes for NHIS cards	Quarterly,2018	Field Visit and Survey	Male/Female Supported	Vulnerable assisted
40	Identify communities with water problems	Quarterly,2018	Field Visit and Survey	Rural/ Urban water provided	Vulnerable assisted
41	Office facilities, supplies and accessories	Quarterly,2018	Field Visit and Survey	Stationary / Computers provided	Office administration enhanced
42	Undertake public education and sensitization on government policies	Quarterly,2018	Field Visit and Survey	Rural / Public / Male / Female	Civic responsibility enhance
43	Disbursement of PWD funds, monitoring	Jan-Dec 18	Registration of Beneficiaries	Male / Female Beneficiaries	Beneficiaries economically empowered

**ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT**

S/N	Indicator	Data Collection Period	Data Collection Methods	Data Disaggregation	Results
1	Advise on the conditions for the construction of public and private structures	January-March,2018	Field Visit and Survey	Temporal / permanent Structures	Orderly development

2	Advise the assembly on the siting of bill boards, masts and ensure compliance with the decision of the Assembly	January-March,2018	Field Visit and Survey	Bill boards / masts	Orderly development
3	Advise on the acquisition of landed property in the public interest	January-March,2018	Field Visit and Survey	Temporal / Permanent Structures	Orderly development
4	Assist to provide the layout for buildings for improved housing layout and settlement	January-March,2018	Field Visit and Survey	Sector Plans / Layout	Orderly development
5	Collaborate with the Survey Dept. in the performance of its operations	January-March,2018	Field Visit and Survey	Sector Plans / Layout	Orderly development
6	Street naming project	Quarterly,2018	Field Visit and Survey	Sign Post / House numbering	Orderly development
7	Supervise all projects of the Assembly	Quarterly,2018	Field Visit and Survey	Quarterly reports	Orderly development
8	Construction of IGF projects	Quarterly,2018	Field Visit and Survey	Quarterly reports	Orderly development
9	Construction of Assembly Hall complex	Quarterly,2018	Field Visit and Survey	Quarterly reports	Service delivery improved
10	Rehab of DCD's bungalow	Quarterly,2018	Field Visit and Survey	Quarterly reports	Administration enhanced
11	Rehab DCE's bungalow	Quarterly,2018	Field Visit and Survey	Quarterly reports	Administration enhanced
12	Rehab of magistrate's office	Quarterly,2018	Field Visit and Survey	Quarterly reports	Justice delivery improved
13	Provide Town and Area councils offices	Quarterly,2018	Field Visit and Survey	Quarterly reports	Sub Structures empowered
14	Rehab of meat and slaughter house at Kade	Quarterly,2018	Field Visit and Survey	Quarterly reports	Orderly development
15	Const. 400 unit market stalls	Quarterly,2018	Field Visit and Survey	Quarterly reports	Orderly development
16	Const. 100 unit market sheds	Quarterly,2018	Field Visit and Survey	Quarterly reports	Socialization improves
17	Facilitate the construction of 48 unit market lockable stores.	Quarterly,2018	Field Visit and Survey	Quarterly reports	Liquid waste
18	Const. new lorry park	Quarterly,2018	Field Visit and Survey	Quarterly reports	Security improved
19	Const. concrete floor at market	Quarterly,2018	Field Visit and Survey	Quarterly reports	Socialization improved
20	Rehab. Public field at Kade.	Quarterly,2018	Field Visit and Survey	Quarterly reports	Sports development improved.

