



Republic of Ghana



# **KWAHU WEST MUNICIPAL ASSEMBLY**

**MEDIUM TERM DEVELOPMENT PLAN**

**2018-2021**

**UNDER**

**THE COORDINATED PROGRAMME OF ECONOMIC  
AND SOCIAL DEVELOPMENT POLICIES**

**(2017-2024)**

**An Agenda for Jobs: Creating Prosperity and  
Equal Opportunity for all**

## TABLE OF CONTENT

### Contents

TABLE OF CONTENT .....	i
LIST OF ACRONYMS .....	xix
0.0 ASSENT TO THE DRAFT MUNICIPAL MTDP .....	xxx
0.1 EXECUTIVE SUMMARY .....	xxxii
0.2 THE SCOPE AND DIRECTION OF THE PLAN: .....	xxxiii
ECONOMIC DEVELOPMENT DIMENSION .....	xxxiii
SOCIAL DEVELOPMENT DIMENSION .....	xxxiv
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT:.....	xxxiv
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY: .....	xxxiv
GHANA’S ROLE IN INTERNATIONAL AFFAIRS .....	xxxv
0.3 CONTENT OF THE PLAN.....	xxxvi
0.4 ACKNOWLEDGEMENTS .....	xxxvi
1.0 CHAPTER ONE: .....	1
1.1 PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION/BASELINE .....	1
1.1.1 The Vision Statement:.....	1
1.1.2 Mission Statement:.....	1
1.1.3 Core Values:.....	1
1.1.4 The Functions of the Municipal Assembly .....	2
1.2 PERFORMANCE REVIEW.....	4
1.2.1 Review of Projects under the 2014-2017 Medium Term Development Plan .....	4
Table 1.0: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	5
Table 1.1: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	7
Table 1.2: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	8

Table 1.3: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	12
Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	16
Table 1.5: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017 .....	22
Table 1.6: Summary of Performance Review.....	24
1.2.2 Summary of Performance Review on Development Projects.....	25
Table 1.7 Review of income and expenditure performance (2014-2017) .....	26
Table 1.8: Total Releases from Government of Ghana.....	28
Table 1.9 All Sources of Financial Resources for the Municipality.....	29
1.3: REVIEW OF REVENUE AND EXPENDITURE (2014 - 2017) .....	30
Table 1.10: Main sources of Funding for the 2014 – 2017.....	30
1.3.1 Revenue Mobilization .....	31
1.4. KEY PROBLEMS/ISSUES ENCOUNTERED DURING THE IMPLEMENTATION OF GSGDA II ...	31
Table 1.11 Trend of Major sources of Fund Releases 2014-2017 .....	32
1.5 MAJOR LESSONS LEARNT .....	33
1.6: CURRENT SITUATION AND PROFILE OF KWAHU WEST MUNICIPALITY .....	34
1.6.1: Governance and Institutional Capacity.....	34
1.6.2 Office of the Municipal Assembly.....	35
Chart 1.2 shows the departmental organogram of the Kwahu West Municipality. ....	36
Chart 1.3 showing the organogram of the Kwahu West Municipal Assembly .....	37
TABLE 1.12: KWAHU WEST MUNICIPALITY HUMAN RESOURCE CAPACITY MATRIX .....	38
TABLE 1.12.1: THE SUMMARY OF KWAHU WEST MUNICIPALITY HUMAN RESOURCE CAPACITY MATRIX.....	64
1.6.3 Location and Size.....	66
Figure 1.2: A District Map of Eastern Region showing Kwahu West Municipality .....	66
1.7 PHYSICAL CHARACTERISTICS.....	67
1.7.1 Relief and Topography.....	67

1.7.2 Climate.....	67
1.7.2.1 Climate Change and Variability.....	68
1.7.2.2 Possible Impacts of climatic change in the Municipality.....	68
Chart 1.4: 2010 Temperature Vrs. Rainfall Trend	70
Chart 1.5: 2011 Temperature Vrs. Rainfall Trend	70
Chart 1.6: 2012 Temperature Vrs. Rainfall Trend	70
Chart 1.7: 2013 Temperature Vrs. Rainfall Trend	70
Chart 1.8: 2014 Temperature Vrs. Rainfall Trend	71
Chart 1.9: 2015 Temperature Vrs. Rainfall Trend	71
Chart 1.10: 2016 Temperature Vrs. Rainfall Trend	71
Chart 1.11: 2017 Temperature Vrs. Rainfall Trend	71
Chart 1.12: 2010-2017 Temperature Vrs. Rainfall Trend .....	72
1.7.3 Vegetation and Forest Reserves.....	73
Table 1.12.2: Forest Reserves in the Municipality .....	73
1.7.4 Soils Type .....	74
1.7.5 Mineral Resources.....	74
1.7.6 Water Resources .....	75
1.7.7 Land Tenure System .....	75
1.8 DEMOGRAPHIC CHARACTERISTICS .....	76
1.8.1 Population Size and Growth Rate .....	76
1.8.2 Age and Sex Distribution.....	76
Figure 1.4 Population Pyramid, 2010 .....	77
1.8.3 Population Distribution in the Municipality .....	77
1.8.4 Migration.....	77
1.8.5 Ethnicity, Culture and Social Structure.....	78
1.8.7 Religious Affiliation .....	78
Figure 1.5: Percentage Distribution of Population by Religious Affiliation, 2010 .....	79
1.8.8 Labour Force and Dependency Ratio.....	80

Figure 1.6 Base Map of Kwahu West Municipality .....	81
1.9 RESOURCE ENDOWMENT AND UTILIZATION.....	82
1.9.1 Social Resource.....	82
1.9.2 Economic Resources .....	82
1.9.3 Human Resources .....	82
1.9.4 Natural Resources .....	82
1.9.5 Physical Resources.....	82
1.9.6 Economic and Social Development Agenda.....	83
1.9.7 Health infrastructure .....	83
1.9.8 Educational facilities.....	83
Table 1.13 Available educational facilities in the Kwahu West Municipality .....	83
1.9.9 Water and Sanitation.....	84
Table 1.14 Water facilities available in the Municipality.....	84
Table 1.15 Major Sources of Water in the Municipality .....	84
Table 1.16 Sanitary facilities available in the Municipality .....	85
Table 1.17 Method of Refuse Disposal.....	85
Table 1.18 Type of Human Excreta Disposal Methods.....	85
1.10 MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT.....	86
1.10.1 Entrepreneurial Opportunities and Challenges .....	86
1.10.2 Economic Potentials of the Municipality.....	86
1.10.3 Marketing activities in the Municipality.....	86
1.10.4 Agricultural Sector.....	86
1.10.4.1 Modernizing Agriculture in Ghana (Mag).....	87
1.10.4.2 Planting for Food and Jobs Programme.....	89
1.10.4.3 Farming for Investment Programme .....	89
1.10.4.4 Aquaculture.....	89

1.10.4.5 Post Harvest Management .....	90
1.10.4.6 Farming systems .....	90
1.10.4.7 Farm Labour.....	90
1.10.4.8 Mode of Land Acquisition .....	90
1.10.4.9 Sizes of Farm .....	91
Table 1 .20 Farm sizes in acreage.....	91
1.10.4.10 Major Crops and Output Levels.....	91
Table 1 .21 Major crops and their output levels from 2014-2016 .....	91
Table 1.22 Percentage Change in the Crops Cultivated between 2015 and 2016 .....	92
1.10.4.11 Incidence of Pests and Diseases.....	93
1.10.4.12 Access to Extension Services.....	93
1.10.4.13 Financing Agriculture .....	94
1.10.4.14 Storage of produce and post-harvest losses .....	94
1.10.4.15 Livestock and Animal Rearing Sub-sector .....	94
1.10.4.16 Incidence of Pests and Diseases.....	95
The pests and diseases are mainly controlled by injection, deworming and dipping. This increases the cost of production.....	95
Table 1.23 Type of Diseases/Pest and Means Of Control as at 2016 .....	95
1.10.4.17 Urban Agriculture .....	95
1.10.4.18 Food Security .....	96
Table 1.24 Organization of farmers for Accessing and managing Services.....	96
1.10.5 Industrial Sector.....	96
Table 1.25 Number Employed In Industry .....	97
1.10.5.1 Household Industries.....	97
1.10.5.2 Handicrafts.....	97
1.10.5.3 Modern Crafts .....	98
1.10.5.4 Small/Medium Scale Manufacturing .....	98

1.10.6 Households Monthly Income and Expenditure Analysis.....	99
Table 1.26: Households Monthly Expenditure .....	100
Table 1.27: Sources of Income (Revenue).....	100
Table 1.28: Households’ Monthly Expenditure on Various Needs .....	100
Table 1.29: Households’ Monthly Expenditure.....	101
1.10.7 Income Distribution of Households .....	101
1.10.8 Tourism Development.....	102
1.11 Settlement Systems (Spatial Planning) .....	102
Table 1.30 Planned and Partial Communities in the Municipality .....	104
1.11.2 Spatial Analysis.....	105
Figure 1.9 Health Facility Map.....	109
1.12 Vulnerability Analysis .....	113
1.12.1 Persons with Disability (PWDs) .....	115
Table 1.31: Conditions of the Physically Challenged in Kwahu West Municipality .....	115
Table 1.32 Persons with Disabilities in Kwahu West Municipality .....	116
1.12.2 Barriers Faced by Physically Challenged that Make them Vulnerable.....	116
1.12.4 Victims of Abuse .....	117
1.12.5 People Living with HIV/AIDS .....	117
1.12.6 Gender Representation at Community Meetings .....	117
Table 1.34: Institutions Contributing to Child Welfare and Areas of Contribution .....	118
1.12.7 Risks and Shocks .....	118
1.12.8 Institutions Responsible for the Welfare of the Vulnerable in the Municipality .....	118
1.12.9 Strategies to solving vulnerability challenges.....	119
1.13 Social Services.....	119
1.13.1 Education .....	120
Table 1.35: Number of basic schools in the Municipality in 2017 .....	120

Table 1.36: Number of Educational Facilities in 2013 .....	120
Table 1.37 Public basic school infrastructure in the Municipality .....	122
Table 1.38 Public Basic Schools Enrolment levels in the Municipality.....	122
Table: 1.39 Private Schools Enrolment in the Municipality.....	122
Table 1.40 Number of Teachers in public basic schools in the Municipality.....	123
Table 1.41 2016-2017 BASIC EDUCATION CERTIFICATE EXAMINATION ANALYSIS OF RESULTS .....	123
Table 1.42Number of schools with toilet/sanitation facilities .....	123
Table 1.43 Beneficiary of School Feeding Program by Gender in the Municipality .....	123
Table1.44 Capitation Grant Releases and enrolments .....	124
Table 1.45Government interventions.....	124
Table 1.46 Gender Parity Index .....	125
1.13.2 Health Service Delivery in the Municipality .....	125
Table 1.47: Distribution of Health Facilities by Ownership.....	126
Table 1.48: Hospitals, Ownership and Locations .....	126
Table 1.49: Health Centers, Ownership and Locations in the Municipality.....	126
Table 1.50: Distribution of CHPS with or without compounds in the Municipality .....	127
Table 1.51: Health Facility standard / Threshold.....	129
Table 1.52 Health Services to the General Public .....	130
1.13.2.1 Reproductive Health and Population Management.....	130
Table 1.53: Methods of Birth Control in the Municipality.....	131
1.13.2.2Nutrition.....	131
1.14 INTEGRATED DISEASE SURVEILLANCE AND RESPONSE .....	131
1.14.1 Epidemic Prone Diseases .....	131
Table 1.54: Suspected Epidemic Prone Diseases Trend.....	132
1.14.2 Diseases Earmarked for Eradication and Elimination .....	132



Table 1.55: Trend of Diseases Earmarked for Eradication and Elimination .....	132
1.14.3 Diseases of Special Focus .....	132
1.14.4 HIV and AIDs Control.....	132
Table 1.56: Trend of HIV Screening by Voluntary Tested (HTC).....	133
Table 1.57: Trend of Pregnant Women Screened For HIV .....	133
1.15 TUBERCULOSIS CONTROL PROGRAMME .....	134
Table 1.58: Trend of All TB Cases Detected.....	134
1.16 MALARIA CONTROL .....	134
Table 1.59: Malaria Classified.....	135
1.17 EXPANDED PROGRAMME ON IMMUNIZATION .....	135
1.17.1 Routine Immunization.....	135
Table 1.60: Trend of EPI Coverage .....	137
1.18 MATERNAL AND NEWBORN CHILD .....	137
1.18.1 Antenatal Care (ANC) .....	137
Table 1.61: ANC Related Indicators, 2013-2016 .....	139
1.18.2 Deliveries .....	139
Table 1.62: Deliveries and Related Indicators .....	140
1.18.3 Mortalities Associated with Deliveries .....	140
Table 1.63: Trend of Mortalities Associated with Deliveries (2013-2016).....	141
PNC Indicators.....	141
Table 1.64: PNC Indicators, 2013-2016 .....	141
1.18.4 Abortion Services.....	141
Table 1.65: Trend of Abortion, 2013-2016.....	142
1.18.5 Adolescent Health Services .....	142
1.18.6 Family Planning .....	142
Table 1.66: Trend of FP service Indicators, 2013-2016 .....	142

Table 1.67: Trend of FP Acceptors by Commodity.....	143
1.19 NUTRITION.....	143
1.19.1 Promotion of Nutrition Education.....	143
1.19.2 Child Health Promotion .....	143
1.19.3 Iron Deficiency Anaemia Control.....	143
1.20 CLINICAL/INSTITUTIONAL CARE.....	144
Table 1.68: OPD Attendance by Sex and Insurance, 2014-2016 .....	144
Table 1.69: Top Ten OPD Morbidity, 2014-2016 .....	145
1.21 INPATIENT DEPARTMENT (ADMISSIONS AND DEATHS).....	145
Table 1.70: Admissions and Deaths and Their Related Indicators, 2014-2016.....	146
Table 1.71: Top Ten Causes of Admissions and Deaths – 2016 .....	146
Table 1.72 Admissions and Discharges .....	147
1.22 NATIONAL HEALTH INSURANCE SCHEME (NHIS) .....	147
Table 1.73: Registration with NHIS .....	147
Table 1.74: Number of people registered with the NHIS .....	148
Table 1.75: New Registration Statistics-2013 .....	148
Table 1.76: Status of NHIS .....	149
1.23 WATER, SANITATION AND WASTE MANAGEMENT .....	150
1.23.1Waste Management.....	150
1.23.2 Water Access and Potable.....	150
Table 1.78: Major Sources of Water in the Municipality .....	151
Table 1.79: Types of Human Excreta Disposal Methods .....	152
1.23.3 Solid Waste Management .....	152
Table 1.80: Method of Refuse Disposal .....	153
Table 1.81: Types of Liquid Waste Disposal Modes.....	153
1.24 ENERGY .....	154

1.24.1 Energy for Lighting.....	154
Table 1.82: Sources of Energy for Lighting .....	154
1.24.2 Electricity Supply in the Municipality .....	155
1.25 HOUSING SECTOR .....	155
1.25.1 Types of Housing.....	156
Table 1.84: Types of dwelling .....	156
Table 1.85: Summary of Road Network and Condition in the Municipality.....	157
Table 1.86: Accessibility Standards with Respect to Travel Time to Selected Facilities .....	158
Table 1.87: Average Speed on Classes of Roads.....	158
Table 1.88: Areas in Different Accessibility Zones in the Kwahu West Municipality. ....	159
1.27 KEY DEVELOPMENT GAPS.....	159
Table 1.89 Summary of key Issues development issues of GSGDA II .....	160
Table 1.90: Harmonisation of Community needs and aspirations with Identified Development Problems/Issues from review of.....	161
1.28 Harmonization of Community Needs and Aspirations with identified Key .....	163
1.28.1 Development Issues .....	163
Table 1.91: Key development issues under GSGDA II with implications for 2018-2021 .....	163
2.0 CHAPTER TWO: .....	166
DEVELOPMENT ISSUES WITH IMPLICATIONS FOR 2018-2021 .....	166
2.1 Introduction.....	166
2.2 Local Development Needs/Aspirations.....	166
Table 2.0: Identified Development Issues under GSGDA II and Agenda for Job.....	169
2.3 Harmonized issues of the GSGDA 2014-2017 linked to the NMTDPF 2018-2021 .....	173
2.4 Linking the Adopted issues to the NMTDF Thematic Areas .....	174
Table 2.1: Adopted Development Dimensions and Issues of SMTDP of MMDAs .....	174
2.5 Prioritization of Adopted Issues.....	176

Table 2.2 PRIORITAZATION OF ADOPTED ISSUES .....	176
2.6 APPLICATION OF POTENTIALS, OPPORTUNITIES, CONSTRAINS AND CHALLENGES (POCC) .....	178
THEME1: ECONOMIC DEVELOPMENT .....	178
1.1. STRONG AND RESILIENT ECONOMY .....	178
Table 2.3: Application of POCC Analysis.....	178
1.2. INDUSTRIAL TRANSFORMATION .....	179
Table 2.4: Application of POCC Analysis.....	179
1.3. PRIVATE SECTOR DEVELOPMENT .....	179
Table 2.5: Application of POCC Analysis.....	179
1.4. AGRICULTURE AND RURAL DEVELOPMENT .....	180
Table 2.6: Application of POCC Analysis.....	180
1.5. FISHERIES AND AQUACULTURE DEVELOPMENT .....	181
Table 2.7: Application of POCC Analysis.....	181
1.6. TOURISM AND CREATIVE ARTS DEVELOPMENT.....	181
Table 2.8: Application of POCC Analysis.....	181
THEME2: SOCIAL DEVELOPMENT .....	182
2.1. EDUCATION AND TRAINING .....	182
Table 2.9: Application of POCC Analysis.....	182
2.2. HEALTH AND HEALTH SERVICES .....	184
Table 2.10: Application of POCC Analysis.....	184
1.3. FOOD AND NUTRITION SECURITY .....	185
Table 2.11: Application of POCC Analysis.....	185
2.4. POPULATION MANAGEMENT.....	186
Table 2.12: Application of POCC Analysis.....	186
2.5. WATER AND SANITATION.....	187

Table 2.13: Application of POCC Analysis.....	187
2.6. POVERTY AND INEQUALITY .....	188
Table 2.14: Application of POCC Analysis.....	188
2.7. CHILD AND FAMILY WELFARE.....	189
Table 2.15: Application of POCC Analysis.....	189
2.8. THE AGED.....	190
Table 2.16: Application of POCC Analysis.....	190
2.9. GENDER EQUITY Table 2.17: Application of POCC Analysis.....	190
2.10. SOCIAL PROTECTION .....	191
Table 2.18: Application of POCC Analysis.....	191
2.11. DISABILITY AND DEVELOPMENT .....	192
Table 2.19: Application of POCC Analysis.....	192
2.12. EMPLOYMENT AND DECENT WORK .....	193
Table 2.20: Application of POCC Analysis.....	193
2.13. YOUTH DEVELOPMENT .....	194
Table 2.21: Application of POCC Analysis.....	194
2.14. SPORTS AND RECREATION .....	195
Table 2.22: Application of POCC Analysis.....	195
THEME3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT .....	196
3.1 PROTECTED AREAS .....	196
Table 2.23: Application of POCC Analysis.....	196
3.2 MINERAL EXTRACTION.....	197
Table 2.24: Application of POCC Analysis.....	197
3.3 ENVIRONMENTAL POLLUTION.....	198
Table 2.25: Application of POCC Analysis.....	198
3.4 DEFORESTATION, DESERTIFICATION AND SOIL EROSION .....	198

Table 2.26: Application of POCC Analysis.....	198
3.4 CLIMATE VARIABILITY AND CHANGE.....	199
Table 2.27: Application of POCC Analysis.....	199
3.5 DISASTER MANAGEMENT.....	200
Table 2.28: Application of POCC Analysis.....	200
3.6 TRANSPORT INFRASTRUCTURE RAIL: ROAD, WATER AND AIR.....	201
Table 2.29: Application of POCC Analysis.....	201
3.7. INFORMATION COMMUNICATION TECHNOLOGY.....	202
Table 2.30: Application of POCC Analysis.....	202
3.8. ENERGY AND PETROLEUM.....	203
Table 2.31: Application of POCC Analysis.....	203
3.9 CONSTRUCTION INDUSTRY DEPARTMENT.....	204
Table 2.32: Application of POCC Analysis.....	204
3.10. DRAINAGE AND FLOOD CONTROL.....	205
Table 2.33: Application of POCC Analysis.....	205
3.11. INFRASTRUCTURE MAINTENANCE.....	205
Table 2.34: Application of POCC Analysis.....	205
3.12. LAND ADMINISTRATION AND MANAGEMENT.....	206
Table 2.35: Application of POCC Analysis.....	206
3.13. HUMAN SETTLEMENT AND HOUSING.....	207
Table 2.36: Application of POCC Analysis.....	207
3.14. RURAL DEVELOPMENT.....	208
Table 2.37: Application of POCC Analysis.....	208
3.15. URBAN DEVELOPMENT.....	208
Table 2.38: Application of POCC Analysis.....	208
3.16. ZONGO AND INNER CITIES DEVELOPMENT.....	209

Table 2.39: Application of POCC Analysis.....	209
<b>THEME 4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY .....</b>	<b>209</b>
4.1 DEMOCRATIC GOVERNANCE.....	209
Table 2.40: Application of POCC Analysis.....	209
4.2 LOCAL GOVERNMENT AND DECENTRALIZATION .....	210
Table 2.41: Application of POCC Analysis.....	210
4.3 PUBLIC INSTITUTIONAL REFORM.....	211
Table 2.42: Application of POCC Analysis.....	211
4.4 PUBLIC POLICY MANAGEMENT .....	212
Table 2.43: Application of POCC Analysis.....	212
4.5 HUMAN SECURITY .....	213
Table 2.44: Application of POCC Analysis.....	213
4.5 CORRUPTION AND ECONOMIC CRIMES .....	213
Table 2.45: Application of POCC Analysis.....	213
4.6 CIVIL SOCIETY AND CIVIL ENGAGEMENT .....	214
Table 2.46: Application of POCC Analysis.....	214
4.7 ATTITUDINAL CHANGE AND PATRIOTISM.....	214
Table 2.47: Application of POCC Analysis.....	214
4.8 DEVELOPMENT COMMUNICATION .....	215
Table 2.48: Application of POCC Analysis.....	215
4.9 CULTURE FOR NATIONAL DEVELOPMENT .....	215
Table 2.49: Application of POCC Analysis.....	215
<b>THEME 5: GHANA AND THE INTERNATIONAL COMMUNITY .....</b>	<b>216</b>
5.1 INTERNAL RELATIONS .....	216
Table 2.50: Application of POCC Analysis.....	216
<b>2.7 IMPACT ANALYSIS.....</b>	<b>217</b>

2.8 SUSTAINABILITY TEST .....	218
Table 2.51 Sustainability Test - Improve agricultural productivity to ensure food security.....	218
Table 2.52 Sustainability Test - Development of tourist sites in the Municipality.....	219
Table 2.53 Sustainability Test - Construction of social infrastructures .....	220
Table 2.54 Sustainability Test - Provision of liquid and solid waste sites in the Municipality .....	221
Table 2.55 Sustainability Test - Construction of access roads.....	222
Table 2.56 Sustainability Test - Construction of storm and secondary drains to combat flooding .....	223
2.9 COMPATIBILITY MATRIX DEVELOPMENT ISSUES .....	224
TABLE 2.57 DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT .....	224
TABLE 2.58 DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT .....	228
TABLE 2.59 DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT.....	229
TABLE 2.60 DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ACCOUNTABILITY .....	231
TABLE 2.61 DEVELOPMENT DIMENSION: GHANA’S ROLE IN INTERNATIONAL AFFAIRS....	232
Table 2.62: Prioritized Issues as Categorized Under DEVELOPMENT DIMENSIONS.....	233
3.0 Introduction.....	238
3.1 Development Projections .....	238
3.2. Characteristics of Population Projections .....	238
3.3. Development Projections .....	240
3.3.1 Health Facilities .....	240
Table 3.1 Health Facilities .....	240
3.3.2 Education Facility Projections .....	240
Table 3.2 Education Facility Projections .....	241
3.3.3 Housing/urban spraw .....	241
3.3.4 Agriculture extension.....	242
Table: 3.3 Financial Inflow Forecasting .....	242



Table: 3.4 Indicative Financial Forecast (2018-2021) .....	243
3.4 Adopted development issue, Development Dimensions, Policy Objectives and Strategies .....	244
Development Dimension: Economic Dimension.....	244
Development Dimension .....	245
Development Dimension: Environment, Infrastructure and Human Settlements.....	245
Development Dimension: Governance, Corruption and Public Accountability .....	246
Development Dimension: Strengthening Ghana’s role in international affairs .....	246
Table 3.5 Adopting development issues, dimensions, goals, objectives and strategies .....	247
4.0 CHAPTER FOUR: DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES .....	258
4.1 Plan Implementation .....	258
Table 4.1 ADOPTED DEVELOPMENT DIMENSIONS.....	259
CHAPTER 5: ANNUAL ACTION PLAN.....	264
TABLE 5.1: PROGRAMME OF ACTION (PoA) 2018-2021.....	264
Figure 5.1 A desired Future Map .....	301
5.2 COMPOSITE ANNUAL ACTION PLANS .....	303
TABLE 5.3: KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN.....	303
TABLE 5.4: KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN.....	325
TABLE 5.5: KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN.....	347
TABLE 5.6: KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN.....	368
CHAPTER 6: IMPLEMENTATION, MONITORING AND EVALUATION .....	388
6.1 Monitoring and Evaluation .....	388
6.1.1 Monitoring .....	388
6.1.2 Evaluation .....	389
6.2 MONITORING/RESULTS BASED MATRIX.....	391
TABLE 6.0: DEVELOPMENT DIMENSIONS: ECONOMIC DIMENSION.....	391
TABLE 6.1: DEVELOPMENT DIMENSIONS: SOCIAL DIMENSION.....	394

TABLE 6.2: DEVELOPMENT DIMENSIONS: ENVIROMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT.....	396
TABLE 6.3: DEVELOPMENT DIMENSIONS: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY .....	400
TABLE 6.4: DEVELOPMENT DIMENSIONS: GHANA AND THE INTERNATIONAL COMMUNITY	401
6.2 STRATEGY FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE .....	402
Table 6.5 DATA COLLECTION MATRIX.....	406
6.3 MONITORING AND EVALUATION INFORMATION SYSTEM.....	412
6.4 DATA ANALYSIS AND USAGE.....	412
6.5 QUARTELY AND ANNUAL PROGRESS REPORTING FORMAT .....	413
6.5.1 Format for Annual Action Plan.....	413
6.5.2 Format for Quarterly, Annual, Monitoring and Evaluation Reporting Formats .....	414
6.5.3 DISSEMINATION AND COMMUNICATION STRATEGIES .....	415
6.4 EVALUATION ARRANGEMENTS.....	416
6.5 EVALUATION TYPES TO BE CONDUCTED .....	419
6.6 PARTICIPATORY MONITORING AND EVALUATION (PM&E).....	419
6.7 PLAN COMMUNICATION STRATEGIES .....	420
6.7.1The Municipal Assembly .....	420
6.7.2 Sector Departments .....	421
6.7.3The Regional Co-Ordinating Council .....	421
6.7.4 The Ministries/Agencies .....	421
6.7.5 Development Partners and Non-Governmental Organizations.....	422
6.7.6 The Communities.....	422
6.3.7 Socio-Economic Groups .....	423
6.7.8 Individuals.....	423
APPENDIX 1 .....	426
FIRST PUBLIC HEARING REPORT .....	426

APPENDIX 2.....	430
SECOND PUBLIC HEARING REPORT .....	430
APPENDIX 3.....	436
MINUTES OF THE MUNICIPAL ASSEMBLY’S ADOPTION OF THE PLAN .....	436

## LIST OF ACRONYMS

<b>1D1 F</b>	–	One District One Factory
<b>1MD1C</b>	–	1 Million Dollars 1 Constituency
<b>AFP</b>	–	Alpha-Feto Protein
<b>ANC</b>	–	Antenatal Care
<b>ARV</b>	–	Antiretroviral
<b>BAC</b>	–	Business Advisory Centre
<b>BCG</b>	–	Bacille Calmette Guerin
<b>BPA</b>	–	Bui Power Authority
<b>BRRRI</b>	–	Building and Road Research Institute
<b>CAC</b>	-	Comprehensive Abortion Care
<b>CBD</b>	–	Central Business District
<b>CBO</b>	–	Community Based Organization
<b>CBT</b>	–	Competency-Based Training
<b>CERSGIS</b>	–	Centre for Remote Sensing and Geographical Information System
<b>CHAG</b>	-	Christian Health Association of Ghana
<b>CHN</b>	–	Community Health Nurse
<b>CHPS</b>	–	Community Health Planning Services

<b>CSM</b>	–	Circulation, Sensation and Movement
<b>CSOs</b>	–	Civil Society Organizations
<b>CT</b>	–	Tropical Continental
<b>CWC</b>	–	Consumer Wellness Centre
<b>D/A</b>	–	District Assembly
<b>DACF</b>	–	District Assembly’s Common Fund
<b>DCACT</b>	–	District Chamber of Agriculture, Commerce and Technology
<b>DCAT</b>	-	Data Collection and Analysis Tool
<b>DDF</b>	–	District Development Facility
<b>DFR</b>	–	Department of Feeder Roads
<b>DMTDP</b>	–	District Medium Term Development Plan
<b>DOVVSU</b>	–	Domestic Violence and Victim Support Unit
<b>DPs</b>	–	Donor Partners
<b>EC</b>	–	Electoral Commission
<b>ECG</b>	–	Electricity Company of Ghana
<b>EDIF</b>	–	Export Development and Investment Fund
<b>EID</b>	-	Early Infant Diagnosis

<b>eMTCT</b>	–	elimination of Mother to Child Transmission
<b>EPA</b>	–	Environmental Protection Agency
<b>EPI</b>	-	Expanded Programme on Immunization
<b>FBO</b>	–	Farmer Based Organization
<b>FM</b>	–	Frequency Modulation
<b>FP</b>	–	Family Planning
<b>FWSC</b>	-	Fair Wages and Salary Commission
<b>GCAD</b>	–	Ghana Controller and Accountant Department
<b>GDP</b>	-	Gross Domestic Product
<b>GES</b>	–	Ghana Education Service
<b>GGSA</b>	–	Ghana Geological Survey Authority
<b>GHA</b>	–	Ghana Highway Authority
<b>GIFMIS</b>	–	Ghana Integrated Financial Management Information
<b>GIS</b>	–	Geographical Information System
<b>GNPC</b>	–	Ghana National Petroleum Commission
<b>GoG</b>	–	Government of Ghana
<b>GPC</b>	–	Ghana Petroleum Commission

<b>GPI</b>	-	Gender Parity Index
<b>GPRTU</b>	-	Ghana Private Road Transport Union
<b>GRATIS</b>	-	Ghana Regional Appropriate Technology Industrial Service
<b>GRIDCo</b>	-	Ghana Grid Company Limited
<b>GRTCC</b>	-	Ghana Road Transport Coordinating Council
<b>GSA</b>	-	Ghana Standard Authority
<b>GSGDA</b>	-	Ghana Shared Growth and Development Agenda
<b>GTB</b>	-	Guaranty Trust Bank
<b>GTZ</b>	-	German Technical Co-operation
<b>GWCL</b>	-	Ghana Water Company Limited
<b>ICT</b>	-	Information Communication Technology
<b>IDD</b>	-	Iodine Deficiency Disorders
<b>IGF</b>	-	Internally Generated Funds
<b>ILGS</b>	-	Institute for Local Government Service
<b>IPEP</b>	-	Infrastructure for Poverty Eradication Programme
<b>ITN</b>	-	Insecticide Treated Net
<b>JHS</b>	-	Junior High School

<b>KG</b>	–	Kindergarten
<b>Km</b>	–	Kilometers
<b>KVIP</b>	–	Kumasi Ventilated Improved Pit
<b>KWMA</b>	–	Kwahu West Municipal Assembly
<b>LBAS</b>	–	Local Business Associations
<b>LC</b>	–	Letters of Credit
<b>LEAP</b>	-	Livelihood Empowerment against Poverty
<b>LGS</b>	–	Local Government Service
<b>LLINs</b>	–	Long Lasting Insecticide Nets
<b>LPG</b>	–	Liquefied Petroleum Gas
<b>LUSPA</b>	-	Land Use and Spatial Planning Authority
<b>MAG</b>	–	Modernizing Agriculture in Ghana
<b>MASLOC</b>	–	Micro-finance and Small Loans Center
<b>MBSI</b>	–	Miller Building Systems, Inc.
<b>MC</b>	–	Medical Centre
<b>MCE</b>	–	Municipal Chief Executive
<b>MESTI</b>	–	Ministry of Environment, Science, Technology and Innovation



<b>MHMT</b>	–	Municipal Health Management Team
<b>MHS</b>	–	Municipal Health Service
<b>MLG&amp;RD</b>	–	Ministry of Local Government and Rural Development
<b>MLNR</b>	–	Ministry of Lands and Natural Resources
<b>MMDAs</b>	–	Metropolitan, Municipal and District Assemblies
<b>MMT</b>	–	Metro Mass Transit
<b>MoF</b>	–	Ministry of Finance
<b>MoFA</b>	–	Ministry of Food and Agriculture
<b>MoFA</b>	–	Ministry of Food and Agriculture
<b>MoFEP</b>	–	Ministry of Finance and Economic Planning
<b>MoGCSP</b>	–	Ministry of Gender, Children and Social Protection
<b>MoR&amp;H</b>	–	Ministry of Roads and Highways
<b>MoTI</b>	–	Ministry of Trade and Industry
<b>MoW&amp;H</b>	–	Ministry of Works and Housing
<b>MPCU</b>	–	Municipal Planning Co-ordinating Unit
<b>MRH</b>	–	Ministry of Roads and Highways
<b>MSEs</b>	–	Medium Scale Enterprises

<b>MSW</b>	–	Municipal Solid Waste
<b>MT</b>	–	Tropical Maritime Air Mass
<b>MTDP</b>	–	Medium Term Development Plan
<b>MTTD</b>	-	Motor Traffic and Transport Department
<b>NABCOPS</b>	–	Nation Builders Corps
<b>NADMO</b>	–	National Disaster Management Organization
<b>NBSSI</b>	–	National Board for Small Scale Industry
<b>NCCE</b>	–	National Communication for Civic Education
<b>NDPC</b>	–	National Development Planning Commission
<b>NDPCU</b>	–	National Development Planning Co-ordinating Unit
<b>NED</b>	–	Northern Electricity Department
<b>NER</b>	-	Net Enrolment Ratio
<b>NGO</b>	–	Non-Governmental Organization
<b>NGO</b>	–	Non- Government Organization
<b>NHA</b>	-	National Hydrology Authority
<b>NHIA</b>	–	National Health Insurance Authority
<b>NHIS</b>	–	National Health Insurance Scheme

<b>NITA</b>	–	National Information Technology Agency
<b>NLTDP</b>	-	National Long-Term Development Plan
<b>NMT</b>	-	Non-Motorised Transport
<b>NMTDPF</b>	–	National Medium Term Development Policy Framework
<b>NSDF</b>	-	National Spatial Development Framework
<b>NVTI</b>	–	National Vocational and Technical Institute
<b>NYEA</b>	–	National Youth Employment Agency
<b>ODF</b>	-	Open-Defecation-Free
<b>OHCS</b>	-	Office of the Head of Civil Service
<b>OHOLGS</b>	–	Office of the Head of Local Government Service
<b>OPD</b>	–	Out-Patient Department
<b>OTSS</b>	-	Outreach Training and Supportive Supervision
<b>OVC</b>	–	Orphans and Vulnerable Children
<b>PEF</b>	–	Private Enterprise Foundation
<b>PF&amp;I</b>	–	Project Finance and Initiative
<b>PFG</b>	–	Principal Financial Growth
<b>PFJs</b>	–	Planting for Food and Jobs

<b>PHC</b>	–	Population and Housing Census
<b>PIAC</b>	-	Public Interest Accountability Commission
<b>PM&amp;E</b>	-	Participatory Monitoring and Evaluation
<b>PMTCT</b>	–	Prevention of Mother to Child Transmission
<b>PNC</b>	–	Prenatal Care
<b>PoA</b>	–	Programmes of Actions
<b>POCC</b>	-	Potentials, Opportunities, Constrains and Challenges
<b>PRAAD</b>	-	Public Records, Archival and Administration Departments
<b>PRF</b>	–	Petroleum-Related Funds
<b>PSC</b>	-	Public Services Commission
<b>PURC</b>	–	Public Utility Regulatory Committee
<b>PWD</b>	–	Persons with Disability
<b>RCC</b>	–	Regional Co-ordinating Council
<b>RCH</b>	–	Reproductive and Child Health
<b>RDT</b>	–	Rapid Diagnostic Test
<b>RELC</b>	–	Research Extension Farmer Linkage Committee
<b>RESEC</b>	–	Regional Security Council

<b>RGD</b>	–	Registrar General’s Department
<b>RTF</b>	–	Rural Technology Transfer Facility
<b>SAC</b>	–	Safe Abortion Care
<b>SADA</b>	–	Savannah Accelerated Agency
<b>SAU</b>	–	Social Accountability Unit
<b>SBAs</b>	-	Small Business Associations
<b>SBEs</b>	-	Small Business Enterprises
<b>SFP</b>	–	School Feeding Programme
<b>SHS</b>	–	Senior High School
<b>SME</b>	–	Small Scale Enterprises
<b>SMTDP</b>	–	Sector Medium Term Development Plan
<b>SP</b>	-	Sex Partner
<b>SSNIT</b>	–	Social Security and National Insurance Trust
<b>STEM</b>	–	Science, Technology, Engineering and Mathematics
<b>STI</b>	–	Sexually Transmitted Infection
<b>TA</b>	–	Traditional authority
<b>TB</b>	–	Tuberculosis

<b>TBAs</b>	-	Traditional Birth Attendants
<b>TCPD</b>	–	Town and Country Planning Department
<b>TVET</b>	–	Technical, Vocational and Education Training
<b>UDG</b>	–	Urban Development Grant
<b>UHC</b>	-	Universal Health Coverage
<b>URD</b>	–	Urban Roads Department
<b>URTI</b>	–	Upper Respiratory Tract Infection
<b>VCT</b>	–	Voluntary Counseling and Testing
<b>VIP</b>	–	Ventilated Improved Pit
<b>VRA</b>	–	Volta River Authority
<b>WB</b>	–	World Bank
<b>WC</b>	–	Water Closet
<b>WHO</b>	–	World Health Organization
<b>YEA</b>	–	Youth Employment Agency

## 0.0 ASSENT TO THE DRAFT MUNICIPAL MTDP

The Kwahu West Municipality’s Medium Term Development Plan was prepared in line with the guidelines of the National Development Planning Commission (NDPC) for the preparation of the Medium-Term Development Plans under the National Medium-Term Development Policy Framework 2018-2021 and the Co-ordinated Programme of Economic and Social Development Policies 2017-2024: “An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All”.

The programmes, sub-programms and operations/projects as well as activities captured in the Medium-Term Development Plan therefore reflect the aspirations and needs of the majority of the people; for which when implemented will improve the socio-economic conditions of the people within the Municipality.

### **ASSENTS:**

.....

MUNICIPAL Chief Executive  
(Hon. Yaw Owusu Addo)

.....

Presiding Member  
(Hon. Boansi Darkwaa)

.....

Municipal Co-ordinating Director  
(Alhaji Musah Issah)

## 0.1 EXECUTIVE SUMMARY

The Kwahu West Municipal Medium Term Development Plan (2018-2021) has been prepared under the National Development Policy Framework and the Co-ordinated Programme of Economic and Social Development Policies (2017-2024): which established a broad agenda for jobs: Creating Prosperity and Equal Opportunity for All.

The main thrust of the policy framework 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’

The main direction of the Medium Term Development Policy Framework during the planned period is to create the necessary conditions for the local economy to thrive, to propel growth and create employment opportunities within the Municipality. The thrust of the plan is therefore to facilitate the provision of economic and social development to propel the Municipality into a preferred distinction for private sector development and by extension a business hub in the Region.

The Municipal Medium-Term Co-ordinated Programme of Economic and Social Development is based on its vision of “A Highly Trained and Motivated Assembly for Effective Service Delivery.” The vision of the Municipality is driven by its mission of improving the quality of life of its citizenry through effective mobilization and development of human and natural resources, provision of social services and the creation of an enabling environment for accelerated and sustainable development. To pursue its vision and mission therein, the Kwahu West Municipal Assembly is motivated by its administrative values of; accountability, client-oriented, innovative, diligence, discipline, loyalty, professionalism, fairness, transparency and openness to partnership.

To ensure the achievement of the Medium-Term Development Agenda, the Municipal Assembly will vigorously pursue its functions as established in the Local Governance Act, 2016 (Act 936).

Notwithstanding, the following key functions will be pursued: exercise its political and administrative authority, promote local economic development, safeguarding the natural environment and improving the management of human settlement.

The Kwahu West Municipal Assembly Co-ordinated Programme for Economic and Social Development Plan was prepared through a participatory process. In preparing the plan, the Kwahu West Municipal



Planning Co-ordinating Unit (MPCU) adopted and followed the guidelines issued by the National Development Planning Commission (NDPC). In March 2017, a Fifteen (15) member plan preparation Task Team was inaugurated for the drafting of the Municipal Medium Term Development Plan for the Municipal Planning Co-ordinating Unit (MPCU).

The Municipal Planning Co-ordinating Unit (MPCU) through the plan preparation Task Team reviewed the performance of the previous Medium Term Development Plan.

The output of the plan preparation Task Team was presented to the general membership of the MPCU for discussion, inputs and consensus building of every step of the Plan Preparation process.

Public hearings were held at every level of the Plan Preparation stage to offer the citizens the opportunity to participate in the Plan Preparation process. Zonal Council level of public hearings were held from 22<sup>nd</sup> to 28<sup>th</sup> June, 2017 in all the Four (4) Zonal Councils in the Municipality to inform and educate stakeholders on the Plan Preparation process. It also informed participants on the current status of the Municipality as well as eliciting their views on their development aspirations of the next planning period.

From 14<sup>th</sup> to 19<sup>th</sup> June, 2017, a socio-economic survey was conducted to elicit household members' economic activities and their development aspirations. The data was analyzed to assess the economic status of the households and their economic activities in the Municipality.

The socio-economic data survey and the community needs assessment were harmonized through Municipal Planning Co-ordinating Unit (MPCU) meetings.

The output of the harmonized needs and aspirations of the communities and the analysis of the profile were synchronized with the National Development Planning Policy Framework to ensure harmony with the National Development dimensions, issues and the global development agenda.

The draft of the Municipal Medium Term Development Plan under the Co-ordinated Programme of Economic and Social Development Policies was presented to the Municipal Planning Co-ordinating Unit (MPCU) for discussions and fine-tuning the contents of the draft plan.

The output of the draft plan was further subjected to public hearings held on November and December, 16<sup>th</sup> and 19<sup>th</sup> respectfully. The draft plan was further presented to the General Assembly on 21st December, 2017 for adoption.

## 0.2 THE SCOPE AND DIRECTION OF THE PLAN:

The direction of the plan is to create opportunities for the development of the local economy and ensuring social transformation in the Municipality.

To pursue the Medium Term Development Agenda in the Municipality, the plan is anchored on Five (5) main development dimensions, namely;

1. Economic Development
2. Social Development
3. Environmental, Infrastructure and Human settlements
4. Governance, Corruption and Public Accountability
5. The Municipality; by extension Ghana's role in International Affairs.

### ECONOMIC DEVELOPMENT DIMENSION

The main thrust of the economic development dimension in the Medium Term Development Plan is to improve revenue collection efficiency and expenditure discipline in the Municipality. The strategy is to eliminate revenue collection loopholes and leakages whilst strengthening revenue administrative and expenditure control in the Municipality.

Under Agriculture transformation, the Municipal Assembly has adopted the Planting for Food and Jobs (PFJ) initiative to improve food production to ensure Food Nutrition and Security (FNS) in the Municipality and Modernization of Agriculture in Ghana (MAG). Within the planned period, the Municipal Assembly is to promote the planting of cash crops for the local industry and for export as well as transforming the rural communities.

The Municipality has a potential of clay deposits for which it will be exploited for the manufacture of electrical insulators, tiles and ceramic wares. Another major comparative advantage is the large scale production of ginger in the Municipality. These are to be exploited for the realization of the flagship programme of “One District, One Factory” (1D1F) in the Municipality.

## SOCIAL DEVELOPMENT DIMENSION

The social development dimension under the development agenda for the Medium Term Development Plan is to ensure, access and quality of education, health and all social services in the Municipality. Within the Medium Term Development Plan, the Municipal Assembly is to pursue an agenda to ensuring infrastructure delivery for education, health, water and sanitation.

## ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT:

The overarching concern for the Government of Ghana is the protection of the natural resources. The development aspiration of the Kwahu West Municipal Assembly is to achieve a balanced development. In implementing its development aspirations, the natural resources such as the minerals, land, water bodies, the forest and the atmosphere will be well managed sustainability to ensure balanced development. Key focus areas will be human settlements control and spatial planning to ensure that development is not ahead of planning.

Drainage and flood control will be key focus areas to ensure perennial flooding is curbed to avoid damage to properties and lives. Primary and secondary drains will be constructed to prevent flooding in some major communities in the Municipality. The road network in the Municipality will be improved; especially Nkawkaw township to reduce traffic congestion in the Central Business District (CBD). The proliferation of slums in the periphery and the inner city of Nkawkaw will be controlled to prevent the emergence of slums in the Municipality and the Zongo community will be upgraded by providing social infrastructure for a facelift of the Zongo community.

## GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY:

The current thrust of democracy is popular participation. Popular participation entails citizens conducting an assessment of their priorities and based on an understanding of issues relating to local level development and making efforts to participate in policy, Programme or project planning, implementation and monitoring. Citizen participation is therefore important to improving public resource management and reducing corruption in the public sector; it makes Duty-Bearers/ Political leaders more accountable to the citizenry or Right Bearers. To operationalize citizen participation, transparency and access to government, information is therefore important to increase public service delivery.

Within the planned period, citizens' participation in decision making will be strengthened through the engagement of representative groups who will be affected by decisions.

Strategies to be implemented include;

Operationalization of Zonal Councils, organization of town hall meetings, reporting of popular participation to the General Assembly, creating the enabling environment for development, communication, promoting ownership of develop programmes and projects and establishing institutional relationship with the Zonal Councils.

#### GHANA'S ROLE IN INTERNATIONAL AFFAIRS

There is very limited investment from the Kwahu citizens in the diaspora. To ensure the integration of the Kwahus in the diaspora in the development process in the Kwahu West Municipality, the Assembly will pursue an agenda to attract the Kwahus to take the investment opportunities that are abound in the Municipality. Key is to identify and attracting the diaspora to mutually partner in some investment opportunities that exist in the Municipality.

The Municipal Assembly has therefore positioned itself to create the enabling environment for potential investors to take advantage especially under the Government's flagship projects such as; P|anting for Jobs and Export.

### 0.3 CONTENT OF THE PLAN

The content of the plan is divided into Six (6) chapters as follows:

- Chapter 1: Performance Review/ Current Situation
- Chapter 2: Development Issues
- Chapter 3: Development Projections, Adopted Goals, Policy Objectives and Strategies
- Chapter 4: Development Programmes and Sub-Programmes
- Chapter 5: Annual Action Plans
- Chapter 6: Implementation, Monitoring, Evaluation and Communication Strategy

### 0.4 ACKNOWLEDGEMENTS

Special thanks goes to the Municipal Chief Executive, Hon. Yaw Owusu Addo who showed keen interest and led the Task Team for the drafting of the Medium Term Development Plan for the Municipality. His leadership direction, commitment and contribution cannot be over emphasized. He inspired and motivated the Task Team and the entire Municipal Planning Co-ordinating Unit (MPCU) through the participation of all technical meetings, discussions and public fora in all the plan preparation process. The plan would not have been completed without his leadership direction.

The Municipal Co-ordinating Director; Alhaji Mussah Issah demonstrated a great leadership for the Plan Preparation Task Team and the MPCU. His leadership direction and invaluable contributions largely contributed to the final draft out of the plan.

An utmost appreciation goes to the following under listed Task Team Members who worked tirelessly to successful completion of the draft Medium Term Development Plan (MTDP) for the Municipality:

#### **TASK TEAM MEMBERS**

<b>S/N</b>	<b>NAME</b>	<b>DESIGNATION</b>
<b>1</b>	Mr. Mwangu Isaac Donwaazum	Municipal Dev't Planning Officer
<b>2</b>	Mr. Gyatto Samson	Municipal Finance Officer
<b>3</b>	Mr. Amesimeku Henry Yao	Municipal Budget Analyst
<b>4</b>	Mr. Okyere Daniel	Municipal Engineer; Urban Roads
<b>5</b>	Mr. Nii Odjidja Richard	Municipal Head of Works Department
<b>6</b>	Mr. Yeboah Seth	Municipal Director of Agriculture
<b>7</b>	Hajia Barichisu Adams	Municipal Education Director
<b>8</b>	Mrs. Celestine Asante	Municipal Director Health Services
<b>9</b>	Mr. Polley Samuel	Municipal Head of Physical Planning Department
<b>10</b>	Mr. Krampah Joseph	Municipal Environmental Health Officer
<b>11</b>	Mr. Yaw Kyei	Municipal Statistical Officer
<b>12</b>	Mr. Woyome Charles	Municipal Officer; Business Advisory Center
<b>13</b>	Mr. Adu Joseph	Municipal Social Protection/ComDev't Officer

Task Team work was facilitated by the Municipal Planning Officer; Mr. Mwangu Donwaazum Isaac, without whom the technical documentation could be without harmony.

The entire Municipal Planning Co-ordinating Unit (MPCU) members are highly commended for their role in fine-tuning the ideas and of outputs the plan preparation Task Team; without whom the plan would not have been completed.

The general Assembly is commended for the role played in adopting the draft document under the leadership of the late Presiding Member, Hon. Dickson Achriem. To Him; therefore, in God we give glory in memory of his departed soul.

We also acknowledge and appreciate the monitoring and the technical back-stopping role of the Regional Planning and Co-ordinating Unit (RPCU) during the Plan Preparation Process. Without whom the rough edges of the plan would not have been noticed.

The general secretariat of the Municipal Planning Co-ordinating Unit (MPCU) whose hard work contributed to the final document production are highly commended; without whom the process could not have been completed. The commitments, devotedness and hard work of the core staff of the MPCU Secretariat is highly commendable. The following were instrumental to the secretariat services: the Stenographer Secretary; Mrs. Nartey Linda. The Planning Assistant; Amako-Abebrese Ida. Seidu Abdul-Latif and Dentu Kofi Anthony both administrative assistants of the MPCU.

## 1.0 CHAPTER ONE:

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

This chapter contains the vision, mission, functions and core values of the Municipal Assembly in relation to the National Long-Term Development Plan (LTNDP, 2018-2057). The chapter also reviews the performance of 2014-2017 Medium-Term Development Plan (MTDP) to ascertain the progress made in its implementation as well as the challenges and lessons learnt. It further provides the description of the current situation of state of affairs of the Municipality.

#### 1.1.1 The Vision Statement:

A highly trained and motivated Assembly for effective service delivery.

#### 1.1.2 Mission Statement:

The Kwahu West Municipal Assembly exists to improve the quality of life of its people through the effective mobilization and development of human and natural resources, provision of social services and the creation of an enabling environment for accelerated and sustainable development.

#### 1.1.3 Core Values:

Our core values include; Accountability, Client-oriented, Innovative, Diligence, Discipline, Loyalty, Professionalism, Fairness, Transparency and Openness to Partnership”. The terminologies in the core values can be operationalized as expressed in the Local Government Service Delivery Standards and Performance Management System (2014) as follows:

**Accountability:** We take responsibility for our actions and, or in-actions in rendering services and informing citizens on the use of public resources.

**Client-oriented:** We use client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.

**Innovative:** We discharge our functions, roles and tasks in such a way as to deepen the systems, functions, objectives and image of the Local Government Service as a public service institution desirous to assist overcome challenges.

**Diligence:** We discharge our duty with dexterity to our cherished clientele.



***Discipline:*** We follow every legislative instrument, Acts and Regulations to deliver services and not allow personal preferences to interfere with adherence to procedures and processes.

***Loyalty:*** We conduct and create in a reasonable mind with the understanding that the Community is the recipients and ultimate beneficiary.

***Professionalism:*** We demonstrate the requisite skills, competencies and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards.

***Fairness:*** We exercise impartiality when dealing with all customers, suppliers, contractors, sub-contractors and consultants.

***Transparency:*** We provide all stakeholders with the understanding of how the Municipal Assembly as a system operates, and furnish them with easy access to adequate and timely information.

***Open to Partnership:*** We agree to cooperate, collaborate, work together to advance any mutual interests.

#### 1.1.4 The Functions of the Municipal Assembly

To ensure the achievement of the vision and mission of the Municipality, the Assembly pursues the following core functions as established in the Local Governance Act, 2016 (Act 936);

- a) Exercise political and administrative authority in the Municipality
- b) Promote local economic development
- c) Provide guidance as well as give direction to and supervise all other administrative authorities in the Municipality.
- d) The Municipal Assembly shall exercise deliberative, legislative and executive functions of the Assembly.

Notwithstanding the above, the Municipal Assembly is also responsible for the:

- a) overall development of the Municipality;
- b) formulation and execution of plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the Municipality;
- c) promotion and support of productive activity and social development in the Municipality by consciously removing any obstacles to initiative and development;
- d) sponsorship of the education of students from the Municipality to satisfy particular manpower needs of the Municipality; especially in the social sectors of education and health while

making sure that the sponsorship is fairly and equitably balanced between male and female students;

- e) initiation programmes for the development of basic infrastructure and provide Municipal works and services;
- f) development, improvement and management of human settlements and the environment;
- g) in co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety
- h) ready access to courts in the Municipality for the promotion of justice;
- i) Act to preserve and promote the cultural heritage of the citizens of the Municipality.

## 1.2 PERFORMANCE REVIEW

This section reviews the 2014 to 2017 Medium Term Development Plan (MTDP) of the Kwahu West Municipality Assembly. Specific issues tackled in this review include the number of projects/activities that were implemented in relation with national policy objectives under the thematic areas of the Enhanced Ghana Shared Growth and Development Agenda (GSGDA II) and the development programmes for the period under review. These projects/activities were reviewed with respect to the annual targets set in the plan, action plans and progress reports and the extent to which these targets were achieved. Also included in the review is an assessment of the performance of the Municipality in terms of its Internally Generated Funds (IGF) as well as its overall revenue and expenditure statements for the period under review. The review concludes by describing the process involved in implementing the 2014-2017 MTDP by identifying the challenges encountered, as well as the development gaps to guide future planning.

### 1.2.1 Review of Projects under the 2014-2017 Medium Term Development Plan

The projects outlined under the KWMA MTDP (2014-2017) have been reviewed under the thematic areas of the GSGDA II as shown in Table 1.0. The review captures the GSGDA II Thematic Areas from which the development projects were formulated, the policy objectives of the thematic areas, the nature of the development projects, its location and target as well as the yearly levels of achievement from 2014 to 2017. Also specified are the remarks for each development project.

GSGDA II Thematic Area: this states the thematic area under which the projects in the period under review were initiated and implemented. The thematic areas were as follows: 1. ensuring and sustaining macroeconomic stability; 2. accelerated agricultural modernization and sustainable natural resource management, 3. enhancing competitiveness of Ghana's private sector; 4. infrastructure, energy and human settlement; 5. human development, productivity and employment, and 6. transparent and accountable governance.

Table 1.0: PERFORMANCE REVIEW OF THE MTD P FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>I. Ensuring and Sustaining Macroeconomic Stability</b>	Strengthening Municipal Financial Capacity	Procure 4 no. Yamaha DT 125 motorcycles	Nkawakaw	4no. motorcycles procured in 2017	0	0	2	0	Partially Implemented
		Provide 4 set of stationery annually	Nkawakaw	4 set of stationery provided annually	4	4	4	4	Implemented
		Build the capacity of the staff in the revenue department	Nkawakaw	8 revenue collectors trained in 2017	0	0	8	0	Fully Implemented
		Conduct supplementary valuation of all properties	Entire Municipality	One supplementary valuation list in 2016	0	0	0	0	Not implemented due to lack of funds
		To support 50 SMEs annually to register their businesses with the Registrar's Department	Entire Municipality	50No. of SME registered by 2015	0	20	20	5	Partially Implemented
		Conduct one capacity building workshop on business management to 200 SMEs annually	Nkawakaw	One capacity building workshop organised annually	1	1	1	1	Fully Implemented

**Table 1.0: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>I. Ensuring and Sustaining Macroeconomic Stability</b>	Develop tourist sites in the Municipality	Organize annual exhibition of local craft products	Nkawkaw	One meeting organized annually	1	1	1	1	Fully Implemented
		Advertise tourist sites	Nkawkaw	5000 No. Brochures annually	0	0	0	0	Not implemented due to lack of funds
			Nkawkaw	Local FM advertisement annually	1	1	1	1	Fully Implemented
			Nkawkaw, Fodoa, Nkawanda No.1& 2	Website design/ hosting annually Billboards	0	0	0	0	Not implemented due to lack of funds

Table 1.1: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>II. Enhanced Competitiveness of Ghana's Private Sector</b>	Capacitating SMEs to become competent in the competitive business environment	Conduct training workshop for 200 craftsmen by 2017	Nkawkaw	One workshop conducted annually	1	1	1	1	Fully Implemented
		Organise exhibition of local craft products	Nkawkaw	One exhibition organised annually	1	1	1	1	Fully Implemented
	Enhance the capacity of SMEs	Register SMEs	Nkawkaw	200 SMEs registered annually	0	50	80	120	Partially Implemented
		Conduct one capacity building workshop on business management to 200 SMEs	KWMA	One meeting organized annually	1	1	1	1	Fully Implemented

Table 1.2: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>III. Accelerated Agricultural Modernization and Sustainable Natural Resource Management</b>	Develop a modernised Agriculture System to Increase Food and Cash Crop Production and ensure Food Security and Improved Standard of Living.	Construct one agriculture resource center at Fodoa by 2017	Fodoa	1no. agriculture center constructed by 2017	0	0	0	1	Fully Implemented
	Provide logistics and training to the extension service division	Procure 2 sets tractors for field farm plots by 2017	Fodoa and Nkawanda	2no sets of Massey Ferguson tractors purchased by 2017	0	0	0	1	Partially Implemented
		Provide 4 sets of irrigation equipment to 16 FBOs	KWMA	1no. set of irrigation equipment supplied annually	0	0	0	0	Not implemented

**Table 1.2: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>III. Accelerated Agricultural Modernization and Sustainable Natural Resource Management</b>	Provide logistics and training to the extension service division	Establish 3 farm demonstration plots in 3 Zonal council	Fodoa/Kofi dede, Kwahu Asuboni Rails, and Apradan/Awenade	One farm plot established annually	10	14	12	36	Fully Implemented  (Exceed target due to IFDC inputs intervention).
	Strengthening agriculture inputs supplies to farmers	Train 1000 women in home garden establishment annually	Nkawanda and Fodoa	1no. demonstration garden established annually	1	1	1	1	Fully Implemented
		Monitor the supply of subsidized agriculture inputs in the Municipality annually (seeds, sprayers, fertilizers and chemicals)	Nkawanda and Fodoa	Supply of farm inputs provided to 16 FBOs by 2015	1	1	1	1	Partially Implemented  (Inputs supplied but no irrigations equipment was supplied)
		Assist cocoa farmers to control cocoa pests and diseases	Entire Municipality	Various Cocoa disease control material supplied annually	1	1	1	1	Fully Implemented



**Table 1.2: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>III. Accelerated Agricultural Modernization and Sustainable Natural Resource Management</b>	Assist farmers acquiring necessary skills in agriculture production Provide farmers with improved farms inputs and storage techniques	Train 500 farmers on post-harvest technology and food processing and preservation annually	Entire Municipality	1No. training on post-harvest technology provided to 125 farmers annually	1	1	1	1	Fully Implemented
	Form and train new FBOs and revamp dormant ones	Conduct one training to 16 FBOs on good soil management practices annually by 2017	Fodoa, Nkawanda and Esaase	5 no. FBOs formed in 2017	0	0	0	14	Implemented (Support from Rural in Agriculture Finance programme (RAFP))
		Establish tree nursery centres in the 3 Zonal councils annually	KWMA	2No. nursery centers established in each Zonal council annually	0	0	0	0	Not implemented due to inadequate funding

**Table 1.2: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>III. Accelerated Agricultural Modernization and Sustainable Natural Resource Management</b>	Assist farmers adopt agro- forestry techniques	Supply of improved tree seeds for 4 environment committees	Nkawanda 1&2, Fodoa and Esase	Improved no. seeds supplied into 3 zonal councils annually	0	0	0	0	Not Implemented due to inadequate funds
		Supply of 1,500 tree seedlings to the 4 environment committee	KWMA	Monitoring conducted annually	0	0	0	0	Not Implemented due to inadequate funds
		Rehabilitate Nkawanda No.2 – Asubona Rail road's section	Nkawanda- Asuboni Rails	3kms of road rehabilitated by 2017	0	1km	0	0	Partially Implemented
		Reshape and gravel selected Nkawakaw Township roads	Nkawakaw town	10 km road maintained and gravelled in 2017	0	0	15km	5km	Fully Implemented (Target exceeded)

Table 1.3: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>IV. Infrastructure and Human Settlements</b>	Developing Physical Infrastructures for sustainable growth and poverty reduction	Construct 5 boreholes in 5 communities	Kwamang, Apradan, Abepotia, Awenade and Jejeti	5 no boreholes constructed by 2017	5	0	0	0	Fully Implemented.
		Construct small town water system at Asuboni Rails and Jamasi No.2	Asuboni Rails and Jamasi No.2	2no small town water system constructed by 2016	0	0	0	0	Not implemented due to lack of funds
		Repair and fix broken down pipes and boreholes in Nkawkaw town	Nkawkaw town	15no. broken pipes and 8no. boreholes rehabilitated	0	4	5	2	Partially implemented  Achievement exceeded by 45%
		Construct bore holes at Asuogya, Mococo/Rev. Osei Nkwanta, Oseikrom Nkwanta	Asuogya, Mococo/Rev. Osei Nkwanta, Oseikrom Nkwanta	5No bore holes constructed	1	5	5	2	Fully Implemented (Achievement is above target due to UDG intervention)
		Construction of one piped borne water project (small town water system)	Fodoa	1No pipe borne water system by 2017	0	0	1	0	Fully Implemented

**Table 1.3: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>IV. Infrastructure and Human Settlements</b>	Developing Physical Infrastructures for sustainable growth and poverty reduction	Construction of one pipe borne water project	Nkawanda	1No pipe borne water system by 2016	0	0	0	0	Not implemented due inadequate fund flow
		Construct one pipe-borne water project	Asuboni Rails	One water project constructed by 2017	0	0	0	0	Not implemented due inadequate fund flow
	To improve sanitation situation in the Municipality by 2017.	Complete the construction of septic tank latrines	Mpraeso Amanfrom, Adensua & Hwidiem, Pradan & Nkwanda No.2, Nkawanda No. 1 & Asobuni Rails, Nyankroma, Yawkorkor, Abetensu	10no.10- seater septic tanks constructed by 2017	0	0	0	0	Not implemented due inadequate fund flow
		Procure 10 large refuse containers for refuse collection in Nkwawkaw town	Nkawkaw Town	10 large refuse containers procured by 2017	0	0	0	0	Not implemented due inadequate fund flow

**Table 1.3: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>IV. Infrastructure and Human Settlements</b>	To improve sanitation situation in the Municipality by 2017.	Organize 2 communities for self-help in 2-zonal councils	Kwasifori and Kawaso	2 Self-help groups formed by 2017	0	0	1	0	Partially Implemented
		Complete electricity extension to 3 newly developed areas in and around Nkawkaw	Around Nkawkaw town	Electricity extension to 3 newly developed areas completed by 2017	0	1	1	1	On-going
		Complete Electricity expansion to rural and newly developed areas in the Municipality	Around Nkawkaw town	Electricity expansion completed into 3 new rural communities by 2017	0	1	1	1	Fully Implemented
		Installation of 150 no. street lights in Nkawkaw, Fodua and Nkawanda No. 2 and Asuboni Rails in 2016	Nkawkaw, Fodua and Nkawanda Asuboni Rails	150No Street lights installed	0	0	200	0	Fully Implemented (Target Exceeded)

**Table 1.3: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>IV. Infrastructure and Human Settlements</b>	To improve sanitation situation in the Municipality by 2017.	Procure 4 sets office stationery for Water and Sanitation department	KWMA	4 sets of stationeries procured annually	4	4	4	4	Fully Implemented
		Procure one motorcycle Water and Sanitation	KWMA	1no. Yamaha DT 125 motorcycle purchased by 2017	0	0	1	0	Fully Implemented
		Support 500 landlords to construct KVIP latrines to the most vulnerable people in the entire Municipality	KWMA	500no. KVIP latrines constructed annually	0	0	2	0	Partially implemented
		Update the land use plan at Nkawkaw town	Nkawkaw	Master plan reviewed and updated by 2017					Partially implemented
		Monitor land use and physical development process in Nkawkaw town	KWMA	Monitoring conducted quarterly	1	1	1	1	Fully Implemented

Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity and Employment</b>	Increase Efficiency in Productivity with well- developed human skills and expertise.	Complete the construction/renovation of JHS School Blocks;	Asuboni Rails, Saafi, Awenade, Amanfrom, Nkawanda No2, Nsuta, Ekawso, Nkawkaw, Asona, Aprandang	12 no. 6-unit classroom block completed by 2017	1	0	0	0	Implemented but outside planned
		Complete the construction of a 2-storey classroom block; Opinamang D/A	Opinamang	1 no. 2- storey classroom block completed by 2014	0	0	0	0	Not implemented due to lack of funds
	Improve educational standards	Complete the construction of 3 no. 3-unit classroom blocks at Ataso, Owusukrom, Kwaku Dwira	Ataso,  Owusukrom, Kwaku Dwira	2no. classroom completed by 2015	0	0	0	0	Not implemented due to lack of funds
		Complete the construction of 3-Unit Classroom Block at Apesika Municipal Assembly Primary School	Apesika	2no classroom constructed by 2016	0	0	0	0	Not implemented due to lack of fund flow

**Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity and Employment</b>	Improve educational standards	Complete the construction of 1No. library facilities at Nkawkaw	Nkawkaw	Library completed by 2014	0	0	0	1	Partially completed (Nkawkaw library)
		Complete the renovation of Opinamang J.H.S.	Opinamang	1no classroom and cladding basic school completed by 2016	0	0	0	0	Not implemented due to lack of fund flow
		Construction of 6-unit Islamic Basic School	Nkawakw	1no 6-unit classroom and cladding basic school completed by 2016	1	0	0	0	Fully Implemented
		Complete the cladding of 2no. Islamic School Complex	Nkawkaw	Cladding of 2no 6unit school block completed by 2014	0	0	0	0	Not implemented due to lack of fund flow



**Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity</b>	Improve health services provision in the Municipality	Complete the Construction of CHPS compounds in four communities.	Kofi Dede, Atawasi, Wisiwisi, Saafi	Construction of 4no. CHPS compounds completed by 2017	0	0	0	0	Not implemented due to lack of fund flow
		Purchase essential equipment for CHPS centres at Kofi Dede, Atawasi, Wisiwisi, Saafi	Kofi Dede, Atawasi, Wisiwisi, Saafi	Equipment for CHPS purchased by 2017	0	0	0	0	Not implemented due to lack of fund flow
		Register 125 vulnerable people with the NHIS annually in the Municipality	Municipality-wide	500 no. vulnerable people by 2017	0	0	600	0	Fully Implemented (Target Exceeded)
		Organize quarterly meetings with MHMT, MA and beneficiary communities on implementation of projects	Nkawkaw	Beneficiary meeting organized quarterly for 4 years	4	4	4	4	Fully Implemented
		Construct 1No.Municipal Hospital in Nkawkaw	Nkawkaw	1no. Municipal Hospital constructed by 2017	0	0	0	0	Not implemented due to lack of fund flow

**Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity</b>	Improve health services provision in the Municipality	Construction of 2 health centres and five clinics in the Municipality	Fodoa, Nkawkaw Kuma, Apradang Awenade	2no. Health Centres & 5no. clinics	0	0	0	0	Not implemented due to lack of fund flow
		Procure various hospital equipment	Nkawkaw	Hospital equipment procured by 2017	0	0	0	0	Not implemented due to lack of fund flow
		Provide employable skills to 500 delinquent and street children in the Municipality	Fodoa, Nkawkaw Nkawanda No.2, Apradang Awenade	Employable skills provided for 500 street children by 2016	0	600	0	0	Fully Implemented (Target Exceeded)
		Support poor families with credit facilities/ income generating activities	Fodoa, Nkawkaw Nkawanda No.2, Apradang Awenade	Credit facilities provided to 50 poor families annually	0	0	0	0	Not Implemented

**Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity</b>	Improve health services provision in the Municipality	Identify and register vulnerable persons (PWDs, the poor, aged, orphans) in the Municipality	Entire Municipality	100 No. PWDs registered by 2017	831	0	0	0	Fully Implemented  (Target Exceeded)
		Provide vocational skills for unskilled people with disabilities	Entire Municipality	10 unskilled disable people provided with skills by 2017	1	1	1	1	Partially implemented
		Monitor the activities of NGOs and CBOs, on handling vulnerable groups	Entire Municipality	All NGOs and CBOs involved with vulnerable groups monitored annually	1	1	1	1	On-going
		Identify and recruit 10 street children for enrolment into vocational schools annually	Entire Municipality	10 street children enrolled into vocational schools annually	0	0	0	0	Not implemented

**Table 1.4: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>V. Human Development, Productivity</b>	Improve health services provision in the Municipality	Assist 25 vulnerable people who have pending court cases.	Entire Municipality	25 vulnerable people assisted with court cases by 2017	5	8	10	2	Fully Implemented
		Organize training for 20 women groups in income generating activities	Nkawkaw, Fodoa, Nkawanda Apradang Awenade	20 women's group trained on income generation in 2016 and 2017	0	5	15	5	Fully Implemented (Target Exceeded)

Table 1.5: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>VI. Transparent, Responsible and Accountable Governance</b>	Enhancing human capacitation to promote good governance and rule of Law	Complete the renovation of magistrate court building	Nkawakw	Construction of 1no. magistrate completed in 2014	1	0	0	0	Fully Implemented
		Site acquisition and clearance for the Construction of Municipal Administration Block complex	Nkawakw	Site for assembly administration block complex Acquired and prepared by 2017	0	0	0	0	Not implemented due to lack of funds
		Complete the construction of MCE'S bungalow	Nkawakw	Construction of one bungalow completed in 2014	1	0	0	0	Fully Implemented
		Organize 2 no. Mid- term Review meetings on the MTDP	Entire Municipality	2 Mid-term meeting conducted by 2017	0	0	0	1	Partially Implemented

**Table 1.5: PERFORMANCE REVIEW OF THE MTDP FROM 2014-2017**

GSGDA II THEMATIC AREA	POLICY OBJECTIVE	PROJECT/ACTIVITY	LOCATION	TARGET	LEVEL OF ACHIEVEMENT				REMARKS
					2014	2015	2016	2017	
<b>VI. Transparent, Responsible and Accountable Governance</b>	Enhancing human capacitation to promote good governance and rule of Law	Procure and fix 20 public notice boards in all communities	Entire Municipality	20 no. of notice boards fixed by 2017	0	0	0	0	Not implemented
		Organise Zonal Council 4 meetings annually	Zonal Councils	4no meeting conducted annually	0	0	0	4	Partially Implemented
		Monitor Activities of Zonal councils	Nkawkaw, Fodoa/Kofi Dede,  Kwahu Nsabah/Asuboni Rails,  Awenade/ Apradang	8 visits per year by 2017	0	0	0	1	Partially Implemented

Table1.6: Summary of Performance Review.

Thematic Area	Category of Projects in the Review														Totals	
	In MMTDP		Not in MMTDP		Fully Implemented		Partially completed		Not implemented		On-going		Suspended			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Ensuring and sustaining macroeconomic stability	12	16.4	0	0	5	16.1	2	20.0	5	18.5	0	0	0		12	16.0
Enhancing Competitiveness of Ghana's Private Sector	4	5.5	0	0	4	12.9	0	0	0	0	0	0	0	0	4	5.3
Accelerated Agriculture modernization and Natural Resource Sustainability	12	16.4	1	50.0	6	19.4	2	20.0	5	18.5	2	25.0	0	0	13	17.3
Infrastructure and Human Settlement	17	23.3	0	0	7	22.6	3	30.0	5	18.5	2	25.0	0	0	17	22.6
Human Development, Productivity and Employment	21	28.8	1	50.0	6	19.4	1	10.0	10	37.0	4	50.0	0	0	22	29.3
Transparent, Responsible and accountable	7	9.6	0	0	3	9.6	2	20.0	2	7.4	0	0	0	0	7	9.3
<b>Overall Total</b>	<b>73</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>31</b>	<b>100</b>	<b>10</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>100</b>
<b>Overall Percent</b>		<b>97.3</b>		<b>2.6</b>		<b>41.3</b>		<b>13.3</b>		<b>36.0</b>		<b>10.6</b>		<b>0</b>		<b>100.00</b>

## 1.2.2 Summary of Performance Review on Development Projects

The analysis of the review of programmes and projects for the Medium-Term Development Plan (2014-2017) has shown that, Seventy-Five (75) projects were initiated. Out of these, about fifty-five percent (54.7%) were for the thematic areas of Infrastructure and Human Settlements and Human Development, Productivity and Employment. Imperatively, these two areas seem to have a domino effect on all other thematic areas of the GSGDAII. The least number of projects were implemented under the thematic area of Ensuring and maintaining macro-economic stability. This is probably because apart from issues relating to revenue mobilization, and local financial management, the rest of the issues under this thematic area are national in character. There were no projects under the thematic area of oil and gas development because Kwahu West Municipality has no crude oil deposit.

As indicated in Table 1.0, about ninety-seven percent (97.3%) of the projects initiated during the period under review were in the MTDP of the Municipality; whilst about three percent (2.6%) were implemented but not in the plan. About sixty-five percent (65.2%) of the projects initiated within the period were fully implemented, partially implemented or on-going whereas about thirty-six percent (36%) were not implemented at all, mainly due to inadequate and delay in the releases of funds from the major sources of funding for the Municipality. The main reason why projects were not either implemented or partially implemented was due to the inadequacy of funds. This means that for the Kwahu West Municipal Assembly to achieve a higher rate of implementation of programmes and projects in its current MTDP, the Assembly needs to improve on its financial mobilization capacity; both internally and externally.



Table 1.7 Review of income and expenditure performance (2014-2017)

COMPENSATION (Wages and Salaries)							
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	95,231.00	95,231.00	-		(95,231.00)		
2015	1,807,568.25	1,807,568.25	1,807,568.00	-	(0.25)	1,687,401.00	120,167.00
2016	2,011,510.00	2,011,510.00	2,011,510.00	-	-	1,876,834.00	134,676.00
2017	2,165,507.00	2,165,507.00	1,263,212.41	-	(902,294.59)	1,178,132.08	85,080.33
CAPITAL EXPENDITURES/ASSESTS							
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014							
2015	3,841,102.80	3,841,102.80	2,262,248.90	-	(1,578,853.90)	2,262,248.90	-
2016	4,599,657.00	4,599,657.00	2,119,975.55	-	(2,479,681.45)	2,119,975.55	-
2017	17,004,258.00	17,004,258.00	849,348.92	-	(16,154,909.08)	849,348.92	-
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		

2014							
2015	1,974,425.95	1,974,425.95	1,671,121.15	-	(303,304.80)	1,671,121.15	-
2016	2,512,369.00	2,512,369.00	2,815,117.44	-	- 302,748.44	2,815,117.44	-
2017	3,199,001.00	3,199,001.00	850,372.07	-	(2,348,628.93)	850,372.07	-

Table1.8: Total Releases from Government of Ghana

<b>PERSONNEL EMOLUMENTS (Wages and Salaries)</b>							
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	95,231.00	95,231.00	-		(95,231.00)		
2015	1,807,568.25	1,807,568.25	1,807,568.00	-	(0.25)	1,687,401.00	120,167.00
2016	2,011,510.00	2,011,510.00	2,011,510.00	-	-	1,876,834.00	134,676.00
2017	2,165,507.00	2,165,507.00	1,263,212.41	-	(902,294.59)	1,178,132.08	85,080.33
<b>CAPITAL EXPENDITURES/ASSESTS</b>							
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014							
2015	3,841,102.80	3,841,102.80	2,262,248.90	-	(1,578,853.90)	2,262,248.90	-
2016	4,599,657.00	4,599,657.00	2,119,975.55	-	(2,479,681.45)	2,119,975.55	-
2017	17,004,258.00	17,004,258.00	849,348.92	-	(16,154,909.08)	849,348.92	-
<b>GOODS AND SERVICES</b>							
Year	Requested as Planned/budget (A)	Approved as per Ceiling (B)	Released C	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014							

2015	1,974,425.95	1,974,425.95	1,671,121.15	-	(303,304.80)	1,671,121.15	-
2016	2,512,369.00	2,512,369.00	2,815,117.44	-	302,748.44	2,815,117.44	-
2017	3,199,001.00	3,199,001.00	850,372.07	-	(2,348,628.93)	850,372.07	-

**Table 1.9 All Sources of Financial Resources for the Municipality**

Year	2014			2015			2016			2017		
	Approved	Actual Received	Variance	Approved	Actual Received	Variance	Approved	Actual Received	Variance	Approved	Actual Received	Variance
GoG	1,505,769	784,025.69	(721,743)	1,687,402	142,702	(1,544,700)	1,876,834	1,187,953	(688,881)	21,125,988	2,371,774	(18,754,214)
IGF	812,012	695,611.00	(116,401)	959,945	809,453	(150,492)	1,023,282	901,942	(121,340)	1,242,778	626,159	(616,619)
DACF	2,560,821	836,580.08	(1,708,248)	3,365,629	2,558,438	(807,191)	3,461,119	2,134,148	(2,336,410)	3,344,820	402,262	(2,942,558)
DDF	889,108	885,297.14	(3,811)	580,621	301,185	(279,436)	728,289	619,152	(109,137)	512,757	249,127	(263,630)
UDG	540,505	73,496.93	(467,008)	667,491	1,128,600	(461,109)	1,825,252	1,400,708	(424,544)	1,840,000	749,349	(1,090,651)
DPs	516,458	-	(516,458)	-	-	-	-	-	-	-	-	-
GETFUND	-	-	-	-	-	-	-	-	-	-	-	-
Others (CIDA)	-	-	-	-	-	-	-	-	-	12,280,376	35,000	(12,245,376)
<b>TOTAL</b>	<b>6,878,633</b>	<b>3,344,963.56</b>	<b>(3,533,669)</b>	<b>7,261,087</b>	<b>4,940,377</b>	<b>(3,242,928)</b>	<b>8,914,776</b>	<b>6,243,903</b>	<b>(3,680,312)</b>	<b>40,346,719</b>	<b>4,433,671</b>	<b>(35,913,048)</b>

### 1.3: REVIEW OF REVENUE AND EXPENDITURE (2014 - 2017)

#### Sources of Funding for Programmes and Projects in the MMTDP (2014 - 2017)

The Municipal Assembly’s main sources of funding for programmes and projects for the 2014 – 2017 MMTDP were the Internally Generated Funds (IGF), the District Assemblies’ Common Fund (DACF), Urban Development Grant (UDG), the District Development Facility (DDF), MP’s Common Fund and Donor Grants. During the period under review, DACF in normal terms recorded higher releases of funds for the implementation of the plan for the period. The highest source of revenue was from DACF, GoG, IGF and DDF as shown in the table 1.8 below and Table shows Development sustainability in the Municipality will largely depend on IGF. The KWMA needs to explore more innovative ways to increase its IGF to be able to implement most of its projects in the next plan period. This is particularly necessary given the erratic and dwindling flow of the DACF, GoG and other Donor Partner transfers.

**Table 1.10: Main sources of Funding for the 2014 – 2017**

NO.	SOURCE	BUDGET	ACTUAL	PERFORMANCE (%)	RELATIVE PERFORMANCE (%)
1	IGF	3,226,005	2,337,554	72.5	12.8
2	DACF	12,786,348	6,001,380.49	46.9	32.9
3	GoG	26,195,993	4,486,454.52	17.1	24.6
4	UDG	4,873,248	3,352,153.70	68.8	18.4
5	DDF	2,710,775	2,054,761.40	75.8	11.3
<b>TOTAL</b>		<b>49,792,369</b>	<b>18,232,304</b>	<b>36.6</b>	<b>100.0</b>

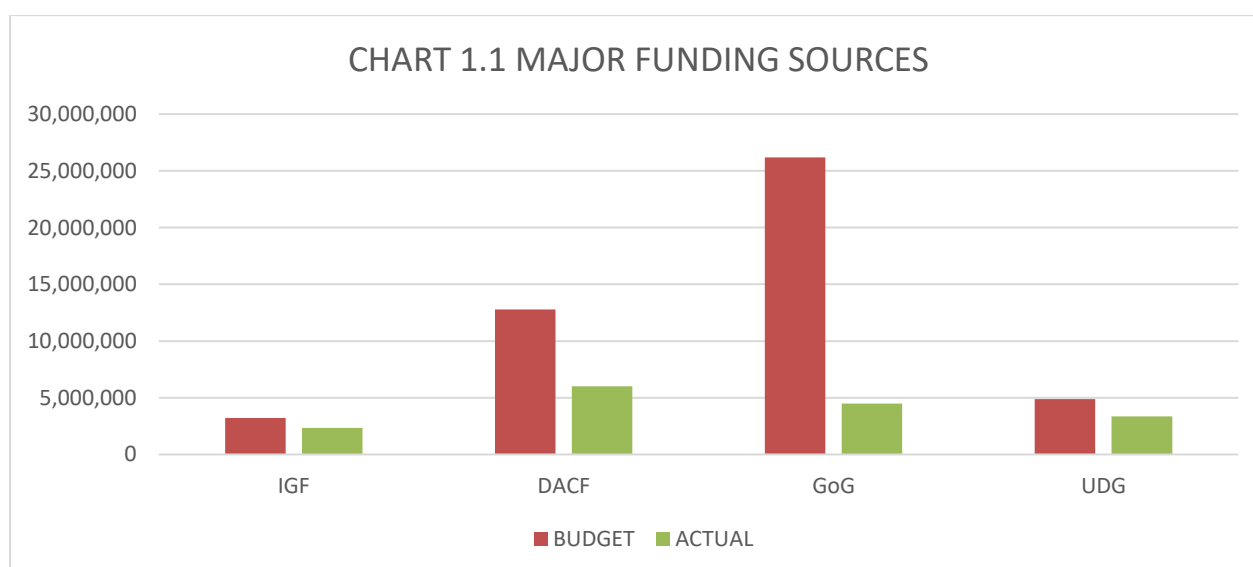


Figure 1.1 Major Funding Sources

### 1.3.1 Revenue Mobilization

As shown in Table 1.5, a total of GHC2,337,554.00 Internally Generated Fund (IGF) was mobilized from 2014 to the half year of 2017. This constitutes about seventy-three percent (72.5%) of revenue mobilized over the period under review as against a total budgeted revenue of GHC3,226,005.00 for the Assembly from 2014-2017. The District Assemblies' Common Fund continues to be the major source of funding for the implementation of planned programmes and projects in the Assembly's medium term plan. During the period under review, the Assembly had a total approved budget of GHC12,786,348.00 and a total of GHC6,001,380.49 (46.9%) was released for the implementation of the plan for the period. In terms of relative performance from all sources of revenue to the Assembly, DACF recorded Thirty-three percent (32.9%), about thirty percent (29.7%) of the transfers were recorded from two main development partners (UDG and DDF), GoG transfers for compensation to Workers in the Municipality recorded twenty-five percent (24.6%) and thirteen percent (12.8%) of the total revenue came from the Internally Generated Funds (IGF). There is however the need to intensify IGF collection in the Municipality and more innovative ways are required to identify more revenue sources to augment the existing sources for the delivery of socio-economic development in the Municipality. In addition, the work of the revenue collectors should be reviewed with the aim of improving upon their performance.

### 1.4. KEY PROBLEMS/ISSUES ENCOUNTERED DURING THE IMPLEMENTATION OF GSGDA II

The major challenges encountered during the implementation of the Medium Term Development Plan 2014-2017 under enhanced Ghana Shared Growth and Development Adenad (GSGDA II) include the following;

- ▶ Lack of full complement of decentralized departments to constitute the departments of the Municipal Assembly as per the Local Governance Act, 2016 (Act 936) (eg Transport Department, Trade Industry and tourism and Natural Resource Conservation, Forestry, Game and Wildlife Department)
- ▶ Inadequate vehicles/logistics to support M&E activities
- ▶ Untimely and inadequate release of Common Fund and other Donor Grants that affect projects costs and time over-runs
- ▶ Inadequate M&E data to support M&E information system
- ▶ Inadequate M&E staff mixed with requisite knowledge and skills

- ▶ Inconsistent departmental M&E reports.
- ▶ Untimely departmental progress reports submission
- ▶ Failure of some decentralized departments to submit quarterly and annual progress reports.
- ▶ Non adherence to contractual agreements in projects execution by both Client and Contractors; hence poor contract management and lack of value for money.
- ▶ Non-involvement of User Agencies and some key stakeholders in projects planning and implementation process; such as Electricity Company of Ghana (ECG), Ghana Water Company etc. this affects project utilization upon completion.
- ▶ Lack of artistic impression exhibition before sub-project commencement.

**Table 1.11 Trend of Major sources of Fund Releases 2014-2017**

<b>DISTRICT ASSEMBLIES' COMMON FUND RELEASES</b>				<b>UDG RELEASES</b>			
Year	Budget	Actual	%	Year	Budget	Actual	%
2014	2,614,781.00	906,532.80	34.7	2014	540,505.00	73,476.93	13.59
2015	3,365,629.00	2,558,438.00	76.02	2015	667,491.00	1,128,600.00	59.14
2016	3,461,119.00	2,134,148.00	61.66	2016	1,825,252.00	1,400,708.00	76.74
2017	3,344,820.00	402,262.00	12.03	2017	1,840,000.00	749,349.00	40.73
<b>Total</b>	<b>12,786,349.00</b>	<b>6,001,380.80</b>	<b>46.94</b>	<b>Total</b>	<b>4,873,248.00</b>	<b>3,352,133.93</b>	<b>68.79</b>
<b>INTERNALLY GENERATED RELEASES</b>				<b>DDF RELEASES</b>			
YEAR	Budget	Actual	%	Year	Budget	Actual	%
2014	812,012.00	695,611.00	85.67	2014	889,108.00	885,297.14	99.57
2015	959,945.00	809,453.00	84.32	2015	580,621.00	301,185.00	51.87
2016	1,023,282.00	901,942.00	88.14	2016	728,289.00	619,152.00	85.01
2017	1,242,778.00	626,152.00	50.38	2017	512,757.00	249,127.00	48.59
<b>Total</b>	<b>4,038,017.00</b>	<b>3,033,158.00</b>	<b>75.12</b>	<b>Total</b>	<b>2,710,775.00</b>	<b>2,054,761.14</b>	<b>75.80</b>

Table 1.11 shows the major sources of fundings and releases for the implementation of the GSGDA II. Most funding sources releases were below budget expectations to implement projects in the planned period and this affected the general level implementation status of the plan.

## 1.5 MAJOR LESSONS LEARNT

The major lessons learnt during the planned implementation period include the following;

- Consultation with Project Affected Persons (PAPs) facilitated smooth project delivery.
- Involvement of key stakeholders in project monitoring guarantees timely utilization of projects upon completion.
- Openness and transparency through townhall meetings.



## **1.6: CURRENT SITUATION AND PROFILE OF KWAHU WEST MUNICIPALITY**

This section provides the profile of the Municipality. It provides the basic information on the Municipality, the potentials, opportunities, problems and challenges. It also provides an opportunity to draw meaningful implications of the issues and gaps in the Municipality.

### **1.6.1: Governance and Institutional Capacity**

The Kwahu West Municipal Assembly was carved out from Kwahu South District, initially, as Kwahu West District Assembly in August, 2004 by Legislative Instrument 1589. It was later upgraded into a Municipality on 1<sup>st</sup> November, 2007 by Legislative Instrument 1870. The administrative capital is Nkawkaw; the second largest urban town in the Eastern Region. The Assembly is made up of forty (40) Assembly Persons and this comprises; the Municipal Chief Executive, Twenty-Six (26) elected persons and Twelve (12) Government Appointees and one (1) Member of Parliament. Out of which eighty-five percent (85%) are males and the remaining fifteen percent (15%) are females. To ensure easy governance at the grassroots level, the Municipality is divided into four (4) Zonal Councils namely: Nkawkaw Zonal Council, Fodoa Kofi Dede Zonal Council, Awenade/Apradang Zonal Council and Asuboni Rails Zonal Council. The councils as established by the Local Government (Urban, Zonal and Town Councils and Unit Committees) (Establishment) Instrument, 2010 (L.I 1967) are to perform the functions therein to assist the assembly to promote decentralization at the local level. In addition to these zonal councils, there are 130 unit committees in the Municipality. These sub-structures are faced with challenges of lack of infrastructure and personnel for the day-to-day administrations to operationalize their functions as established by the Local Government Instrument, 2010 (L.I 1967).

The Executive Committee as established by the Local Governance Act, 2016 (936) exercises its executive functions through the sub-committees of the Executive Committee. The executive functions are performed by the Executive Committee of which the Municipality Chief Executive (MCE) is the chairperson and consists of the chairpersons of five statutory sub-committees of the Executive Committee. There is an established Public Relations and Complaints Committee (PRCC) which is chaired by the Presiding Member of the Assembly with the responsibilities among others; to educate members of the public on the activities of the Assembly, promote transparency, probity and accountability in the dealings of the Assembly,

investigate complaints or allegations made against the conduct of the Chief Executive, members and staff of the Assembly.

The five sub-committees of the Executive Committee are as follow:

1. Development Planning,
2. Social Services,
3. Works,
4. Justice and Security sub-committee
5. Finance and Administration sub-committee

An ad hoc Sub-committee of the Executive Committee is the Education sub-committee created to oversee education issues of the Assembly.

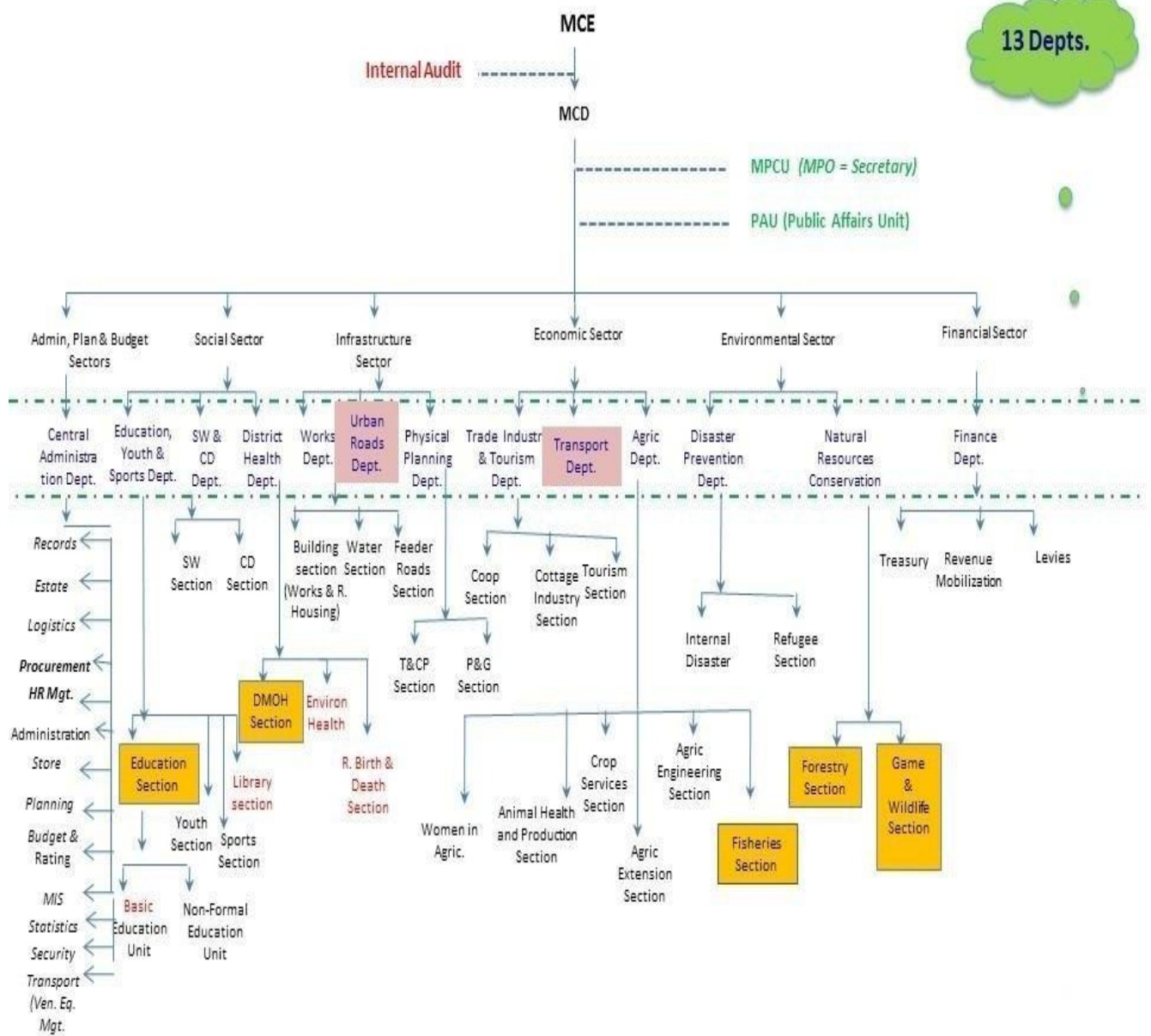
### 1.6.2 Office of the Municipal Assembly

The Office of the Municipal Assembly is responsible to the Municipal to the performance of the functions of the Municipal Assembly and it is headed by the Municipal Co-ordinating Director (MCD). The Municipal Co-ordinating Director; in accordance with section 75 (4) of the Local Governance Act, 2016 (Act 936) is responsible to ensuring efficient and effective service delivery of the Municipal Assembly. To facilitate efficient and effective service delivery in the Municipality the Local Governance Act; second schedule has established thirteen (13) departments for the Municipality to assist in delivering its functions. The established departments include;

1. Central Administration Department
2. Finance Department
3. Education, Youth and Sports Department
4. 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. Disaster Prevention
11. Natural Resource Conservation Forestry and Game and Wildlife
12. Urban Roads Department
13. Transport Department

Chart 1.2 shows the departmental organogram of the Kwahu West Municipality.

**Chart: 1.2 KWAHU WEST MUNICIPAL DEPARTMENTAL ORGANOGRAM**



13 Depts.

Chart 1.3 showing the oraganogram of the Kwahu West Municipal Assembly

**Chart:1.3 KWAHU WEST MUNICIPAL ASSEMBLY ORANOGRAM**

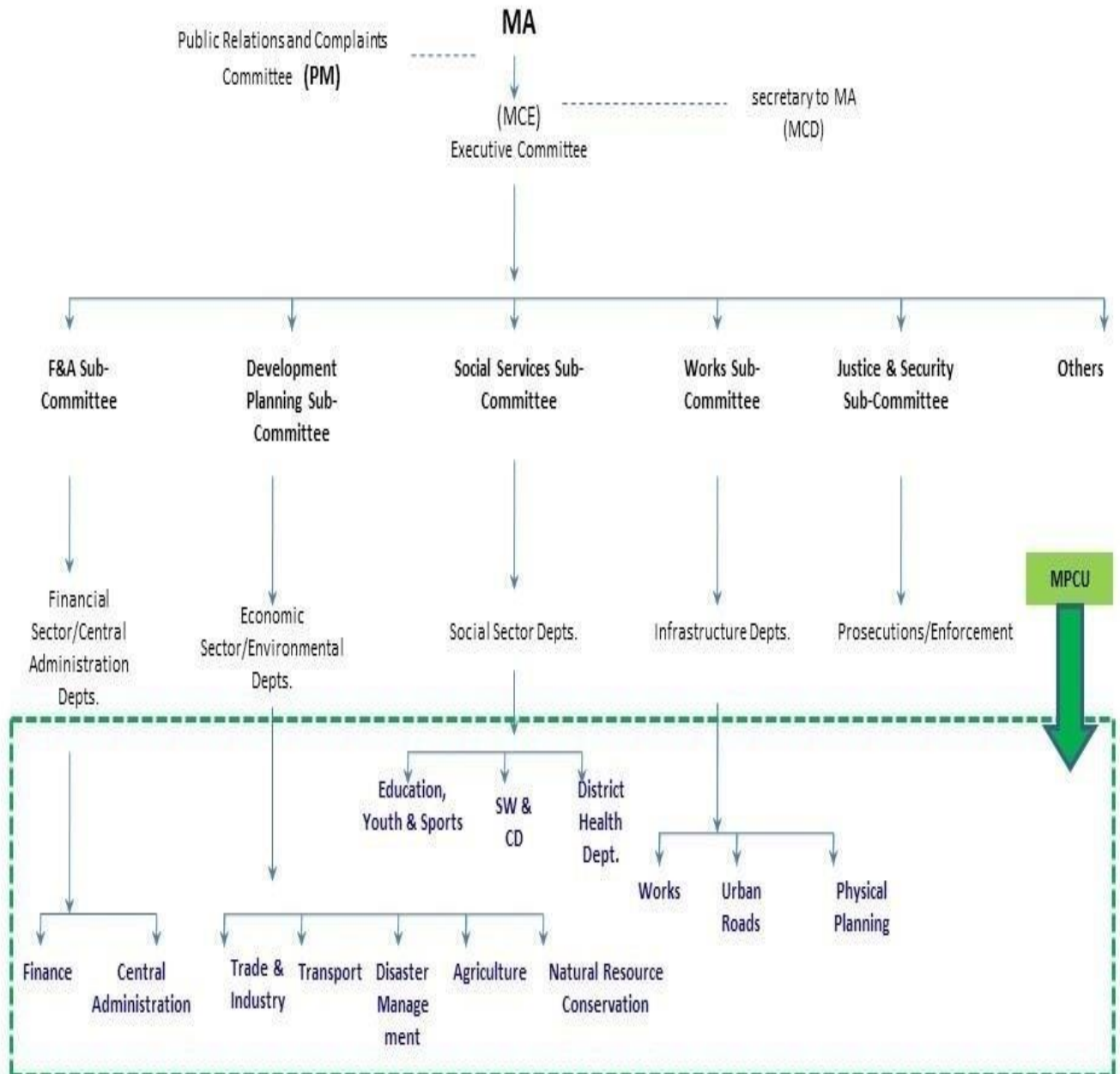


TABLE 1.12: KWAHU WEST MUNICIPALITY HUMAN RESOURCE CAPACITY MATRIX

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Coordinating Director	1	1	1		<b>1</b>	-	-
<b>CENTRAL ADMINISTRATION DEPT.</b>							
<i>Professional</i>							
Director	1	2	0	0	<b>0</b>	1	2
Deputy Director							
Assistant Director I	3	3	3	3	<b>6</b>	3+	3+
Assistant Director IIA							
Assistant Director IIB							
<b>Sub-Total</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>2</b>
<i>Sub-Professional</i>							
Chief Executive Officer	1	1	0	1	<b>1</b>	-	-
Assistant Chief Executive Officer							
Principal Executive Officer	1	1	0	0	<b>0</b>	1	1
Senior Executive Officer							
Higher Executive Officer	2	2	0	0	<b>0</b>	2	2
Executive Officer							
<b>Sub-Total</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>
<b>SECRETARIAL</b>							
<i>Professional</i>							
Office Manager	1	1	0	0	<b>0</b>	1	1
Chief Private Secretary	1	2	0	0	<b>0</b>	1	2
Principal Private Secretary							
Senior Private Secretary							
Private Secretary							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b><i>Sub-Professional</i></b>							
Stenographer Secretary	1	2	0	2	2	1+	-
Stenographer Grade I							
Stenographer Grade II							
Senior Typist	1	2	0	5	5	4+	3+
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>-</b>
<b>RECORDS</b>							
<b><i>Professional</i></b>							
Chief Records Officer (Director)	1	1	0	0	0	1	1
Principal Records Officer (Deputy Director)							
Senior Records Officer (AD I)							
Records Officer (AD IIA)							
Assistant Records Officer (AD IIB)							
<b>Sub-Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b><i>Sub-Professional</i></b>							
Senior Records Assistant	1	1	0	0	0	1	1
Records Assistant	1	2	0	0	0	1	2
Junior Records Assistant							
<b>Sub-Total</b>							
Chief Records Supervisor	1	2	0	1	1	-	1
Principal Records Supervisor							
Senior Records Supervisor							
Records Supervisor							
Assistant Records Supervisor							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>ESTATES</b>							
<b><i>Professional</i></b>							
Chief Estate Manager	1	1	0	0	0	1	1
Principal Estate Manager							

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Senior Estate Manager	1	1	0	0	0	1	1
Estate Manager							
Assistant Estate Manager	2	2	0	0	0	2	2
<b>Sub-Total</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>Sub-Professional</b>							
Chief Estate Officer	1	2	0	0	0	1	2
Principal Estate Officer	1	2	0	0	0	1	2
Senior Estate Officer							
Estate Officer	2	4	0	0	0	2	4
Assistant Estate Officer							
<b>Sub-Total</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>
<b>SUPPORT STAFF</b>							
Chief Caretaker							
Assistant Chief Caretaker							
Principal Caretaker	2	2	0	0	0	2	2
Senior Caretaker							
Caretaker Supervisor/ Caretaker							
Senior Cleaner	15	20	2	2	4	11	16
Cleaner							
Labourer	2	2	0	5	5	3+	3+
<b>Sub-Total</b>	<b>19</b>	<b>24</b>	<b>2</b>	<b>7</b>	<b>9</b>	<b>13</b>	<b>18</b>
<b>TRANSPORT (VEHICLE &amp; EQUIPMENT MANAGEMENT) UNIT</b>							
<b>TECHNICAL</b>							
Chief Driver	1	2	4	0	4	3+	2+
Yard Foreman							
Diver Grade I							
Diver Grade II	10	20	2	0	2	8	18
Diver Grade III							

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>11</b>	<b>22</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>18</b>
<b>PROCUREMENT/ SUPPLY UNIT</b>							
<i>Professional</i>							
Chief Procurement/ Supply Officer							
Principal Procurement/ Supply Officer							
Senior Procurement/ Supply Officer	2	3	0	0	0	2	3
Procurement/ Supply Officer							
Assistant Procurement/ Supply Officer							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
<i>Sub-Professional</i>							
Chief Procurement Assistant/ Storekeeper	1	1	0	0	0	1	1
Principal Procurement Assistant/ Storekeeper							
Senior Procurement Assistant/ Storekeeper							
Procurement Assistant/ Storekeeper	2	2	0	1	1	1	1
Assistant Procurement Assistant/ Storekeeper							
<b>Sub-Total</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>HUMAN RESOURCE (HR) UNIT</b>							
<i>Professional</i>							
Chief HR Manager	1	1	0	0	0	1	1
Principal HR Manager	1	1	0	0	0	1	1
Senior HR Manager							
HR Manager	1	2	1	1	2	1+	-
Assistant HR Manager							
<b>Sub-Total</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>DEVELOPMENT PLANNING UNIT</b>							
Chief Development Planning Officer	1	1	1	0	1	-	-
Principal Development Planning Officer							
Senior Development Planning Officer	2	4	1	0	1	1	3
Development Planning Officer							



DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Assistant Development Planning Officer							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>MANAGEMENT INFORMATION SYSTEM (MIS) UNIT</b>							
<i>Professional</i>							
Director/ Chief of Information Technology (IT)/ Information Management (IM)	1	1	0	0	0	1	1
Principal IT/ IM Officer	1	1	0	0	0	1	1
Senior IT/ IM Officer	1	2	0	0	0	1	2
IT/ IM Officer	1	1	0	0	0	1	1
Assistant IT/ IM Officer	1	1	1	0	1	-	-
<b>Sub-Total</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>5</b>
<i>Sub-Professional</i>							
Chief IT/IM Technician	1	1	0	0	0	1	1
Principal IT/IM Technician	1	1	0	0	0	1	1
Senior IT/IM Technician	1	1	0	0	0	1	1
IT/IM Technician	1	1	0	0	0	1	1
Assistant IT/IM Technician	1	1	0	0	0	1	1
<b>Sub-Total</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>
<b>BUDGET AND RATING UNIT</b>							
<i>Professional</i>							
Chief Budget Analyst	1	1	1	0	1	-	-
Principal Budget Analyst	1	1	0	0	0	1	1
Senior Budget Analyst							
Budget Analyst	1	3	1	0	1	-	2
Assistant Budget Analyst							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>
<i>Sub-Professional</i>							

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Chief Budget Officer	1	2	0	0	0	1	2
Principal Budget Officer							
Senior Budget Officer							
Budget Officer	1	2	0	0	0	1	2
Assistant Budget Officer							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>
<b>STATISTICS UNIT</b>							
<i>Professional</i>							
Director of Statistics	1	1	0	0	0	1	1
Principal Statistician							
Senior Statistician	1	2	2	0	2	1+	-
Statistician							
Assistant Statistician							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>
<i>Sub-Professional</i>							
Statistical Assistant I	1	2	0	0	0	1	2
Statistical Assistant II							
Statistical Assistant III							
<b>Sub-Total</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>SECURITY</b>							
<i>Sub-Professional</i>							
Chief Security Officer	1	1	2	0	2	1+	1+
Principal Security Officer							
Senior Security Officer	1	3	0	0	0	1	3
Security Officer							
Assistant Security Officer							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>SUPPORT STAFF</b>							
Headman Supervisor	1	1	0	0	0	1	1

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Watchman Supervisor	1	2	2	0	2	1+	-
Night/ Day Watchman	20	24	6	0	6	14	18
<b>Sub-Total</b>	<b>22</b>	<b>27</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>15</b>	<b>19</b>
<b>RADIO OPERATION</b>							
<i>Sub-Professional</i>							
Chief Radio Operator	1	1	1	1	2	1+	1+
Principal Radio Operator							
Senior Radio Operator							
Radio Operator	1	1	0	0	0	1	1
Assistant Radio Operator							
<b>Sub-Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>CENTRAL ADMIN DEPT</b>	<b>111</b>	<b>156</b>	<b>30</b>	<b>23</b>	<b>53</b>	<b>77</b>	<b>116</b>
<b>FINANCE DEPARTMENT</b>							
<i>Professional</i>							
Director of Finance	1	1	0	0	0	1	1
Chief Accountant/ Deputy Director	2	3	1	0	1	1	2
Principal Accountant	3	5	3	0	3	-	2
Senior Accountant							
Accountant							
<b>Sub-Total</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>5</b>
<i>Sub-Professional</i>							
Chief Accounts Technician/ Officer	6	10	1	2	3	3	7
Principal Accounts Technician/ Officer							
Senior Accounts Technician/ Officer							
Accounts Technician/ Officer							
Junior Accounts Technician/ Officer	2	4	0	0	0	2	4
<b>Sub-Total</b>	<b>8</b>	<b>14</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>11</b>
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	

	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>REVENUE</b>							
<b>SUPPORT STAFF</b>							
Chief Revenue Superintendent	1	1	0	0	<b>0</b>	1	1
Principal Revenue Superintendent	3	5	0	1	<b>1</b>	2	4
Senior Revenue Superintendent							
Revenue Superintendent	2	4	2	6	<b>8</b>	6+	4+
Higher Revenue Inspector							
Revenue Inspector	6	8	4	1	<b>5</b>	1	3
Revenue Collector							
<b>Sub-Total</b>	<b>12</b>	<b>18</b>	<b>6</b>	<b>8</b>	<b>14</b>	<b>4</b>	<b>8</b>
<b>SUPPORT STAFF</b>							
Executive Officer	1	2	0	0	<b>0</b>	1	2
Records Officer							
Stenographer Secretary	1	2	0	0	<b>0</b>	1	2
Senior Typist							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>
<b>TOTAL (FINANCE DEPARTMENT)</b>	<b>28</b>	<b>45</b>	<b>11</b>	<b>10</b>	<b>21</b>	<b>13</b>	<b>28</b>
<b>INTERNAL AUDIT UNIT</b>							
<i>Professional</i>							
Chief Internal Auditor	1	1	1	0	<b>1</b>	-	-
Principal Internal Auditor							
Senior Internal Auditor	1	1	0	0	<b>0</b>	1	1
Internal Auditor							
Assistant Internal Auditor	1	2	2	0	<b>2</b>	1+	-
<b>Sub-Total</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>
<i>Sub-Professional</i>							
Executive Officer	1	2	0	0	<b>0</b>	1	2
Records Officer							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	

	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Stenographer Secretary	1	2	0	0	0	1	2
Senior Typist							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>
<b>TOTAL (INTERNAL AUDIT UNIT)</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>5</b>
<b>EDUCATION, YOUTH &amp; SPORTS DEPT.</b>							
<b>EDUCATION UNIT</b>							
<i>Professional</i>							
Director	1	1					
Deputy Director	2	3					
Assistant Director I	3	4					
Assistant Director II A&B							
<b>Sub-Total</b>	<b>6</b>	<b>8</b>					
<i>Sub-Professional</i>							
Chief Superintendent							
Principal Superintendent	4	4					
Senior Superintendent							
Senior Superintendent II							
Superintendent I	3	4					
Superintendent II							
<b>Sub-Total</b>	<b>7</b>	<b>8</b>					
<b>SUPPORT STAFF</b>							
Programme Officer	1	2					
Cultural Officer	1	2					
<b>Sub-Total</b>	<b>2</b>	<b>4</b>					
<i>Sub-Professional</i>							
Chief Administrative Officer							
Principal Administrative Officer	1	1					
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX

Senior Administrative Officer							
Administrative Officer	1	1					
Assistant Administrative Officer							
<b>Sub-Total</b>	<b>2</b>	<b>2</b>					
<b>YOUTH UNIT</b>							
<i>Professional</i>							
Chief Youth Coordinator							
Principal Youth Coordinator	1	1					
Senior Youth Coordinator							
Youth Coordinator							
Assistant Youth Coordinator							
<b>Sub-Total</b>	<b>1</b>	<b>1</b>					
<i>Sub-Professional</i>							
Youth Development Officer	1	1					
<b>Sub-Total</b>	<b>1</b>	<b>1</b>					
<b>SPORTS</b>							
<i>Sub-Professional</i>							
Senior Coach	1	2					
Sports Development Officer	1	2					
Zonal Supervisor	1	2					
<b>Sub-Total</b>	<b>3</b>	<b>6</b>					
<b>LIBRARY</b>							
<i>Professional</i>							
Chief Library Officer							
Principal Library Officers	1	1					
Senior Library Officer							
Library Officer	2	3					
Junior Library Officer							
<b>Sub-Total</b>	<b>3</b>	<b>4</b>					
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX

<b><i>Sub-Professional</i></b>							
Chief Library Assistant							
Principal Library Assistant	1	2	0	0	0	1	2
Senior Library Assistant							
Junior Library Assistant	2	2	2	1	3	1+	1+
Library Assistant							
<b>Sub-Total</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>
<b><i>Professional</i></b>							
Senior Procurement/Supply Officer	1	1					
Procurement/Supply Officer							
<b>Sub-Total</b>	<b>1</b>	<b>1</b>					
<b><i>Professional</i></b>							
Records Officer	1	2					
Private Secretary							
<b>Sub-Total</b>	<b>1</b>	<b>2</b>					
<b><i>Sub-Professional</i></b>							
Stenographer secretary	1	2					
Stenographer	2	2					
Senior Typist							
Receptionist	1	1					
<b>Sub-Total</b>	<b>4</b>	<b>5</b>					
<b>SUPPORT STAFF</b>							
Senior Clerk	1	2					
Clerk Grade1							
Senior radio operator	1	1					
<b>Sub-Total</b>	<b>2</b>	<b>3</b>					
Principal Procurement Assistant/Storekeeper	1	1					
Senior Procurement Assistant/Storekeeper							
Procurement Assistant/Storekeeper							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>1</b>	<b>1</b>					

<b>TOTAL (EDUCATION, YOUTH &amp; SPORT DEPARTMENT)</b>	<b>37</b>	<b>50</b>					
<b>HEALTH DEPARTMENT</b>							
<b>DMOH</b>							
<i>Professional</i>							
Public Health Specialist	1	2					
<b>Sub-Total</b>	<b>1</b>	<b>2</b>					
<i>Sub-Professional</i>							
Stenographer Grade II	2	2					
Higher/Revenue Inspector	3	4					
<b>Sub-Total</b>	<b>5</b>	<b>6</b>					
<b>SUPPORT STAFF</b>							
Scavenger	6	15					
Foreman	2	4					
Senior Sexton	1	1					
Sexton	3	6					
Grave Digger	6	10					
Junior Foreman	1	1					
Refuse Labourer	40	55					
Scavenger Labourer							
Labourer	1	1					
Sanitary Labourer	1	1					
<b>Sub-Total</b>	<b>61</b>	<b>94</b>					
<b>ENVIRONMENTAL HEALTH</b>							
<i>Professional</i>							
Chief Environmental Analyst/Chief Public Health Engineer	1	1	0	0	0	1	1
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>



Principal Environmental Analyst/ Principal Public Health Engineer	1	1	0	0	<b>0</b>	1	1
Senior Environmental Health Analyst/Senior Public Health Engineer	1	2	0	0	<b>0</b>	1	2
Environmental Health Analyst/ Public Health Engineer	2	3	0	0	<b>0</b>	2	3
Assistant Environmental Health Analyst/Assistant Public Health Engineer	2	3	2	1	<b>3</b>	1+	-
<b>Sub-Total</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>6</b>
<b>Sub-Professional</b>							
Chief environmental Health Officer	1	1	2	1	<b>3</b>	2+	2+
Assistant Chief Environmental Health Officer	3	7	0	1	<b>1</b>	2	6
Principal Environmental Health Officer	4	8	2	0	<b>2</b>	2	6
Senior Environmental Health Officer	5	8	0	3	<b>3</b>	2	5
Environmental Health Officer	6	10	0	3	<b>3</b>	3	7
<b>Sub-Total</b>	<b>19</b>	<b>34</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>9</b>	<b>24</b>
<b>BIRTHS AND DEATH</b>							
<b>Professional</b>							
Deputy Registrar	1	1	0	0	<b>0</b>	1	1
Principal Assistant Registrar	1	2	0	0	<b>0</b>	1	2
Senior Assistant Registrar	1	2	0	0	<b>0</b>	1	2
Assistant Registrar							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>
<b>Sub-Professional</b>							
Chief Registration Officer							
Principal Registration Officer	3	3	0	1	<b>1</b>	2	2
Senior Registration Officer							

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Registration Officer							

Assistant Registration Officer	3	5	0	0	0	3	5
Registration Assistant							
<b>Sub-Total</b>	<b>6</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>7</b>
<b><i>Professional/Sub-Professional</i></b>							
Records Officer/ Executive Officer	1	1	0	0	0	1	1
Records Supervisor							
<b>Sub-Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b><i>Sub-Professional</i></b>							
Stenographer	1	3	0	1	1	0	2
Senior Typist							
<b>Sub-Total</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>TOTAL (HEALTH DEPARTMENT)</b>	<b>108</b>	<b>169</b>					
<b>SOCIAL WELFARE AND COMMUNITY DEVELOPMENT DEPARTMENT</b>							
<b><i>Professional</i></b>							
Chief Social Development Officer	1	1	1	0	1	-	-
Principal Social Development Officer							
Senior Social Development Officer			10	6	16	14+	14+
Social Development Officer	2	2					
Assistant Social Development Officer							
<b>Sub-Total</b>	<b>3</b>	<b>3</b>	<b>11</b>	<b>6</b>	<b>17</b>	<b>-</b>	<b>-</b>
<b><i>Sub-Professional</i></b>							
Chief Social Development Assistant	2	2	0	0	0	2	2
Principal Social Development Assistant							
Senior Social Development Assistant			2	1	3	1+	1
Social Development Assistant	2	4					
Assistant Social Development Assistant							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b><i>Professional/Sub-Professional</i></b>							

Records Officer/Executive Officer	1	2	0	0	0	1	2
<b>Sub-Total</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Sub-Professional</b>							
Stenographer	1	1	0	0	0	1	1
Senior Typist	1	1	0	0	0	1	1
<b>Sub-Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>TOTAL (SW&amp;CD DEPARTMENT)</b>	<b>10</b>	<b>13</b>	<b>12</b>	<b>7</b>	<b>19</b>	<b>5</b>	<b>7</b>
<b>ECONOMIC SECTOR</b>							
<b>AGRICULTURE (AGRIC) DEPARTMENT</b>							
<b>Professional</b>							
Chief Agric. Officer	1	1	1	0	1	-	-
Principal Agric. Officer							
Senior Agric. Officer			0	0	0	2	4
Agric. Officer	2	4					
Assistant Agric. Officer							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>4</b>
<b>ANIMAL HEALTH &amp; PRODUCTION SECTION</b>							
<b>Professional</b>							
Chief Animal Health Officer			2	1	3	2+	1+
Principal Animal Health Officer	1	2					
Senior Animal Health Officer							
Animal Health Officer	2	4	0	0	0	2	4
Assistant Animal Health Officer							
<b>Sub-Total</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>4</b>
<b>Sub-Professional</b>							
Chief production Officer	1	2	0	0	0	1	2
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Principal Production Officer	2	2	0	0	0	2	2
Senior Production Officer							
Production officer	3	6	0	0	0	3	6

Assistant Production Officer							
<b>Sub-Total</b>	<b>6</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>10</b>
<b>Professional</b>							
Chief Veterinary Officer	1	1					
Principal Veterinary Officer							
Senior Veterinary Officer							
Veterinary Officer	3	4					
Assistant Veterinary Officer							
<b>Sub-Total</b>	<b>4</b>	<b>5</b>					
<b>AGRIC ENGINEERING SECTION</b>							
<b>Professional</b>							
Chief Agric. Engineer			0	0	0	1	1
Principal Agric. Engineer	1	1					
Senior Agric. Engineer							
Agric. Engineer	3	3	4	1	5	2+	2+
Assistant Agric. Engineer							
<b>Sub-Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>1</b>
<b>Sub-Professional</b>							
Chief Technician Engineer	1	2	0	0	0	1	2
Principal Technician Engineer							
Senior Technician Engineer	3	5	0	0	0	3	5
Technician Engineer							
<b>Sub-Total</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>7</b>
<b>CROPS SECTION</b>							
<b>Sub-Professional</b>							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Chief Technical Officer			2	1	3	2+	1+
Assistant Chief Technical officer	1	2					
Principal Technical Officer							
Senior Technical Officer			1	0	1	14	21

Technical Officer Grade I	15	22					
Technical Officer Grade II							
<b>Sub-Total</b>	<b>16</b>	<b>24</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>14</b>	<b>21</b>
<b>TECHNICAL</b>							
Assistant Chief Technical Assistant	1	1	1	1	2	1+	1+
Principal technical Assistant							
Senior Technical Assistant	2	4	2	0	2	-	2
Technical assistant							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>-</b>	<b>2</b>
<b>Sub-Professional</b>							
Principal procurement Assistant/Storekeeper							
Senior Procurement Assistant/Storekeeper	2	3					
Procurement Assistant Procurement							
Assistant Procurement Assistant/Storekeeper							
<b>Professional/Sub-Professional</b>							
Records Officer/Executive Officer	1	1					
Information Technology (IT)/information Management (IM) Officer	1	1					
<b>Sub-Total</b>	<b>4</b>	<b>5</b>					
<b>Sub-Professional</b>							
Stenographer	3	5					
Senior Typist							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>					
<b>TECHNICAL</b>							
Mechanic	1	1					
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Auto Electrician	1	1					
<b>Sub-Total</b>	<b>2</b>	<b>2</b>					
<b>TOTAL (AGRIC. DEPARTMENT)</b>	<b>52</b>	<b>78</b>					

<b>TRADE, INDUSTRY AND TOURISM DEPARTMENT (BAC)</b>							
<i>Professional</i>							
Chief Commercial Officer (Business Development & Tourism Officer)	1	1					
(Business Development & Tourism Officer)							
Principal Commercial Officer (Business Development & Tourism Officer)							
Senior Commercial Officer (Business Development & Tourism Officer)							
Commercial Officer (Business Development & Tourism Officer)							
Industrial Promotion Officer (Assistant Commercial & Tourism Officer)	2	4					
<b>Sub-Total</b>	<b>3</b>	<b>5</b>					
<i>Sub-Professional</i>							
Chief Trainer/Motivator (Business Advisor)	2	5					
Principal Chief Trainer/Motivator (Business Advisor)							
Senior Chief Trainer/Motivator (Business Advisor)							
Trainer/Motivator (Business Advisor)							
Assistant Trainer/Motivator (Business Advisor)							
<b>Sub-Total</b>	<b>2</b>	<b>5</b>					

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>COOPERATIVE (COOP)</b>							
<i>Professional</i>							
Assistant Registrar/Deputy Director	1	2	0	0	<b>0</b>	1	2

Principal Cooperative Officer/Assistant Director I			1	0	1	-	1
Senior Cooperative Officer/Assistant Director IIA	1	2					
Cooperative Officer/Assistant Director IIB							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>
<b><i>Sub-professional</i></b>							
Inspector of Cooperatives/Principal Executive Officer	1	1					
Senior Assistant Inspector of Cooperatives/Principal Executive Officer	2	4					
Assistant Inspector of Cooperatives/Principal Executive Officer							
<b>Sub-Total</b>	<b>3</b>	<b>5</b>					
<b><i>Professional</i></b>							
Records Officer	1	1					
<b><i>Sub-Professional</i></b>							
Stenographer	1	2					
Senior Typist							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>					
<b>TOTAL (TRADE, INDUSTRY &amp; TOURISM)</b>	<b>12</b>	<b>22</b>					
<b>TRANSPORT DEPARTMENT</b>							
<b><i>Professional</i></b>							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>(TRAFFIC MANAGEMANT &amp; ROAD SAFETY OFFICER COMPLIANCE OFFICER ; PAKING MANAGEMENT)</b>							
Director	1	1					

Deputy Director							
Assistant Director I	1	2					
Assistant Director IIA							
Assistant Director IIB							
<b>(TRANSPORT PLANNING OFFICER; RESEARCH &amp; SURVEYS OFFICER; TRAFFIC SYSTEMS OFFICER ROAD SAFETY OFFICER ETC.)</b>							
Chief Development Planning Officer	1	1					
Principal Development Planning Officer							
Senior Development Planning Officer	1	2					
Development Planning Officer							
Assistant Development Planning Officer							
<b>(TRANSPORT OPERATIONS OFFICER; TERMINAL MANAGEMENT OFFICER, etc.)</b>							
Chief Engineer	1	1					
Principal Engineer							
Senior Engineer	1	1					
Engineer							
Assistant Engineer							
<b>Professional/Sub-Professional</b>							
Records Officer/Executive Officer	1	1					
<b>INFORMATION TECHNOLOGY (IT)/INFORMATION MANAGEMENT (IM) OFFICER (DATABASE OFFICER)</b>	1	1					

DEPARTMENT/ SECTION/ UNIT/ GRADE	STANDARD REQUIREMENTS		EXISTING			GAP	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Stenographer	1	1					
Senior Typist							
<b>Sub-Total</b>	<b>9</b>	<b>11</b>					



<b>TOTAL (TRANSPORTAION)</b>	<b>9</b>	<b>11</b>					
<b>INFRASTRUCTURE SECTOR</b>							
<b>SPATIAL PLANNING DEPARTMENT</b>							
<b>TOWN AND COUNTRY PLANNING</b>							
<i>Professional</i>							
Chief Physical Planner	1	2	0	0	<b>0</b>	1	2
Principal Physical Planner	2	4	1	0	<b>1</b>	1	3
Senior Physical Planner							
Physical Planner							
Assistant Physical Planner							
<b>Sub-Total</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>5</b>
<i>Sub-Professional</i>							
Chief Physical Planner Assistant							
Principal Physical Planner Assistant	1	1	0	0	<b>0</b>	1	1
Senior Physical Planner Assistant							
Physical Planner Assistant	2	4	0	0	<b>0</b>	2	4
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>
<i>Sub-Professional</i>							
Principal Technical Officer			3	0	<b>3</b>	1+	1
Senior Technical Officer	2	4					
Technical Officer							
<b>Sub-Total</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>-</b>	<b>1</b>
<b>PARKS AND GARDENS</b>							
<i>Professional</i>							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
Chief – Landscape Designer/ Physical Planner	1	1	0	0	<b>0</b>	1	1
Principal – Landscape Designer/ Physical Planner							
Senior – Landscape Designer/ Physical Planner			0	1	<b>1</b>	-	-
Landscape Designer/ Physical Planner	1	1					

Assistant – Landscape Designer/ Physical Planner							
<b>Sub-Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>FIELD WORKERS/ SUPPORT STAFF</b>							
Chief Gardener	1	1	2	1	3	2+	2+
Principal Gardener							
Senior Gardener	2	2	0	0	0	2	2
Gardener							
Labourer	2	2	0	0	0	2	2
<b>Sub-Total</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>4</b>
<i>Professional</i>							
Records Officer	1	1	0	2	2	1+	1+
Sub-Professional							
Stenographer	1	1	0	0	0	1	1
Senior Typist							
<b>Sub-Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>TOLTAL (PHYSICAL PLANNING DEPT.)</b>	<b>17</b>	<b>24</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>11</b>	<b>17</b>
<b>WORKS DEPARTMENT</b>							
<b>ENGINEERING</b>							
<i>Professional</i>							
Chief Engineer	1	2	0	0	0	1	2
Principal Engineer							
Senior Engineer	6	9	2	0	2	4	7
Engineer							
Assistant Engineer							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>7</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>9</b>
<i>Sub-Professional</i>							
Chief Technical Engineer	1	1	1	0	1	-	-
Assistant Chief Technical Engineer							
Principal Technical Engineer	2	4	1	0	1	1	3

Senior Technical Engineer							
Technical Engineer	2	4	0	0	0	2	4
<b>Sub-Total</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>7</b>
<b>ARCHITECTURE</b>							
<i>Professional</i>							
Chief Architect	1	1	0	0	0	1	1
Principal Architect							
Senior Architect	3	4	0	0	0	3	4
Architect							
Assistant Architect							
<b>Sub-Total</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>5</b>
<b>QUANTITATIVE SURVEYING</b>							
<i>Professional</i>							
Chief Quantitative Surveyor	1	1	0	0	0	1	1
Principal Quantitative Surveyor							
Senior Quantitative Surveyor	3	4	1	0	1	2	3
Quantitative Surveyor							
Assistant Quantitative Surveyor							
<b>Sub-Total</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>4</b>
<b>GEODETIC ENGINEERING</b>							
<i>Professional</i>							
Geodetic Engineer	2	3	0	0	0	2	3
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>TECHNICAL</b>							
Chief Technical Officer	1	1	1	0	1	-	-
Principal Technical Officer	2	3	2	0	2	-	1
Senior Technical Officer							
Technical Officer	2	2	1	0	1	1	1
<b>Sub-Total</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>2</b>

<b>RURAL HOUSING</b>							
<i>Professional</i>							
Chief Rural Housing Loans Officer							
Principal Rural Housing Loans Officer	1	1	0	0	0	1	1
Senior Rural Housing Loans Officer							
Rural Housing Loans Officer	1	2	0	0	0	1	2
Assistant Rural Housing Loans Officer							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>TECHNICAL (BUILDING INSPECTORATE)</b>							
Chief Building Inspector	1	2	0	0	0	1	2
Assistant Chief Building Inspector							
Principal Building Inspector	2	4	0	0	0	2	4
Senior Building Inspector							
Building Inspector	8	10	0	0	0	8	10
Assistant Building Inspector							
<b>Sub-Total</b>	<b>11</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>16</b>
<b>DRAUGHTSMAN</b>	4	6	0	0	0	4	6
<b>Sub-Total</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>6</b>
Works Foreman							
Senior Foreman	2	4	0	0	0	2	4
Foreman							
Junior Foreman	1	3	0	0	0	1	3
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>3</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>7</b>
Supervisory Tradesman							
Chief Tradesman							
Principal Tradesman	6	7	2	0	2	4	5
Senior Tradesman							
Tradesman I/II							
<b>Sub-Total</b>	<b>6</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>5</b>

<i>Professional/ Sub-Professional</i>							
Records Officer/ Executive Officer	2	3	0	0	0	2	3
Sub-Professional							
Stenographer/ Senior Typist	2	3	0	0	0	2	3
<b>Sub-Total</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>6</b>
<b>TOTAL (WORKS DEPARTMENT)</b>	<b>57</b>	<b>84</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>46</b>	<b>73</b>
<b>URBAN ROADS DEPARTMENT</b>							
<b>ENGINNERING</b>							
<i>Professional</i>							
Chief Engineer	1	1	0	0	0	1	1
Principal Engineer							
Senior Engineer							
Engineer	1	2	1	0	1	-	1
Assistant Engineer							
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<i>Sub-Professional</i>							
Chief Technical Engineer							
Principal Technical Engineer	2	3	1	0	1	1	2
Senior Technical Engineer							
Technical Engineer							
Assistant Technical Engineer							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIN	MAX
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>TECHNICAL</b>							
Chief Technician							
Principal Technician	1	2	1	0	1	-	1
Senior Technician							
Laboratory Technician	1	1	0	0	0	1	1
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<i>Professional</i>							

<b>ENGINEER (GEODETIC, MAINTENANCE, etc.)</b>	2	3	0	0	<b>0</b>	2	3
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>
<b>Sub-Professional</b>							
Chief Technical Officer							
Assistant Chief Technical Officer							
Principal Technical Officer	4	8	0	0	<b>0</b>	4	8
Senior Technical Officer							
Technical Officer I							
Technical Officer Grade II							
<b>Sub-Total</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>
<b>MISCELLANEOUS</b>							
Senior Mechanical Superintendent	1	1	0	0	<b>0</b>	1	1
Mechanical Superintendent	1	2	0	0	<b>0</b>	1	2
Weighbridge Operator	1	2	0	0	<b>0</b>	1	2
<b>Sub-Total</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>
<b>Professional/Sub-Professional</b>							
Records Officer/ Executive Officer	1	1	0	1	<b>1</b>	-	-
<b>Sub-Professional</b>							
Stenographer	2	3	0	0	<b>0</b>	2	3
Senior Typist							
<b>DEPARTMENT/ SECTION/ UNIT/ GRADE</b>	<b>STANDARD REQUIREMENTS</b>		<b>EXISTING</b>			<b>GAP</b>	
	MIN	MAX	MALE	FEMALE	TOTAL	MIIN	MAX
<b>Sub-Total</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>TOTAL (URBAN ROADS DEPARTMENT)</b>	<b>18</b>	<b>29</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>14</b>	<b>25</b>
<b>GRAND TOTAL</b>	<b>465</b>	<b>690</b>	<b>98</b>	<b>61</b>	<b>159</b>	<b>223</b>	<b>371</b>

Source: Local Government Service Staffing Norms

**TABLE 1.12.1: THE SUMMARY OF KWAHU WEST MUNICIPALITY HUMAN RESOURCE CAPACITY MATRIX**

DEPARTMENTS	EXISTING			GAP	
	MALE	FEMALE	TOTAL	MIN	MAX
Central Administration	30	23	53	77	116
Finance	11	10	21	13	28
Internal Audit	3	0	3	3	5
Education (Incomplete)	2	1	3	1	2
Health (Incomplete)	6	11	17	23	46
Social Protection and Community Dev.	12	7	19	5	7
Agric. (Incomplete)	13	4	17	29	49
Trade, Industry and Tourism (Incomplete)	1	0	1	1	3
Spatial Planning	6	4	10	11	17
Works	11	0	11	46	73
Urban Roads	3	1	4	14	25
<b>GRAND TOTAL</b>	<b>98</b>	<b>61</b>	<b>159</b>	<b>223</b>	<b>371</b>

Table 1.12.1 shows the distribution of staffing as per the schedule two (2) departments of the Municipality.

The established staffing requirements for the Municipality as per the Local Government Service staffing norms required that the Municipal Assembly to have a minimum total numbers of 465 and a maximum staff requirement of 690 in the Municipality.