21	Const. 1No. public toilet at Kade Zongo	Quarterly,2018	Field Visit and Survey	Quarterly reports	Open deification reduced
22	Walling / Fencing of Assembly Building Stage One (1) at Kade.	Quarterly,2018	Field Visit and Survey	Quarterly reports	Enhanced Security
23	Const. Community Center at Asuom	Quarterly,2018	Field Visit and Survey	Quarterly reports	Socialization improved
24	Const. 1No. 20 seater W/C at Asuom	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
25	Complete toilet facility at Asuom Sec tech.	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
26	Const. security and toilet facilities at Asuom market	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
27	Const. 1 No. mechanized borehole at Okyinso	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
28	Const. 1 No. mechanized borehole at Anweam	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
29	Const. 1 No. mechanized borehole at Nkwantanang	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
30	Const. 1 No. mechanized borehole at Twumwusu	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
31	Community initiated projects	Quarterly,2018	Field Visit and Survey	Quarterly reports	Communal Spirit enhanced
32	Rehab of community center at Adankrono	Quarterly,2018	Field Visit and Survey	Quarterly reports	Socialization improved
33	Rehab of assembly's guest house	Quarterly,2018	Field Visit and Survey	Quarterly reports	Economic activity improved
34	Const. of 1No. mechanized bore hole at Asuom	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
35	Rehab of district wide roads	Quarterly,2018	Field Visit and Survey	Quarterly reports	facilitate movement of goods and services
36	Pavement of lorry park	Quarterly,2018	Field Visit and Survey	Quarterly reports	facilitate movement of goods and services
37	Pavement of lorry park II	Quarterly,2018	Field Visit and Survey	Quarterly reports	facilitate movement of goods and services
38	Maintenance of assembly buildings and bungalows	Quarterly,2018	Field Visit and Survey	Quarterly reports	Ensures staff security
39	Supply and installation of street lights	Quarterly,2018	Field Visit and Survey	Quarterly reports	Improves security
40	Supply and installation of street lights	Quarterly,2018	Field Visit and Survey	Quarterly reports	Improves security
41	Rehabilitation of selected feeder roads 50Km	Quarterly,2018	Field Visit and Survey	Quarterly reports	Economic activity improved

42	Const. 1 No. Foot bridge at Pramso	Quarterly,2018	Field Visit and Survey	Quarterly reports	Economic activity improved
43	Disaster management activities	Quarterly,2018	Field Visit and Survey	Quarterly reports	Flood and fire outbreak reduced
44	Transplant 10,000 seedlings district wide	Quarterly,2018	Field Visit and Survey	Quarterly reports	Rainstorm and erosion reduced
45	Provide nursery amenity	Quarterly,2018	Field Visit and Survey	Quarterly reports	Rainstorm and erosion reduced
46	Undertake training of disaster volunteers	Quarterly,2018	Field Visit and Survey	Quarterly reports	Disaster activities reduced
47	Undertake public education and sensitization in public places	Quarterly,2018	Field Visit and Survey	Quarterly reports	Disaster activities reduced
48	Rehab. 4No. toilet facilities district wide	Quarterly,2018	Field Visit and Survey	Liquid waste	Open deification reduced
49	Const. 4No. foot bridge on River Subri	Quarterly,2018	Field Visit and Survey	Quarterly reports	Movement of goods and people enhanced
50	Provide Protection to forest lands	Quarterly,2018	Field Visit and Survey	Quarterly reports	Deforestation reduced
51	Training of Community Protected Volunteers	Quarterly,2018	Field Visit and Survey	Quarterly reports	Forest reserves protected
52	Construction of 6 No. Culverts	Quarterly,2018	Field Visit and Survey	Quarterly reports	Movement of goods and people enhanced
53	Const. of 1No. mechanized bore hole at Tweapease	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
54	Const. of 1No. mechanized bore hole at Kwamang	Quarterly,2018	Field Visit and Survey	Quarterly reports	Water borne disease reduced
55	Construction of Foot Bridge and reshaping of Kwamang and Jamasi roads	Jan-Dec 18	Field Visit and Survey	Quarterly reports	Movement of goods and people enhanced
56	Construction of Police Post at Otumi	Jan-Dec 18	Field Visit and Survey	Quarterly reports	Security improved
57	Construction of 1 No. 6 seater LV W/C toilet at Kade police station	Jan-Dec 18	Field Visit and Survey	Quarterly reports	Open deification controlled
58	Renovation of Police Office Accommodation at Kade	Jan-Dec 18	Field Visit and Survey	Quarterly reports	Security improved
59	Construction of Box culvert at Adompo Kade	Jan-Dec 18	Field Visit and Survey	Quarterly reports	Movement of goods and people enhanced
	<b>ADOPTED GOAL: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY.</b>				