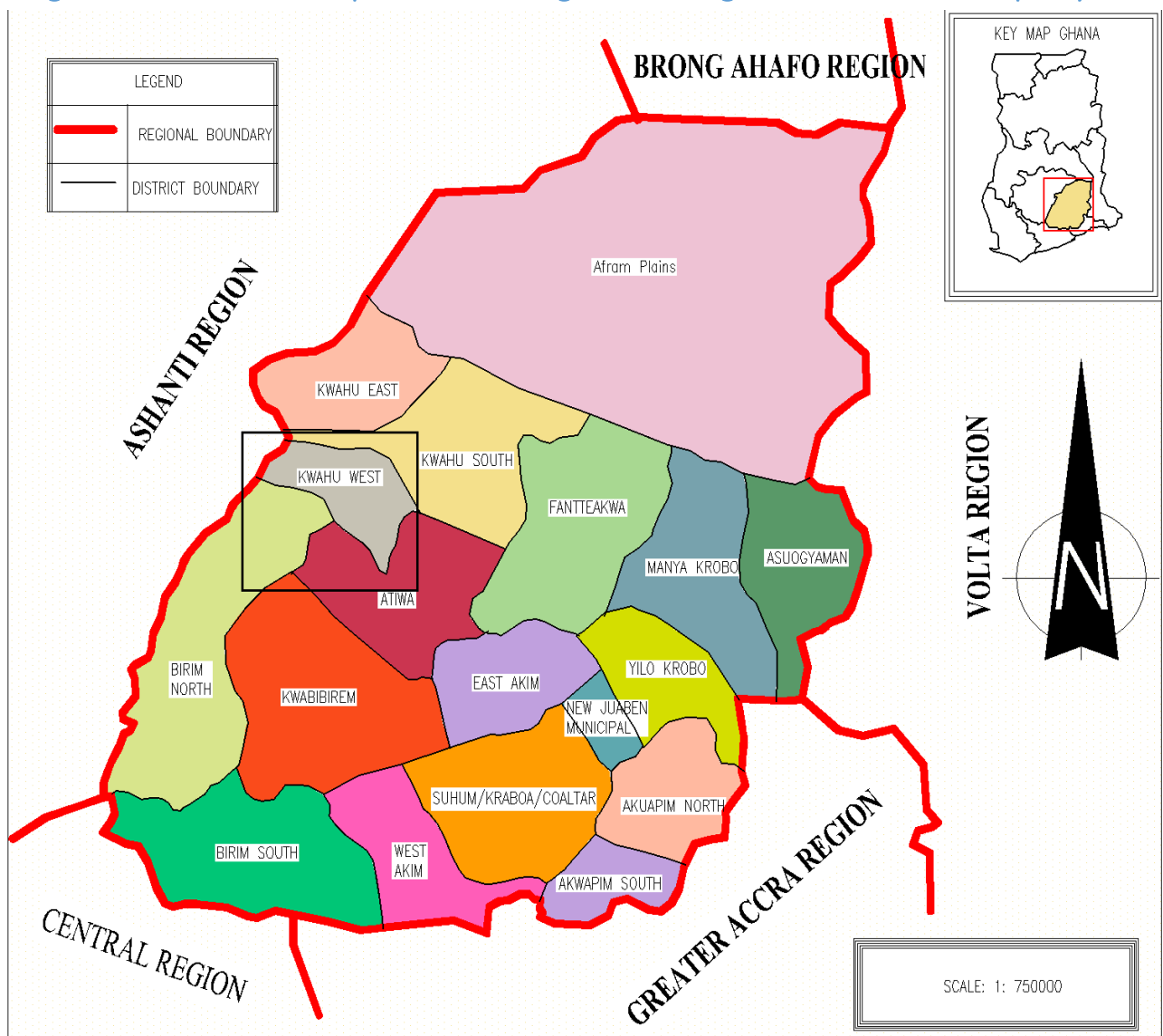
The Municipality currently has a total of 159 mixed-staff strength. The existing staffing maximum gap is 531 of mixed-staffed vacancies in the Municipality' representing about fifty-four percent (53.8%) vacancies with the minimum of staffing gap requirement 242: representing fifty-two percent (52%). The effects of the low human resource capacities in critical areas is ineffective and inefficient service delivery in the Municipality.



### 1.6.3 Location and Size

The Kwahu West Municipality is located in the Eastern Region of Ghana and it is one of the thirty-two (32) districts in the Region. It lies between latitudes 6°30' North and 7° North and longitudes 0°30' West and 1° West of the equator. The Municipality is bordered to the North by Kwahu South District, to the West by Asante-Akim South District, to the East by Atiwa East District and to the South by Birim North District (See Figure 1). The Municipality has a total land size of 401km<sup>2</sup> with 57 communities. It lies about 241kms from of Accra.

Figure 1.2: A District Map of Eastern Region showing Kwahu West Municipality



Source: Adapted from Town and Country Planning Department, 2017

## 1.7 PHYSICAL CHARACTERISTICS

### 1.7.1 Relief and Topography

Kwahu West Municipality is located in the mountainous region of Ghana popularly known as Kwahu Mountains. The entire Municipality is surrounded by mountains, hills, escarpments with a waterfall located within the mountains. Even though majority of the settlements are located in low-lying area, others are located on the mountains.

The mountainous nature of the Municipality is one source of tourism potential, which has not been developed. The development of the waterfall site at Monsie and the hospitality industry in general will attract more tourists and by extension improve the local economy of the Municipality.

### 1.7.2 Climate

The Municipality lies within the wet-semi equatorial region and as such, it experiences a double maxima rainfall pattern with average monthly relative humidity ranging between 75 percent and 80 percent during the two rainy seasons. Mean monthly temperature values as high as 30 °C are often recorded between the months of March and April but decline to 26 °C in August.

The Municipality comes under the influence of two air masses namely the Tropical Maritime Air Mass (MT) and the Tropical Continental (CT). The Tropical Maritime Air Mass hits the Municipality twice a year thereby causing the two rainy seasons. The two occasions are May to August and September to October. Between the months of November and March, the Municipality is affected by the tropical continental air mass making the area warm and dry.

The climate in the Municipality supports all year round agriculture and the production of tropical crops such as cocoa, timber, cola and cereals. The current global climate change is however having a gradual impact on the environment which is a threat to food security and livelihood of the people in the Municipality.

### 1.7.2.1 Climate Change and Variability

Climate change has become a global concern and the nature and impact has never been hashed until recent times. Local human activities and inactions have contributed to the increasing global phenomenon and therefore requires local action to combatting the negative impact on livelihood globally. Climate change is largely known to be influenced by human activities as opposed to those occurring in the biophysical environments without human influence.

The effects of climate change at the local communities' poses threat to human health, food nutrition and security. Climate change and variability therefore have direct adverse impact on agriculture productivity, the performance and lifespan of infrastructure such as human settlement and socio-economic infrastructure. In most recent times, the scientific consensus on climate is that human activity is the most likely cause for the rapid increase in global climate change and increasing affecting local communities, societies, biodiversity, a rise in tropical vector-borne diseases and the entire eco-systems.

Climate change and variability have become extremely difficult to predict since science does not determine what the most likely future scenario for climate change is. Data from Meteorological Station on the Kwahu West Municipality since 2010 present temperature and rainfall variability. The graphical scenarios have presented different timing of rainfall and its intensity in relation with temperature variability. The effect of unpredicted scenari in rainfall has a negative impact on poor communities whose livelihood depend directly on agriculture as the only survivalist strategy. For instance, Nkawkaw is overlooked by the Kwahu scarp and it is most likely that the periodic rockfall is likely to be attributed to the climatic conditions.

### 1.7.2.2 Possible Impacts of climatic change in the Municipality

Climate Change has consequences on the following sectors in the Municipality:

#### 1. Ecosystem and infrastructure:

Some of the consequences of global climate change include; potential risk from sea level rise such as coastal inundation and erosion, salt water intrusion into fresh water resources, disruption of sources of livelihood e.g. fishing and farming, invasion and destruction of the ecosystem with

their associated economic and social importance such as being sites for ecotourism, risk to life, structures and property, loss of habitat of several forest species including reduction of eco-tourism potential etc.

*i. Biodiversity/Ecological*

Biodiversity will suffer with respect to possible reduction in biological productivity, alteration of flora and fauna, loss of biodiversity etc. The ecological impacts of erratic rainfall and temperature levels. The disappearance of forest ecosystems also promotes the drying up rivers and streams, increased erosion and low fishery productivity due to drying of water bodies; which serve as the spawning grounds of the fishery.

*ii. Water Resources and Wetlands*

It is also expected that water resources and wetlands will be greatly affected in the following forms such as pollution of fresh water resources, disruption of fishing activities, reduction in underground water levels, drying up river courses etc.

*iii. Socio-Economic Impact*

The socio-economic resilience of local communities is impaired as income and revenue from farming, fishing and eco-tourism, are woefully affected rendering the populace impoverished and creates vicious cycle of poverty. It is also likely to trigger inter and intra conflicts as resources will be few to meet the competing demands by societies. These situations tend to reduce the capacity of the communities to achieve sustainable development. Therefore, everybody must get involved in the efforts to mitigate climate change through internationally accepted mechanisms such as Clean Development Mechanism (CDM), Reducing Emissions through Deforestation and forest Degradation (REDD). The Medium Term Development Plan is designed and to implement climate adaptation strategies to mitigate the impact of climate change on the environment and local communities in the Municipality.

The charts below represent yearly rainfall and temperature variability from 2010 to 2017.

Chart 1.4: 2010 Temperature Vrs. Rainfall Trend

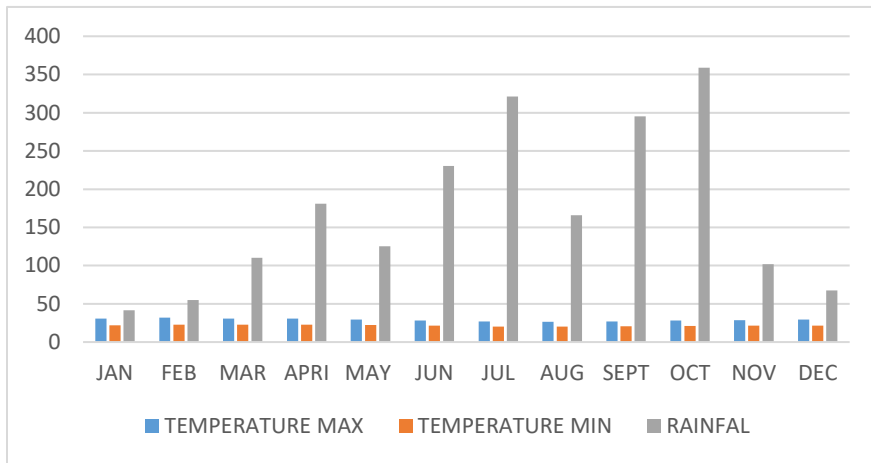


Chart 1.5: 2011 Temperature Vrs. Rainfall Trend

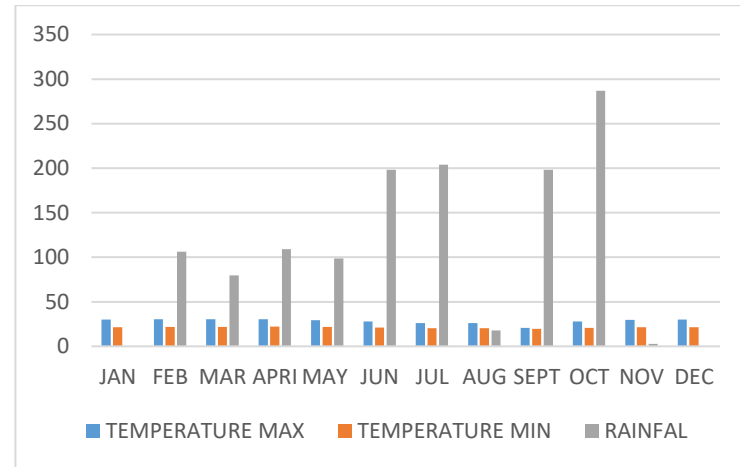


Chart 1.6: 2012 Temperature Vrs. Rainfall Trend

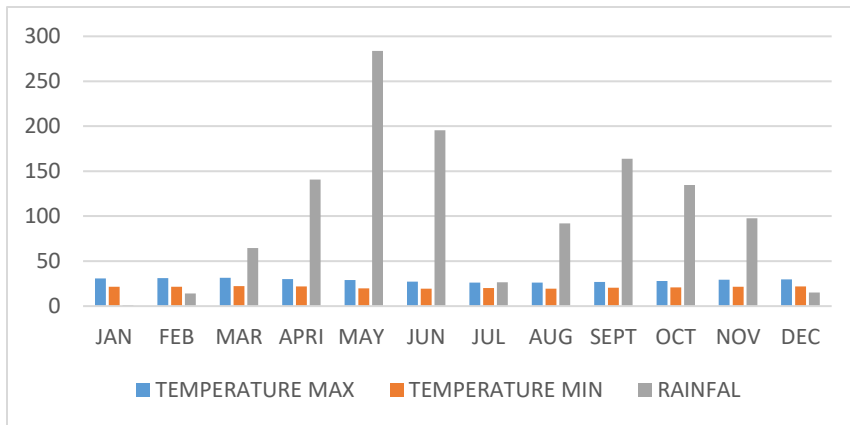


Chart 1.7: 2013 Temperature Vrs. Rainfall Trend

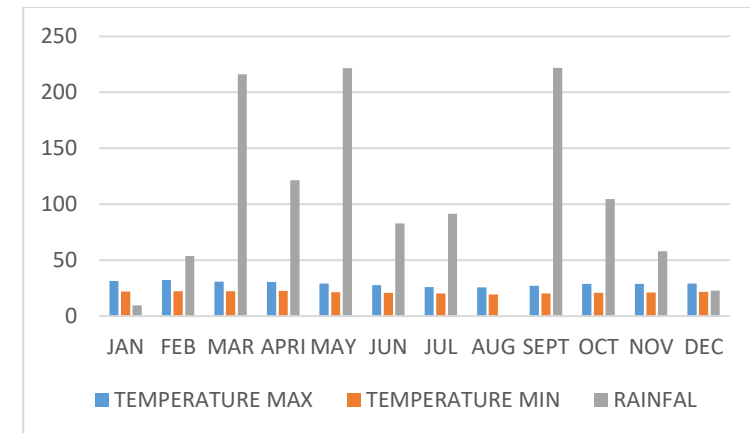


Chart 1.8: 2014 Temperature Vrs. Rainfall Trend

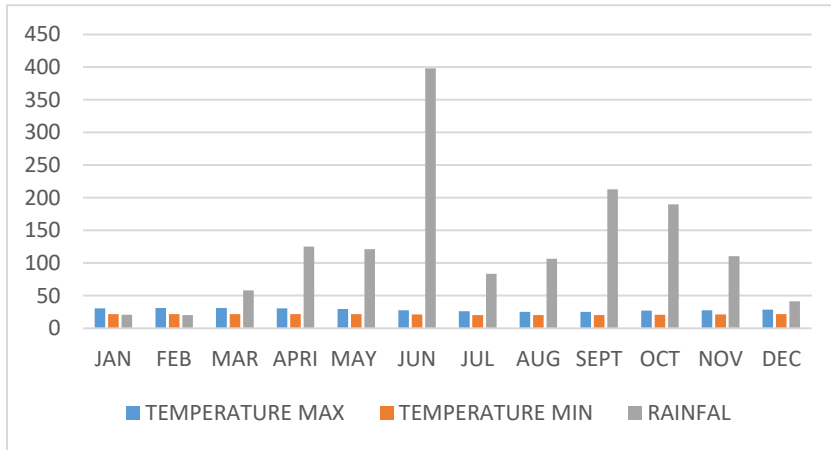


Chart 1.9: 2015 Temperature Vrs. Rainfall Trend

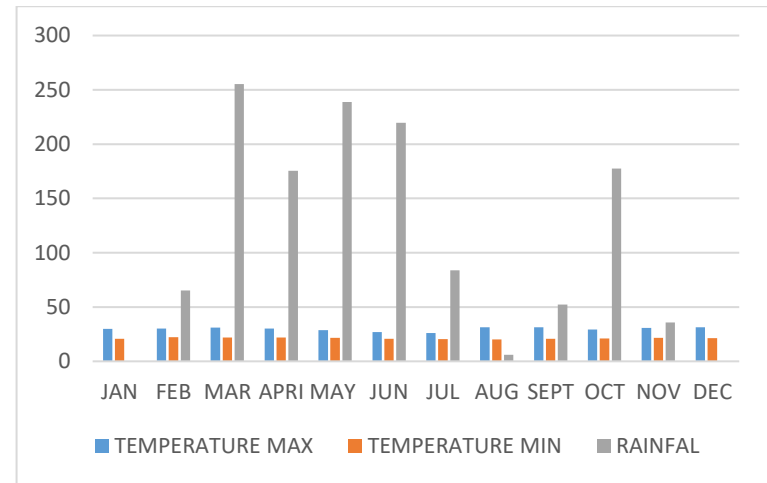


Chart 1.10: 2016 Temperature Vrs. Rainfall Trend

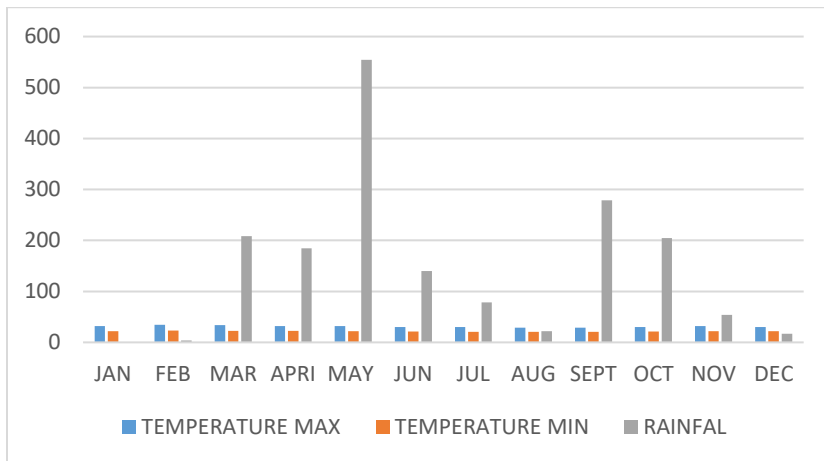


Chart 1.11: 2017 Temperature Vrs. Rainfall Trend

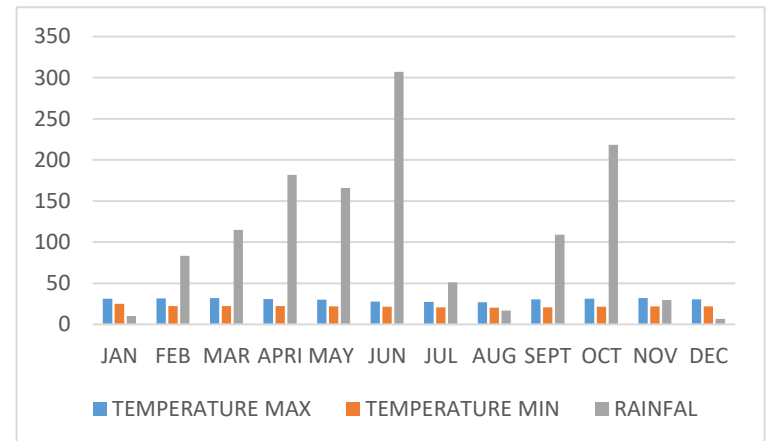
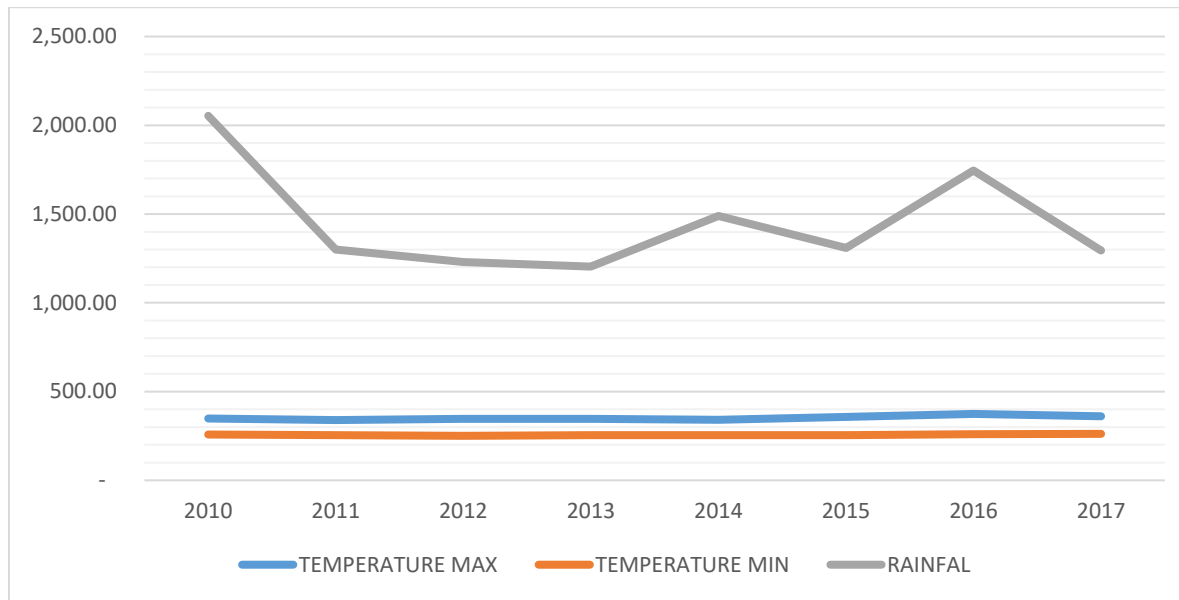


Chart 1.12: 2010-2017 Temperature Vrs. Rainfall Trend



### 1.7.3 Vegetation and Forest Reserves

The Kwahu West Municipality lies within the semi-deciduous forest zone, which belongs to the Antiaris-Chlorophora association. The vegetation is dense and consists of major economic trees such as Odum, Wawa and Sapele. These economic trees are sources of employment for most people in the wood and timber industry.

The forest is made up of three layers with most of the trees in the upper and middle layers exhibiting deciduous characteristics during the dry season, which starts in November and ends in March. Few of the virgin forests in the Municipality remain due to the negative effects of human activities such as timber extraction, farming and bush burning. Most forest areas have been replaced by secondary bush or forest, which is easily distinguished from the climatic climax vegetation.

There are three forest reserves in the Municipality, the Southern Scarp forest reserve; which covers an area of 15,460 hectares being the largest. Others include the Kade-Bepo, and Nkawanda forest reserves. Table 2.7 shows the locations and types of forest reserves in the Municipality. The forest reserves were created during the colonial era and have since been under threat by encroachers. The Nkawanda Forest Reserve which was 8km<sup>2</sup> in 1938 has declined to 7km<sup>2</sup> in 2012 while the Kade-Bepo Forest Reserve declined by about 19 percent as at 2012 (TCPD, 2012).

Kwahu West Municipal Assembly is overlooked by scarps, hills and mountains. The vegetation cover as viewed from the scarps and mountains form monsoon layers. Vegetation cover therefore form a canopy of layers with several species of economic and medicinal value.

**Table 1.12.2: Forest Reserves in the Municipality**

Name of reserves	Gross Area in km <sup>2</sup>	Perimeter	Date of Demarcation
Nkawanda	8.00km <sup>2</sup>	13.00	1938
Kade-Bepo	16.81km <sup>2</sup>	26.65	1927
Southern Scarp	146.75km <sup>2</sup>	82.80	1927

Source: Forestry Division Mpraeso District Office, 2017.



#### 1.7.4 Soils Type

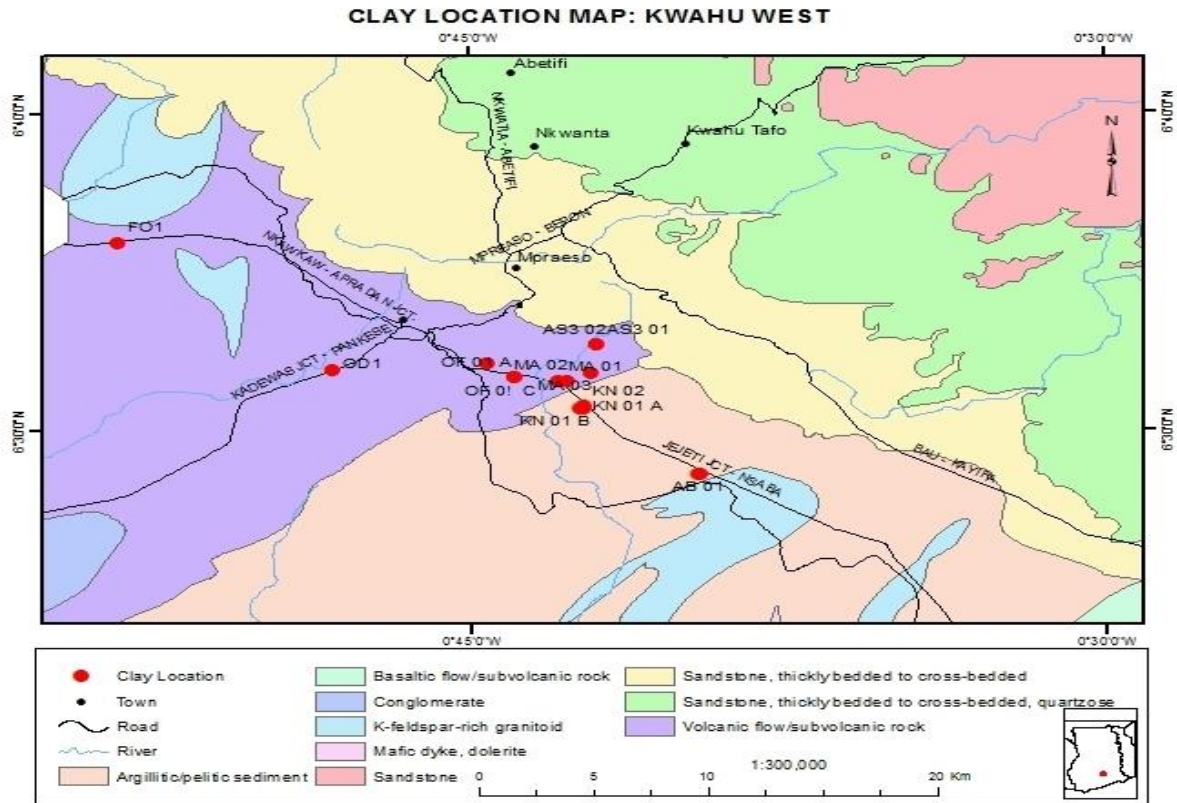
Soils in the Municipality belong to a category called Forest Ochrosols and consist of clay loamy soils. These are sub-divided into various groups comprising, fine-sand loams, clay loams, concretion loams, non-gravel sandy clay loams, sandy loams and iron pan soils.

These soils possess the good chemical properties of clay and appreciable amounts of humus making them generally fertile and a great potential for cash and food crop production.

#### 1.7.5 Mineral Resources

A number of essential minerals have been identified in the Kwahu West Municipality, which could be harnessed to support the development interventions of the Municipality. The mineral deposits include gold, diamond, bauxite, copper, granite stone, clay and sand deposits. Gold deposits are found in Besease, Odumase, Ekawso, Saafi, Apradang, Ampeha, Odumasua, Ataaso, Asuboni Rails, and Kwahu Odaa. Apesika, Jejeti, Kwamoako and Monsie have the diamond deposits. Clay and sand deposits are found in Odumase, Amanfrom, Nkawanda, Awereagya, Kwamang, Kwahu Nsabaa and Nkawkaw Kuma. Granite is found in Abepotia.

The existence of the minerals deposits has attracted both illegal and legal miners into the Municipality. This has caused loss of some farmland and soil nutrients with concomitant effects on agricultural production. Figure 1.3 shows the loacions of clay deposites in the Municipality.



Source: Ghana Geological Survey Authority, 2017

### 1.7.6 Water Resources

The Municipality is endowed with good underground water resources. The water table is relatively close to the earth surface. This makes the drilling of boreholes reasonably cheap. The Municipality also has a number of springs and streams which could be harnessed into tap water. However, the production and distribution of pipe-borne water is currently only limited to the Municipal capital-Nkawkaw.

### 1.7.7 Land Tenure System

Stools personified by Chiefs own Land in the Municipality which they hold in trust for their subjects. However, the land could also be acquired through direct purchase, rent, leasehold and share cropping (abusa). Share cropping has discouraged many farmers who are not landowners to farm on a large scale. Ownership in these parcels of lands could be passed on through inheritance and this phenomenon has resulted in the multiple sale and resale of lands with their attendant

litigations and disputes. This situation has also contributed to the rapid loss of farmlands with its attendant unemployment and subsequent migration to the urban areas.

## 1.8 DEMOGRAPHIC CHARACTERISTICS

### 1.8.1 Population Size and Growth Rate

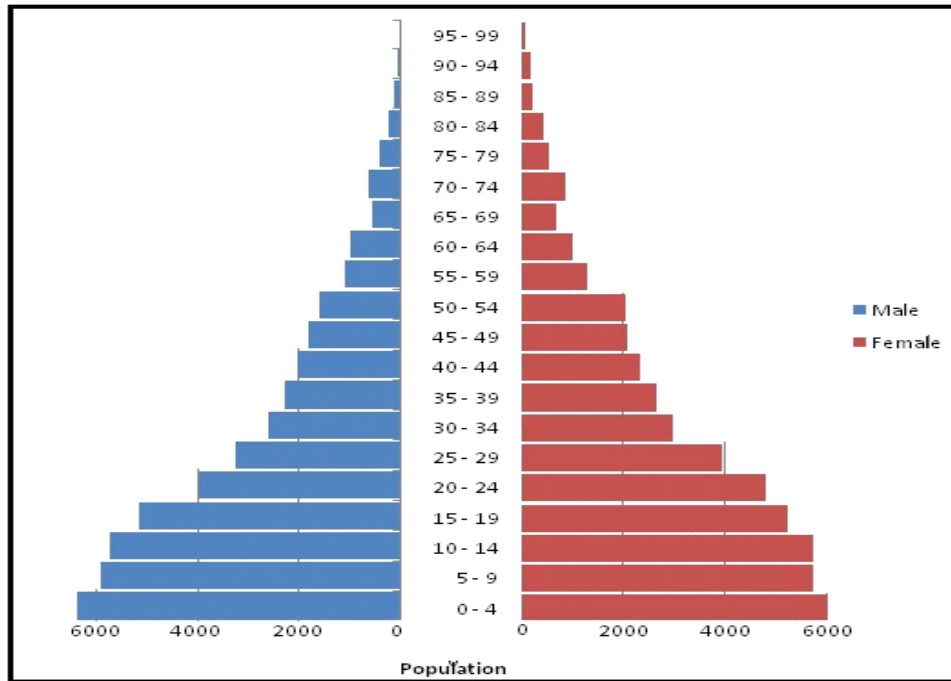
According to the 2010 Population and Housing Census (2010 PHC), Kwahu West Municipality has a total population of 93,584 with an annual growth rate of about three percent (2.7%). The Municipality population growth rate is relatively higher than Eastern Region's growth rate of two percent (2.1%) and the national growth rate of 2.5 percent. The main reason accounting for the high growth rate is immigration. The 2017 population for the Municipality was projected as 111,813 based on the growth rate 2.7%.

### 1.8.2 Age and Sex Distribution

According to the 2010 Population and Housing Census (2010 PHC), the sex ratio of the Municipality is 92.1 for males to 100 females. This is low as compared to the Regional ratio of 96.1 and the national ratio of 97.9 males to 100 females. In 2010, Female population in the Municipality constituted 48,709; which represented fifty-two percent (52%) whilst the male population constituted 44,875; representing forty-eight percent (48%).

Figure 1.4 shows the distribution of age-sex structure of the population in the Municipality. The population pyramid shows that, the Municipality had a population of 59,029 (63.1%) of persons aged between 15-64 years. The proportion of the population aged 0-14 constitutes 39,353 (37.8%). The proportion of the population aged 65 years and above is 5,622 (5.4%). The age structure of the Municipality is therefore youthful characterized by a large active working group that can engage in the productive sector.

Figure 1.4 Population Pyramid, 2010



Source: Adapted from GSS, 2010

### 1.8.3 Population Distribution in the Municipality

According to the 2010 PHC, the Kwahu West Municipality had about 20 major settlements with a majority of the population of 47,968 (51.3%) residing in these major settlements.

### 1.8.4 Migration

Migration indicates the movement of inhabitants from one place to another in a given period of time. Migration figures are always computed from one's place of birth and place of enumeration data. According to the 2010 Population and Housing Census, about sixty-percent (59.7%) of the population were citizens of the Municipality by birth as against forty percent (40.3%) of the population who were born outside the Municipality but resides in the Municipality. This gives an indication that, immigration to the Municipality is high. This wave of migration is similar to the Regional trend. The high immigration has wide implication for planning for the provision and expansion of socio-economic infrastructure. While the Municipality may benefit in terms of labour for economic activities, the additional population if not anticipated and factored into local plans, may cause pressure on existing socio-economic facilities.

### 1.8.5 Ethnicity, Culture and Social Structure

The Kwahu West Municipality is a cosmopolitan town because of its commercial nature and therefore has numerous ethnic groups. However, according to the 2010 PHC, majority (66%) of the population are natives of Kwahu. The other significant tribes are Ewes (15%), Ashantis (17%) and other tribes (2%). These mixed ethnicity portrays the Municipality as heterogeneous in terms of ethnicity. These tribes have co-existed peacefully with one another and they are all stakeholders in the development of the Municipality.

The Kwahu West Municipality forms part of the Kwahu Traditional Area and ruled by Odikros under the supervision of the Obomeng and Atibie Divisional Chiefs. The slogans of the Chiefs and people of the Kwahu Traditional area is “AsaseAban, YɛntɛGyae” and “Oboɔ, Oboɔba.” The people of Kwahu are industrious in nature. Their cultural values are depicted in music dance and poetry.

### 1.8.6 Festival

Historically, the Kwahus are business itinerants which took them to places like Suhum, Nsawam and Secondi. They were primarily engaged in sandals making, tailoring and ‘chop-bar’ operations. These businesses often kept them too busy all year round except two months after Christmas where their business activities slowed down. During low peak business period, the Kwahu people returned home to reunite with their families to reflect and settle family issues. This period also offered them the opportunity to marry. This has evolved over the period and coincided with Easter period and culminated into the popular Easter festival notably ‘KwahuoooKwahu’. People come from within and outside Ghana mainly to have fun at the serene mountainous part of the Municipality.

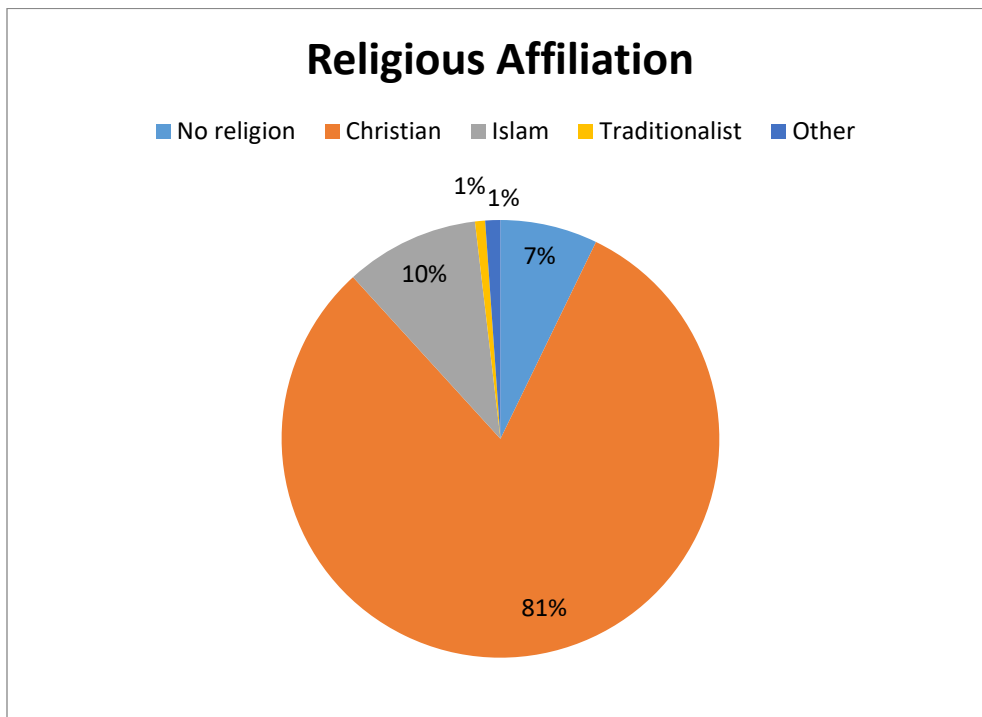
### 1.8.7 Religious Affiliation

The three main religions; African Traditional Religion, Christianity and Islam are all significantly practiced in the Kwahu West Municipality. This, notwithstanding, the Municipality is predominantly Christian. According to the 2010 Population and Housing Census (2010 PHC), the proportion of the Christian population is eighty-one percent (81%). The major Christian faiths in the Municipality include Pentecostal and Charismatic constituted thirty-eight percent (37.9%),

Protestant, Anglican, Lutheran constituted nineteen percent (19%), Catholic (5.4%) and other Christians (18.5%).

Muslims and Traditionalists constituted about ten percent (10%) and about one percent (1%) of the population respectively whereas seven percent (7%) were not affiliated to any religion, with a minority of one (1%) belonging to other religions as shown in Figure 1.5. Perhaps, this suggests that the traditional practices and beliefs are gradually giving way to modernity. The contribution of these religions particularly Christianity and Islam to the socio-economic development of the area has been enormous. In addition to the provision of social support to their members and other people in the Municipality, they have been in the forefront in the provision of health and educational facilities in the Municipality. The Holy Family Hospital was built by Catholics to serve the health needs of the people in Nkawakw and the Municipality as a whole.

Figure 1.5: Percentage Distribution of Population by Religious Affiliation, 2010



Source: Ghana Statistical Service, 20110

### 1.8.8 Labour Force and Dependency Ratio

According to 2010 Population and Housing Census (2010 PHC) the Municipality has about seventy percent (63.1%) of its population falling within the economically active group or labour force (15-64 years). Out of this economically active population, eighty-seven percent (86.9%) were literates. Education is the process of acquiring knowledge, skills, values and attitudes to fully develop individual capacities for social wellbeing. There is a relationship between education, human resource development and economic growth. The high literacy rate with high economically active age growth provide quality labour force for potential investors.

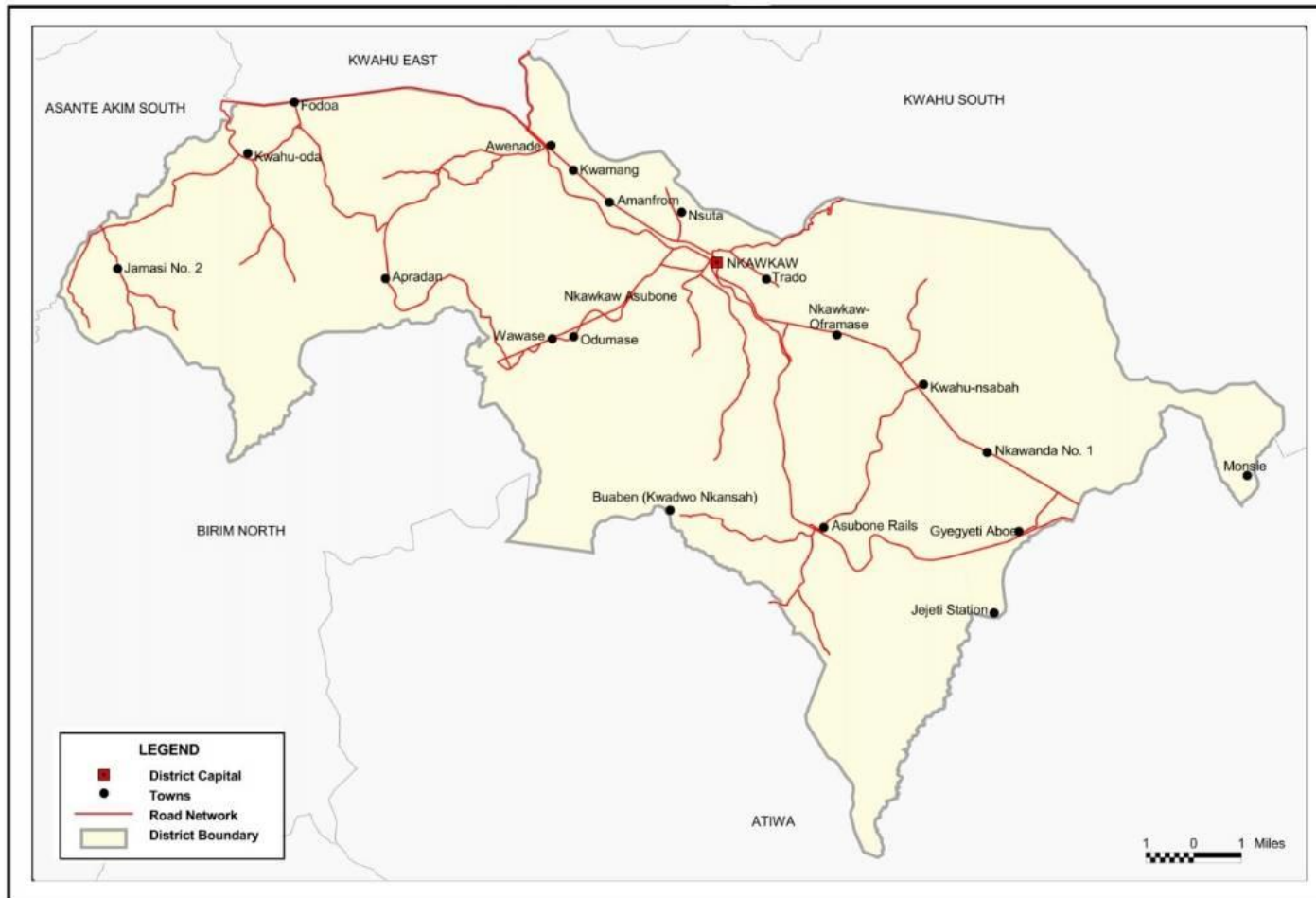
#### Information Communication Technology (ICT)

A nation's capacity to accelerate and transform its socio-economic development process and become globally competitive and improve the wellbeing of its people depends to a very large extent to which it can develop, use, exploit and export its ICT knowledge base. It is for these reasons that the Municipality is placing emphasis on strengthening the ICT base through the teaching and learning of ICT in schools. According to the 2010 Population and Housing Census (2010 PHC), the proportion of the population aged 12 years and above who own mobile phone is fifty-five percent (55%). The proportion of the male population who own mobile phones is fifty-nine percent (59.2%) as compared with fifty-one percent (51.3%) of females.

The use of mobile banking transaction is increasing in the Municipality which is gradually taking over from the traditional banking system in the Municipality. The Kwahu people living outside the Municipality find it convenient to do transactions in mobile money for remittances to relatives back home.

The use of internet facility in the Municipality is generally low. The proportion of the population aged 12 years and above is seven percent (6.6%). Only six percent (6%) of the total households in the Municipality have access to desktop/laptop computers. This accounts for the low internet penetration rate in the Municipality. Efforts should be made to equip all schools and libraries with computers and more teachers and volunteers with ICT knowledge should be deployed to schools and libraries to facilitate the teaching and learning of ICT in the Municipality.

Figure 1.6 Base Map of Kwahu West Municipality





## 1.9 RESOURCE ENDOWMENT AND UTILIZATION

### 1.9.1 Social Resource

This social resource is the interpersonal relationship and interaction that exists in the Municipality which promotes socio-economic growth. The one such social interaction for which the Municipality is associated with is the Kwahu Easter Festival which brings people together to promote local economic and social development.

### 1.9.2 Economic Resources

The economic activities in the Municipality include; baking, timber processing, wood fabrication, steel works, sachet water production, transport services, Banking, commerce (trading) ceramics, farming, block making, mining, and services. They present unique opportunities for employment and help promote the economic development of the Municipality.

### 1.9.3 Human Resources

The human resource includes skilled and unskilled labour of which most are self-employed. This human resource provides labour in various forms to promote the economic development of the Municipality. The enterprising human resource offers a huge potential in the Municipality; well prepared to venture into business opportunities.

### 1.9.4 Natural Resources

The Kwahu West Municipality has resources such as forest reserves, arable agricultural lands, mineral deposits (gold, clay and sand), water bodies and tourist sites. These resources when effectively harnessed and well exploited will promote the economic growth of the Municipality.

The large clay deposits provide huge potential for housing and energy industry.

The arable land is basically used for farming staple and cash crops. There is a secondary forest reserve which is used as a tourist site. There are streams and waterfall which are however under developed for tourist attractions.

### 1.9.5 Physical Resources

The Municipal has well designed road network, educational infrastructures, health facilities and sports facilities. There are 296 km of road network in the Municipality; of which 10km are

bitumen, 52km asphaltic and 228km unpaved. The major Accra-Kumasi highway (M6) traverses through the Municipality which makes it easy to effectively connect all parts of the country by road.

The Municipality has various local economic-based enterprises that contribute to employment and revenue generation. They include; media, markets, sachet water production and hotels.

### 1.9.6 Economic and Social Development Agenda

The Municipal Assembly in its medium term economic development agenda is focused; in partnership with private sector (Investors) to construct health centers, schools, staff office accommodations, market complex, road networks, lorry parks, drains and multi-purpose shopping mall around the Accra-Kumasi highway. There are large clay deposits for housing and energy industry. There exist potential for large scale ginger cultivation and processing factory.

### 1.9.7 Health infrastructure

The Municipality has a total of 51 health facilities. There are three (3) hospitals; one (1) Christian Health Association of Ghana (CHAG) and two private. The Municipality has 7 public health centers, 2 private maternity homes, 37 demarcated Community Health Planning Services (CHP) zones and all 37 functional with 7 compounds. The Municipality however has no Government Hospital. The Municipality has 1 nursing training school that offers diploma in nursing certificate.

### 1.9.8 Educational facilities

The Municipality has a total of 349 educational facilities, 217 are public and 107 are private schools.

**Table 1.13 Available educational facilities in the Kwahu West Municipality**

<b>School</b>	<b>Public</b>	<b>Private</b>
Pre-school	75	52
Basic	140	50
Secondary	2	5
Tertiary	-	-

Ghana Education Service (Kwahu West Municipal Assembly, 2017)

### 1.9.9 Water and Sanitation

There is access to potable water in the Municipality. Pipe borne water/stand pipes are located in the Nkawkaw Township. There are 57 mechanized boreholes in Nkawkaw with 136 hand dug wells and streams.