S/N	Indicator	Data Collection Period (2018 - 2021)	Data Collection Methods	Data Disaggregation	Results
1	Organize meetings, conference and workshops	Quarterly	Field participation and Registration	Minutes/reports / Male and Female	Capacity enhanced
2	Organize National Day (Ind. Day, Republic Day and Farmers Day celebrations)	Annual	Field visit/ survey	Minutes/reports / Male and Female	Productivity and Nationalism enhanced
3	Monitoring and coordinating of projects and programmes	Quarterly	Field visit/ survey	Minutes/reports	Quality Projects assured
4	Bank Charges, utilities and postages	Monthly	Field visit	Bank receipts / balances	Financial management improved
5	Procure office furn/ equip.	Quarterly	Stores audit	Stores survey report	Stores accounting assured
6	Spon.for staff capacity building	Annual	Field participation	Minutes/reports	Staff Capacity enhanced
7	Support for MPCU activities	Quarterly	Meeting Attendance	Minutes/reports	Improves Projects and programmes documentation
8	Support for state protocol and other official guest	Quarterly	Signed Visitors Book	Minutes/reports	Strengthens Local Governance
9	Maintain and service assembly vehicles	Quarterly	Receipts from source	Store survey reports	Ensures Accountability
10	Anti-corruption activities	Quarterly	Field visit to communities and Institutions	Minutes/reports from field	Ensure Compliance of law and Order
11	Prep. MTEF strategic plan and comp.budget	Annually	Registration of participants	Minutes/reports	Ensures Ownership of stakeholders
12	Revenue data collection and update	Quarterly	Data results from the field	Minutes/reports	More revenue sources identified
13	Contingency	Annually	Field visit/ survey	Minutes/reports	Security improved
14	Procurement office facilities and equipment	Annually	Field visit/ survey	Minutes/reports	Staff performance enhanced
15	Maintenance and service of equipment's and vehicles	Quarterly	Field visit/ survey	Minutes/reports	Staff performance enhanced
16	Support for security operations	Quarterly	Field visit/ survey	Minutes/reports	Security improved
17	Const. 3No. staff accommodation	Quarterly	Field visit/ survey	Minutes/reports	Staff performance enhanced

18	Training revenue collectors on the usage of the fee fixing resolution	Annually	Field visit/ survey	Minutes/reports	Revenue collection improved by 10%
19	Strategies to improve revenue collection	Annually	Field visit/ survey	Minutes/reports	Revenue collection improved by 10%
20	Preparation and submission of financial reports	Monthly	Field visit/ survey	Minutes/reports	Enhances efficiency
21	Revenue data collection and update	Annually	Field visit/ survey	Minutes/reports	More revenue sources expanded
22	Production of Annual Progress Report	Annually	Field visit/ survey	Minutes/reports	Ensures efficiency
23	Production of M&E Reports on projects and programmes	Quarterly	Field visit/ survey	Minutes/reports	Ensures efficient utilization of resources
24	Preparation of expenditure warrant	Daily	Field visit/ survey	Minutes/reports	Ensures expenditure control
25	Production of Quarterly Progress Reports on development Projects	Quarterly	Field visit/ survey	Minutes/reports	Ensures efficiency and reliable information
26	Gazetting fee fixing resolution	Quarterly	Field visit/ survey	Minutes/reports	Ensures accurate data and collection
27	Production of Composite Annual Action Programme	Quarterly	Field visit/ survey	Minutes/reports	Ensures budgeted projects are derived from the AAP
28	Preparation of budget estimates and supplementary budgets	Annually	Field visit/ survey	Minutes/reports	Ensures Accurate revenue collected
29	Production of M&E Plan	Annually	Field visit/ survey	Minutes/reports	Ensures tracking of implementation of projects and programmes
30	Production of District Medium Term Development Plan	Quarterly	Field visit/ survey	Minutes/reports	Ensures projects are not implemented outside the Medium Term Development Plan
31	Capacity building for sub structures	Annually	Participation Register and field visit	Minutes/reports	Sub structures strengthened
32	Procure office stationary	Quarterly	Store receipts	Store survey action	Ensures good store management
33	Provision of Intercom	Annually	Field inspection	Minutes/reports	Ensures smooth administration
34	Construction of Website	Annually	Field visits	Inspection report	Ensures connectivity inside and outside
35	Subscription Ghana District. Com	Annually	Field visits	Inspection report	Put Kwaebibirem on the web site