The sources of water in the Municipality are shown in table 1.14

**Table 1.14 Water facilities available in the Municipality**

TYPE OF WATER FACILITY	OWNERSHIP		NUMBER
	PUBLIC	PRIVATE	
Bore holes	136	-	136
Hand dug wells	-	91	91
Pipe borne water(standpipe)	21	604	625
Running streams	6	-	6
Mechanized bore holes	20	57	77
River	16	-	16
Spring	1	-	1
Rain harvesting	5	23	28

Source: KWMA, 2017

**Table 1.15 Major Sources of Water in the Municipality**

FACILITY	OWNERSHIP		NUMBER OF PEOPLE	PERCENTAGE
	PUBLIC	PRIVATE		
Pipe borne	625	-	18,750	17
Well	-	91	22,750	21
Borehole	136	-	40,800	37
Mechanized Borehole	18	39	17,100	16
Streams / Rivers	21	-	9,858	9
<b>Total</b>	<b>800</b>	<b>130</b>	<b>109,258</b>	<b>100</b>

Source: KWMA, 2017

**Table 1.16 Sanitary facilities available in the Municipality**

<b>TYPE OF SANITARY FACILITY</b>	<b>NUMBER</b>
Refuse dumps	35
Slaughter house	1
Meat shops	10
Urinal	11
Pour Flush	11
VIP	2428
Water Closet	870
KVIP	109
Enviroloo	15
Pit Latrine	1207
<b>TOTAL</b>	<b>4,697</b>

Source: KWMA, 2017

**Table 1.17 Method of Refuse Disposal**

<b>DISPOSAL METHOD</b>	<b>NUMBER OF HOUSEHOLDS</b>	<b>PERCENTAGE %</b>
Burying	745	3.2
Public Dump Site	18,435	79.1
Burning	2,114	9.1
House to House Collection	631	5.1
Open Space	805	3.5
<b>TOTAL</b>	<b>23,296</b>	<b>100</b>

Source: Municipal Zoomlion Office, KWMA, 2017

**Table 1.18 Type of Human Excreta Disposal Methods**

<b>TYPE</b>	<b>OWNERSHIP</b>		<b>TOTAL NUMBER</b>	<b>NUMBER OF PEOPLE</b>	<b>PERCENTAGE</b>
	<b>PUBLIC</b>	<b>PRIVATE</b>			
Pour Flush	11	-	11	6,243	6
VIP	-	2428	2428	22,665	21
Water Closet	9	861	870	17,437	16
Free Range	-	-	-	3,358	3
KVIP	63	46	109	41,644	38
Enviroloo	15	-	15	2,102	2
Pit Latrine	3	1204	1207	15,809	14
<b>TOTAL</b>	<b>577</b>	<b>4,496</b>	<b>6,898</b>	<b>109258</b>	<b>100</b>

Source: KWMA, 2017

## 1.10 MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT

### 1.10.1 Entrepreneurial Opportunities and Challenges

The entrepreneurial opportunities in the Municipality include the use of clay for the manufacture of high valued goods such as sanitary wares, cable insulators, floor and wall tiles, baked bricks for aesthetic real estates, ceramic manufacturing, earthen wares, hotels, hospitals, commerce, ginger processing factory and media. These opportunities are confronted with challenges of financial support and inadequate technological know-how, lack of technical know-how, lack of entrepreneurial skills and high interest rates from financial institutions.

### 1.10.2 Economic Potentials of the Municipality

The strategic location (Nodality) of the Municipal capital town coupled with a high population makes Nkwakaw one of the fastest growing and vibrant commercial towns in the country apart from serving as a converging marketing centre for her bordering Districts. In fact, it is the main marketing centre for agricultural produce and other goods coming from Afram plains, Kumasi and Accra. It therefore has a Potential of promoting strong economic linkages with a number of Districts to promote economic growth through trade and investment.

### 1.10.3 Marketing activities in the Municipality

The Municipality has one (1) major market located in Nkwakaw. However, there are thirty-two (32) satellite markets in various communities in the Municipality. Products are marketed outside the Municipality through the use of cargo trucks. The Nkwakaw market functions daily with Sundays and Wednesdays as the major market days. The strategic location of these markets coupled with good accessibility has facilitated their growth leading to congestion and spill-off into the main Accra-Kumasi road. The Kwahu West Municipality also shares economic interactions in trading with other Districts such as the Kwahu South District, Birim North District, the East Akim District, the Asante Akim South and Atiwa district. These interactions provide good opportunities for economic growth.

### 1.10.4 Agricultural Sector

Under the Medium Term Development Plan, the Department of Agriculture will focus on the growth and development of agriculture in the farming communities within the municipality. The objectives of the department will be in the implementation of Modernizing Agriculture in Ghana

(MAG) Programme, Planting for Food and Jobs (PFJs), development of aquaculture, postharvest losses management, capacity building of farmers and development of selected industrial crops under the Farming for Investment programme.

#### 1.10.4.1 Modernizing Agriculture in Ghana (Mag)

Modernizing Agriculture in Ghana (MAG) is a five year (2017-2021) program between Ghana and Canada intended to improve the food production and productivity of farmers. It extends support to the agricultural sector with the aim of modernizing the agricultural sector to ensure food security in Ghana.

The MAG Program is intended to improve the production and productivity of farmers by supporting the implementation of a comprehensive market-oriented approach to farming and by strengthening and modernizing agricultural extension service delivery at the national, regional and district levels. This will be complemented by focused attention on demand-driven research, whose findings and technologies will be disseminated through a more robust and diverse extension delivery system.

**Table 1.19 THE DEPARTMENT’S OBJECTIVES UNDER MAG FOR 2018-2021**

S/N	ISSUE	OBJECTIVE	KEY STRATEGIC PRIORITIES/ACTIVITIES	TARGETS
1	Poor marketing systems and high cost of production inputs	Promote demand driven approach to agricultural development	Develop market support services for selected commodities.  Development and strengthening of FBOs for better access to services  Facilitate capacity building of value chain actors in negotiations, standards regulations and skills development in contract farming.	Increase access to markets by 30%  Access markets for at least 20 FBOs

2	Inadequate development of and investment in processing and value chain	Ensure improve public investment	Establish and support district chamber of agriculture, commerce and technology (DCAT)  Development of 2 export communities in the district	At least one (1) DCAT office established and furnished.
3	Low application of technology and low levels of irrigated water	Improve production efficiency and yield	Reinvigorating extension activities  Develop capacity of farmers to use meteorological information  Irrigation development  Yield improvement	Increase adoption of technologies by 30%
4	Poor storage of harvested produce	Improvement in post-harvest management	Improve agro processing by building capacity of stakeholders	Reduce postharvest of cereals, grains and legumes by 15%
5	Low adoption of agricultural technologies	Enhance the application of science, technology and innovation	Improve effectiveness of RELC	At least 4 RELC meetings organized by of four-year term
6	Lack of database of farmers	Improvement in statistical agricultural surveys	Establish database on all farmers	Establish database on 10 selected commodities
7	Lack of youth interest in agriculture  Ageing of farmer population  Inadequate startup capital	Promote agriculture as a viable business among the youth	Capacity building for youth in agriculture operations  Develop and implement program to attract youth into agriculture  Linking youth to source of financing and other support	Increase participation of youth in agriculture by 20%

	Limited access to credit facilities		Capacity building of farmers on proposal/business plan development.	
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Source: Department Agriculture-KWMA (2017)

#### 1.10.4.2 Planting for Food and Jobs Programme

The Planting for Food and Jobs Programme is one of the Government’s flagship programmes currently being implemented by the Department of Agriculture at all districts. The programme is aimed at ensuring food security, reducing poverty, increasing the income levels of farmers and providing employment for the youth.

In 2017, the Department of Agriculture in the Kwahu West Municipal registered 290 farmers made up of 262 males and 28 females under the programme. A total of 230.5 acres (92.2 hectares) of land was put under cultivation of maize (64.2 ha), rice (16 ha) and pepper (12 ha). The department intends to increase the number of participants and the area of production by 10 percent each year through effective sensitization.

#### 1.10.4.3 Farming for Investment Programme

The growth of agriculture will be the main driving force for the development and transformation of our rural farmers in the district. One of the main objectives of agricultural development is to promote the production of agro- industrial crops such as cocoa, citrus and oil palm under the Farming for Investment programme. These crops were selected based on the fact that they grow well within the ecological zone of the municipal and as such many farmers are engaged in their production.

#### 1.10.4.4 Aquaculture

The aquaculture sector currently at the district is under developed. The Department of Agriculture intends to develop the sector by sensitizing farmers on its importance and encourage more farmers to engage in it. During sensitization programmes in the communities, potential sites will be identified and assessed for exploitation. Interested farmers will farmers will be trained on aquaculture production, pond construction, pond stocking and management.



#### 1.10.4.5 Post Harvest Management

It is estimated that about 15-30% of harvested agricultural produce are lost through postharvest handling. The department within the four-year period intends to educate farmers on post-harvest management practices so as to reduce postharvest losses by 10%.

#### 1.10.4.6 Farming systems

The farming systems identified in the Municipality are mixed farming and mixed cropping. Ninety-one percent of the farmers practice mixed cropping with 7 percent practicing mixed farming and 2 percent practicing other farming systems like mono cropping. Based on the scale of the farming practices, 65 percent of the farmers practice subsistence farming whilst 35 percent were identified as commercial farmers. This is an indication of the large subsistence farming practiced in the Municipality.

#### 1.10.4.7 Farm Labour

Three forms of labour are employed in farming within the Municipality. These are: 60% rely on family labour, 30% hired labour, and 10% rely on the "Nnoboa" system to obtain labour for farming. Most farmers walk between 2-5 kilometres to their farms. This is mainly because large tracts of fertile lands are located further away from the settlements, as closer lands to the settlements have been worked out or used for residential purposes.

#### 1.10.4.8 Mode of Land Acquisition

Land is vital in the development of agriculture and measures put in place to ensure effective administration of land resources go a long way to ensure agricultural development of a particular area. In a situation where land issues are fraught with problems, it invariably affects agricultural development in the area. Three methods of land acquisition were identified in the Municipality. These include acquisition through inheritance, rent/leasehold and abunu/abusa (sharecropping) systems. Under the abunu/abusa (share cropping) system of land acquisition, the land is given out after which the proceeds from the land are divided into two or three portions between the landowner and the farmer. This system of Land acquired does not motivate people to go into farming in the Municipality. There is therefore the need for the Assembly to acquire land banks promote commercial agriculture.

#### 1.10.4.9 Sizes of Farm

From Table 1.16, about 44 percent of crop farmers have farms between 1-3 acres with about 20 percent of individual holdings below 1 acre. A total of 52 percent (215.3 km<sup>2</sup>) of the total land of the Municipality is under cultivation. Farmers with more than 3 acres of farmland are mostly farmers cultivating cocoa and other cash crops such as cola nut and oil palm. The crop sub-sector is largely subsistent since individual holdings are very small. This assertion is also supported by the cumbersome land tenure arrangement in the Municipality where individuals obtain land for farming largely through inheritance. Efforts must therefore be made to intensify and mechanize the available agriculture farms while at the same time encouraging access to land by the private sector especially women. If this is not done the food basket of the Municipality will reduce which implies an increase in importation of food from other Districts or Region.

**Table 1 .20 Farm sizes in acreage**

Sizes (in acres)	Number of Farmers	Percentage (%)
Below 1	8,755	20
1-3	19,261	44
Above 3	15,759	36
Total	43,775	100

Source: MOFA, KWMA, 2014

#### 1.10.4.10 Major Crops and Output Levels

The major food crops grown in the Municipality include maize, cassava, plantain, rice, cocoyam yam and a spice such as ginger. Table 1.21 shows the major crops and their output levels from 2014- 2016. In terms of productivity per hectare, the tuber crops (yam and cassava) are relatively doing better than the other food crops. Apart from the above crops, other minor crops like vegetables such as okra, cucumber, garden eggs, cabbage and pepper are often intercropped with the major crops and use as food supplements.

**Table 1 .21 Major crops and their output levels from 2014-2016**

Crop	Cultivated area/ acre			Production (MT)		
	2014	2015	2016	2014	2015	2016
Maize	5,500	6,500	5,825	5,720	4,760	5,260
Cassava	22,005	22,750	26,000	20,245	18,660	19,120

Plantain	6,890	7,000	7,257.5	5,512	4,200	6400
Rice	202.5	232.5	245.75	121.5	125.5	153.5
Cocoyam	2,637.5	3,000	4,575	3,903.5	3,000	2,562
Yam	3,282.5	2,750	3,250	1,768.2	1,698.2	N/A
Ginger	N/A	60	100	N/A	144	280

Source: MoFA, KWMA, 2016

**Table 1.22 Percentage Change in the Crops Cultivated between 2015 and 2016**

Crop	Production (MT)		Percentage Change (%) (increase - (decrease))
	2015	2016	
Maize	4,760	5,260	9.5
Cassava	18,660	19,120	2.5
Plantain	4,200	6,400	52.4
Rice	125.5	153.5	22.3
Cocoyam	3,000	2,562	-14.6
Yam	1698.2	1838.2	8.2

*Source: MOFA, KWMA, 2016*

Table 1.22 shows the distribution of major staples crops production (rice, maize, Plantain, yam and cassava) for 2014 and 2016, there is a corresponding increase in production and increase in farm land holding size. However, in 2015, there were decreases in the production of most of the staple crops with the exception of rice which showed a marginal increase of three percent (3.0%). This could be attributed to the erratic weather conditions observed in the year 2015. The adverse weather conditions experienced during the period also affected tree crops such as cocoa and citrus. The year 2016 however showed an increase in production with the exception of cocoyam. The reduction in the acres of land used for cultivation can be attributed to the conversion of arable lands into estate developments. Pepper, cucumber, garden eggs, carrot, cowpea, cauliflower, onion among others all experienced a decrease in total production at the end of 2016. Rice production however, did experience a zero increment or reduction in its output for the period. A comparison of Table 1.21 and Table 1.22 shows that an increase in arable lands for the production of a particular crop resulted in a proportionate increase in the total production of that

particular crop. This means that, all other things being equal, the total area of land used for the production of a particular crop greatly influences the outcome of that crop in the Kwahu West Municipality implying that the designated bodies authorized to distribute land uses should try their best to protect agriculture lands from being converted into estate lands.

#### 1.10.4.11 Incidence of Pests and Diseases

The incidence of disease and pest on a particular farm largely affects the output produced. In the Kwahu West Municipality, the common crop diseases found in the area include black pod and swollen shoot which affect cocoa; maize smut; cassava mosaic and pests such as termites, maize stem borers, rodents, nematodes and grasscutters. Mass Spraying exercise being implemented by the government for cocoa has been truncated, while other crops have been neglected altogether. This may lead to loss of food crop plants or harvest which in the end may discourage people from going into farming activities. Fall army worm outbreak has been a major issue affecting maize production in the municipality, however rapid response has reverted its consequential effect. A total of 150 farmers made up of 120 males and 30 females have been supplied with pesticides to be sprayed on their respective farms. Out of the 270 acres of maize farms sprayed, 40 acres have been totally destroyed by the pest. This unfortunate situation is as a result of farmers having to wait for quite a longer period before reporting of the incidence.

#### 1.10.4.12 Access to Extension Services

Extension services, as these institutions are usually called, provide the key link between the research laboratories or experimental farms and the rural population that must ultimately adopt what the laboratories develop. They advise farmers on new techniques of farming such as row planting, correct use of agro chemicals, improve crop varieties, seed planting, material production and multiplication techniques; disease and pest surveillance, post-harvest handling and soil fertility improvement and management among others. There are 10 operational areas and each operational area is assigned to one extension officer. There are 8 permanent extension agents and 5 permanent agric supervisors. There are 6 temporal extension officers under the Planting for Food and Jobs program. Due to the number of farmers in the Municipality, the Agriculture Department would require 20 permanent extension officers. The ratio of extension officers to farmers in the Municipality is 1:7,986.

#### 1.10.4.13 Financing Agriculture

Financing of farming activities in the Municipality is largely from own savings. About 80% of the farmers accounted for this. As savings are very low, capital formation becomes difficult. As savings are very low, capital formation becomes difficult. Even though there are financial institutions in the Municipality, farmers are not willing to take loans because of the associated high interest rate, lack of collateral security and other lending policies. Other sources of finance for the agriculture sector are farmers' relatives and moneylenders. Notwithstanding these problems, adequate financial capital is crucial to the development of agriculture in every agrarian economy; this is needed for agricultural inputs. Farmers who do not have access to credit facilities or enough money to finance their farming activities are compelled to produce on subsistence basis. Farming on subsistence level will not solve the poverty situation of farmers in the Municipality. There is the need to encourage more group loans since it works better than personal loans in the area. To mitigate this, the Government has introduced subsidies for agricultural inputs through planting for food and job programme for which the Municipality is a beneficiary.

#### 1.10.4.14 Storage of produce and post-harvest losses

For farmers to have the urge to produce more there must be available storage facilities. The availability of storage facilities will help farmers to store crops, which are not in high demand or that which are in excess. It can then not be denied that the availability of storage facilities increases farmers' morale to produce. However, seventy-nine percent (79%) of the crop farmers do not have access to storage facilities. The twenty-percent (21%) of farmers with access to storage facilities had store rooms, huts, coca sacks, maize sacks, drying boards or panels, shelves and mats at their disposal. The unavailability of appropriate storage facilities have led to post harvest losses. There are few small-scale agro-based processing industries like maize, cassava, palm oil as well as local processing gin. These industries do not have the capacity to utilize all the excess produce there is the need to introduce appropriate technology for the construction of storage facilities and agro-processing industries.

#### 1.10.4.15 Livestock and Animal Rearing Sub-sector

Livestock production is an important sub-sector under the agricultural sector. This is because it serves as a source of protein and as a source of revenue to those engaged in animal rearing. The very little attention paid to this sub-sector affects productivity and hence, its low contribution to

Gross Domestic Product (GDP). Livestock such as goat, sheep, cattle and pigs are reared. Cattle rearing is very low since there are few cattle farmers and grazing sites.

#### 1.10.4.16 Incidence of Pests and Diseases

The pests and diseases are mainly controlled by injection, deworming and dipping. This increases the cost of production.

Table 1.23 Type of Diseases/Pest and Means Of Control as at 2016

Type of Pest/ disease		Livestock affected	No. of Farmers reporting	Means of control	No. farmers Benefiting from control	
<b>PEST</b>	<i>Ectoparasites</i>	<i>Ticks</i>	Cattle	10	-	18
			Sheep	15	Dip/spray/wash /pour on/dust (with acaricide)	385
			Goats	40		539
			Dog	100		800
		<i>Lice</i>	Fowl	8		750
	<i>Fleas</i>	Dog	150	580		
	<i>Endoparasites</i>	<i>Helminthiasis</i>	Cattle		Albendazole oral drench (Dewormer)	15
			Sheep			385
			Goats			539
			Dog		Injections / oral tablets	344
Cat				11		
<b>DISEASE</b>	<i>Rabies</i>	Dog		Vaccination	405	
		<i>Mange</i>	Sheep	15	Ivomec injection	70
	Goats		25	100		
	Rabbit		15	15		
	<i>New castle</i>	Commercial Poultry		Vaccination	750	
		Rural Poultry	10	Vaccination	1500	
	<i>Gumboro</i>	Poultry	20	Vaccination	750	
	<i>Fowl pox</i>	Poultry	6	Vaccination	750	
	<i>Peste des Petit Ruminant(PPR)</i>	Sheep		Vaccination	306	
		Goats	20		779	

Source: MOFA, KWMA, 2016

#### 1.10.4.17 Urban Agriculture

Nkawkaw-Nsuta operational area practice urban agriculture. They are mostly engaged in livestock production (poultry, sheep and goat) and the production of vegetables. Urban Agriculture farmers are encouraged to use animal droppings for their backyard gardens and farms. Inadequate elaborate livestock housing leads to stray animals destroying crops of other households.

#### 1.10.4.18 Food Security

Food security refers to the availability and affordability of food in a particular region. Food security is a key measure of improved standard of living. The production of staple foods is in abundance in the Municipality. Though many farmers cultivate on subsistence basis, a good number of subsistence farmers release their surpluses to the market. As a result, there is always abundance of foodstuffs during the harvest season, which affects the prices of foodstuffs.

**Table 1.24 Organization of farmers for Accessing and managing Services**

Description	Years			
	2013	2014	2015	2016
Number of functioning FBOs	3	21	27	32
Number of functioning FBOs accessing financial services	1	5	5	10
Number of functioning FBOs accessing marketing information	1	5	5	5
Number of water user associations.				

Source: MOFA, KWMA, 2016

#### 1.10.5 Industrial Sector

Most industries in Kwahu West Municipality can be classified under Micro, small and medium scale industries. The industrial activities in this Municipality are diversified, ranging from sawmill where high technology equipment are used to handicrafts and other craftworks which are produced using simple tools. These industries can be grouped into the following:

- 1) Household Industries
- 2) Handicrafts / Traditional Crafts
- 3) Modern Crafts
4. Micro/Small / Medium Scale Manufacturing

**Table 1.25 Number Employed In Industry**

<b>SUB-SECTOR</b>	<b>NUMBER EMPLOYED</b>	<b>PERCENTAGE</b>
Household Industries	1,789	17
Handicrafts / Traditional Crafts	1,153	11
Modern Crafts	2,379	27
Micro/Small / Medium Scale Manufacturing	5,014	49
<b>Total</b>	<b>10,355</b>	<b>100</b>

Source: BAC, KWMA, 2017

#### 1.10.5.1 Household Industries

These are manufacturing activities carried out in or near the home and from Table ....; it employs 17 percent of people in the industrial sector of the Municipality. In this industry, family labour is used with the objective of providing basic needs, and augmenting the family income. The production methods are labour intensive, and there is no division of labour. Activities undertaken include palm oil production, palm kernel oil extraction, cassava processing and basket weaving. Palm oil production and cassava processing are the most organized household industries in the Municipality. Some producers have formed co-operatives and some private individuals have acquired extraction plants. In these co-operative, individual oil extractors send their palm fruits and kernel to be extracted for a fee. These industries are spread widely in the Municipality. Most settlements have either cassava processing or palm/kernel oil extracting industry or both. While these household industries are boosting the economic wealth of the Municipality, their impact on the environment in terms of waste generation and disposal should be considered to ensure the proper disposal of their waste.

#### 1.10.5.2 Handicrafts

Table 1.25, shows that this sub-sector employs 11 percent of the labour in the industrial sector. Handicrafts are produced by artisans who normally work alone with a few apprentices without much division of labour. Traditional tools and implements are used with little modernization. Activities here include gold/silver smith, blacksmith, woodcarving and pottery. These industries are mainly located in the Municipal capital. However, a few of the pottery industries are located at Kwamang, Oframase and Nkawanda No. 2. Kwahu is considered as one of the places in Ghana where clay is predominant. This has led to the production of pottery works. Among the Kwahus, women mainly do Pottery and it is a taboo for men to go to the clay site or even indulge themselves in pottery.



#### 1.10.5.3 Modern Crafts

These include car repairing, radio and television technicians, auto mechanics, electrical/gas welders, and wood working shops. These activities are scattered all over the Municipality. The baseline survey and statistics available indicate that these activities provide the highest number of trainees in the Municipality. From Table 1.25, majority of labour (27 percent) in the industrial sector are in this sub-sector.

#### 1.10.5.4 Small/Medium Scale Manufacturing

This category is capital intensive. Table 1.25 indicates that this sub-sector employs 49 percent of the labour force in the industrial sector. These industries use modern production methods and produce both traditional and modern products. These industries include the following:

- Agro processing;
- Distilling and blending alcohol;
- Water processing
- Agro industrial activities
- Herbal medicine production
- Sawmill; and
- Furniture and fixtures

Most of these industries are located in residential areas and other areas not zoned for industrial activities. In light of the environmental risks that these industries pose, industrial estates are proposed. The purposes of these estates are to:

- Bring about sanity in the use of land in the communities;
- Bring about efficiency in the use of infrastructure such as electricity and water;
- Reduce constructional and service costs;
- Minimize environmental degradation and pollution;
- Bring about an effective identification and collection of related taxes;

- Promote a forward and backward linkage between various levels of industries and services; and
- Promote / create employment opportunities for the youth who have hitherto been drifting to the cities.

A considerable number of small-industrialists also train people in apprenticeship. School leavers and dropouts have been engaged as apprentices.

The industrial sector unlike the service and agricultural sector requires more capital and skills. Due to this reason, many people are not able to venture into it. In order to experience significant growth in this sector, there is the need for the Assembly to carefully plan and support the industry.

#### 1.10.6 Households Monthly Income and Expenditure Analysis

Planning aims at bringing about change, with the component of the change entailing a reduction in poverty and improvement on equity among others. Additionally, social planning as an aspect of planning has the main objective of making interventions to reduce deprivation, to increase access to social and welfare services (insurance and a reduction in social risk).

From Table 1.26 about ninety-four percent (93.6%) of households receive monthly income in the range of 1 to 200 Ghana cedis with the remaining 6 percent of households receiving income above 200 Ghana cedis. The difference in the income pattern can be attributed to the fact that, 55.5 percent of the labour force in the Municipality is employed in the agriculture sector, which is mainly subsistence in nature.

Households' monthly expenditure has thus been patterned by the nature of the household's monthly income because of the direct relationship between income and expenditure. From Table 1.28, greater percentage (89.7 percent) of households' monthly spending on the various expenditure items (education, health etc) is within the range of 1 to 200 Ghana cedis.

It is worthy to note that expenditure on water is mainly seen to be in the range of 1 to 50 Ghana cedis since a greater proportion of the communities in the Municipality are rural and source water mainly from boreholes, which is relatively affordable. Also, greater percentage (72.0 percent) of households spend within the 1 to 50 Ghana cedi range on health. This attributed to the fact that

most households are registered with the Municipal Mutual Health Insurance Scheme. The Scheme is mainly pro-poor as it considers the relatively low income that these people earn from their economic activities which is dominated by the agriculture sector.

**Table 1.26: Households Monthly Expenditure**

<b>AMOUNT IN RANGE (GH¢)</b>	<b>NUMBER OF HOUSEHOLDS</b>	<b>PERCENTAGE</b>
1 – 50	10,827	39.5
51 – 100	7,729	28.2
101 – 200	7,099	25.9
Above 200	1,754	6.4
<b>Total</b>	<b>27,409</b>	<b>100</b>

Source: MPCU, KWMA, 2017

Analysis of Table 1.26 establishes that each household in the Kwahu West Municipality earn averagely GH¢ 84.4 monthly. The average income of a household in the Municipality poses a threat of near total poverty in the area. Majority of the households earn 50 Ghana cedis and less, depending on the household size this amount will not be able to meet their basic needs. This is a serious implication in development as households will not be able to pay their required taxes to the Assemble or take care of their health and educational needs.

**Table 1.27: Sources of Income (Revenue)**

<b>SOURCE</b>	<b>NUMBER OF HOUSEHOLDS</b>	<b>PERCENTAGE</b>
Profit	18,830	68.7
Wage and Salary	7,209	26.3
Remittance	1,370	5
<b>Total</b>	<b>27,409</b>	<b>100</b>

Source: MPCU, KWMA, 2017

From Table 1.27, majority (68.7%) of the households obtain their income through profit from their economic activities.

**Table 1.28: Households' Monthly Expenditure on Various Needs**

<b>Amount Items</b>	<b>GH¢ 1 – 50</b>	<b>GH¢ 51 – 100</b>	<b>GH¢ 101 – 200</b>	<b>Above GH¢ 200</b>
Education	44.4 %	22.2 %	6.5 %	26.9 %
Health	72.0 %	21.5 %	5.5 %	1.0 %
Transportation	81.8 %	11.8 %	-	6.4 %

Electricity (fuel)	72.5 %	22.5 %	3.7 %	1.3 %
Water	91.1 %	8.8 %	-	-
Remittance	40.1 %	11.4 %	1.4 %	11.4 %
Food	40.8 %	28.2 %	17.8 %	13.0 %
Funeral	90.2 %	7.9 %	1.7 %	-
Clothing	47.3 %	31.7 %	16.0 %	4.7 %
Miscellaneous	47.8 %	31.7 %	16.0 %	4.3 %

Source: MPCU, KWMA, 2017

**Table 1.29: Households' Monthly Expenditure**

<b>AMOUNT IN RANGE (GH¢)</b>	<b>NUMBER OF HOUSEHOLDS</b>	<b>PERCENTAGE</b>
1 – 50	10,169	37.1
51 – 100	8,414	30.7
101 – 200	6,003	21.9
Above 200	2,829	11.3
Total	27,409	100

Source: MPCU, KWMA, 2017

Analysis from Table 1.29, also establishes that each household in the Kwahu West Municipality spends averagely GH¢ 87.3 monthly. In comparison, with average monthly income of GH¢ 84.4 and an average monthly expenditure of GH¢ 87.3, households need to find an average of GH¢ 2.9 in order to satisfy all their needs every month. This situation further complicates the poverty situation in the Municipality since there are no alternative means of working to earn extra income. Hence, resorting to illegal means (theft, bribery and corruption among others) becomes the available viable option for members of households to consider. In addition, majority of households in the Municipality spend most of their income on education. This implies how education is a priority to many households. The Assembly will have to give education a priority in order to make up for all children of school going age.

### 1.10.7 Income Distribution of Households

From Figure 2.7, the Gini Concentration Ratio (which considers the extent of deviation of the income distribution line from the line of equal distribution – the inequality gap) is 0.61. This implies that, 61 percent of the households in the Municipality are poor. The high proportion of the

labour force (55.5 percent) in agriculture, which is subsistence in nature, is a major determiner of this high inequality gap. Farmers cannot increase cultivation and hence cannot earn more.

### 1.10.8 Tourism Development

The Municipality has three forest reserves namely the Southern Scarp reserve created in 1918, Kado Bebo and Nkawanda reserves all created in 1927 (Forestry Division). Even though tourism has become one of the main sources of income and employment generation in the country, the Kwahu West Municipality is yet to exploit its full potentials of the tourism sector in the Municipality. There are a number of tourist sites in this Municipality that have the potential of rivalling some of the well-known tourist sites in the country e.g. Waterfalls and Ancient Artifacts at Asuboni No.3, Caves at Nkawkaw-Kuma, Pottery works. However, the tourist sites are still rudimentary and require the needed investment to tap their full potentials.

### 1.11 Settlement Systems (Spatial Planning)

Spatial Planning basically shapes the area in which we live. Spatial planning aims at regulating access to housing, schools, health centres, parks, industrial sites, leisure areas as well as access to water, electricity, sewage and roads in the Municipality.

Policy interventions will seek to address promoting sustainable, spatially integrated, balanced and orderly development of human settlements, and providing adequate, safe, secure, quality and affordable social housing and private housing solutions.

This is to help address the current problems of land litigation, haphazard physical developments and informal settlements and slums caused by rapid urban growth of the Municipality which is currently outstrips spatial planning and development management activities.

The implementation of the Land use and the Spatial Planning Act 2016 (Act 925), the National Spatial Development Framework (NSDF) and the National Housing Policy would be very instrumental in the policy interventions.

#### 1.11.1 Physical Development Planning

Most communities in the Municipality do not have well designed local plans. This partly accounts for serious land litigations of ownerships, most of which are in court for adjudication.

The absence of local plans have resulted in several physical developmental problems such as uncontrolled development, incompatible land use, boundary disputes, Multiple sale of land, acquisition of land title problem, encroachment on road reservations and government land. This has also resulted in the upspring of slums within the Municipality as physical development springs up in an uncontrolled manner.

Table 1.30 Planned and Partial Communities in the Municipality

Zonal Council	Community	Planned	Planning Schemes at Draft Stage
NKAWKAW	Nkawakw Kwaman Nanchia Denkyira Odumasi Wawasi	Abepotia (Sec. 1) Achiase (Sec. 1A) Asuogya (Sec. 1B) Accra Town (Sec. 2A) Akuajoo (Sec. 2B) Domeabra (Sec. 3A) Krofofrom (Sec. 4A) Asuboni (Sec. 3B) Soldier Line (Sec. 5 Rev.) KwakuDwira (Sec. 7) Dubai (Sec. 6) OseiKrom (Sec. 11) Ampekrom Junction (Sec. 12 Rev.) AtibieAmanfrom (Sec. 14) Barrier (Sec. 8) Brotherhood (Sec. 4B) Nanchia (Sec. 15) Trado (Sec. 9) Winners (Sec. 10 Rev.) Aborso (Sec. 13) Affum (Sec. 17) New Abattoir (Sec. 18)	
KWAHU NSABAH/ASUBONI RAILS	Kwahu Nsabah Asuboni Rails Mpraeso- Amanfrom Ekawso AsuosoJejeti Oframase Kwahu Jejeti	-	Oframase
FODOA	Fodoa Adansua Kofi Dede	Fodoa	-

	Kwahu Oda Aweragya Jamasi No.1 Jamasi No.2 AweragyaNsuta Onokwa Aprahwem		
APRADANG/DANTENG	Apradang Danteng Awenade Saafi Asona Esaase Ahantanan Kwahu- Hwediem Ampeha Akwaboa	Danteng	-

Partially planned areas are; Oframase and Apesika

### 1.11.2 Spatial Analysis

#### Land Use Distribution

The Kwahu West Municipality measures about 401sq km, and is about 2.2 percent of the total land area of the Eastern Region. The major land uses, which can be identified within the Municipality are;

- Agricultural land use
- Economic land use
- Settlement developments
- Rivers/water bodies and forest reserves
- Difficult/terrain and steep slopes; and
- Roads, railways and high-tension lines



### Settlement Patterns

In the Kwahu West Municipality, with the exception of Nkawkaw, which is urban, the rest of the settlements are non-urban and very small communities. Most of the community settlements are lineally traditionally planned. There is a very strong economic, social and political interaction between the smaller settlements and the urban center. These settlements are separated from each other by a distance of between 1-9 km and mostly spread along the main trunk road within the Municipality and from Nkawkaw by an average distance of 20 km.

### Spatial Distribution of Facilities and Services

The distribution of services in space in the Municipality determines the accessibility to basic facilities. In the Kwahu West Municipality, distribution of services and facilities is biased towards Nkawkaw. Most of the higher order services in the Municipality are located in the Municipal Capital. This is because more than fifty-one percent (51.3%) of the people in the Municipality are located in this settlement.



Figure 1.8 Kwahu West Municipal Assembly Educational Map

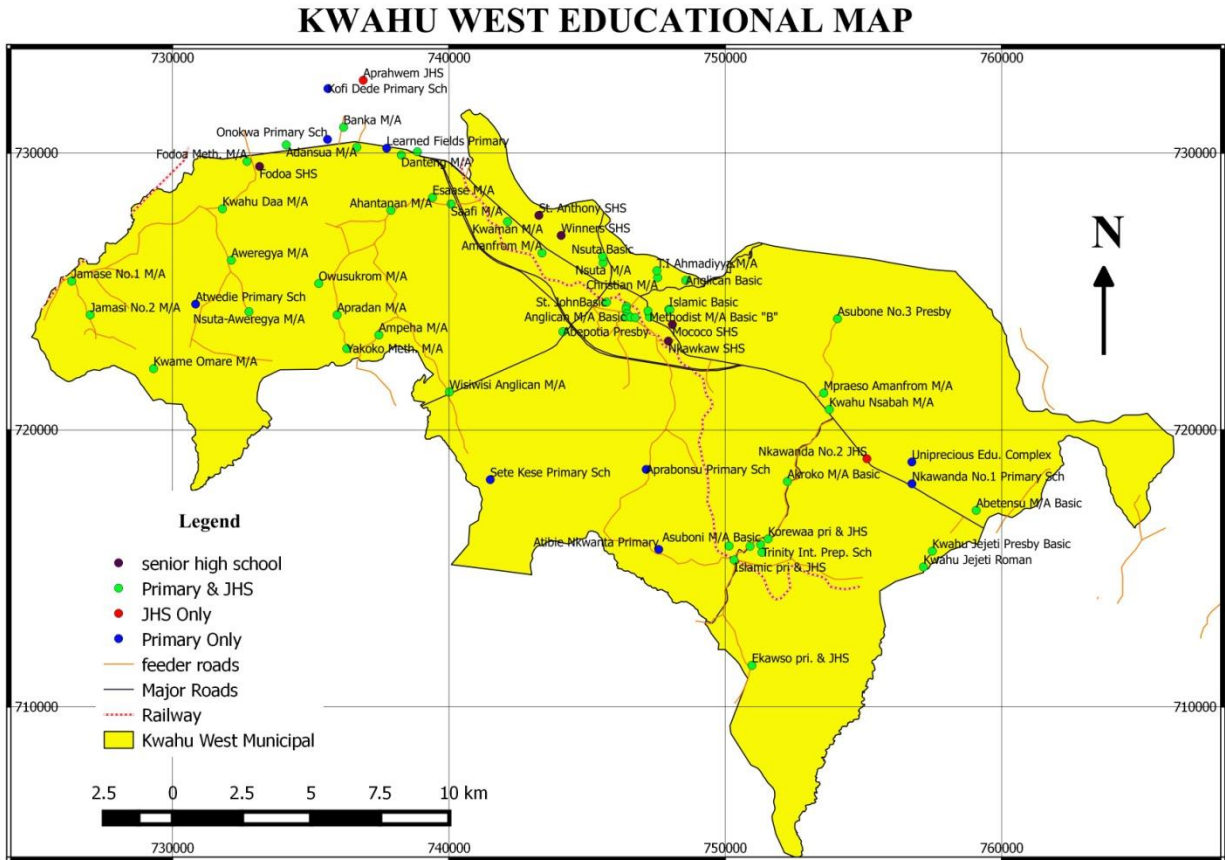


Figure 1.9 Health Facility Map

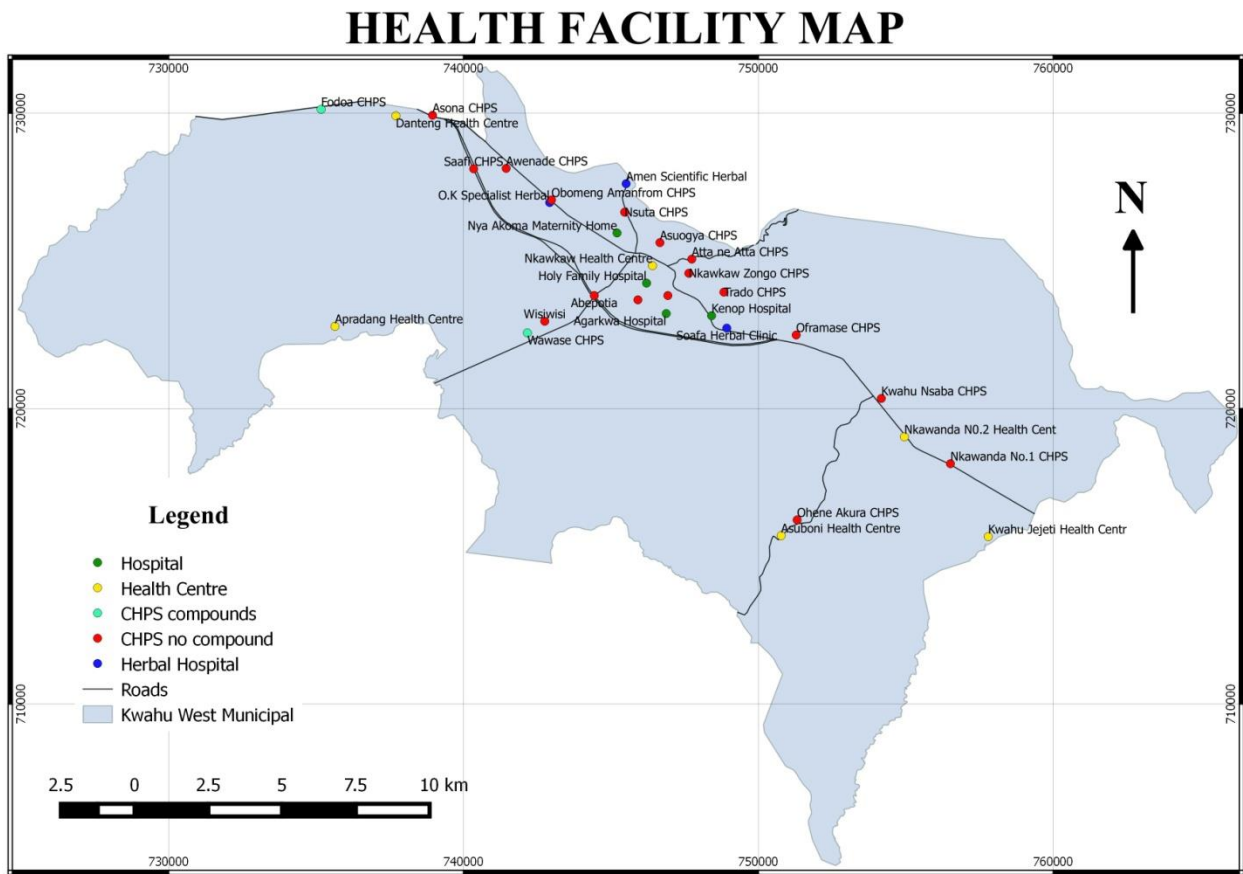




Figure 1.11 Market Distribution Map

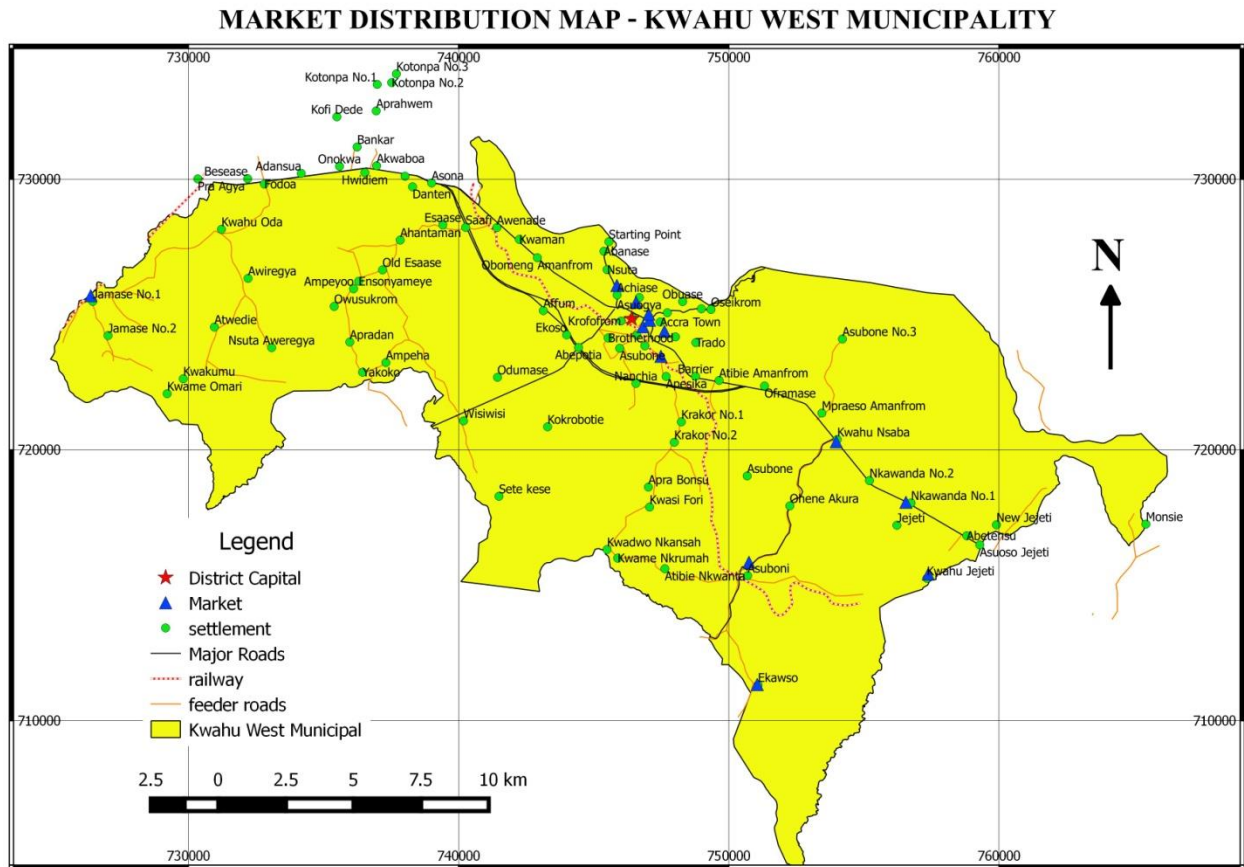


Figure 1.12 Public and Private School Distribution Map

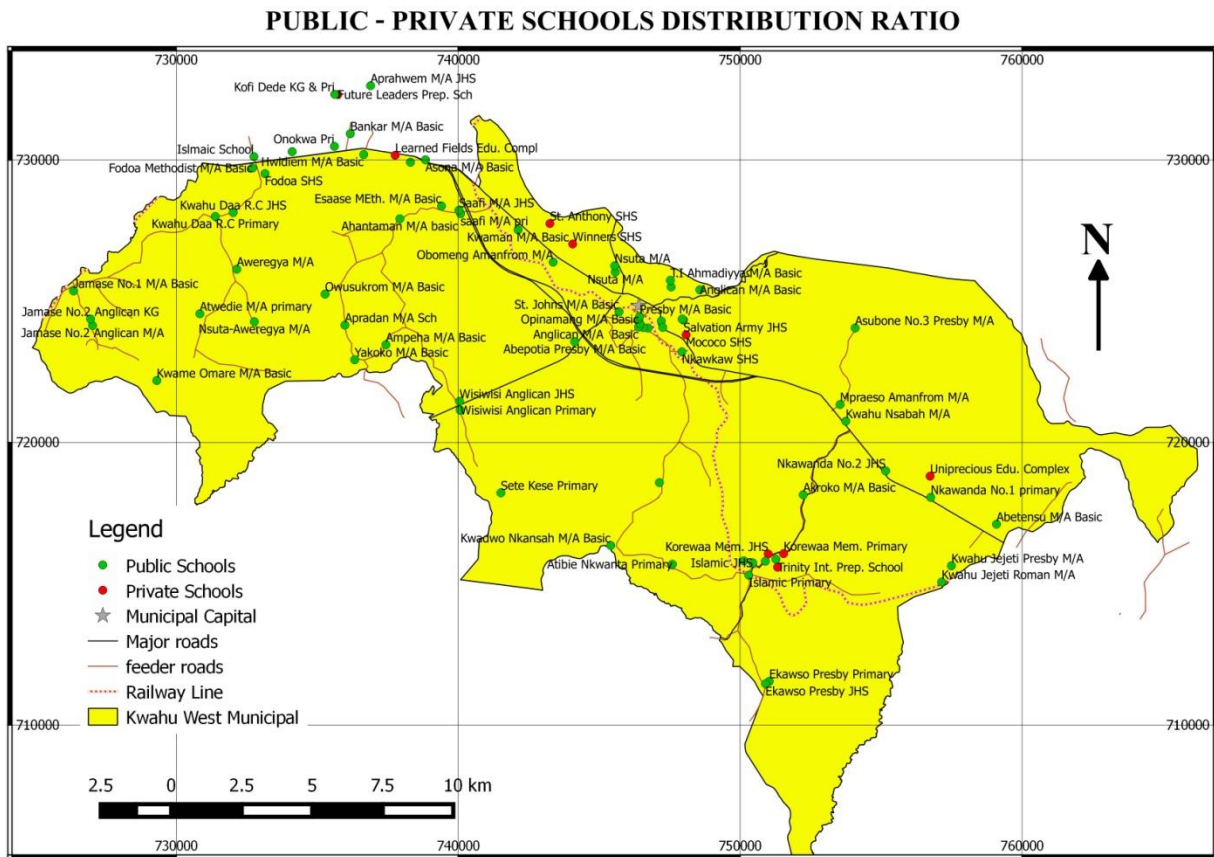
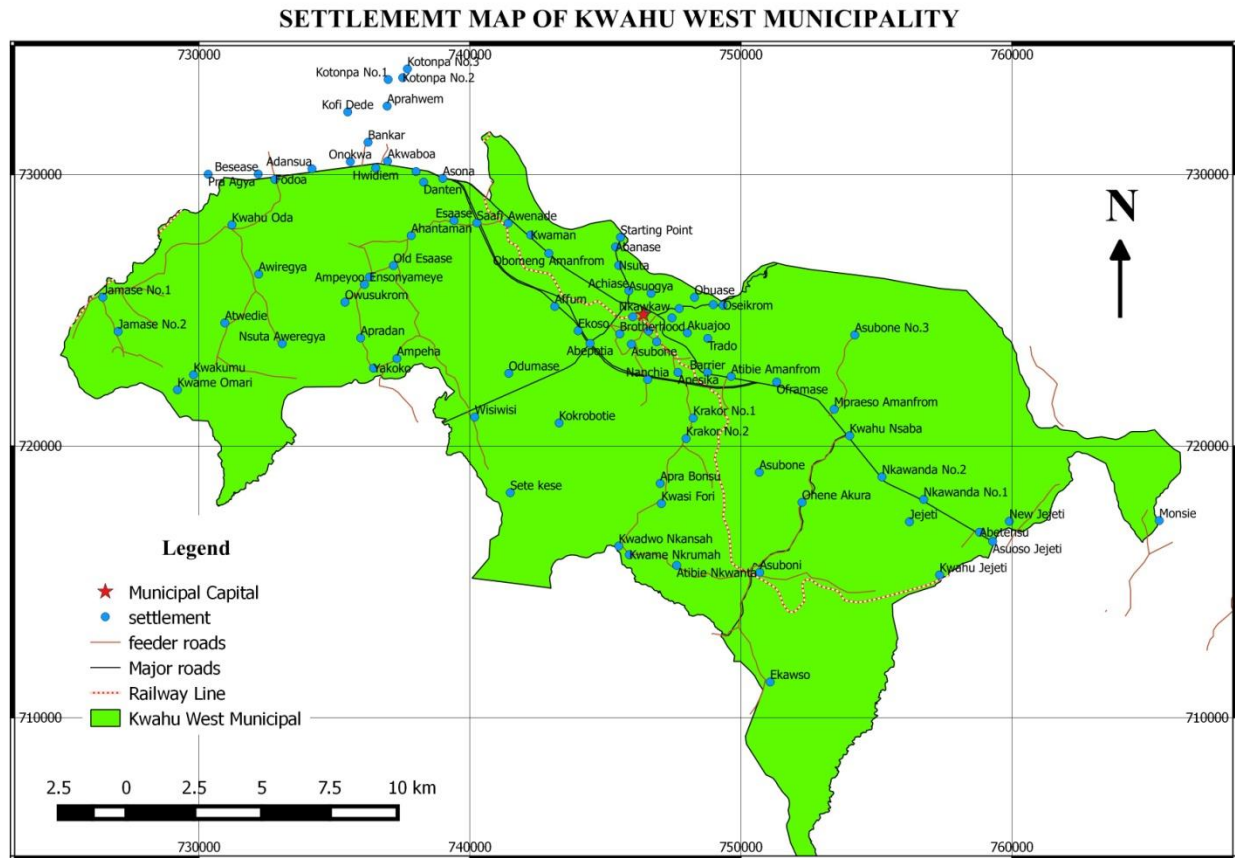


Figure 1.13 Settlement Map of Kwahu West Municipality



## 1.12 Vulnerability Analysis

Over the past few decades, there has been an international and national consensus on the recognition of the rights of vulnerable segment of the society with emphasis on the promotion of their dignity and inclusive development. Information and data on the type and locations of vulnerability inform decision-makers to formulate policies and programmes to address specific barriers that prevent the vulnerable segment of the population to participate effectively in national development.