36	Procure 2 No. Motor Bikes	Annually	Store receipts	Store survey reports	Ensures effective administration
37	Town hall meetings	Quarterly	Attendance sheets, Male and female	Reports and Minutes	Ensures stronger citizenry participation in decision making
38	Provide solar facility system for Borehole at residency	Quarterly	Store receipts	Reports and Minutes	Ensures provision of adequate portable water to staff
39	Construct Revenue barrier / check points	Quarterly	Store receipts	Reports and Minutes	Ensures maximization of revenue
40	Setting up revenue target for 2017	Annually	Field Visit	Reports from revenue supretendants and budget office	Ensures maximization of revenue
41	Issue Service Demand Notice	Annually	Field Visit to the courts	Reports from prosecutors	Ensures maximization of revenue
43	Conduct Public announcement on payment of fees, rates	Quarterly	Field visit	Reports from information service department and revenue supretendants	Ensures revenue maximization
44	Monitoring of activities of Revenue collection	Quarterly	Field visit	Reports from revenue supretendants and budget office	Ensures revenue maximization
45	Setting up of revenue task force	Annually	Field visit	Reports from revenue supretendants and budget office	Ensures revenue maximization
46	Reviewing Trial balance and strategizing on revenue task force	Annually	Field visit	Reports from finance and budget offices	Ensures efficient revenue management
47	Filing of defaulters notice	Annually	Field visit	Reports from revenue supretendants	Ensures revenue maximization
48	Prosecuting of revenue defaulters	Annually	Field visit	Reports from revenue supretendants	Ensures revenue maximization
49	Training revenue collectors on the usage of the fee fixing resolution	Annually	Field visit	Reports from revenue supretendants	Ensures revenue maximization
39	Submission of HRMIS report	Annually	Field visit/ survey	Minutes/reports	Staff performance enhanced
40	Submitting of Human Resource Annual report	Annually	Field visit/ survey	Minutes/reports	Staff performance enhanced
42	Validation of staff	Annually	Field visit/ survey	Minutes/reports	Staff performance enhanced

43	Training and development of staff capability per the Capacity Development Plan	Quarterly	Field visit/ survey	Minutes/reports	Staff performance enhanced
46	Hotel accommodation	Quarterly	Field visit/ survey	Minutes/reports	Staff performance enhanced
48	Staff development	Annually	Field visit/ survey	Minutes/reports	Staff performance enhanced
49	Operational enhancement expenses	Quarterly	Field visit/ survey	Minutes/reports	Staff performance enhanced

## 6.6: Quarterly and Annual Progress Report Format

### 6.6.1: How and when to report on findings

Normally, the Monitoring exercises are done on quarterly basis. All stakeholders collectively embark on projects inspection and findings are compiled into a report by the District Planning Coordinating Unit Secretariat.

1.	Progeramme/Project Name
2.	MMTDP Medium-term goal
3.	Municipal Sector
4.	Project Description
5.	Project Location
6.	Contractor
7.	Budget,source and type of funding
8.	Date Started
9.	Expected completion date
10.	Contract sum
11.	Expenditure to date
12.	Project implementation status
13.	Remarks

Prior to the compilation and production of the report, key observations and findings made during the exercise are revealed to the DCE, Presiding Member and other District Actors through briefing section.

Monitoring and Evaluation reports (findings) are prepared quarterly while the Annual Progress Reports sum up all M&E activities and results in the year.

Copies of the quarterly and Annual Progress Reports would be sent to the NDPC, RCC, all relevant MDAs and other stakeholders. The reports produced would be made available to the General

Assembly meetings to inform policy and decision making. The Quarterly and Annual Progress Report are presented in the format below;

Should get and fix the appropriate evaluation tables/matrix to do

Table 6.7: Programme/Project Register Format.

## 6.7: Dissemination and Communication Strategy

### 6.7.1: Introduction

The Decentralised Planning System was introduced to enhance grassroots participation in the development planning process as well as implementation of proposed programmes and projects at the local level. One of the strategies to win the support of all stakeholders in the implementation

### 6.7.2: Dissemination of the MTDP & Annual Progress Report

The first final draft of the MTDP (2018-2021) will be disseminated to stakeholders at a public hearing to introduce the output to them and also seek their final recommendation to finalise the plan.

The proposed participants of the public hearing including but not limited to the following: Heads of Decentralised Department/Agencies, Assembly members, Zonal Councils Religious Authorities, Business Community, Civil Society Organisations, Traditional Authorities, Non-Governmental Organisations, RPCU, and Physically Challenged People, Community Based Organisations, etc.

During the implementation of the plan, there would be annual assessment of the progress made. This report will be disseminated at stakeholders meeting of which the above mentioned stakeholders will be invited

### 6.7.3: Awareness creation on the Role of the Stakeholders

The role of the various stakeholders in the implementation of the proposed projects and programmes of the MTDP (2018-2021) will be thoroughly discussed during the meeting. This will provide direction, sense of purpose and ownership among the stakeholders. Copies of the plan will be distributed to all decentralised departments and other key stakeholders including the Town/Area Councils. This will increase the level of accountability and transparency in the district.

To ensure that, a wider section of the populace of the district have access to the report, discussions of the report will be made on Obuoba FM, Denkyembaour FM, Eastern FM, Sunrise Radio and Radio <sup>RIAC</sup> And other stakeholders who will benefit include RCC and NDPC, all departments and <sup>337</sup> ; in the district. This exercise will promote dialogue and generate feedback on the performance of the district and also improve access and management of expectations of the public concerning the services of the district.

To ensure effective implementation of dissemination and communication strategy of the assembly, Development Communication Committee was formed with the Presiding Member as Chairman and District Information Officer as the P.R.O. and District Planning Officer and Assistant Co-ordinating Director as Members.

Table 6.8: Communication Activity matrix

ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIMEFRAME	RESPONSIBILITY
----------	---------	----------	-------------	-----------	----------------

Community sensitization	To create awareness	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	DCD / DPO / Chairman of Dev't. Sub-Committee
Meeting with Political Leadership	1.To get them to appreciate the DMTDP.	DCE, Presiding member, MPs and Chairpersons of the sub-committees	Meetings with audio-visuals	15 <sup>th</sup> to 30 <sup>th</sup> January	DPCU
	2.To update them on the status of Implementation		Round-table discussion and, Powerpoint presentations.	October to December	
Submission of Approved DMTDP 2018-2021 to RCC and NDPC and allother stakeholders	3.To improve dialogue and feedback and management of expectatations	RCC, NDPC, Dept. and Agencies, CSO, FBOs, Dev't Partners	Submission of Prepared MTDP to all stakeholders	December-January	DPCU

6.8: Evaluation arrangement with an evaluation framework or matrix

Evaluation is the systematic assesment of the operatorsts and outcomes of policy, programmes and project, compared to a set of explicit standards as a means of contributing to the improvement of the project, programmes and policy. (Weiss 1992) 2

The purpose of the evaluation is to find out complementary services needed to make a project achieve its aim objectives. The evaluation can find out what knowledge, skills, attitude or behaviours a programme should address. In addition, evaluation helps to establish programmes objectives and deciding the particular evidence that demonstrate that the objectives have been met. Evaluation helps to track programme objectives in relation to input, output, outcomes, effect, impact, sustainability, effectiveness and efficiency.

Evaluation take different forms based on the Objectives and beneficiaries of the project, the timing of the evaluation, the technicality or methodology adopted.

Generally, there could be Developmental Evaluation (baseline), Midterm Evaluation, Final Ecvaluation and Ex-post Evaluation. In this circumstance, it will be appropriate for the District

Assembly to adopt the Ex-post Evaluation four (4) years after the implementation of the DMDTP (2018-2021).

However, the following topics would be used in the assessment

1. Objectives

- Have the programme/project objectives been achieved?
- Are the programme/project objectives still relevant?
- Has the programme/project supported the Policy (ies) as planned?
- Where the programme/project objectives have not been achieved? Give reasons.
- State any policies which need adjustment and give reasons for those objectives which are shown to be no longer relevant as a result of the evaluation.

2. Time and Finance

- Was the project completed in the time planned? If not state length of over run.
- Was the project cost within the amount estimated? If not state amount of over (or under) expenditure.
- Did funds come on-stream as planned and anticipated? If no what short falls occurred.
- Are recurrent costs within the planned level? If not state over expenditure.
- Where over-runs, over expenditure and funding short-falls have occurred, give reasons in full and state how these events can be avoided in the future.

339

3. Beneficiaries and Benefits

- Are the benefits reaching the targeted beneficiaries? If not state beneficiaries not being reached.
- Are the benefits reaching the number of beneficiaries planned? If not, state shortfalls.
- Are the benefits at the planned qualitative and quantitative level? If not state shortfall.
- Are revenues at the planned level? If not state shortfall, (For programmes/projects designed to be revenue earning only).
- Where planned targets, in terms of benefits and beneficiaries, have not been achieved give reasons in full and state how the situation will be avoided in future.