The Municipal Assembly is therefore committed to the wellbeing of the vulnerable segment of the population in the Municipality. In its efforts to alleviate the economic hardships of the vulnerable segment of the population in the Municipality, different policy interventions are therefore designed to address the vulnerable segment of the population. The segment of a population that is exposed



to high risk of vulnerability include; the Youth; Orphans; victims of Child abuse; People in disaster prone zones; Persons with disabilities; and the aged.

In the Kwahu West Municipality, the vulnerable and excluded include the disabled, peasant farmers, the aged, rural women and children, people living with HIV/AIDS, orphans and homeless children. Peasant farmers are the most vulnerable of all farmers especially the majority who depend on erratic rainfall for production. This situation, coupled with the increasing loss of farmlands represents dominant shocks that affect incomes, availability of food and wealth accumulation.

Besides these, some children find themselves in difficult circumstances because of the following shocks: death of parents, abandonment and separation due to mental problems of parents. Children living and working on the street are engaged in trading activities, which includes selling ice water and confectionaries on the streets, truck pushers and working as drivers' mates. These are mostly found in the Municipality's capital-Nkawkaw. In the rural areas however, children are engaged in hazardous work which negatively affect their physical and mental development.

Additionally, the aged, HIV/AIDS infected and affected, street children and the disabled are left without or with very little safety nets. Appropriate strategies will therefore be designed addressing the issues. Adequate and disaggregated data on the vulnerable in the Municipality need to be collected, analyzed and the appropriate inter-sectoral social protection safety nets need to be designed and implemented to mitigate the impacts of the shocks.

In summary, the under listed groups of people are classified vulnerable and excluded in the Municipality based on the following:

- Persons with Disability
  - Stigmatization
  - Failure in implementation of the disability laws made nationwide and locally
- Victims of Abuse
  - Low self esteem
  - Stigmatization
- Women
  - Low self esteem
  - Bounded by customs and traditions

- Poverty (inadequate capital to start and expand their businesses)
- Children
  - Malnutrition as a result of poverty and their large numbers at home
  - Few of them are under child labour (those in the rural areas)
- Aged
  - Loneliness (empty-nest syndrome)
  - Health failure through aging
  - Hardcore poverty

The issue of vulnerability has resulted into serious social problems such as high influx of unskilled youth and incidence of child abuse/street children in the urban centers in the Municipality and these require a multifaceted approach to overcome them.

#### 1.12.1 Persons with Disability (PWDs)

A person is physically challenged because of a physical, intellectual or sensory impairment; he or she is denied the opportunities available in the community. According to the 2010 population and housing census, three percent (3%) of the total population of Kwahu West Municipality suffers from various forms of disability. These include the following;

- Physical Disability: This refers to problems affecting how the body works or moves
- Hearing Disability: This is the partial or total deafness and speech problems.
- Visual Disability: This is the partial or total loss of sight or blindness.

**Table 1.31: Conditions of the Physically Challenged in Kwahu West Municipality**

Type of Disability	Both Sexes		% Males	% Females
	Number	Percentage		
Sight	1,032	36.1	33.7	38.1
Hearing	452	15.8	16.2	15.5
Speech	450	15.7	19.5	12.4
Physical	883	30.9	33.2	28.8
Intellectual	465	16.3	17.4	15.2
Emotional	560	19.6	18.4	20.6
More than one form of disability	207	7.2	7.4	7.1
Total	2,861	3.1	3.0	3.1

Source: GSS, 2010

**Table 1.32 Persons with Disabilities in Kwahu West Municipality**

Type of Disability	Both Sexes		% Males	% Females	Total
	Number	Percentage			
Sight	35	10.4	65.7	34.3	100
Hearing& Speech	78	23.1	56.4	43.6	100
Physical	193	57.1	54.4	45.6	100
Intellectual	32	9.5	59.4	40.6	100
Total	338	100%			

Source: Dept. Social Protection &Community Dev. 2017

### 1.12.2 Barriers Faced by Physically Challenged that Make them Vulnerable

*Environmental Barriers:* These are physical barriers that effect persons with disability in the Municipality. These include unfriendly public transport facilities, public building/facilities, pedestrian walk ways, offices and factories, places of worship, access to information among others.

*Attitudinal Barriers:* These are less obvious than environmental barriers, but they can inhibit the disabled from achieving daily ideas. The persons with disability are automatically assumed incapable, embittered, tragedy-stricken, in need of cure, of low intelligence and aggressive.

*Institutional Barriers:* The physically challenged are excluded under this in many areas of society. These institutions include the family, religion, education, health service, social services, class system, employment and political system.

### 1.12.3 Livelihood Empowerment Against Poverty (LEAP)

The Livelihood Empowerment against Poverty (LEAP) programme has been implemented in the Municipality since 2008 to date.

The programme presently covers forty-one (41) communities and eight hundred and thirty-five (835) beneficiary households with one thousand, five hundred and eleven (1,511) children. Out of this eight hundred and thirty-five (835) beneficiaries, one hundred and twenty-four (124) are males representing about fifteen percent (14.8%) while seven hundred and eleven (711) are females representing about eighty-five percent (85.2%). From 2016 to date, six hundred (600) LEAP beneficiaries have been supported to register under the National Health Insurance Scheme (NHIS). This registration was to serve as a complementary service on health for the extremely poor households.

This was to enable the LEAP beneficiary households to access health care facilities under the scheme. (For medical attention and possible treatment)

#### 1.12.4 Victims of Abuse

In 2009, about 263 cases of abuse were reported in the Municipality. Whereas a total of 153 abuse cases were reported in 2016 in the Municipality; representing seventy-two percent (71.8%) reduction cases of abuses. These include abuses such as rape, defilement, other sexual abuse and other forms of physically abuse.

Table 1.33 Trend of Abuse cases (Quarterly)

Year \ Qtr	2013	2014	2015	2016	2017
1 <sup>st</sup>	21	27	143	153	26
2 <sup>nd</sup>	20	15	-	-	34
3 <sup>rd</sup>	15	15	-	-	63
4 <sup>th</sup>	0	0	0	0	0
Total	56	62	143	153	123

Source: Dept. of Social Development &Community Dev. 2017

#### 1.12.5 People Living with HIV/AIDS

The HIV/AIDS affected people are considered vulnerable since they are mostly marginalized against and do not have equal access to social services. In 2010, HIV/AIDS prevalence rate in the Municipality was 4.4 percent. In 2017, according to the Department of Health statistics, HIV/AIDs prevalence rate in the Municipality is seventeen percent (17.3%).

#### 1.12.6 Gender Representation at Community Meetings

In the community gatherings where decisions are made; only 25.1 percent are females and 74.9 percent are males 2013. In 2016, the average women representation in community decision-making in gathering was 31.1%In 2017, the total composition of the Municipal Assembly membership is forty; consisting five females representing 12.5%. At various unit committees and zonal councils of the Municipality, women on the average form 12.3 percent of total membership of these decision-making bodies.

Some of the Institutions that contribute in various ways to the development of children in the Municipality have been indicated in Table 1.34.

**Table 1.34: Institutions Contributing to Child Welfare and Areas of Contribution**

<b>Institutions</b>	<b>Areas of Contribution</b>
Department of Social Welfare	Educating, sensitizing and welfare supports for marginalized children.
Domestic Violence and Victims Support Unit of the Ghana Police Service	Helps to entrench the rights of children, using available legal provisions. Example: Enforcement of Children’s Act, 1998 (Act 560).
Non-Governmental Organisations Community Based Organisations	Assists in providing educational materials and infrastructure, and responding to general needs of children Educating the public and members on proper child development issues and providing financial cushioning.

Source: MPCU, Kwahu West Municipal Assembly, (2017)

### 1.12.7 Risks and Shocks

One major component of vulnerability is risk, which is the probability of an event happening. Households in the Municipality face a variety of shocks, which are either due to natural or man-made causes. Among the natural causes of shock identified are floods and bush fires which are the most prevalent in the Municipality.

#### *Types and Causes of Disasters in the Municipality*

The disasters in the Municipality are primarily:

- Fire outbreaks caused mainly by human activities including hunting, farmers who burn their farms before planting, children who play with fire on farm sites during the dry seasons
- Flooding and rain related destruction of properties. These are caused by both natural (heavy rainfall and thunderstorms) and made-made related factors (not adapting to the appropriate building codes and poor planning of settlements and land uses in the Municipality).

### 1.12.8 Institutions Responsible for the Welfare of the Vulnerable in the Municipality

Two institutions can be identified to be responsible for the welfare of the vulnerable groups in the Municipality. These are the Department Social Protection and Community Development and Commission for Human Rights and Administrative Justice. The presence of these institutions

means that the plight of the vulnerable in the society can be well attended to. This will succeed if the duties of the institutions are well defined and executed.

#### *Programmes Organized for the Vulnerable*

The Municipality has formulated and implemented programmes to ensure the development and welfare of the vulnerable groups. Other national programmes; such as LEAP, NHIS, SFP, PWDs funds and HIV/AIDs are being implemented in the Municipality to ensure the development and welfare of the vulnerable groups in the Municipality. The programmes are providing support and influence much to reduce the intensity of vulnerability in the Municipality.

#### 1.12.9 Strategies to solving vulnerability challenges

The Municipal Assembly has put in place measures to solve the challenges the vulnerable and excluded face in the Municipality. The strategies are listed below:

- Social education (sensitization on stigmatization)
- Encouraging parents to send their physically challenged children to school
- Provide the vulnerable groups with employable skills

#### 1.13 Social Services

Development of the social aspects of the Kwahu West Municipality was of prime importance for the formation of 2017-2021 Medium-Term Development Framework of the Municipality. Based on this, the various sub-sectors (education, health, agriculture, social protection, etc) within the broad social sector of the Municipality were closely considered to understand the current development situation in these sectors.

### 1.13.1 Education

#### *Educational Facilities*

**Table 1.35: Number of basic schools in the Municipality in 2017**

<b>Ownership</b> <b>Level</b>	<b>NUMBER</b>		<b>TOTAL</b>
	<b>Public</b>	<b>Private</b>	
<b>Nursery /Kindergarten</b>	75	122	197
<b>Primary</b>	78	124	202
<b>JHS</b>	61	97	158
<b>SHS</b>	2	5	7
<b>TVET</b>	0	0	0
<b>TOTAL</b>	<b>216</b>	<b>348</b>	<b>564</b>

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.36: Number of Educational Facilities in 2013**

<b>SCHOOL</b>	<b>NUMBER</b>		<b>TOTAL</b>
	<b>Public</b>	<b>Private</b>	
Nursery / Kindergarten	76	44	120
Primary	82	40	122
JHS	53	27	80
SHS	1	3	4
TVET	0	3	3
<b>TOTAL</b>	<b>212</b>	<b>117</b>	<b>329</b>

Source: Ghana Education Service (Kwahu West Municipality, 2013)

In 2013 the Municipality had a total of 329 schools consisting of 212 public schools and 117 private basic schools. In 2016 the Municipality had a total of 564 schools comprising 216 public and 348 private schools in the Municipality; representing about fifty-eight percent (58.3%) increase in infrastructure provision from 2013. There were 53 public Junior High Schools (JHS) in 2013 and in 2016 the number of schools in the same level had increased to 61; a nominal increase of eight schools. The number of Senior High Schools (SHS) had increased from 4 in 2013 to 7; with 2 public and 5 being privately owned. These educational facilities exist to provide equitable and quality formal education for all children of school going age. There are however more privately owned schools than public schools in the Municipality. There are 124 private primary schools as compared with 75 public primary schools in the Municipality. Similarly, 97 of the JHS schools are privately owned as compared to 61 public JHS in the Municipality.

About sixty-nine percent more of the KGs are privately owned. The inadequacy of public pre-schools in the Municipality could compel parents to send their children to the private pre-schools; whose cost are generally expensive than the public schools. The effect of keeping children in the

homes due to inability to access pre-school education has the tendency of affecting the Net Enrolment Ratio (NER).

### *Enrolment Levels*

The tables 1.38 and 1.39 depict the enrolment figures of pupils and students from 2013 to 2017 academic years for public and private schools in the Municipality. From 2014 to 2017, the Kwahu West Municipal Assembly recorded an enrolment levels of 134,435 in the Municipality. The public basic school enrolments for the period was 98,858; representing about seventy-four percent (73.5%) of the total enrolments for both public and private. There are is school participation rate in public schools then private basic schools in the Municipality. The number of females' enrolments in both the public and private schools are close to the male enrolments for all the years under review. There is narrow gap gender parity ratio at all levels in the Municipality. There is the need to ensure continuous enrolment and retention of the girl child in school in the Municipality. Programmes should be designed to parents and guardians encouraged to enrol the girl child in schools in the Municipality.

Enrolment in the public primary school level in the Municipality is higher than all levels. Enrolment in the public basic schools for the period under review was 54,428; representing fifty-five percent (55.1%) of the total enrolments for the period. Similarly, the total enrolment at the JHS for the same period was 24,122; representing forty-four percent (44.3%) of pupils from the primary level migrating into the JHS level for the period. The private enrolled a total of 16,756 at the primary level from 2014-2016. A total of 4,974 of the pupils in private primary schools were enrolled into the JHS level; representing about thirty-percent (29.3%). There general low migration from the primary level to the JHS level in the Municipality. In 2016, a total of 6,680 female pupils were enrolled in the public primary schools out of which 3,058 were enrolled in the JHS level; representing about forty-six percent (45.8%) which is marginally higher than the male enrolment rate of forty-five percent (45.4%).

The current planning standards requires floor space per pupil/student 15sq.ft per pupil at the KG level, 14sq.ft per pupil at the primary level and 16sq.ft student at the JHS level. In 2016, the Municipality had total of 163 classrooms for KG, 472 classrooms for primary and 216 classrooms for JHS. The average space per pupil at the KG level is 24. 27sq.ft per pupil and at the primary school level, the average space per pupil is 26. 12sq.ft per pupil as compared to the average standard of 15sq.ft and 14sq.ft for KG and primary schools respectively. However, the JHS level had 6. 54sq.ft per student as compared to the average standard of 16sq.ft per student in the Municipality. There JHS level is generally experiencing extreme overcrowding and therefore requires additional classrooms infrastructure in the next planning period.



**Table 1.37 Public basic school infrastructure in the Municipality**

Number of basic schools					Number of classrooms			
Year \ Level	2013	2014	2015	2016	2013	2014	2015	2016
KG	76	75	75	75	169	167	162	163
Primary	82	78	78	78	474	475	473	472
JHS	53	55	59	61	198	205	207	216

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.38 Public Basic Schools Enrolment levels in the Municipality**

Year \ Level	Kindergarten			Primary			JHS			Grant Totals		
	M	F	Total	M	F	Total	M	F	Total	M	F	Totals
2013	2,692	2,500	5,192	6,893	6,875	13,768	3,048	2,996	6,044	12,633	12,371	25,004
2014	2,756	2,556	5,312	7,004	6,906	13,910	3,057	2,952	6,009	12,817	12,414	25,231
2015	2,410	2,357	4,767	6,606	6,591	13,197	2,985	2,908	5,893	12,001	11,856	23,857
2016	2,548	2,489	5,037	6,873	6,680	13,553	3,118	3,058	6,176	12,539	12,227	24,766

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table: 1.39 Private Schools Enrolment in the Municipality**

Year \ LEVEL	2014			2015			2016			2017		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
KG	1,173	1,240	<b>2413</b>	1,269	1,270	<b>2,539</b>	1,468	1,322	<b>2,790</b>	2,790	991	<b>1,965</b>
PRIMARY	2,563	2,621	<b>5184</b>	2,760	2,700	<b>5,460</b>	3,085	3,027	<b>6,112</b>	1,669	1,685	<b>3,354</b>
JHS	759	728	<b>1487</b>	774	845	<b>1,619</b>	942	926	<b>1,868</b>	410	376	<b>786</b>
SHS	628	529	<b>1157</b>	735	866	<b>1,601</b>	679	715	<b>1,394</b>	650	661	<b>1311</b>
TVET	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
<b>TOTAL</b>	<b>5,123</b>	<b>5,118</b>	<b>10241</b>	<b>5,538</b>	<b>5,681</b>	<b>11219</b>	<b>6,174</b>	<b>5,990</b>	<b>12,164</b>	<b>5,519</b>	<b>3,713</b>	<b>7,416</b>

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.40 Number of Teachers in public basic schools in the Municipality**

Year \ Level	KINDERGARTEN			PRIMARY			JHS			TOTAL		GRAND TOTAL
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	
2013	17	281	298	289	292	581	362	175	537	668	748	1416
2014	23	230	253	279	294	573	353	172	525	655	696	1351
2015	12	235	247	276	291	567	334	169	503	622	695	1317
2016	13	208	221	264	275	539	334	159	493	611	642	1,253

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.41 2016-2017 BASIC EDUCATION CERTIFICATE EXAMINATION ANALYSIS OF RESULTS**

Grade \ SUBJECTS	CANDIDATES OBTAINED GRADES:1-3			CANDIDATES OBTAINED GRADES:4-6			TOTAL GRADES:1-6		
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL
ENGLISH	216	196	412	586	638	1224	802	834	1636
SOCIAL STUDIES	259	212	471	571	652	1223	830	864	1694
R.M.E	266	242	508	596	621	1217	862	863	1725
MATHEMATICS	271	231	502	634	660	1294	905	891	1796
INT. SCIENCE	326	282	608	492	550	1042	818	832	1650
I.C.T	337	286	623	546	526	1072	883	812	1695
FRENCH	84	73	157	313	357	670	397	430	827
TWI	362	381	743	588	584	1172	950	965	1915
PRE. TECH.	208	109	312	360	168	528	563	277	840
HOME ECONS.	128	224	352	268	418	686	396	642	1038

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.42 Number of schools with toilet/sanitation facilities**

Year \ Level	KG	Primary	JHS
2013	47	38	25
2014	65	44	25
2015	65	44	25
2016	65	48	33

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.43 Beneficiary of School Feeding Program by Gender in the Municipality**

Year \ Gender	2013	2014	2015	2016
Male	2,037	2,014	2274	9,091
Female	2,896	2,057	2014	9,261
Totals	4,933	4,288	4,817	18,352

Source: Ghana Education Service (Kwahu West Municipality, 2017)

From the tables, there has been gradual but perceptible increase in total enrolment in schools in the Municipality.

The increase in enrolment figures at the basic level is attributable to the introduction of the Capitation Grant and the School Feeding Programme for basic schools. This has resulted in pressure mounting on the existing educational infrastructure in the Municipality.

**Table 1.44 Capitation Grant Releases and enrolments**

Year	Enrolment	Release
2013	25,004	79,893.23
2014	25,231	77,019.00
2015	23,857	113,521.50
2016	24,766	142,998.30
Total	101,393	413,432.03

Source: Ghana Education Service (Kwahu West Municipality, 2017)

**Table 1.45 Government interventions**

No.	ITEM	2013	2014	2015	2016	TOTAL
1	FURNITURE	0	400	50	1,153	1,603
2	FREE EXERCISE BOOKS(NOTE 1)	118,705	0	0	0	118,705
4	LAPTOP COMPUTERS	0	0	105	255	360
5	FREE SCHOOL UNIFORM	0	0	0	0	0

Source: Ghana Education Service (Kwahu West Municipality, 2017)

From the analysis, teacher-pupil ratio for the public primary schools in the Municipality was 1:24 in 2013. In 2016, the teacher-pupil ratio in the public primary schools was 1:25. In 2014 and 2015, the ratios were 1:24 and 1:23 at the same level respectively. In 2013, the public Junior High Schools level recorded a teacher-student ratio of 1:11. The teacher-student ratios for 2014, 2015 and 2016 were 1:24 and 1:12 and 1:13 respectively at the public JHS in the Municipality.

The teacher-pupil ratio at the public primary school level was lowest in 2015 and highest in 2016. Similarly, the lowest recorded teacher-student ratio was in 2013 (1:11) and highest in 2014 (1:24) over the period under review. The gross teacher-pupil ratio in the public primary school level for 2013 to 2016 was 1:24 and 1:11 at the public JHS for the same period.

### *Gender Participation Rate in the Municipality*

Gender Parity Index (GPI) was an expression of the number of males relative to females in school participation. The Gender Parity Index for the period under review was skewed to the male gender. In 2013 and 2014, the GPI was 1.08 for the KG and the Primary school levels. In 2015 and 2016, the index dropped close; recording 1:02 at the same school levels. The JHS recorded a comparatively close index of 1:02, 1:04, 1:03 and 1:02 for 2013, 2014, 2015 and 2016 respectively. More efforts are required within the planned period to balance the Gender Parity in the Municipality to ensure gender inclusion in the development process in the Municipality.

**Table 1.46 Gender Parity Index**

Level \ Year	KG	Primary	JHS
2013	1:08	1:08	1:02
2014	1:08	1:08	1:04
2015	1:02	1:02	1:03
2016	1:02	1:02	1:02

Source: Ghana Education Service (Kwahu West Municipality, 2017)

### **1.13.2 Health Service Delivery in the Municipality**

The infrastructure of health delivery system of the Municipality consists of one (1) Mission Hospital at Nkawkaw (Holy Family), two (2) private hospitals all located at Nkawkaw and seven (7) Health Centers at Danteng, Apradang, Kwahu Jejeti, Asuboni Rails, Nkawkaw, Aweregya, Nkawanda No 2. There are two (2) private maternity clinics all located at Nkawkaw, three (3) homeopathy clinics and over ninety-four (94) Traditional Birth Attendants (TBAs) of which sixty-eight (68) have been trained; There are seventy-seven (77) herbalists and spiritual healers in the Municipality. There are thirty-seven (37) operational demarcated CHPS compounds; of which four (4) have compounds.

The hospitals in the Municipality however lack dental facilities and therefore all dental cases are referred.

There are sixteen (16) doctors in the Municipality, which translate into Doctor -Population ratio of 1: 6,988 as against national average of 1: 25,000 and WHO standard of 1: 1,000. The Nurse-Population ratio is also 1: 790 as against the national figure of 1:900. In addition to the doctors and nurses there are 3 dispensing technicians and two (2) pharmacists.

**Table 1.47: Distribution of Health Facilities by Ownership.**

Facility Ownership	Hospital	Health Centre	Maternity Home	Clinic	CHPS	Total
Government	0	7	0	1	37	45
CHAG-Catholic	1	0	0	1	0	2
Private	2	0	2	0	0	4
<b>TOTAL</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>37</b>	<b>51</b>

Source: (KWMHD, 2017 Report)

**Table 1.48: Hospitals, Ownership and Locations**

NAME OF FACILITY	LOCATION	OWNERSHIP
Holy Family	Nkawkaw	CHAG-Mission
Agyakwa Hospital	Nkawkaw Domeabra	Private
Nyakoma Maternity Clinic	Nkawkaw-Mission	Private
Market Square Medical Center (M.C)	In Municipal Assembly Premises	Government
Health line Laboratory	Nkawkaw-opposite Kit Kat	Private
Kenop Care Hospital	Opp. Real Parker Hotel, Nkawkaw	Private
Good Shepherd Maternity Home	Nkawkaw Obuasi	Private

Source: (KWMHD, 2017 Report)

**Table 1.49: Health Centers, Ownership and Locations in the Municipality**

HEALTH CENTRES	LOCATION	OWNERSHIP	STATUS	ADDITIONAL NEEDS
NKAWKAW HEALTH CENTRE	Nkawkaw	Ghana Health Service	Current facility not completed	Extension of facility for STI clinic, Laboratory, OPD, Adolescent health corner, Accommodation for staff, Antenatal, Delivery and maternity wing, disease surveillance officers, Personnel P.A, statisticians, lab-technician. Nurses, midwives, field technicians Medical equipment and logistics.
APPRADANG HEALTH CENTRE	Apradang	Ghana health Service	Facility in Use	P.A, statisticians, Lab-technician, Medical equipment and Logistics and renovation
DANTENG HEALTH CENTRE	Danteng	Ghana Health Service	Facility in Use	Extension of facility for STI clinic, laboratory, OPD, adolescent health corner, Accommodation for staff, Antenatal, delivery and maternity wing, disease surveillance offices,

				P.A, statisticians, lab-technician, Nurses, Midwives field technicians Medical equipment and Logistics.
ASUBONI RAILS HEALTH CENTRE	Asuboni Rails	Ghana Health Service	A new facility under constructions	Extension of facility for STI clinic, laboratory, OPD, Adolescent health corner, Accommodation for staff, Antenatal, delivery and maternity wing, P.A, Nurses, Midwives Medical equipment and Logistics.
NKAWANDA NO.2 HEALTH CENTRE	Nkawanda No. 2	Ghana Health Service	Facility provided by Hunger Project (EPICENTER)	Extension of facility for STI clinic, laboratory, OPD, adolescent health corner, accommodation for staff, antenatal, delivery and maternity wing, disease surveillance offices, P.A, statisticians, Lab-technician, nurses, midwives, field technicians. Medical equipments and Logistics.
AWEREGYA HEALTH CENTRE	Aweregya	Ghana Health service	Facility provided by Hunger Project (EPICENTER)	Extension of facility OPD, adolescent health corner, accommodation for staff, Antenatal, delivery and maternity wing, P.A, nurses, midwives, field technicians. Medical equipments and Logistics.
KWAHU JEJETI HEALTH CENTER	Kwahu Jejeti	Ghana Health service	Facility in use	Extension of facility OPD, adolescent health corner, accommodation for staff, Antenatal, delivery and maternity wing, P.A, nurses, midwives, field technicians. Medical equipments and Logistics.

Source: Department of Health Services: KWMA, 2017

**Table 1.50: Distribution of CHPS with or without compounds in the Municipality**

No	Facility	Ownership	Status	Comments
1	Ampeha CHPS	Government	No compound	Nurse resident in hired premises in community
2	Esaase CHPS	Government	Hired premise by community	Assigned CHN
3	Owusukrom CHPS	Government	Hired premise by community	Nurse resident in hired premises in community

4	Saafi CHPS	Government	No compound	Nurse resident in hired premises in community
5	Atibie Nkwanta CHPS	Government	No compound	Assigned CHN
6	Ekawso CHPS	Government	No compound	Current infrastructure not completed
7	Kwadwo Nkansah CHPS	Government	No compound	Nurse resident in hired premises in community
8	Ohene Akura CHPS	Government	No compound	Assigned CHN
9	Atwedie CHPS	Government	No compound	Assigned CHN
10	Fodoa CHPS	Government	Has Compound	Resident staff
11	Jamasi No 1 CHPS	Government	No compound	Assigned CHN
12	Jamasi No 2 CHPS	Government	No compound	Assigned CHN
13	Kwahu Daa CHPS	Government	No compound	Assigned CHN
14	Kwame Omari CHPS	Government	No compound	Assigned CHN
15	Asona CHPS	Government	No compound	Assigned CHN
16	Awenade CHPS	Government	No compound	Assigned CHN
17	Kofi Dede CHPS	Government	Has Compound	Resident staff
18	Atawase CHPS	Government	No compound	Assigned CHN
19	Monsie CHPS	Government	No compound	Current infrastructure not completed
20	Nkawanda No 1 CHPS	Government	No compound	Assigned CHN
21	Ampekrom CHPS	Government	No compound	Current infrastructure not completed
22	Aprabonsu CHPS	Government	No compound	Assigned CHN
23	Kwahu Nsaba CHPS	Government	No compound	Assigned CHN
24	Nkawkaw Atta Ne Atta CHPS	Government	No compound	Assigned CHN
25	Nkawkaw Domeabra CHPS	Government	No compound	Assigned CHN
26	Nkawkaw Zongo CHPS	Government	No compound	Assigned CHN
27	Oframase CHPS	Government	No compound	Assigned CHN
28	Trado CHPS	Government	No compound	Assigned CHN
29	Abepotia CHPS	Government	No compound	Assigned CHN
30	Nkawkaw Amanfrom CHPS	Government	No compound	Hired premise by community

31	Nkawkaw Asuboni CHPS	Government	No compound	Assigned CHN
32	Nkawkaw Asuogya CHPS	Government	No compound	Assigned CHN
33	Nkawkaw New Town CHPS	Government	No compound	Assigned CHN
34	Nkawkaw Nsuta CHPS	Government	No compound	Assigned CHN
35	SiteyKesse CHPS	Government	No compound	Assigned CHN
36	Wawase CHPS	Government	Has Compound	Provided by Hunger Project
37	Wisiwisi CHPS	Government	No compound	Hired premise by community

Source: Kwahu West Municipality, (MHS 2017)

Table 1.51: Health Facility standard / Threshold

Facility	Population threshold	No of facilities – Population Projected 2017				Comments
		Population	Existing	Required	Gap	
Trauma Hospital	Above 30,000	111,813	No	Yes	1	Because Nkawkawis located at the middle of Accra Kumasi Ecowase High Ways. A trauma Hospital will be needed to serve the casualties and emergencies that results from Accidents and injuries.
Poly Clinic	20, 000		No	Yes	1	To secondary health services
Health Centres	5,000		7	Yes		There are seven functional Health centres. -No Staff accommodation
CHPS Centre	500		37	Yes		Provide compounds and accommodation for staff

Source: Kwahu West Municipality, (MHS 2017)



### *Health Services to the General Population*

The Health Sector in the Municipality performs many functions apart from the routine medical care given to patients. The services range generally from the usual health care to sensitization of people on current health issues and organization of counselling section for people on various issues such as reproductive health care and on general hygiene. Table shows the specific health services offered to the Municipality in general.

**Table 1.52 Health Services to the General Public**

<b>SERVICES</b>	<b>DESCRIPTON</b>
<b>Family and reproductive services</b>	<b>Pregnancy delivery new born care and abortion services</b>
Family Planning	Counselling of people on the use of various method of family planning.
Sexual Reproductive Health Campaign	Advices patients and people on sexual health
Laboratory Services and Diagnosis	Research and diagnosis into human health
Surgical Operation	Performs surgical operation in the hospitals
Pharmaceutical Services	Counselling and ensuring pharmacovigilance, storing and administering drugs
Mental health service	Mental health

Source: Source: KWMA, 2016

#### **1.13.2.1 Reproductive Health and Population Management**

The Municipal health directorate has special units in all facilities for counselling on reproductive health to the youth as well as adults. These facilities also assist families to control household sizes. The major aim of the unit is to ensure that the outgrowing population in the Municipality slows down to meet the rate of provision of social and economic infrastructure in the Municipality. According to the 2010 Population and Housing Census (2010 PHC), the population growth rate in the Municipality is 2.7 percent. Without the matching increase in infrastructure over the years, this rate is outstripping the rate at which infrastructure is provided in the Municipality and hence pressure on the existing infrastructure. Due to the high population growth rate, the Municipality has a very high youthful economically active age (ages between 15-64). This group of people constitute 70.4% of the total population in the Municipality.

With respect to family planning in the Municipality, the participation rate from 2016 monthly-collated reports, 31.4% for both male and females. The major family planning methods used in the Municipality include injectable, natural methods (Lactational Ammenorrhea Method-LAM), pills, implant and condoms. Among these methods, injectable is the most patronized (44.8%). This is largely attributed to the ease of accessibility and high education.

**Table 1.53: Methods of Birth Control in the Municipality**

Method	Number of people	Percentage
Condom	233	2.8
Pills	408	15.6
Natural	3097	11.3
Injectable	247	0.9
Others	82	0.3
<b>Total Households</b>	<b>27,409</b>	<b>100.0</b>

Source: KWMA, 2016

#### 1.13.2.2 Nutrition

The nutrition division collaborates with the medical care and RCH staff in educating patients and attendants at the outpatient department, child welfare clinic, Ante-Natal and outreach clinics. At the clinic, mothers are educated on the importance of exclusive breast feeding, diet during pregnancy, the importance of growth monitoring, and its interpretation in malnourished children. Inadequate personnel and logistics have hampered high coverage of nutritional activities in the Municipality.

### 1.14 INTEGRATED DISEASE SURVEILLANCE AND RESPONSE

#### 1.14.1 Epidemic Prone Diseases

Suspected Measles cases waved over the years. There has not been any confirmed positive case for measles over the years. There were no cases of CSM during the year under review. All other conditions recorded zero with the exception of yellow fever that two samples were sent to Koforidua for confirmation but both were negative. Cholera sent shivers down the spines of the whole nation in the year 2014 with its rippling effect in Kwahu West Municipality recording 18 positive cases. On a good note, the year under review did not record any case.

**Table 1.54: Suspected Epidemic Prone Diseases Trend**

Diseases	Year			
	2013	2014	2015	2016
Measles	0	2	0	2
CSM	0	0	0	0
Cholera	0	37(18)	0	0
Yellow/Fever		0	2	1
AFP	1	1	0	1
Neonatal Tetanus	0	0	0	1

Source: (KWMHD, 2017 Report)

### 1.14.2 Diseases Earmarked for Eradication and Elimination

Institutional and community based surveillance featured prominently on the Disease Control Unit's activities during the Period under review. Active case search conducted in the municipality on guinea worm, leprosy, AFP and buruli ulcer. Series of meetings were held with health staff, CBSVs and CBAs to improve detection and management of cases.

There was one case of neonatal tetanus in 2016 as indicated in Table 1.55.

**Table 1.55: Trend of Diseases Earmarked for Eradication and Elimination**

DISEASES	Year			
	2013	2014	2015	2016
Neonatal Tetanus	0	0	0	1
Guinea Worm	0	0	0	0
AFP	0	1	0	1
Leprosy	0	2	1	1

Source: Kwahu West Municipality, (MHS 2016)

### 1.14.3 Diseases of Special Focus

These diseases are HIV/AIDS, Tuberculosis and Malaria. Managing them was made possible by the help of the Global fund.

### 1.14.4 HIV and AIDs Control

HIV and AIDS is one of the diseases of public health importance. During the period under review the municipality aimed at improving early detection and prompt management of HIV and AIDS. As part of this several strategies were adopted: Midwives, CHOs and Medical Assistants from

health centers in the municipality were trained in early infant diagnosis (EID). The municipality has been monitoring ARV administration and eMTCT services on regular basis. Meeting with people living with HIV are held monthly.

**Table 1.56: Trend of HIV Screening by Voluntary Tested (HTC)**

Indicator	Year	Male	Female	Total
Number Tested	2013	381	618	<b>999</b>
	2014	536	951	<b>1,487</b>
	2015	430	1,190	<b>1,620</b>
	2016	1,356	1,856	<b>3,212</b>
Number Positive	2013	67	109	<b>176</b>
	2014	103	180	<b>283</b>
	2015	67	209	<b>276</b>
	2016	83	221	<b>304</b>
% Positive	2013	17.59	17.64	<b>17.62</b>
	2014	19.22	18.93	<b>19.03</b>
	2015	15.58	17.56	<b>17.04</b>
	2016	6.12	11.91	<b>9.46</b>

Source: Kwahu West Municipality, (MHS 2016)

**Table 1.57: Trend of Pregnant Women Screened For HIV**

Indicators	2013	2014	2015	2016
# of ANC Registrants	5,121	5,349	4,416**	4,677
# Counseled for HIV	5,113	4,787	4,531	4,463
# Tested for HIV	2,781	4,634	4,384	4,455
% Tested for HIV	54.31	86.63	99.28	95.25
# Positive for HIV	24	43	64	56
% Positive for HIV	0.86	0.93	1.46	1.26
# of Mothers Given ARV	35	46	30**	40

Source: Kwahu West Municipality, (MHS 2016)

## 1.15 TUBERCULOSIS CONTROL PROGRAMME

TB case detection has seen an increase as it moved from 52.1% to 71.9%. During the year under review, the Municipality put down some pragmatic measures to ensure that TB case detection and case management improved: Such of these activities includes;

- ◆ Capacity building – training of staff on TB case detection and management, on site coaching of health workers.
- ◆ Monitoring and supervisory visits to health facilities
- ◆ Case search/screening
- ◆ Monthly monitoring to TB clients
- ◆ Home verification of all cases
- ◆ Provision of enabler’s package to TB patients.
- ◆ Sensitization of health workers/clinicians on TB case detection and management

**Table 1.58: Trend of All TB Cases Detected**

Indicator	2014			2015			2016		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SM+	32	7	39	40	14	54	34	8	42
SN-	8	2	10	8	4	12	13	10	23
EP	0	0	0	3	0	3	4	1	5
Total	<b>40</b>	<b>9</b>	<b>49</b>	<b>51</b>	<b>18</b>	<b>69</b>	<b>51</b>	<b>19</b>	<b>70</b>

Source: Kwahu West Municipality, (MHS 2016)

## 1.16 MALARIA CONTROL

Malaria control activities carried out during the period under review included training of health staff on case management. Eighty (80) staff were in all. The Municipality also carried out two (2) outreach training and supportive supervision (OTSS) to 26 facilities on malaria management, conducted monitoring and supportive supervision and data validation and verification in some facilities. Monitoring on continuous distribution of LLINs at facilities was also done.

Table 11 portrays the trend of malaria cases as presented at the OPD in the Kwahu West municipality. Confirmed malaria cases have been up and down over the period 2014-2016. Proportion of total OPD Malaria cases in respect to all OPD cases decrease from 21.54% in 2015

to 17.17% same period 2016. Malaria under 5 admissions increased from 43.66% in 2015 to 47.83% in 2016. (This is shown in Table 11).

**Table 1.59: Malaria Classified**

Indicators	2014	2015	2016
Total OPD Malaria Cases Suspected	44,653	55,924	48,960
OPD Malaria Cases Tested (Microscopy or RDT)	30,215	50,340	47,776
% Malaria Cases Tested	67.67	90.02	97.58
OPD Malaria Cases Tested Positive	16,878	24,471	21,471
OPD Malaria Cases Test Positivity Rate	55.86	48.61	44.94
OPD Malaria Cases Not Tested but Treated	7,420	7,291	1,797
% OPD Malaria Cases Not Tested	30.54	22.96	7.72
Total OPD Malaria Cases	24,298	31,762	23,268
% OPD Malaria Cases	20.87	21.54	17.17
Total U5 Malaria Cases (OPD)	8,063	10,750	7,593
% Total U5 Malaria Cases (OPD)	33.18	34.81	27.88
Total U5 Malaria Admissions	1,436	1,164	2,063
% Total U5 Malaria Admission	47.95	43.66	47.83
Total U5 Malaria Deaths	4	4	7
Total U5 Malaria Deaths (Cases Fatality)	4.08	4.94	9.59

Source: Kwahu West Municipality, (MHS 2016)

## 1.17 EXPANDED PROGRAMME ON IMMUNIZATION

### 1.17.1 Routine Immunization

The Expanded Programme on Immunization (EPI) has substantiated its place as a cornerstone in health care delivery. Objective of the programme is to protect eligible children from vaccine preventable diseases by the age of one year so that at least 90% of the children born would be fully immunized against the twelve (12) common childhood diseases, that is, tuberculosis, poliomyelitis, diphtheria, pertussis (whooping cough), tetanus, haemophilus influenza type B, hepatitis B,

pneumococcal diseases, rotavirus diarrhoea, measles, rubella, yellow fever and Neisseria Meningitis.