#### 4. Operations

- Is the project operating at the planned level? If not, state deficiency.
- Are the programme/project assets being properly maintained? If not, state areas of failure.
- Where appropriate state reasons for failure.

Table 6.6: Evaluation questionnaire format

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	main questions	sub-questions			
Relevance	Is the project consistent with beneficiary needs?	What type of target group is benefitting. Eg. Women, children, PWDs.	Quantitative and Qualitative?	Secondary Source	Field Survey Site Visits Document Review Consultation Observation
Efficiency	How economically, inputs(funds and time) are converted to output	Which type of requisite skills were employed?	Quantitative and Qualitative?	Secondary Source	Field Survey Site Visits Document Review
Effectiveness	How objectives of the projects have been achieved?	Did the requisite skills achieve stated its objects.	Quantitative and Qualitative?	Secondary Source	Field Survey Site Visits Document Review Consultation Observation
Impact	Is the longterm results produced negative or positive, intended or unintended?	Do the positive effects outweigh the negative effects?	Quantitative and Qualitative?	Secondary Source	Field Survey Site Visits Document Review Consultation Observation
Sustainability	Is benefits continuing after assistance completed?	To which extent does the positive impact justify investment	Quantitative and Qualitative?	Secondary Source	Field Survey Site Visits Document Review Consultation Observation
Others					

### 6.9: Participatory Monitory and Evaluation arrangement

Monitoring is a continuing function that uses the systematic collection of data on specified indicators to inform management and the amin stakeholders of an ongoing project/programme of the extent of progress and achievement of results in the use of allocated funds.

Evaluation is the systematic and objective assesement of an ongoing or completed project/programme implementation and results. The aim is to determine the relevance and fulfillment of objectives as well as efficiency, effectiveness, impact and sustainability.

This provides information that is credible and useful enabling the incorporation of lessons in to management decision making.

Evaluation is the periodic assesement and review of the extent to which the goal and objectives of an activity has been accomplished. Evaluation can be done at the end of a phase or the end of the entire project.

To obtain first hand information on the success or otherwise of the project, the beneficiary communities must be encouraged to do their own evaluation. The general aim of any evaluation is always to learn from experience in order to play the lessons learned to improve programme planning and implementation and to replicate successful programmes. In order to know the perceptions and benefits of the interventions, it is appropriate to undertake participatory M&E especially among the poor and the vulnerable in society to see whether their expectation had been met. This method will be effective if only there is effective education and awareness creation among the beneficiaries and to involve them in the selection of indicators to monitor. This basis of participatory M&E is to promote partnership between the Assembly, NGOs, CBOs and local communities .Where NGOs and CBOs are active in the Municipal, they could be engaged by the MA to provide training capacity building and strengthening of local counterparts in participatory M&E methods.

As a function, the MPCU will organize the workshops for the representatives of all stakeholders and local NGOs/CBOs to discuss the roles of different stakeholders and how participatory M&E results will be incorporated into the district M&E reports.

The MPCU will rely on PM/LE tools and methodologies for the social analysis and participatory impact assesment such as;

1. Citizen Report Cards
2. Communtiy Score Cards
3. Focus Group Discussion
4. Participatory Expenditure Tracking of Social Expenditure
5. Participatory Rural Appraisal

In participatory Monitoring and Evaluation, all key stakeholders are 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 vulnerable in Kwaebibirem Municipal.

In the process of carrying out this mandate of PM&E, the following steps are considered in the planning process;

- Deciding on the need for PM&E
- Deciding on the PM&E method to use
- 342 ie peace stakeholders
- Identifying a lead facilitator
- Determining the performance questions
- Determining the resources and time available
- Defining a TOR for the lead facilitator or consultant
- Training the team to carry out PM&E
- Disseminate the results and acting on the findings and recommendations as part of the dissemination and communication strategy

Looking at the technical nature of the PM&E exercise and considering the capacity of Staff of Kwaebibirem Municipal Assembly, the Assembly could engage a consultant immediately while at the same time, building the capacities of the staff to sustain the exercise in the long run. This will benefit the Assembly in the long run in the area of Institutional memory.

#### 6.10: Funding of Development Projects/Programmes

The Assembly will hold special fund raising sessions with the Religious Bodies and some private sector institutions to assist in the funding of some of the proposed programmes and projects in the

plan. The potential benefits to these institutions as well as the general benefit to the larger society will be highlighted.

Joint partnership arrangement for the implementation of the business related projects will also be explored where applicable.

#### 6.11: Conclusion

Finally to realize the objectives of this medium term plan, the collaborative efforts of all communities, stakeholders including chiefs, opinion leaders and our development partners like NGOs and Donors are required.

## 6.12: Public Hearing at the Sub-Structure Level of Kwaebibirem Municipal Assembly during the preparation of the Medium Term Development Plan 2018 - 2021 (After Data Collection And Analysis)

The National Development Planning Commission draft guidelines on the preparation on the 2018-2021 District Medium Term Development Plan (DMTDP) mandates the Planning Authority to hold Public Hearing Sessions to validate the Needs Assessment captured from the communities spearheaded by Area Councils Representatives.

Towards the preparation of the Municipal Medium Term Development Plan, the sub-structures in the Kwaebibirem municipality, made up of one Urban and four Zonal Councils were guided and supported by the Municipal Assembly validate the Needs Assessment which is an input into the Municipal Assembly's Medium Term Development Plan for 2018-2021.

The Public hearing was held after the completion of the data collection and analysis exercises to assess the current situation and problems of the respective areas. The exercise highlighted the conclusions and implications of the current situations in the various urban and zonal councils.

Participants outlined the needs of their communities and were insisting that all of their needs should be considered during the validated.

### **a. Special / Interest Groups Invited**

1. Traditional Chiefs
2. Hon. Assembly Members
3. Unit Committee Members
4. Heads of Departments
5. Opinion Leaders
6. Religious Leaders
7. NGOs, CSOs
8. General Public, Trade Associations – artisans, Traders, etc.

### **b. Medium of communication / Languages used:** English and Twi

### **c. Major Issues discussed**

In summary, the following were the most pertinent issues that were expressed by participants in all the Public hearings

1. Non-involvement of the sub structures in projects implementation
2. Over concentration of projects in some few towns.
3. The seeming neglect of their communities by the Assembly as far as development is concerned

4. MA's failure to implement most of the felt needs of the people in the previous plan
5. Neglect of the concerns of the Sub Structures (office accommodation)
6. Implementing projects not planned.

**d. Controversies and Complaints**

1. The Assembly faced with the issue of scarce available resources but huge demand of development needs from its people.
2. The perception by local citizens that NGOs are more committed, transparent and accountable in terms of projects/ programmes execution as compared to the Assembly or Local Authority.
3. Vote for sub-structures are not normally used for the intended purposes.
4. Delay in satisfying the needs of citizens on time.
5. There should be uniformity in projects implementation
6. Officials are tempted not to follow the Annual Action Plan agreed by the Municipal Assembly.

**e. Responses / Recommendations**

1. Participants were assured of prioritization of needs to execute the most critical needs first
2. the revival of the sub-structures and the full implementation of the new local government Act 2016, Act 936,
3. No community or group of people would be left behind in terms of development.

The activities were held between 13<sup>th</sup> -15<sup>th</sup> March, 2017 at the various Area Councils respectively

**f. General Level of participation**

Attendance to the public hearing was encouraging and participants expressed their opinions freely and contributions from participants were very useful.

**13<sup>th</sup> March, 2017**

The first meeting was held at Asuom/Abaam where most stakeholders who responded to the developmental needs and assessment of their communities were present.

The meetings at Asuom was held in the morning at 10.00am while Abaam had theirs in the afternoon at 2.00pm.

The two meetings were co-chaired by the Hon. Janet Ofosua of Asuom Area Council and Hon. Janet Nyarko of Abaam Area Council respectively.

Total No. of Persons at the Public at Asuom and Abaam Zonal Council

Gender	No. of Participants	Percentages (%)
MALE	96	79.3%
FEMALE	25	20.6%
TOTAL	121	100%

**14<sup>th</sup> March, 2017**

The second meeting was held at Kwae and Nkwantanang where all stakeholders who responded to the developmental needs and assessment of their communities were present.

The meetings at Kwae was held in the morning at 10.00am while that of Nkwantanang started at 2.00 p.m.

The two meetings were co-chaired by the Hon. Lovelace Addo of Kwae Area Council and Hon. Frank Aboagye of Nkwantanang Area Council.

Total No. of Persons at the Public at Kwae / Nkwantanang Zonal Council

Gender	No. of Participants	Percentages (%)
MALE	75	58.1%
FEMALE	54	41.8%
TOTAL	129	100%

**15<sup>th</sup> March, 2017**

The third meeting was held at Kade where all stakeholders who responded to the developmental needs and assessment of their communities were present.