Major activities included maintenance of the cold chain system, logistics support, routine static and outreach immunization were undertaken in the year under review.

The immunization coverage has not been the best. Of all the antigens, the municipality perform best in BCG (116.5%) with the least being Measles Rubella 2 (69.7%) in 2016. This is shown in Table 16.

With the exception of Nkawkaw West who had 194.69%, all the other sub municipals had coverage below target for BCG. Apradang recorded the lowest (50.73%) followed by Danteng (57.02%) as shown in Figure 7. The high coverage by Nkawkaw West is as result of Holy Family Hospital serving as referral point for the municipality for all conditions including deliveries. Babies delivered from all these referrals are also given the BCG at the Holy Family hospital.

The Municipality recorded BCG/Measles Rubella 1 drop-out rate of 27.2%. Also the Municipality recorded 84.8% for Measles-Rubella as against 116.5% for BCG in 2016.

Table 1.60: Trend of EPI Coverage

Antigen	2014 – (T=4,068)		2015 – (T=4,153)		2016 – (T=4,370)	
	Actual	Cov.	Actual	Cov.	Actual	Cov.
BCG	4,963	122.0	3,939	94.8	5,090	116.5
OPV0	4,323	106.3	3,097	74.6	4,320	98.9
OPV-1	3,835	94.3	3,870	93.2	3,822	87.5
OPV-2	3,862	94.9	3,860	92.9	4,000	91.5
OPV-3	3,932	96.7	3,882	93.5	4,264	97.6
Rotavirus – 1	3,850	94.6	3,865	93.1	3,817	87.3
Rotavirus – 2	3,867	95.1	3,879	93.4	4,000	91.5
Penta-1	3,853	94.7	3,841	92.5	3,831	87.7
Penta-2	3,865	95.0	3,836	92.4	4,000	91.5
Penta-3	3,932	96.7	3,815	91.9	4,267	97.6
Measles Rubella 1	3,669	90.2	3,769	90.8	3,704	84.8
YF	3,676	90.4	3,731	89.8	3,563	81.5
Measles Rubella 2	3,745	92.1	2,774	66.8	3,045	69.7
TD2+	3,998	98.3	3,025	72.8	3,872	88.6

Source: Kwahu West Municipality, (MHS 2016)

## 1.18 MATERNAL AND NEWBORN CHILD

### 1.18.1 Antenatal Care (ANC)

ANC is the health care and education given during pregnancy. It is an important part of preventive and promotive health care.

This care benefits and impacts positively on pregnancy and birth outcome through early diagnosis and treatment of complications as well as promote the pregnant woman

It also creates opportunity for service providers to establish contact with the pregnant women to identify and manage current and potential health risks and problems during pregnancy

There is also rapport building which help clients and service providers to establish a delivery plan based on her needs, resources and circumstances



It also provides the opportunity for screening and detection of conditions such as HIV and STIs, breast and cervical cancers, among others.

For effectiveness, it should be initiated early in pregnancy and adequate number of visits made for the woman to enjoy the full benefit of the package of services delivered.

Some of the services provided include:

- Malaria prevention and the use of ITN
- Nutrition education
- Medications e.g. iron foliate supplementation
- Tetanus immunization
- Clinical examination
- Laboratory investigation
- VCT and PMTCT
- Family planning education
- Education on breastfeeding and care of the new born
- The current strategy of providing ANC services is focused antenatal care service and is agreed toward promoting individualized client centered

For antenatal care services, all the 43 facilities rendered this service no matter the package. In 2016, 4,370 women were expected as registrants of which 4,677 women were registered for the first visit (registrants) representing 107.33% as compared to 4,416 representing 106.33% in 2015. In all total ANC attendance for 2016 was 22,076 compared to 21,174 in 2015. Teen pregnancy, that is age 19 years or less contributed 13.06% to the total registrants in 2016 compared with 13.84% in 2015. Women that had had five or more pregnancies, that is parity 5+ constituted 10.97% of the registrants in 2016 compared with 9.53% in 2015. Table 18 indicates ANC related indicators for 2013 to 2016 (table 1.61).

Table 1.61: ANC Related Indicators, 2013-2016

Indicator	2013	2014	2015	2016	
Total ANC Attendance	22,884	22,802	21,174	22,076	
ANC Registrants	5,121	5,349	4,416	4,677	
ANC Coverage	128.54	131.49	106.33	107.33	
Average # of ANC Visits Per Client	4.47	4.26	4.79	4.72	
ANC 4 <sup>th</sup> Visit	3,157	2,808	2,289	2,460	
% ANC 4 <sup>th</sup> Visit	61.65	52.50	51.83	52.60	
Risk Groups	Teenage Preg.	724	686	611	611
	% Teenage Preg.	14.14	12.82	13.84	13.06
	35+ Years	614	578	528	591
	% 35+ Years	11.99	10.81	11.96	12.64
	Parity 5+	415	405	421	513
	% Parity 5+	8.10	7.57	9.53	10.97
	3 <sup>rd</sup> Trimester Reg.	464	473	421	473
	% 3 <sup>rd</sup> Trimester Reg.	9.06	8.84	9.53	10.11

Source: Kwahu West Municipality, (MHS 2016)

### 1.18.2 Deliveries

Skilled delivery is provided by midwives, doctors and obstetricians, however where skilled providers are unavailable, CHOs with experience provide emergency deliveries. TBAs also provide delivery services in their communities. Some women deliver at home by either self or with support from relatives or friends who are not TBAs but from experiences.

Number of women who were delivered by professionals/skilled in 2013 (4,169) representing 104.64%, 2014 (4,268) representing 104.92%, 2015 (3,808) representing 91.69% while in 2016 (4,010) representing 91.76%, while children/babies delivered were 4,271, 4,383, 3,909 and 4,093 for the years 2013, 2014 2015 and 2016 respectively representing 107.20%, 107.74% 94.12% and 93.66%. (Table 1.62)

Women delivered by traditional birth attendants (TBAs) or self or relatives reported as TBAs deliveries at PNC column shows a decrease from 11.80% in 2014 to 6.11% in 2016. This can be seen in Table 1.62.

Babies born with birth weight below 2.5kg increase in percentage from 7.69% in 2014 to 8.57% in 2015 to 9.48% in 2016. This low birth weight may be an indirect indication of the health status of a pregnant woman and the adequacy of antenatal care services. The main causes of low birth weight in our environment are malaria in pregnancy, maternal malnutrition, pre-maturity and HIV/AIDS. Health Education on diet, ITN use and early treatment of malaria in pregnancy and intake of SP and ART for positive (HIV/AIDS) pregnant mothers can go a long way to reduce low birth weight.

**Table 1.62: Deliveries and Related Indicators**

Indicators		2013	2014	2015	2016
Skilled Delivery	Mothers	4,169	4,268	3,808	4,010
	Babies	4,271	4,383	3,909	4,093
Skilled Delivery Coverage (Babies)		107.20	107.74	94.12	93.66
Live Births		4,177	4,283	3,813	4,007
Birth Weight Below 2.5 Kg		405	337	335	388
C/S Conducted		669	627	570	771
C/S Rate		16.05	14.69	14.97	19.23
TBAs Delivery		375	480	379	267
TBAs Delivery Coverage		9.41	11.80	9.13	6.11

Source: Kwahu West Municipality, (MHS 2016)

### 1.18.3 Mortalities Associated with Deliveries

Three (3) maternal deaths were recorded in 2016 representing institutional maternal mortality rate of 75 per 100,000 live births compared to 7 deaths in 2015 representing 184 per 100,000 live births.

Still birth is a way to measure the effectiveness in the management of pregnancy, labour and delivery. Causes may be malaria, prolong labour and poor management of labour.

In 2016, 86 stillbirths were recorded showing a rate of 21 per 1,000 live births with 30 fresh SB compare with 96 in 2015 with rate of 25 per 1,000 live births with 34 fresh stillbirths. (Table 20)

Both antenatal and perinatal care should be managed professionally to reduce the number of still births to the barest minimum.

**Table 1.63: Trend of Mortalities Associated with Deliveries (2013-2016)**

Indicators	2013	2014	2015	2016
# Maternal Deaths	8	13	7	3
IMMR	191/100,000 LBs	304/100,000 LBs	184/100,000 LBs	75/100,000 LBs
# Stillbirths	94 (Fresh – 37)	100 (Fresh – 34)	96 (Fresh – 34)	86 (Fresh – 30)
Stillbirth Rate	22/1,000 LBs	23/1,000 LBs	25/1,000 LBs	21/1,000 LBs
# Neonatal Deaths	32	16	21	34
INMR	8/1,000 LBs	4/1,000 LBs	6/1,000 LBs	8/1,000 LBs
# Infant Deaths	91	87	67	58
IIMR	22/1,000 LBs	20/1,000 LBs	18/1,000 LBs	14/1,000 LBs

Source: Kwahu West Municipality, (MHS 2016)

## PNC Indicators

**Table 1.64: PNC Indicators, 2013-2016**

Indicators	2013	2014	2015	2016
PNC Registrants	4,772	6,410	4,209	4,103
PNC Coverage	119.78	157.57	101.35	93.89
PNC Coverage @ 48 Hours	4,772	5,013	3,929	3,929
Site of Delivery (TBAs)	375	480	379	267
% of TBAs Deliveries for PNC	7.86	7.49	9.00	6.51

Source: Kwahu West Municipality, (MHS 2016)

### 1.18.4 Abortion Services

The Kwahu West Municipal has three comprehensive abortion care (CAC) sites namely NyaAkoma Maternity Home, Nkawanda No. 2 Health Centre and Nkawaw STI Clinic where safe abortions are performed.

**Table 1.65: Trend of Abortion, 2013-2016**

Indicators	2013	2014	2015	2016
Spontaneous	450	387	358	342
Induced	327	346	357	242
Total Abortion	777	733	715	585
Abortion Deaths	1	0	0	0

Source: Kwahu West Municipality, (MHS 2016)

### 1.18.5 Adolescent Health Services

Out of 4,677 pregnant women registered in the year 2016, seven (7) were in early teen age group (10-14) and 604 in late teens (15-19), same in 2015 with total percentage of 13.06 and 13.84 respectively. Teenagers are to be encouraged to spend more time in school and learn a trade to delay procreation.

### 1.18.6 Family Planning

Family planning services provide men and women of childbearing age with the knowledge and the means to plan when to begin having children, how many to have, how far apart to have them and when to stop. There are many safe, effective and acceptable methods of planning for and avoiding pregnancy.

In the year 2016, the municipality recorded an acceptor rate of 31.35%, a decrease of 25.95% over the 2015 acceptor rate of 57.30%. Table 1.67 shows Family Planning Service Indicators for 2014 to 2016. Acceptors by commodities saw injectables contributing 44.78% in 2016 compared to 24.83% in 2015. LAM decreased from 61.74% in 2015 to 28.09% in 2016.

**Table 1.66: Trend of FP service Indicators, 2013-2016**

Year Indicator	2013	2014	2015	2016
Registrants	5,572	4,995	5,349	2,464
Continuing	7,953	6,108	8,930	5,756
Total Acceptors	13,525	11,103	14,279	8,220
Acceptor Rate	56.58	45.49	57.30	31.35
Total Visits	15,750	14,258	17,408	12,318
CYP	35,189.4	28,197.8	42,110.5	16,067.4

**Table 1.67: Trend of FP Acceptors by Commodity**

Commodity	2013	2014	2015	2016
Condoms	981 (7.25)	633 (5.70)	534 (3.74)	235 (2.86)
Oral Pills	752 (5.56)	674 (6.07)	452 (3.17)	408 (4.96)
Injectable	3,410 (25.21)	3,062 (27.58)	3,545 (24.83)	3,681 (44.78)
Implants	519 (3.84)	462 (4.16)	607 (4.25)	1,245 (15.15)
Natural (LAM)	7,823 (57.84)	6,229 (56.10)	8,816 (61.74)	2,309 (28.09)
Emergency	0 (0.00)	2 (0.02)	16 (0.11)	22 (0.27)
Permanent	40 (0.30)	41 (0.37)	309 (2.16)	320 (3.89)
<b>Total</b>	<b>13,525</b>	<b>11,103</b>	<b>14,279</b>	<b>8,220</b>

Source: Kwahu West Municipality, (MHS 2016)

## 1.19 NUTRITION

The unit focused on Exclusive breast feeding, nutrition education, control of micro nutrient deficiency (IDD), diet related diseases such as hypertension and diabetic, growth promotion, growth monitoring, vitamin A post-partum and routine vitamin A.

### 1.19.1 Promotion of Nutrition Education

Nutrition education was carried on at all the sub-municipals. Topics such as, infant feeding practices, nutrition during pregnancy and lactation were treated. Education on diet related diseases such as, hypertension, diabetes, importance of vitamin A, malaria prevention and treatment, complementary feeding, breast feeding and iodated salt.

### 1.19.2 Child Health Promotion

Monsie in Kwahu Jejeti Sub-Municipal hosted the Municipal celebration of 2016 Child Health Promotion Week. The celebration was under the theme: GOOD LIFE, Start it Right.

### 1.19.3 Iron Deficiency Anaemia Control

Activities carried out include

- Food demonstration
- Education on prevention of aneamia

Interventions put in place to control iron deficiency in the district

1. Routine Haematenics.

2. Provision of SP to pregnant women
3. Deworming of pregnant women.
4. Sleeping under mosquito net (children under 5 years, pregnant women, known SS clients)
5. Health education on FMs, CWCs, ANCs, churches, mosques and any social gathering on iron deficiency in pregnancy.
6. Counseling on dietary intake of iron rich foods and vitamin C.

## 1.20 CLINICAL/INSTITUTIONAL CARE

### OUT-PATIENT DEPARTMENT (OPD) SERVICES

Utilization of health services is one of the measures of both geographical and financial access to these services. During the past three years, the utilization of OPD services has been increasing as shown by the total OPD attendance as well as the attendance per capita. With forty-three (43) health facilities operating in the municipality, twenty-eight (28) offered OPD services in the year under review (2016). Total OPD attendance increased from 170,660 in 2014 to 191,695 in 2015 and rose against 212,124 in 2016. This amounts to 9.63% increase in 2016 attendance over the 2015 performance. During this period the OPD per capita increased 1.68 in 2014 to 1.85 in 2015 and again rose to 1.94 in 2016.

By sex segregation, there were 53,540 (25.24%) more females than males who visited the various health facilities for OPD services in 2016.

Percentage OPD insured was 91.73% in 2016 as against 93.95% in 2015 compared with non-insured of 8.27% in 2016 and 6.05% in 2015.

**Table 1.68: OPD Attendance by Sex and Insurance, 2014-2016**

Indicator	2014	2015	2016
<i>OPD Attendance by Sex</i>			
Male	71,921	78,137	79,292
% Male	42.14	40.76	37.38
Female	98,739	113,558	132,832
% Female	57.86	59.24	62.62
<i>OPD Attendance by Insurance</i>			
Insured	158,996	180,092	194,576
% Insured	93.17	93.95	91.73
Non-Insured	11,664	11,603	17,548
% Non-Insured	6.83	6.05	8.27

Source: Kwahu West Municipality, (MHS 2016)

Malaria continues its dominance in OPD morbidity as the number leading cause. In 2016, 23,268 representing 17.17% of all causes of OPD morbidity compared to 21.54% in 2015.

Increasingly, non-communicable diseases are becoming significant causes of OPD morbidity. Rheumatism and joint pains maintained its position on the 4<sup>th</sup> from 2014 to 2016. (Table 31).

**Table 1.69: Top Ten OPD Morbidity, 2014-2016**

No	2014			2015			2016		
	Condition/Case	No.	%	Condition/Case	No.	%	Condition/Case	No.	%
1.	Malaria	24,298	20.87	Malaria	31,762	21.54	Malaria	23,268	17.17
2.	Skin Diseases	11,504	9.88	Skin Diseases	12,694	8.61	Skin Diseases	12,411	9.16
3.	URTI	7,947	6.83	URTI	11,158	7.57	URTI	8,147	6.01
4.	Rheumatism & Jps	6,762	5.81	Rheumatism & Jps	6,637	4.50	Rheumatism & Jps	6,627	4.89
5.	Diarrhoea	6,504	5.59	Diarrhoea	5,862	3.98	Diarrhoea	5,837	4.31
6.	Acute Eye Inf.	4,539	3.90	Hypertension	5,389	3.66	Acute Eye Inf.	4,056	2.99
7.	Hypertension	4,520	3.88	Aneamia	3,990	2.71	AUTI	3,561	2.63
8.	Amaemia	3,661	3.14	Intestinal Worms	3,315	2.25	Intestinal Worms	3,051	2.25
9.	Intestinal Worms	2,509	2.15	AUTI	3,233	2.19	Aneamia	2,619	1.93
10	PUO	2,142	1.84	Acute Eye Inf.	3,195	2.17	PUO	2,129	1.57
	All Other Diseases	42,051	36.11	All Other Diseases	60,200	40.83	All Other Diseases	63,789	47.08
<b>Total</b>		<b>116,437</b>			<b>147,435</b>			<b>135,495</b>	

Source: Kwahu West Municipality, (MHS 2016)

### 1.21 INPATIENT DEPARTMENT (ADMISSIONS AND DEATHS)

For admissions, only three facilities offered that services (Kenop Care Hospital, new addition). In the year 2016, 17,049 persons were admitted in these facilities for care of which 329 dead giving fatality rate of 1.93%. Eighty-five point seven three percent (85.73%) of admitted clients were insured while 34.27% were males in 2016. With 329 deaths that were reported in 2016, 75.68% were insured while 49.54% were males. 2014 was the year that the percentage of males that dead was more than females compared with 2015 and 2016. Table 32 indicates



**Table 1.70: Admissions and Deaths and Their Related Indicators, 2014-2016**

Year \ Indicator	2014	2015	2016
Total Admissions	12,545	11,518	17,049
HAR	12.34	11.09	15.60
Total Insured	10,983	10,405	14,616
% Insured	87.55	90.34	85.73
Total Male	3,894	4,165	5,843
% Male	31.04	36.16	34.27
<b>Deaths</b>			
Total Deaths	358	311	329
Fatality Rate	2.85	2.74	1.93
Total Insured	286	230	249
% Insured	79.89	73.95	75.68
Total Male	210	148	163
% Male	58.66	47.59	49.54

Source: Kwahu West Municipality, (MHS 2016)

**Table 1.71: Top Ten Causes of Admissions and Deaths – 2016**

S/N	Causes of Admission		Causes of Deaths	
	Condition/Case	No.	Condition/Case	No.
1	Malaria	4,532	Pneumonia	50
2	Urinary Tract Infection	428	Cerebrovascular Accident	20
3	Hypertension	418	HIV Infection	17
4	Pneumonia	373	Anaemia	13
5	Gastroenteritis	343	Septicaemia	12
6	Anaemia	340	Tuberculosis	12
7	Abortion	275	Malaria	9
8	Neonatal Sepsis	265	Neonatal Sepsis	8
9	Diabetes Mellitus	187	Sepsis	8
10	Cellulitis	151	Heart Failure	7

Table 1.72 Admissions and Discharges

Year \ Indicator	2014	2015	2016
Total Admissions	12,545	11,518	17,049
HAR	12.34	11.09	15.60
Total Insured	10,983	10,405	14,616
% Insured	87.55	90.34	85.73
Total Male	3,894	4,165	5,843
% Male	31.04	36.16	34.27
Total Deaths	358	311	329
Fatality Rate	2.85	2.70	1.93
Total Insured	286	230	249
% Insured	79.89	73.95	75.68
Total Male	210	148	163
% Male	58.66	47.59	49.54

Source: Kwahu West Municipality, (MHS 2016)

## 1.22 NATIONAL HEALTH INSURANCE SCHEME (NHIS)

The NHIS is a policy that was introduced in 2014 to replace the cash and carry system in Ghana. The various districts in the nation are being charged to establish their own mutual funds with assistance from the national level. The Kwahu West District launched the insurance scheme on 28 April, 2005 under the name; Okwahuman Mutual Health Insurance Scheme.

Table 1.73: Registration with NHIS

STATUS	NUMBER OF PEOPLE	PERCENTAGE
Registered	74,531	59.1
Not Registered	51,548	40.9
<b>Total</b>	<b>126,079</b>	<b>100</b>

Source: Kwahu West Municipality Field Survey, 2013.

From Table 1.73, although 59.1 percent are registered, 98.5 percent (73,433 people) have paid their premiums and have been issued with Identification (ID) cards. An amount of GH¢ 165,037.57 have been collected as premiums from subscribers. However, a total of GH¢ 160,000 is required to cover bills of 16,000 clients every month. Considering the importance of health care, there is the need for the Municipality to achieve 100% NHIS coverage. People should be encouraged to register in the same vein, hospitals and other health service providers should give more attention to people with NHIS to further encourage them.

**Table 1.74: Number of people registered with the NHIS**

Category	2010	2011	2012	Total
Male	28,436	37,849	37,827	104,112
Female	52,811	54,465	46,233	153,509
<b>Total</b>	<b>81,247</b>	<b>92,314</b>	<b>84,060</b>	<b>257,621</b>

Source: Kwahu West Municipality, (MHS 2016)

**Table 1.75: New Registration Statistics-2013**

MONTH	Informal (18-69years)	SSNIT contributor	SSNIT Pensioner	Indigent	Children (<18yrs)	Aged (>70yrs)	Pregnant woman	Grand total
January	357	9	0	0	241	49	401	<b>1297</b>
February	463	10	2	0	560	90	324	<b>1449</b>
March	380	7	0	0	620	25	340	<b>1378</b>
April	384	1	0	0	1541	158	320	<b>2404</b>
May	379	4	1	0	1111	130	552	<b>2177</b>
June	561	29	0	0	1502	118	421	<b>2631</b>
July	607	14	0	982	1374	65	358	<b>3400</b>
August	396	19	2	94	1217	73	412	<b>2213</b>
September	489	10	6	9	973	43	356	<b>1886</b>
October	647	32	15	13	1753	110	452	<b>3012</b>
November	805	26	10	28	1610	105	365	<b>2949</b>
December	1064	39	20	17	1415	110	342	<b>3007</b>
<b>Total</b>	<b>6532</b>	<b>206</b>	<b>463</b>	<b>1143</b>	<b>14157</b>	<b>1076</b>	<b>4643</b>	<b>27803</b>

Source: Kwahu West Municipality NHIS office, 2017.

Table 1.76: Status of NHIS

BENEFICIARIES YEAR	SSNIT CONTRIBUTORS			INFORMAL CONTRIBUTORS			UNDER 18 YEARS			70+ YEARS		
	M	F	T	M	F	T	M	F	T	M	F	T
<b>2013</b>	1067	711	<b>1778</b>	8087	16468	<b>24555</b>	16004	16970	32974	748	1465	2213
<b>2014</b>	1603	1194	<b>2797</b>	9086	18227	<b>27313</b>	16702	17318	34020	1022	2152	3174
<b>2015</b>	1477	1183	<b>2660</b>	8232	14839	<b>23071</b>	15913	16097	32010	1218	2463	3681
<b>2016</b>	1507	1726	<b>3233</b>	7509	14972	<b>22431</b>	14972	15023	29995	1307	2511	3818
<b>2017</b>	1536	1285	<b>2821</b>	6225	13018	<b>19243</b>	12867	12946	25813	1068	2024	3092

Source: Kwahu West Municipality NHIS office, 2017.

## 1.23 WATER, SANITATION AND WASTE MANAGEMENT

### 1.23.1 Waste Management

Kwahu West Municipality has no large or medium size industries, which form the major sources of solid waste in most cases. Table 1.74 shows that, a total of 23,599 tons of waste was generated in 2016 as compared to 27,188.85 tones generated in 2015 out of which 10,374 representing 44% was collected with 56% not collected. The daily waste generated in the Municipality was 66 tons of waste collected representing 64% as compared to 7,449 tons collected in 2014. The remaining 69.14% of waste not collected find their way into drains thereby causing flooding during raining season.

Table 1.77 MSW Generation

PERIOD	WASTE GENERATED (m/t)	WASTE COLLECTED (m/t)	PERCENT %	WASTE DEFICIT (m/t)	PERCENT %
<b>Annual waste generated 2017</b>	<b>24,151</b>	<b>12,924</b>	<b>54%</b>	<b>11,227</b>	<b>46%</b>
Monthly	2,012	840	42%	1,172	58%
Weekly	469	210	45%	259	55%
Daily	67	42	63%	25	37%
<b>Annual 2016</b>	<b>23,599</b>	<b>10,000</b>	<b>42%</b>	<b>13,599</b>	<b>58%</b>
Monthly	1,988	840	42%	1,148	58%
Weekly	464	210	45%	254	55%
Daily	66	42	64%	24	36%

Source: Municipal Zoomlion, KWMA, 2017

### 1.23.2 Water Access and Potable

Over the past decade, the rural water and sanitation sector in Ghana has been transformed from a centralized supply-driven model to a system in which local government and communities plan together. Communities operate and maintain their own water services, and the private sector is

active in providing goods and services. This reform started with an extended dialogue with the major stakeholders in the sector, which led to a new rural water, sanitation, and hygiene education policy.

**Table 1.78: Major Sources of Water in the Municipality**

<b>FACILITY</b>	<b>NUMBER OF PEOPLE</b>	<b>PERCENTAGE</b>
<b>Pipe borne</b>	18,750	17
<b>Well</b>	22,750	21
<b>Borehole</b>	57,900	53
<b>Streams/Rivers</b>	9,858	9
<b>Total</b>	109,258	<b>100</b>

Source: KWMA 2016

About 70% of the population in the Kwahu West Municipality has access to potable water (Pipe borne water and boreholes).

#### *Waste Management and Sanitation*

On the issue of sanitation in the Municipality, there are a number of people who have access to some type of sanitation facilities either public or private. Others also resort to indiscriminate defecation in gutters, school compounds and public refuse dumps. Total sanitation coverage is estimated at 44 percent for domestic and 20 percent for institutions. The types of facilities in use include WC toilets, KVIPs, and pour flash. Pit latrine even though not approved by the Assembly is being used by some households even in the urban community (Nkawkaw).

#### Type of Toilet Facility Used

Households with cartage type of toilet facility are being encouraged to replace with water closets.

In 2017 about 16% of households in the Municipality have some toilet facilities of this type. This figure is far inadequate for a Municipality with over 12,418 houses in the 20 major towns in the zonal council settlements.

Public pit latrines are mostly used in the rural communities in the Municipality. In 2016 about 14% of inhabitants used public pit latrines. The unhygienic nature of these toilet facilities requires a shift to the use of household water closets in the Municipality. About 44 percent of public pit

latrines used in the Municipality is in very bad conditions. The KVIP has 38% and the second widest usage within the Municipality.

Apart from these toilet facilities, over 3 percent of the populations use the bush as their toilet facility (Free-Range). The indiscriminate defecation along obscure streets, open spaces, roadsides is a matter of environmental concern in the Municipality. The Municipality needs to encourage and support the construction of household toilets as stated in the Kwahu West Municipal Assembly By-laws and the defaulters should be dealt with and discourage the use of bush as their toilet facility (open defecation) which is not acceptable by the planning standards.

**Table 1.79: Types of Human Excreta Disposal Methods**

<b>TYPE</b>	<b>NUMBER OF PEOPLE</b>	<b>PERCENT</b>
<b>Cartage</b>	113	0.5
<b>KVIP</b>	5,917	25.4
<b>Pit Latrines</b>	6,855	29.4
<b>Water Closet</b>	2,095	9.0
<b>Free range</b>	1,371	5.9
<b>Public Toilet (KVIP/Pan/Pit/ WC)</b>	6,875	29,5
<b>Others</b>	70	0,3
<b>Total</b>	23,296	<b>100</b>

Source: GSS, 2010

### 1.23.3 Solid Waste Management

In 2016, solid waste generation levels in the Municipality was sub-divided as below:

- Industrial Waste, (Saw dust/wood shavings, metal scraps, rice mill husks etc).
- Institutional Waste from institutions such as schools, offices, stores, department, health Care Waste (Surgical Waste, Swabs Materials, etc).
- Household waste, public or general waste (in markets, lorry parks, open spaces, streets among others).

Under the household waste, crude dumping at specified sites is the predominant mode of rubbish disposal in the Municipality especially in the rural areas

### *Method of Refuse Disposal*

From Table 1.77, 7.6 percent of households burn their refuse. House to House collection, as executed by the Zoomlion is adopted by 6.2 percent of households in the disposal of their refuse. However, the aspect of irregularity of refuse disposal by refuse conveying trucks was pointed out as a major challenge which requires attention.

**Table 1.80: Method of Refuse Disposal**

<b>Disposal Method</b>	<b>Number of Households</b>	<b>Percentage</b>
Burying	740	2.7
Public Dump site	20,913	76.3
Burning	2,083	7.6
House to House Collection	1,699	6.2
Open space	1,974	7.1
<b>Total</b>	<b>27,409</b>	<b>100</b>

*Source: GSS, 2010*

### *Liquid Waste Disposal*

From Table 1.78 organized drains constitute 29.9 per cent of the liquid waste disposal means. Soak away, Compound Disposal and Catch Pits constitutes 27.7 percent, 27.7 percent and 10.3 percent respectively as other means of liquid waste disposal. These three means (Soak away, Compound Disposal and Catch pits) contributes to the poor health conditions in the Municipality since these methods lead to the stagnation of waste water. This has consequential effects of malaria and other water-borne diseases confronting the Municipality.

**Table 1.81: Types of Liquid Waste Disposal Modes**

<b>DISPOSAL METHOD</b>	<b>NUMBER OF HOUSEHOLDS</b>	<b>PERCENTAGE</b>
Soak away	7592	27.7
Catch pits	2823	10.3
Sewers	1233	4.5
Organized drains	8169	29.9
Compound disposal	7592	27.7
<b>Total</b>	<b>27,409</b>	<b>100</b>

*Source: GSS, 2010*



## 1.24 ENERGY

There are two types of energy used in the Municipality; these energy types are used for cooking and lighting. Table 1.79 shows the major sources of energy for lighting in the Municipality and corresponding percentage of households use as at 2010.

### 1.24.1 Energy for Lighting

According to 2010 PHC, electricity is the major (63.2 percent of households) source of energy for lighting in the Municipality. This is mostly due to the rural electrification efforts that have been carried out in the recent times.

**Table 1.82: Sources of Energy for Lighting**

Main source of light	Total		Urban	Rural	
	N	%	%		%
Electricity (mains)	14,724	63.2		82.0	41.4
Electricity (private generator)	164	0.7		0.6	0.8
Kerosene lamp	3,531	15.2		7.5	24.1
Gas lamp	36	0.2		0.2	0.1
Solar energy	19	0.1		0.1	0.1
Candle	164	0.7		0.7	0.7
Flashlight/Torch	4,430	19.0		8.5	31.2
Firewood	43	0.2		0.1	0.3
Crop residue	17	0.1		0.0	0.1
Other	168	0.7		0.3	1.2
Total	23,296	100.0		100.0	100.0

Source: GSS, 2010

### *Energy for Cooking*

From Table 1.83 the major source of energy for cooking is Charcoal; representing 43.8 percent of households. The major source of firewood for most households is from farms. The use of firewood is the second major source of energy for cooking representing 35.7%.

Table 1.83: Main source of cooking fuel, and cooking space used by households

Source	Urban	Rural	Total
None cooking	972	508	1,480
Wood	1,050	7,263	8,313
Gas	2,391	589	2,980
Electricity	33	49	82
Kerosene	81	37	118
Charcoal	7,906	2,301	10,207
Crop residue	17	33	50
Saw dust	32	8	40
Animal waste	3	2	5
Other	18	3	21
<b>Total</b>	<b>12,503</b>	<b>10,793</b>	<b>23,296</b>

Source: GSS, 2010

### 1.24.2 Electricity Supply in the Municipality

Reliable electricity supply is essential components for achieving sustainable development in any community. The Municipality is hooked to the national grid electricity, which is distributed almost in all parts of the Municipality except few communities in the periphery. In Kwahu West Municipality, 63 percent of the area is served by electricity from the national grid, 0.7 percent had electricity for lighting from private generators, kerosene lamp 15.2 percent, Gas lamp 0.2 percent, solar energy 0.1 percent, candles 0.7 percent and flashlight 19.0 percent in 2010. In 2013, about 90 percent of Municipality is served from the national grip whiles the remaining 10 percent comprises the periphery areas where plans are on the way under rural electrification project to make sure that they are also served with reliable electricity supply. The main challenge of the company is budgetary constraints, which sometimes limits the company and branch to undertake the planned projects on time.

### 1.25 HOUSING SECTOR

This aspect of the report takes into consideration all the housing details in the Municipality. Issues to be discussed include the average room per house, average household size, housing classification, habitable rooms in the Municipality and housing conditions. In 2010 the Municipality had a housing stock of 12,418 housing units. The total households were 23,296 for population of 93,584.

### 1.25.1 Types of Housing

According to 2010 PHC compound houses dominated in the Municipality forming 63.0 percent of the total housing stock. This is followed by detached houses which form 23.6 percent. Semidetached houses and flats also form 6.5 percent and 3.9 percent respectively of the housing stock in the Municipality.

The dominance of the compound houses is as a result of the strong family ties among family members especially the extended family. The need for security has also accounted for the people living in compound houses in the Municipality. Some people feel more secured living with family members because they can be assisted in times of need. These are characteristics mostly exhibited by folks in the rural areas. It is noted however that, the high patronage of compound houses exerts pressure on existing household facilities and can possibly lead to congestion.

**Table 1.84: Types of dwelling**

Type of dwelling	Number	%
<b>Total</b>	<b>23,296</b>	<b>100.0</b>
Separate house	5,504	23.6
Semi-detached house	1,516	6.5
Flat/Apartment	918	3.9
Compound house (rooms)	14,683	63.0
Huts/Buildings (same compound)	147	0.6
Huts/Buildings (different compound)	77	0.3
Tent	32	0.1
Improvised home (kiosk/container etc)	171	0.7
Living quarters attached to office/shop	141	0.6
Uncompleted building	76	0.3
Other	31	0.1

Source; GSS, 2010

### 1.26 TRANSPORTATION

There are two main types of transportation systems in the Municipality. These are roads and rail transport systems with the road system being the most patronized system. The road network covers a total distance of 290km. The railway is currently not in use. However, footpaths are mostly used in some of the communities such as Sitekese, Abandone, Monsie, Jejeti and Apesika as their major means of transport.

### 1.26.1 Road Transport

The road system in the Municipality is categorized into three major classes namely first class/asphaltic, second-class/bitumen and third class (graveled and dirt) roads. The road classification was premised on the nature of the road as well as the frequency of use of the road. The first class/asphaltic roads are characterized with high-level tarred surface (asphalt) and record a high operation of vehicles and motorbikes. The first class/asphaltic roads in the Municipality are the Kumasi-Accra highway (N6) and the Nkawkaw-Atibieroad. The second-class/bitumen roads have features such as being tarred and having relatively high operation of vehicles on them as compared with that of the first class road.

Again, the third class roads are all the feeder roads within the Municipality and are mostly untarred with several potholes as well as occasional operation of vehicles on them. The usage of these roads in the rainy and sometimes the dry seasons is very difficult. This type of road constitutes a major part of the road network in the Municipality as shown in Table 1.82. The nodal connectivity of the Municipality makes a business hub in the Region as there is easy connectivity to major cities in the country and neighbouring African countries.

**Table 1.85: Summary of Road Network and Condition in the Municipality.**

<b>Classes of roads</b>	<b>Condition</b>	<b>Total length (km)</b>	<b>%</b>
First	-motorable all year round -asphalted -absence of potholes	52	17.9
Second	-motorable all year round -tarred -few potholes	10	3.4
Third (graveled & dirt)	-seasonally motorable -untarred and full of pot holes and feeder roads	228	76.9
Total		290	100.00

Source: URD, KWMA 2016

#### Surface Accessibility to Services

This is the ease of reach of service or facility. Human beings need basic facilities to satisfy their basic needs; however, the provision of these facilities is not a sure guarantee that their needs are satisfied. These facilities need to be accessible both economically and physically. In this regard,

attention is given to the latter. The basic facilities and services considered are health, educational, postal, police, agricultural extension, banking and market services. Standardized time for accessing facilities is provided in Table 1.86.

**Table 1.86: Accessibility Standards with Respect to Travel Time to Selected Facilities**

Service or Facility	High Access	Medium Access	Low Access	Least Access
Health, postal and security services	Up to 25 mins	25-30 mins	30-35 mins	Above 35 mins
Education and periodic markets	Up to 30 mins	30-40 mins	30-40 mins	Above 45 mins
Agriculture and banking service	Up to 25 mins	25-35mins	35-40 mins	Above 40 mins

*Source: GTZ- Programme for Rural Action/Nkum Associates, 2010*

Based on the above standards, various basic calculations were made to arrive at the distances for the various services and on the various classes of roads. The observed average speed for the various roads is shown in Table 1.87.

**Table 1.87: Average Speed on Classes of Roads**

Functional Class of road	Average speed on functional class of roads(km/h)
First class/arterial	80
Second class/distributor-collector	50
Third class/local roads	30
Foot	4

*Source: URD, KWMA 2017.*

Using the standard travel times and the average speeds on the various classes of roads together with their waiting time, the various access zones were generated. The coverage area under each of the access zones have been indicated in Table 1.88 whiles Figures 2.13 to Figure 2.18 show the accessibility maps of major services.

**Table 1.88: Areas in Different Accessibility Zones in the Kwahu West Municipality.**

Facilities / Services	High		Medium		Low		Least	
	Area(km <sup>2</sup> )	%	Area(km <sup>2</sup> )	%	Area(km <sup>2</sup> )	%	Area(km <sup>2</sup> )	%
Health	61.27	14.8	24.01	5.8	23.59	5.7	305.12	73.7
Education	67.07	16.2	38.50	9.3	24.84	6.0	283.59	68.5
Periodic market	127.09	30.7	44.71	10.8	16.97	4.1	225.22	54.4
Banking	85.69	20.7	41.4	10.0	20.29	4.9	266.62	64.4
Agric Extension	61.27	14.8	44.29	10.7	16.56	4.0	290.21	70.1
Postal	79.49	19.2	25.67	6.2	21.53	5.2	287.32	69.4
Police	61.27	14.8	24.01	5.8	23.59	5.7	305.12	73.7
Aggregate accessibility	149.04	36	58.79	14.2	23.59	5.7	182.57	44.1
Optimum accessibility	61.27	14.8	24.01	5.8	23.59	5.7	305.12	73.7

Source: Kwahu West Municipal Assembly, 2017

Table 1.88 indicates that accessibility to services in the Municipality is low. This stems from the fact that a large area in the Municipality (44.1%) has no or little access to basic social amenities in the Municipality. Communities such as Kwakummukrom, Sitekese Kokromotie, and Awareso Dowe have no access to at least one of the services. Furthermore, about fifteen percent (14.8%) of the area in the municipality has access to all the services considered. A major part of the Municipality (73.7%) has no access to all the facilities.

The above indicates that 43 percent of the people in the Municipality do not have access to all the facilities in the Municipality. Using basic needs concepts, it can be said that the level of human development in the Municipality is low, since the distribution of facilities and services has been skewed towards Nkawkaw. There is therefore the need improving upon the spatial linkages and interactions to reduce the inaccessibility in the Municipality.

### 1.27 KEY DEVELOPMENT GAPS

The review of the 20114 – 2017 MTDP and current situation analysis (profile) have revealed some development gaps/challenges. These gaps/challenges emanated sectorial development challenges and from the numerous projects that were not implemented, partially implemented, on-going and suspended or abandoned due to inadequate of funds and other factors. Development gaps from the

review are presented in accordance with the thematic area of the GSGDA II as illustrated in table 1.89 below.

**Table 1.89 Summary of key Issues development issues of GSGDA II**

Thematic areas of GSGDA II	Key Identified issues (as harmonised with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and Sustaining Micro-Economic Stability	<ol style="list-style-type: none"> <li>1. Low IGF collection</li> <li>2. High leakage of IGF</li> <li>3. Poor market infrastructure</li> <li>4. Uneconomic property rates</li> <li>5. Limited revenue sources</li> <li>6. Ineffective revenue monitoring</li> <li>7. Poor fiscal discipline</li> </ol>
Enhancing Competitiveness of Ghana's Private Sector	<ol style="list-style-type: none"> <li>1. Unattractive business environment</li> <li>2. Low capacities of SMEs</li> <li>3. Poor road network and conditions</li> <li>4. Low technological know-how for extractive industry</li> <li>5. Low technical Know-how</li> <li>6. Undeveloped tourism sites</li> </ol>
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ol style="list-style-type: none"> <li>1. Weak agricultural value chain linkages</li> <li>2. Limited agro processing industries</li> <li>3. Low productivity of agricultural products</li> <li>4. Small farm size holdings</li> <li>5. Promote alternative livelihood sources</li> <li>6. Lack of irrigation facilities</li> <li>7. Inadequate credit facilities for farmers</li> <li>8. High post-harvest losses</li> <li>9. Inadequate extension services</li> <li>10. High disease prevalence</li> <li>11. Poor environmental management</li> <li>12. Noise pollution</li> <li>13. Poor waste management</li> <li>14. Poor livestock management</li> </ol>
Infrastructure and Human Settlements	<ol style="list-style-type: none"> <li>1. Haphazard spatial development</li> <li>2. Inadequate planning schemes</li> <li>3. Lack of Urban Green Spaces</li> </ol>
Human Development, Productivity and Employment	<ol style="list-style-type: none"> <li>1. Inadequate school infrastructure</li> <li>2. Inadequate school toilets/sanitary facilities</li> <li>3. Lack of public tertiary institution</li> <li>4. Inadequate ICT teaching and learning centers</li> </ol>

	<ol style="list-style-type: none"> <li>5. Inadequate health infrastructure</li> <li>6. Low telecommunication coverage</li> <li>7. Lack of specialized hospital</li> <li>8. Low productive capacity</li> <li>9. Low capacity of SMEs to expand</li> <li>10. Insufficient support for vulnerable people</li> </ol>
Transparent, Responsive and Accountable Governance	<ol style="list-style-type: none"> <li>1. Low transparency in public financial management</li> <li>2. Low participation in local governance</li> <li>3. Gender inequality in decision-making</li> <li>4. Low public participation in public activities</li> <li>5. Low participation of women and youth in decision-making</li> <li>6. Poor service delivery standards for the public</li> <li>7. Inadequate office accommodation for decentralized Departments</li> <li>8. Inadequate residential accommodation for staff</li> <li>9. Inadequate office accommodation for Zonal Councils</li> <li>10. None function of zonal councils</li> </ol>

Source: Adopted from NDPC guidelines, 2018

**Table 1.90: Harmonisation of Community needs and aspirations with Identified Development Problems/Issues from review of**

No	Community needs and aspirations	Identified key development gaps/problems/issues	SCORE
1	Improve road network and conditions.	Poor road network and conditions	2
2	Reduce post-harvest losses	High post-harvest losses	2
3	Increase health facilities.	Inadequate health infrastructure	2
4	Extension of electricity to schools	Absence of electricity to some public schools	2
5	Increase ICT centers for teaching and learning	Inadequate ICT teaching and learning centers	2
6	Increase school infrastructure	Inadequate school infrastructure	2
7	Rehabilitate dilapidated School buildings	Dilapidated school infrastructure	2
8	Improve school toilet/sanitary facilities	Inadequate toilet/sanitary facilities in schools	2
9	Improve drainage systems.	Poor drainage systems	2
10	Increase sources of portable water.	Inadequate portable water	2



11	Extension of electricity to communities	Absence of electricity to newly developing communities	2
12	Improve lorry parks conditions.	Poor lorry parks conditions	2
13	Improve market infrastructure.	Poor market infrastructure	2
14	Employ modern technology to transform clay deposits to finished products.	Low technological know-how for extractive industry	1
15	Improve household toilet facilities.	Poor waste management	1
16	Improve sanitation management	Poor environmental management	2
17	Provide irrigation facilities	Lack of irrigation facilities	2
18	Increase access to farming inputs for farming	Low productivity of agricultural products	1
19	Provide storage facilities for crop farmers	Limited agro processing industries	1
20	Small farm size holdings	Low productive capacity	1
21	Improve marketing of agricultural produce	Weak agricultural value chain linkages	1
22	Produce organic fertilizer from Cola nuts waste deposit	Cola nuts waste causing nuisance	0
23	Access to extension services	Low access to extension services	2
24	Increase access to veterinary services	Low access to extension services	2
25	Reduce rate of soil erosion	Environmental degradation	2
26	Reduce the prevalence of cocoa pest and diseases	High disease prevalence	2
27	Increase access inputs credit facilities to farmers	Inadequate credit facilities for farmers	2
28	Increase access to credit facilities to SMEs	Unattractive business environment	0
29	Build capacities of SMEs	Low capacities of SMEs	2
30	Create land banks	Low production levels	1
31	Reduce crime levels.	Security threat	1
32	Reduce rate of accident along the major Accra-Kumasi high way.	High accidents rate along the N6 Highway	2
33	Develop tourism potentials in the Municipality.	Undeveloped tourism sites	2
34	Demarcation of open parks for recreational purposes.	Lack of urban green spaces	2
35	Develop Nkawkaw sports stadium.	Poor stadium infrastructure	2
36	Produce chipboards using Saw dust	Saw dust waste causing environmental nuisance	0
37	Construct multi-purpose shopping malls	Inadequate shopping centers	1

38	Provide bus terminals/ Lorry stations	Congestion in CBD	2
39	Expand the installation of Street lights	Insecurity at night along streets	2

## 1.28 Harmonization of Community Needs and Aspirations with identified Key

### 1.28.1 Development Issues

The harmonization process involved linking the community needs and aspirations with development issues identified from the performance review and profiling to establish their relationship. The rationale is to link the development problems identified to the real situation of the Municipality and relate them with community needs and aspirations identified during community needs assessment exercise.