The meetings at Kade was held in the morning at 10.00am.

The meeting was co-chaired by the Hon. Rose Asare Sintim and the Municipal Coordinating Director of Kade Area Council.

Total No. of Persons at the Public at Kade Urban Council

Gender	No. of Participants	Percentages (%)
MALE	123	77.8%
FEMALE	35	22.1%
TOTAL	158	100%

**g. Accent to Acceptance of Public Hearing report:**

1. DISTRICT CHIEF EXECUTIVE .....
2. DISTRICT CO-ORDINATING DIRECTOR .....
3. PRESIDING MEMBER .....
4. CHAIRMAN, DEV'T PLANNING SUB-COMMIT .....
5. DISTRICT PLANNING OFFICER .....

**Conclusion**

The three Public Hearing Meetings ended at Kade. The meetings were held with the Coordinating Director and the Planning Officer as the lead facilitators.

The Development Planning Officer assured all stakeholders that their responses as captured in the recording sheets submitted to the Municipal Assembly through their respective Urban and Zonal Council chairmen and Hon. Assembly members. The Planning Officer informed stakeholders that all their Needs Assessment presented will be put under the following sectors.

- Education
- Health
- Water and Sanitation
- Economic
- Energy
- Telecommunication
- Social infrastructure
- Security
- Sports

Participants were informed that the responses from the communities would be used as a guide in ranking or prioritization of the interventions after the technical analysis. The Planning Officer on behalf of the Municipal Planning Co – Coordinating Unit assured all stakeholders that their concerns and input would be treated with the most urgency needed to ensure that with appropriate interventions, the living standards of the people will improve with its attendance growth and change.

### 6.13: Public Hearing Report for the Drat MMTDP of Kwaebibirem Mun. Assembly 2018-2021

After collation and analysis of data for the preparation of the Municipal Medium Term Development Plan (2018-2021), a Public Hearing was conducted to expose stakeholders to key developmental

issues and options available to address the gaps identified and also to enable their concerns and suggestions incorporated.

The meeting was held on Friday, 26<sup>th</sup> September, 2017, at the Municipal Assembly Hall, Kade. And below are the details of the public hearing.

**Name of District:** Kwaebibirem Municipal **Region:** Eastern **Time:** 10:00 a.m

**Venue:** Municipal Assembly Hall, Kade **Date:** 26<sup>th</sup> September, 2017

a. Medium of Invitations:

1. Invitation Letters
2. Telephone calls

b. Special/Interest Groups Invited

9. The Regional Economic Planning Officer, Eastern Region
10. Hon. Members of Parliament (MPs)
11. Chiefs
12. Hon. Assembly Members
13. Heads of Departments
14. NGO's& CBO's
15. General Public, Trade Associations – artisans, Traders, etc.
16. Research Institutions

a. Total No. of Persons at Hearing

MALE	91	72.2%
FEMALE	35	27.7%
TOTAL	126	100%

**d. Languages:** English and Twi

**e. Major issues discussed**

1. Relevance of the data provided by the stakeholders.
2. Expected additional information
3. The importance of the Municipal Medium Term Dev't Plan (MMTDP) 2018-2021.
4. Non involvement of the sub structures in projects implementation
5. Over concentration of projects in some few towns.
6. Poor execution of projects especially roads by contractors.
7. M.A failure to implement most of the felt needs of the people in the previous plan.
8. Neglect of the concerns of the Sub Structures (office accommodation).
9. Implementing projects not planned.

**f. Controversies and Complaints**

- 1. Communities’ contributions towards some Donor Projects too high for them to pay.
- 2. Vote for sub-structures are not normally used for the intended purposes.
- 3. There should be uniformity in projects implementation
- 4. Officials are tempted not to follow the Annual Action Plan agreed by the Municipal Assembly.

**g. General Level Of participation**

Attendance to the public hearing was encouraging and participants expressed their opinions freely and contributions from participants were very useful.

Accent to Acceptance of Public Hearing report:

DISTRICT CHIEF EXECUTIVE .....

DISTRICT CO-ORDINATING DIRECTOR .....

PRESIDING MEMBER .....

CHAIRMAN, DEV’T PLANNING SUB-COMMITTEE .....

MUNICIPAL DEVT. PLANNING OFFICER .....