The average score of the harmonized community needs and aspirations with Identified development problems/Issues from review of Performance and Profiling from 2014-2017 is 1.6 (2). The result therefore indicates a strong harmony of community needs and aspirations and Identified key development gaps/problems/issues in the Municipality.

**Table 1.91: Key development issues under GSGDA II with implications for 2018-2021**

Thematic areas of GSGDA II	Key development issues under GSGDA II with implications for 2018-2021
Ensuring and Sustaining Micro-Economic Stability	<ol style="list-style-type: none"> <li>1. Low IGF collection</li> <li>2. High leakage of IGF</li> <li>3. Poor market infrastructure</li> <li>4. Uneconomic property rates</li> <li>5. Limited revenue sources</li> <li>6. Ineffective revenue monitoring</li> <li>7. Poor fiscal discipline</li> </ol>
Enhancing Competitiveness of Ghana's Private Sector	<ol style="list-style-type: none"> <li>1. Unattractive business environment</li> <li>2. Low capacities of SMEs</li> <li>3. Poor road network and conditions</li> <li>4. Low technological know-how for extractive industry</li> <li>5. Low technical Know-how</li> <li>6. Undeveloped tourism sites</li> </ol>
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ol style="list-style-type: none"> <li>1. Weak agricultural value chain linkages</li> <li>2. Limited agro processing industries</li> <li>3. Low productivity of agricultural products</li> </ol>

	<ol style="list-style-type: none"> <li>4. Small farm size holdings</li> <li>5. Promote alternative livelihood sources</li> <li>6. Lack of irrigation facilities</li> <li>7. Inadequate credit facilities for farmers</li> <li>8. High post-harvest losses</li> <li>9. Inadequate extension services</li> <li>10. High disease prevalence</li> <li>11. Poor environmental management</li> <li>12. Noise pollution</li> <li>13. Poor waste management</li> <li>14. Poor livestock management</li> </ol>
<p>Infrastructure and Human Settlements</p>	<ol style="list-style-type: none"> <li>1. Haphazard spatial development</li> <li>2. Inadequate planning schemes</li> <li>3. Lack of Urban Green Spaces</li> <li>4. Inadequate institutional capacity for spatial planning</li> <li>5. Poor market infrastructure</li> <li>6. Poor aesthetic housing conditions</li> <li>7. Inadequate portable water</li> <li>8. Poor roads conditions</li> <li>9. Poor drainage systems</li> </ol>
<p>Human Development, Productivity and Employment</p>	<ol style="list-style-type: none"> <li>1. Inadequate school infrastructure</li> <li>2. Inadequate school toilets/sanitary facilities</li> <li>3. Lack of public tertiary institution</li> <li>4. Inadequate ICT teaching and learning centers</li> <li>5. Inadequate health infrastructure</li> <li>6. Low telecommunication coverage</li> <li>7. Lack of specialized hospital</li> <li>8. Low productive capacity</li> <li>9. Low capacity of SMEs to expand</li> <li>10. Insufficient support for vulnerable people</li> </ol>

Transparent, Responsive and Accountable Governance	<ol style="list-style-type: none"><li>1. Low transparency in public financial management</li><li>2. Low participation in local governance</li><li>3. Gender inequality in decision-making</li><li>4. Low public participation in public activities</li><li>5. Increase the participation of women and youth in decision-making</li><li>6. Improve transparency in local governance</li><li>7. Inadequate office accommodation for decentralized Departments</li><li>8. Inadequate office accommodation for Zonal Councils</li></ol>
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Source: Adopted from NDPC guidelines, 2018

## 2.0 CHAPTER TWO:

### DEVELOPMENT ISSUES WITH IMPLICATIONS FOR 2018-2021

#### 2.1 Introduction

This chapter assesses the needs and aspirations of the people of Kwahu West Municipality. The needs and aspirations were obtained from focus group discussions with members of the four zonal councils in the Municipality. These Zonal Councils are; Nkawkaw Zonal Council, Fodua/Kofi Dede Zonal Council, Kwahu Nsabah/Asuboni Rails Zonal Council and Apraradang/Awenade Zonal Council. The local needs and aspirations are catalogue in section 2.1.1. The development needs/aspirations identified, were harmonized with the development gaps/issues/problems aligned with the thematic areas of the GSGDA II and the NMTDPF 2018-2021. The harmonized development issues were adopted and then prioritized to obtain a list of prioritized issues which include cross-cutting issues. The prioritization process involved the testing and choice of the adopted issues.

#### 2.2 Local Development Needs/Aspirations

This section presents the local development needs/aspirations of the Municipality. The needs/aspirations represent the desired future as envisaged by the people. They were obtained through focus group discussions with zonal council members, Chiefs, opinion leaders, community consultations informant interviews as well as field survey. The development needs/aspirations are summarized below.

- Improve road network and conditions.
- Reduce post-harvest losses.
- Increase health facilities.
- Increase school infrastructure.
- Improve drainage systems.
- Increase sources of potable water.
- Extension of electricity to communities and schools.

- Increase ICT centers for teaching and learning
- Improve lorry park conditions.
- Improve market infrastructure.
- Employ modern technology to transform clay deposits to finished products.
- Improve household toilet facilities.
- Improve school toilet/sanitary facilities
- Access to extension services
- Reduce rate of soil erosion
- Reduce the prevalence of cocoa pest and diseases
- Provide adequate school infrastructure.
- Provide adequate teachers' accommodation.
- Increase Access to health infrastructure.
- Reduce crime levels.
- Increase the number of Public Senior High Schools in the Municipality.
- Provide to the Public /specialized Government hospital.
- Reduce rate of accident along the major Accra-Kumasi high way.
- Develop tourism potentials in the Municipality.
- Demarcation of open parks for recreational purposes.
- Develop Nkawkaw stadium.
- Produce organic fertilizer from Cola waste deposit
- Produce chipboards from Saw dust processing
- Construct multi-purpose shopping malls
- Provide bus terminals/ Lorry stations
- Provide irrigation facilities
- Improve market centers
- Establish Public Tertiary Institutions
- Rehabilitate dilapidated School buildings
- Increase access to Health care Centers in the rural communities
- Provide storage facilities for crop farmers
- Increase access to farming inputs for farming

- Improve marketing of agricultural produce
- Creation of land banks
- Increase access inputs credit facilities to farmers and SMEs
- Expand the installation of Street lights in the Municipality
- Improve road network and conditions in the Municipality
- Promote alternative livelihood sources
- Increase the participation of women and youth in decision-making
- Provide permanent office accommodation for Zonal councils
- Improve sanitation management
- Improve transparency in local governance
- Improve transport services
- Increase access to veterinary services

Table 2.0 shows a matrix of key development problems/issues harmonized under the appropriate thematic areas of the National Medium –Term Dvelopment Policy Frammework (NMTDPF) 2018-2021

Table 2.0: Identified Development Issues under GSGDA II and Agenda for Job

GSGDA II 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES
ENSURING AND SUSTAINING MICRO-ECONOMIC STABILITY	High leakage of IGF	<b>ECONOMIC DEVELOPMENT</b>	Revenue under performance due to leakages and loopholes, among others.
	Poor market infrastructure for the promotion LED		Poor infrastructure to catalyse agriculture modernisation and rural development
	Poor fiscal discipline		Weak expenditure management and budgetary controls
	Limited revenue sources		Limited availability and accessible economic data
	Ineffective revenue monitoring system		Limited availability and accessibility of economic data
	Weak agricultural value chain linkages		Inadequate agribusiness enterprises along the value chain
	Limited agro processing industries		Low levels of mechanisation in agriculture
	Low productivity of agricultural products		High cost of agriculture machinery and equipment
	Small farm size holdings		Low application of technology especially among small holder farmers
	Effect of climate change threatens food security		Increasing negative impact of climate change on agriculture
	Lack of irrigation facilities		High dependence on seasonal and erratic rainfall
	Inadequate credit facilities for farmers		Inadequate access to appropriate financial products
	High post-harvest losses		Poor storage and transportation system
	Inadequate extension services		Limited access to extension services, especially by women agriculture operators



GSGDA II 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES
ENSURING AND SUSTAINING MICRO-ECONOMIC STABILITY	High disease prevalence	<b>ECONOMIC DEVELOPMENT</b>	Inadequate disease monitoring and surveillance system
	Poor livestock management		Low productivity and poor handling of livestock/ poultry products
	Inadequate electricity supply		Inadequate and unreliable electricity supply
	Low capacity of SMEs to expand		Limited access to credit for SMEs
	Low technical know-how for extractive industry		Limited numbers of skilled industrial personnel
	Low technical know-how		Limited local participation in economic development
	Poor environmental Management		High levels of environmental degradation
	Undeveloped tourist attraction sites		Limited attention to the development of tourism at the local level
HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT	Inadequate school infrastructure	<b>SOCIAL DEVELOPMENT</b>	Poor quality of education at all levels
	Inadequate health infrastructure		Gaps in physical access to quality healthcare
	Lack of specialized hospital		Inadequate emergency services
	Poor sanitation and waste management		Poor collection, treatment and discharge of municipal and industrial wastewater
	Poor waste water management		Poor quality of drinking water
	Inadequate water distribution and supply		Inadequate access to water services in urban areas
	Low productive capacity		Predominantly informal economy
	Insufficient support for vulnerable people.		Weak social protection systems

GSGDA II 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES
INFRASTRUCTURE AND HUMAN DEVELOPMENT	Haphazard spatial development	<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN DEVELOPMENT</b>	Scattered and unplanned human settlements
	Inadequate planning schemes		Inadequate spatial plans for regions and MMDAs
	Poor aesthetic housing conditions		Rapid urbanisation, resulting in urban sprawl
	Lack of urban green spaces		Proliferation of slums
	Poor environmental management		Inadequate engineered landfill sites and wastewater treatment plants
	Noise pollution		Air and noise pollution, especially in urban areas
	Poor roads conditions		Poor quality and inadequate transport network
	Lack of lack of non-motorized Transport (NMT) facilities		Limited facilities for non-motorised transport (NMT)
	Inadequate ICT teaching and learning centers		Inadequate ICT infrastructure across the Country
	Low telecommunication coverage		Poor quality ICT services
	Poor drainage system		Poor drainage system

GSGDA II 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES
TRANSPARENT, RESPONSIBLE AND ACCOUNTABLE GOVERNANCE	Opaque public financial management	<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	Low transparency and accountability of public institutions
	Low public participation in local governance at the grassroots		Limited public and community ownership
	Exclusion of the vulnerable segment group in decision-making.		Weak involvement and participation of citizenry in planning and budgeting
	Poor service delivery standards for the public		Poor service delivery at the local level
	Inadequate office accommodation for decentralized departments		Weak coordination of administrative functions
	Inadequate residential accommodation for staff		Inadequate and poor quality equipment and infrastructure
	Lack of office accommodation for the operationalization of zonal councils		Ineffective sub-district structures

GSGDA II 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSIONS	ISSUES
		<b>GHANA'S ROLE IN THE INTERNATIONAL AFFAIRS</b>	Threats of global terrorism
			Increasing foreign dominance in strategic sectors of the economy
			Limited participation by the diaspora in development

### 2.3 Harmonized issues of the GSGDA 2014-2017 linked to the NMTDPF 2018-2021

The harmonised key development issues in section 3.3 were further reassessed, harmonised in relation to the National Medium-Term Development Policy Framework (NMTDPF) 2018-2021 and adopted for further planning and assessment as shown in Table 2.1 below. This is to ensure that there is harmony between the key development issues and the key priority areas of the NMTDPF. The NMTDPF defines priority areas for planning for the period and thus, it is imperative therefore to ensure that the key development issues reflect these priorities. This is achieved by linking the key development issues with the focus areas of the NMTDPF.

## 2.4 Linking the Adopted issues to the NMTDF Thematic Areas

This section establishes a link between the adopted development dimensions and the adopted issues in the NMTDPF 2018 -2021 as shown in Table 2.1. This process is the final stage of the harmonization process. The adopted issues are at this stage linked to the NMTDF for further analysis

Table 2.1: Adopted Development Dimensions and Issues of SMTDP of MMDAs

<b>DMTDP DIMENSIONS 2014-2017</b>	<b>ADOPTED ISSUES</b>
<b>Economic Development</b>	Revenue under performance due to leakages and loopholes, among others.
	Poor infrastructure to catalyse agriculture modernisation and rural development
	Weak expenditure management and budgetary controls
	Limited availability and accessibility of economic data
	Inadequate agribusiness enterprises along the value chain
	Low levels of mechanisation in agriculture
	High cost of agriculture machinery and equipment
	Low application of technology especially among small holder farmers
	Increasing negative impact of climate change on agriculture
	High dependence on seasonal and erratic rainfall
	Inadequate access to appropriate financial products
	Poor storage and transportation system
	Limited access to extension services, especially by women agriculture operators
	Inadequate disease monitoring and surveillance system
	Low productivity and poor handling of livestock/ poultry products
	Inadequate and unreliable electricity supply
	Limited access to credit for SMEs
	Limited numbers of skilled industrial personnel
	Limited local participation in economic development
	High levels of environmental degradation
Limited attention to the development of tourism at the local level	
<b>Social Development</b>	Poor quality of education at all levels
	Gaps in physical access to quality healthcare
	Inadequate emergency services
	Poor collection, treatment and discharge of municipal and industrial wastewater
	Poor quality of drinking water

<b>DMTDP DIMENSIONS 2014-2017</b>	<b>ADOPTED ISSUES</b>
<b>Social Development</b>	Inadequate access to water services in urban areas
	Predominantly informal economy
	Weak social protection systems
<b>Environment, Infrastructure and Human Settlement</b>	Scattered and unplanned human settlements
	Inadequate spatial plans for regions and MMDAs
	Rapid urbanisation, resulting in urban sprawl
	Proliferation of slums
	Inadequate engineered landfill sites and wastewater treatment plants
	Air and noise pollution, especially in urban areas
	Poor quality and inadequate transport network
	Limited facilities for non-motorised transport (NMT)
	Inadequate ICT infrastructure across the country
	Poor quality ICT services
	Poor drainage system
<b>Governance, Corruption and Accountability</b>	Low transparency and accountability of public institutions
	Limited public and community ownership
	Weak involvement and participation of citizenry in planning and budgeting
	Poor service delivery at the local level
	Weak coordination of administrative functions
	Inadequate and poor quality equipment and Infrastructure
	Ineffective sub-district structures
<b>Ghana's role in international affairs</b>	Threats of global terrorism
	Increasing foreign dominance in strategic sectors of the economy
	Limited participation by the diaspora in development

Source: Adopted from NDPC guidelines; 2018

## 2.5 Prioritization of Adopted Issues

The adopted issues above were subjected to prioritization analysis to obtain the key development priorities of the Municipality. To assist in the prioritization, the criteria proposed in the NMTDPF were used. These criteria are,

- **Impact on population:** impact on a large proportion of the citizens especially, the poor and vulnerable;
- **Significant Linkages:** significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.;
- **Multiplier Effect:** significant multiplier effect on the local economy – attraction of enterprises, job creation, increases in incomes and growth, etc.
- **Addressing Inequality:** impact on even development ( the extent to which it addresses inequality)
- **Environmental Concern:** the extent to which the issue contributes to environmental sustainability.

**Table 2.2 PRIORITAZATION OF ADOPTED ISSUES**

RANK	SECTOR	NO	PRIORITIZED ISSUES
1	AGRICULTURE	1.	High post-harvest losses
		2.	Lack of irrigation facilities
		3.	Low productivity of agricultural products
		4.	Low productive capacity
		5.	Weak agricultural value chain linkages
		6.	Limited agro processing industries
		7.	Low access to extension services
		8.	High prevalence Crops and animal diseases
		9.	Inadequate credit facilities for farmers
2	HEALTH	1.	Inadequate health infrastructure
		2.	Inadequate toilet/sanitary facilities in schools
		3.	Poor drainage systems

		4.	Inadequate portable water
		5.	Poor waste management
		6.	Poor environmental management
		7.	Cola nuts waste causing environmental nuisance
		8.	Environmental degradation
		9.	Saw dust waste causing environmental nuisance
3	EDUCATION	1.	Absence of electricity to some public schools
		2.	Inadequate ICT teaching and learning centers
		3.	Inadequate school infrastructure
		4.	Dilapidated school infrastructure
4	ECONOMIC	1.	Poor road network and conditions
		2.	Poor market infrastructure
		3.	Low technological know-how for extractive industry
		4.	Unattractive business environment
		5.	Low capacity for MSEs
		6.	Poor land Management
		7.	Undeveloped tourism sites
		8.	Lack of urban green spaces
		9.	Poor stadium infrastructure
		10.	Inadequate shopping centers
5	GOVERNANCE	1.	Absence of electricity to new developing areas
		2.	Poor lorry parks conditions
		3.	Security threat
		4.	High accident rate along the N6 highway
		5.	Congestion in CBD
		6.	Insecurity at night along streets



## 2.6 APPLICATION OF POTENTIALS, OPPORTUNITIES, CONSTRAINS AND CHALLENGES (POCC)

### THEME1: ECONOMIC DEVELOPMENT

#### 1.1. STRONG AND RESILIENT ECONOMY

Table 2.3: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
<b>Weak capacity for policy management and coordination</b>	<ul style="list-style-type: none"> <li>• Availability of source of finance</li> <li>• Administrative structures and legal framework</li> <li>• Existing Municipal Assembly</li> <li>• Vibrant local economy</li> </ul>	<ul style="list-style-type: none"> <li>• Financial sources</li> <li>• National decentralization policy</li> <li>• Local government, RCC and Ministry</li> <li>• External financial support GOG support</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue under performance due to leakages and loopholes, among others</li> <li>• Weak expenditure management and budgetary controls</li> <li>• High and unsustainable public sector wage bill</li> <li>• Weak capacity for policy management coordination</li> <li>• Limited availability and accessibility of economic data</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in release of funds</li> <li>• Recentralization of decentralized issues</li> <li>• Political interference</li> </ul>
<p><b>Conclusion: The existence of Administrative structures and functional Assembly can address the internal weakness of revenue under performance and weak Financial controls.</b></p> <p><b>Political commitment to implement National decentralization policy will address political interference from central Ministries, Departments and Agencies at the local level</b></p>				

## 1.2. INDUSTRIAL TRANSFORMATION

Table 2.4: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Severe poverty and underdevelopment among peri-urban and rural communities	<ul style="list-style-type: none"> <li>• Availability of natural resources</li> <li>• Local economic development plan</li> <li>• Financial institution</li> <li>• BAC existence</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of financial institutions</li> <li>• Pro poor intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate technological know-how</li> <li>• Limited local participation in economic development</li> <li>• Inability to access GOG intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Limited availability of medium to long term financing</li> </ul>
<p><b>Conclusion:</b> Natural resource availability with access to pro-poor interventions will address limited to availability to long-term financing. The existence of BAC, through Rural Technology Transfer Center will assist to addressing low technical know-how</p>				

## 1.3. PRIVATE SECTOR DEVELOPMENT

Table 2.5: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
High Cost of Capital	<ul style="list-style-type: none"> <li>• Large informal sector</li> <li>• Financial institutions</li> <li>• Human resource</li> <li>• Natural resource</li> </ul>	<ul style="list-style-type: none"> <li>• Venture capital</li> <li>• GOG support for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Tax burden on businesses</li> <li>• Poor corporate governance</li> <li>• Inadequate access to affordable credit</li> <li>• Predominant informal economy</li> <li>• Limited access to credit by SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to credit by SMEs</li> <li>• Lack of legislation for consumer protection</li> <li>• Limited availability of medium to long term financing</li> </ul>

## 1.4. AGRICULTURE AND RURAL DEVELOPMENT

Table 2.6: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Inadequate agribusiness enterprise along the value chain	<ul style="list-style-type: none"> <li>• Arable land</li> <li>• Well trained extension officers</li> <li>• Available market</li> <li>• Existence of BAC</li> <li>• FBOs</li> <li>• Plant clinic</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable weather</li> <li>• Agricultural research institutions</li> <li>• PFG</li> <li>• BAC services</li> <li>• MBSI</li> </ul>	<ul style="list-style-type: none"> <li>• Poor marketing systems</li> <li>• Low application of technology especially among smallholder farmers leading to comparatively lower yields</li> <li>• Low level of irrigated agriculture</li> <li>• Poor farm-level practices</li> <li>• Lack of database on farmers</li> <li>• Ageing farmer population</li> <li>• Lack of youth interest in agriculture</li> <li>• Inadequate feeds and water quality for livestock</li> <li>• Inadequate and poor quality data</li> <li>• Inadequate diseases monitoring and surveillance system</li> <li>• Inadequate access to land and agricultural products</li> <li>• Low level of husbandry practices</li> <li>• Low productivity and poor handling of livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate development of and investment in processing and value addition</li> <li>• High cost of production inputs</li> <li>• Seasonal variability in food supply and prices</li> <li>• Erratic rainfall patterns</li> <li>• High cost of conventional storage solutions for smallholder farmers</li> <li>• Limited insurance for farming activities</li> <li>• Low transfer of and uptake of research finding</li> <li>• Limited application of science and technology</li> <li>• Low and inadequate start –up capital for the youth</li> <li>• Lack of credit for agriculture</li> <li>• Low quality genetic material of livestock species</li> </ul>
<p><b>Conclusion:</b> Established plant clinic will facilitate disease monitoring and surveillance. Well trained extension officers will improve technology application and poor farm-level practices. Access to marketing will improve poor marketing system. Intensified agriculture research dissemination will improve the application of science and technology</p>				

## 1.5. FISHERIES AND AQUACULTURE DEVELOPMENT

Table 2.7: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Low level of private sector investment in aquaculture	<ul style="list-style-type: none"> <li>• Existence of agriculture department</li> <li>• Available water bodies</li> <li>• Favourable land</li> <li>• Masloc</li> </ul>	<ul style="list-style-type: none"> <li>• GOG policies on aquaculture development</li> <li>• Ministry of agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of trained personals on fisheries and aquaculture</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of aquaculture input</li> </ul>
<p><b>Conclusion:</b> Available fresh water bodies for establishment of aquaculture</p> <p>Existing agriculture development to support the development of aquacultures</p>				

## 1.6. TOURISM AND CREATIVE ARTS DEVELOPMENT

Table 2.8: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor tourism infrastructure and services	<ul style="list-style-type: none"> <li>• Tourist sites</li> <li>• Ecotourism</li> <li>• Availability of hospitable facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Kwahu Festivities</li> <li>• Government policy on creative-acts industry</li> <li>• Training institutions in tourism and creative arts</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate hotel facilities</li> <li>• High hotel rates</li> <li>• Low skills development</li> </ul>	<ul style="list-style-type: none"> <li>• High tax rate (multiple taxing)</li> <li>• High utility cost</li> <li>• Erotic utility supply</li> </ul>
<p><b>Conclusion:</b> Available tourism sites suitable for sports and health tourism</p>				

## THEME2: SOCIAL DEVELOPMENT

### 2.1. EDUCATION AND TRAINING

Table 2.9: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Poor quality of education	<ul style="list-style-type: none"> <li>• Accessibility of schools</li> <li>• Availability of teachers</li> <li>• High school participation rate of pupils</li> </ul>	<ul style="list-style-type: none"> <li>• GOG, Donor support and NGO support</li> </ul>	<ul style="list-style-type: none"> <li>• Apathy of parents to wards education</li> <li>• Lack of communal interest</li> <li>• Ineffective use of contact hours</li> <li>• Lack of office and residential accommodation</li> <li>• Teacher absenteeism and low level of commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of logistics</li> <li>• Untimely funding source for education</li> <li>• Educational system focused on merely passing exams</li> </ul>
2. Negative perception of TVET	<ul style="list-style-type: none"> <li>• High school participation rate</li> <li>• Availability of master craft persons and local raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of technical institutions</li> <li>• Availability of science, research and innovation centres</li> <li>• Availability of technical teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Limited exploration of natural resources</li> <li>• Low interest in skill training and entrepreneur</li> <li>• Lack of parental support for apprenticeship and training</li> <li>• Low participation in non-formal education</li> </ul>	<ul style="list-style-type: none"> <li>• Unclear national policy on TVET</li> <li>• Lack of technical and vocational training institutions</li> </ul>
3. Low prominence accorded language learning in the school system	<ul style="list-style-type: none"> <li>• High school participation</li> </ul>	<ul style="list-style-type: none"> <li>• School of linguistics</li> <li>• National policy on language teaching</li> <li>• Existence of curricular and reading materials</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of Akuapem –Twi</li> <li>• Lack of interest of indigenes learning their language</li> <li>• Unavailable qualified teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Unclear policy on language teaching</li> </ul>
4. Inadequate and inequitable access to education for PWDS and people with special needs at all levels	<ul style="list-style-type: none"> <li>• 3.1 percent of PWDs in the municipality</li> <li>• Access to educational infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• National policy for PWDs</li> <li>• National policy on inclusive education</li> <li>• Policy on disability friendly infrastructure</li> <li>• 2 percent DACF allocation for PWDs</li> </ul>	<ul style="list-style-type: none"> <li>• Disability friendly infrastructures</li> <li>• Stigmatisation</li> <li>• Inadequate support services</li> <li>• Lack of learning gadgets</li> <li>• Parental interest on PWDs support not encouraging</li> <li>• Inadequate collaboration between agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate supply of special education teachers for special pupils</li> <li>• Policy on PWD education</li> <li>• Inadequate PWD assessment centres</li> </ul>

**Conclusion:** High school participation will increase admissions into technical institutions

Availability of master craft persons and local materials will improve technical skills teaching and learning

Availability of technical institutions will improve Technical and Vocational Education Training

Accessibility of schools will incentivize parents to send children to schools

High school participation will motivate teachers to attend school GoG and NGO support will improve education delivery

Implementation of National Policy on PWDs will ensure access to education infrastructure by PWDs

## 2.2. HEALTH AND HEALTH SERVICES

Table 2.10: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Poor quality of health services	<ul style="list-style-type: none"> <li>• High access to services</li> <li>• Available trained professional</li> <li>• Availability of NHIS</li> <li>• Active private sector participation in the health sector</li> </ul>	<ul style="list-style-type: none"> <li>• GOG, NGO, Donor Partners, CHAG, KWMA support</li> </ul>	<ul style="list-style-type: none"> <li>• Poor network</li> <li>• Unmet needs for mental health services</li> <li>• Gaps in physical access to quality healthcare</li> <li>• Inadequate infrastructure</li> <li>• Inadequate counselling and testing</li> <li>• Inadequate logistics</li> <li>• Lack of office space</li> <li>• Inadequate capacity to use health information for decision making at all levels</li> <li>• High stigmatisation</li> <li>• Wide gaps in health service data</li> <li>• Unmet health needs of women and girls</li> <li>• Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate and inequitable distribution of critical staff mix</li> <li>• Inadequate logistics</li> <li>• Inadequate staff</li> <li>• Unmet needs for mental health service</li> <li>• Increased cost of healthcare delivery</li> <li>• Inadequate financing of health sector</li> <li>• Wide gaps in health service data</li> </ul>
2. High incidence of HIV and AIDS among young persons	<ul style="list-style-type: none"> <li>• Screening of pregnant women PMTCT</li> <li>• MA support</li> </ul>	<ul style="list-style-type: none"> <li>• GOG support, Donor partners, NGO support</li> <li>• First lady's initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate infrastructures for counselling and testing</li> <li>• Superstitious beliefs associated with AIDS</li> <li>• Public resort to traditional medicine than orthodoxies</li> <li>• High stigmatisation</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic shortage of HIV and AIDS commodities</li> <li>• Inadequate financing</li> <li>• Inadequate logistics</li> </ul>
<p><b>Conclusion:</b> Active private sector involvement will increase infrastructure delivery            GoG, NGO, DPs, CHAG, and KWMA support will reduce challenges of health delivery, High voluntary screening and counseling demystify stigmatization GoG, Donor Partners, NGO supports HIV/AIDS activities</p>				

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### 1.3. FOOD AND NUTRITION SECURITY

Table 2.11: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Weak food control system	<ul style="list-style-type: none"> <li>• Arable lands for food crop production</li> <li>• Trained extension services</li> <li>• FBOs</li> <li>• Available water bodies</li> <li>• Agric office</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable weather condition</li> <li>• Policy on PFG</li> <li>• Available of farm input credits and subsidized farm input</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate staff training on FNS at all levels</li> <li>• Lack of agro processing</li> <li>• Poor road network and conditions</li> <li>• Lack of irrigation system</li> <li>• Inadequate logistics</li> <li>• Inadequate staff on aqua culture</li> <li>• Poor storage facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Pest and disease invasion</li> <li>• Climatic change effect</li> <li>• Marketing of other products</li> <li>• Post-harvest loss</li> <li>• Agric financing</li> <li>• Lack of credit for farming</li> <li>• Lack of national policy for farmers</li> <li>• Aging farming</li> </ul>
2. Household food insecurity	<ul style="list-style-type: none"> <li>• Nutrition officer</li> <li>• Arable lands</li> <li>• Trained staff for nutritional issues</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Infant and adult malnutrition</li> <li>• increased incidence of diet-related non-communicable diseases</li> <li>• prevalence of micro and macro-nutritional deficiencies</li> <li>• inadequate social mobilisation, advocacy and communication on nutrition</li> <li>• inadequate nutrition education</li> </ul>	<ul style="list-style-type: none"> <li>• Aging farmer</li> <li>• Weak nutrition sensitive food production system</li> <li>• Inadequate effort in managing food maintenance system</li> </ul>

**Conclusion:** Training of extension officers will address food nutrition security

Skilled nutritional staff to support food nutrition education



## 2.4. POPULATION MANAGEMENT

Table 2.12: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rate	<ul style="list-style-type: none"> <li>•RCH unit</li> <li>•School health services</li> <li>•Social protection</li> <li>•Trained RCH professional</li> <li>•DOVVSU unit</li> </ul>	<ul style="list-style-type: none"> <li>•Free SHS</li> <li>•National policy against child marriage</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of parental control</li> <li>•Untapped benefits of the youth bulge</li> <li>•Unmet needs for adolescents and youth sexual and reproductive health services</li> <li>•Curiosity</li> <li>•Growing incidence of video centres and jackpot</li> <li>•Inadequate logistics</li> <li>•Inadequate family planning coverage</li> <li>•Unaccepted family planning service among some faith-based.</li> </ul>	<ul style="list-style-type: none"> <li>•High youth unemployment</li> <li>•Weak management of population issues</li> <li>•Inadequate support financially for family planning programs</li> <li>•High fertility rate among adolescent</li> </ul>
2. High youth unemployment	<ul style="list-style-type: none"> <li>•High youthful labour force</li> <li>•NYEA</li> <li>•High master craft persons</li> <li>•Available arable land</li> <li>•Potential youth</li> </ul>	<ul style="list-style-type: none"> <li>•Policies on youth employment</li> <li>•NABCOPS</li> </ul>	<ul style="list-style-type: none"> <li>•Unskilled youth (high)</li> <li>•High crime rate</li> <li>•High dependency ratio</li> </ul>	<ul style="list-style-type: none"> <li>•Untapped benefits of the youth bulge</li> <li>•Weak management of population issues</li> <li>•Politicization of YEA</li> </ul>

**Conclusion:** Enhanced social protection systems to protect the girl child

Free SHS programme to give girl child long life learning in school

High labour force available employment

Introduction of NABCOP to absorb the youth bulge

## 2.5. WATER AND SANITATION

Table 2.13: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
1. Poor quality of drinking water	<ul style="list-style-type: none"> <li>• Availability of water bodies</li> <li>• GWCL</li> <li>• Soft underground water</li> <li>• Private sector participation in water production</li> <li>• Municipal Assembly support</li> <li>• Increasing demand for household water supply</li> <li>• High water table</li> </ul>	<ul style="list-style-type: none"> <li>• Donor partner support</li> <li>• Creation of ministry</li> <li>• National policy on sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Poor planning for water</li> <li>• Inadequate maintenance of facilities</li> <li>• River bank encroachment</li> <li>• Inadequate access to water services in Municipality</li> <li>• Inadequate financing of the water sector institution</li> <li>• High dependency on development partners for support to urban water</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate policy and institutional coordination and harmonization in sanitation and hygiene service delivery</li> <li>• Delay in implementing plans for water sector</li> <li>• High loads of sediments and nutrients in surface water</li> <li>• Inadequate financing on of the water sector institutions</li> </ul>
2. Poor sanitation and waste management	<ul style="list-style-type: none"> <li>• Skilled technical and environmental staff</li> <li>• Availability of equipment/tools</li> <li>• Public sanitation facilities</li> <li>• Existence of national law on sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Zoom Lion</li> <li>• National policy on sanitation</li> <li>• Creation of ministry</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of materials for reuse and recycling</li> <li>• High prevalence of open defecation</li> <li>• Low participation on sanitation day</li> <li>• Poor hygiene practices</li> <li>• Lack of political will</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of investment</li> <li>• Inadequate policy and institutional coordination and harmonization in sanitation and hygiene service delivery</li> <li>• Poor planning and implementation of sanitation policies</li> <li>• Inconsistence and conflicts in the implementation of legislation</li> </ul>

**Conclusion:** Private sector participation in water production

Enforcement of bye-laws on sanitation to address poor hygiene practices

The creation of Ministry of water and sanitation will ensure policy and institutional co-ordination and harmonization in sanitation and hygiene service delivery

## 2.6. POVERTY AND INEQUALITY

Table 2.14: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Rising inequality among socio-economic groups and between geographical area	<ul style="list-style-type: none"> <li>•Existence of social protection policies</li> <li>•Human Rights Association of groups</li> <li>•Courts</li> <li>•NGOs</li> </ul>	<ul style="list-style-type: none"> <li>•Poverty reduction programmes</li> <li>•National policies on Pro-poor programmes</li> <li>•Donor Partners</li> </ul>	<ul style="list-style-type: none"> <li>•Unequal spatial distribution of the benefits of growth</li> <li>•Inadequate coverage of pro-poor programmes</li> <li>•Disparity in rate of decline in poverty among different population groups</li> <li>•High unemployment rate</li> </ul>	<ul style="list-style-type: none"> <li>•Unsustainability of pro-poor programmes</li> <li>•Untimely and inadequate release of funds</li> <li>•Dwindling donor support</li> <li>•Unnecessary political interference</li> </ul>
<p><b>Conclusion:</b> The existence of social protection policies will address the disparities in poverty among different population groups The implementation of poverty reduction programmes will address unsustainability pro-poor programmes.</p>				

## 2.7. CHILD AND FAMILY WELFARE

Table 2.15: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Limited coverage of social protection programs targeting children	<ul style="list-style-type: none"> <li>•Existence of social protection agency</li> <li>•DOVVSU</li> <li>•Courts</li> <li>•Human rights</li> <li>•Child right (welfare) institution</li> </ul>	<ul style="list-style-type: none"> <li>•Pro-poor programs</li> <li>•National policies on children’s right</li> <li>•Donor partners</li> <li>•Advocacy group</li> <li>•Ministry of Gender and Social Protection</li> </ul>	<ul style="list-style-type: none"> <li>•High incidence of child right violation</li> <li>•Weak capacity of care givers</li> <li>•Poor quality of services for children and families</li> <li>•Ineffective inter-sectorial coordination of child protection and family welfare</li> <li>•Weak enforcement of laws on rights of children</li> </ul>	<ul style="list-style-type: none"> <li>•Low awareness of child protection laws and policies</li> <li>•Weak enforcement of laws and rights of children</li> </ul>
High incidence of children’s rights violation	<ul style="list-style-type: none"> <li>•Existence of social protection agency</li> <li>•DOVVSU</li> <li>•Courts</li> <li>•Human rights</li> <li>•Child right (welfare) institution</li> </ul>	<ul style="list-style-type: none"> <li>•Pro-poor programs</li> <li>•National policies on children’s right</li> <li>•Donor partners</li> <li>•Advocacy group</li> <li>•Ministry of Gender and Social Protection</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of parental control</li> <li>•Increasing growth of slot machines</li> <li>•Increase rate of poverty</li> <li>•Negative media influence</li> </ul>	<ul style="list-style-type: none"> <li>•Low awareness of child protection laws and policies</li> <li>•Weak enforcement of laws and rights of children</li> </ul>
<p><b>CONCLUSION:</b> The existence of social protection agencies will address high incidence of child right violations and the implementation of pro-poor programme will assist to address the challenges</p>				

## 2.8. THE AGED

Table 2.16: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Limited opportunity for the aged to contribute to national development	<ul style="list-style-type: none"> <li>•30 percent aged population</li> <li>•SSNIT office</li> <li>•Pensioners association</li> <li>•NHIA office</li> <li>•MMT office</li> </ul>	<ul style="list-style-type: none"> <li>•Availability of pension scheme</li> <li>•Extended family system</li> <li>•NHIA scheme</li> <li>•Free transport for aged</li> </ul>	<ul style="list-style-type: none"> <li>•Inadequate care for the aged</li> <li>•Poor access to health care</li> <li>•Neglect by family</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>CONCLUSION:</b> Inadequate care for the aged poor access to health care and family neglect can positively addressed through effective implementation of NHIS and access to SSNIT scheme</p>				

## 2.9. GENDER EQUITY Table 2.17: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Gender disparities in access to economic opportunity	<ul style="list-style-type: none"> <li>•Pro-poor program on danger</li> <li>•Courts</li> <li>•DOVVSU</li> <li>•Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>•Affirmative action for women</li> <li>•NGO</li> <li>•Feder</li> <li>•Policies on women empowerment</li> <li>•Ministry</li> </ul>	<ul style="list-style-type: none"> <li>•High ratio of female to male</li> <li>•Social- cultural practices of female suppression</li> <li>•Weak social-protection system</li> </ul>	<ul style="list-style-type: none"> <li>•Unfavourable socio-cultural environment for gender equality.</li> </ul>
<p><b>CONCLUSION:</b> The constrains can positively be addressed through effective implementation of pro-poor programmes Challenges can be addressed by adopting effective affirmative action for women</p>				

## 2.10. SOCIAL PROTECTION

Table 2.18: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Ineffective coordination of social protection interventions	<ul style="list-style-type: none"> <li>• Existing social protection institutions</li> <li>• Existence of social protection agency</li> <li>• DOVVSU</li> <li>• Courts</li> <li>• Human rights</li> <li>• Child right (welfare) institution</li> </ul>	<ul style="list-style-type: none"> <li>• Pro-poor programs</li> <li>• National policies on children’s right</li> <li>• Donor partners</li> <li>• Advocacy group</li> <li>• Ministry of Gender and Social Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate and limited coverage of social protection programs for vulnerable group</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of sustainable funding</li> <li>• Weak social protection system</li> <li>• Weak data collection and collation</li> </ul>
<p><b>CONCLUSION:</b> Inadequate and limited coverage of social protection programmes for the vulnerable can be effectively addressed through Institutional co-ordination. The challenges can be positively addressed through effective pro-poor programme implementation</p>				

## 2.11. DISABILITY AND DEVELOPMENT

Table 2.19: Application of POCC Analysis

Adopted Issue to be addressed	Potentials	Opportunities	Constraints	Challenges
Exclusion and discrimination against PWDs on matters of national development	<ul style="list-style-type: none"> <li>• 3.1 percent disability rate (PWDs)</li> <li>• Existing association on PWDs</li> <li>• Social protection agency</li> <li>• Pro-poor programs</li> </ul>	<ul style="list-style-type: none"> <li>• Pro-poor programs</li> <li>• National policies on children’s right</li> <li>• Donor partners</li> <li>• Advocacy group</li> <li>• Ministry of Gender and Social Protection</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Negative perceptions and attitudes towards PWDs</li> <li>• Ignorance of PWDs personal rights</li> <li>• High unemployment rate among PWDs</li> <li>• Inadequate education on accessibility</li> <li>• Low self-esteem and self-confidence among PWDs</li> <li>• Limited access to education among PWDs</li> <li>• Lack of physical access to public and private structures</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived low levels of skills</li> <li>• Absence of special learning aids</li> <li>• Poor living conditions of PWDs</li> <li>• Inadequate support for special education</li> </ul>

**CONCLUSION:** The constraints can be positively transformed since significant potentials exist and the challenges can be addressed by effectively implementing pro-poor programmes

## 2.12. EMPLOYMENT AND DECENT WORK

Table 2.20: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Lack of reliable employment and labor data for policy decision-making' monitoring and evaluation	<ul style="list-style-type: none"> <li>•Existence of statistical service</li> <li>•Existence of labour department</li> <li>•YEA</li> <li>•NABCOPS</li> </ul>	<ul style="list-style-type: none"> <li>•YEA</li> <li>•ISER</li> <li>•Ministry of employment and labour relation</li> <li>•Ghana statistical survey</li> <li>•TUC</li> </ul>	<ul style="list-style-type: none"> <li>•Non-functional labour department</li> <li>•Lack of objective national productivity measurement</li> <li>•Low level of technical and vocational skills</li> <li>•Weak consultative processes for informal sector workers</li> <li>•Poor documentation on the informal sector</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of objective national productivity measurement</li> <li>•Duplication of organisation on labour in terms of function</li> <li>•Absence of national data</li> </ul>
Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Lack of entrepreneurial skills for self-employment	<ul style="list-style-type: none"> <li>•Large informal sector</li> <li>•BAC</li> <li>•Artisan association</li> <li>•High level of employed graduates</li> <li>•High illiteracy rate</li> </ul>	<ul style="list-style-type: none"> <li>•Government policy on skill training</li> <li>•NGOs and CSOs</li> </ul>	<ul style="list-style-type: none"> <li>•Low level of technical and vocational skills</li> <li>•Unwillingness to access upgrade opportunities</li> <li>•Weak consultative process for informal sector workers</li> <li>•High disability unemployment</li> <li>•Increasing incidence of casualization of employment</li> </ul>	<ul style="list-style-type: none"> <li>•Inadequate infrastructure and services for the informal sector</li> <li>•Little opportunity to renew and upgrade skills and technology</li> <li>•High exploration of labour</li> <li>•Unfavourable macro-economic conditions relating to the informal sector</li> </ul>

**CONCLUSION:** The constraints can be effectively addressed by taking advantage of the potentials that exist. The challenges can be addressed through effective institutional co-ordination and collaboration  
The constraints can positively be addressed taking advantage of the potential that exist whilst the challenges can be addressed through policy implementation on Technical and Vocational skill training



## 2.13. YOUTH DEVELOPMENT

Table 2.21: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Limited opportunity for youth involvement in national development	<ul style="list-style-type: none"> <li>• High youthful population</li> <li>• YEA</li> <li>• Existing educational infrastructure</li> <li>• BAC</li> <li>• NABCOP</li> </ul>	<ul style="list-style-type: none"> <li>• National Youth Authority</li> <li>• Pro-poor program</li> <li>• Government policies on the youth</li> <li>• Ministry of youth and sports</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate and poor sports infrastructure</li> <li>• Lack of youth patriotism and volunteerism among the youth</li> <li>• Limited respect of the rights of the youth</li> <li>• Lack of effective participation of the youth in politics and electoral processes</li> </ul>	<ul style="list-style-type: none"> <li>• Youth unemployment and underemployment among rural and urban youth</li> <li>• Weak coordination of youth related institutions</li> <li>• Limited respect for the youth</li> </ul>

**CONCLUSION:** The constraints can positively be addressed through the effective and efficient implementation of youth development policies and the challenges can be addressed by several opportunities that exist

## 2.14. SPORTS AND RECREATION

Table 2.22: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Inadequate and poor sports infrastructure	<ul style="list-style-type: none"> <li>•Nkawkaw park</li> <li>•Okwawu FC</li> <li>•Representative of sport council</li> <li>•Conducive landscape for marathon and cycling</li> <li>•National sport council</li> </ul>	<ul style="list-style-type: none"> <li>•YEA policy on sports</li> <li>•Conducive weather</li> </ul>	<ul style="list-style-type: none"> <li>•Encroachment on designated sports and recreational lands</li> <li>•Lack of provision for sports and recreational needs in the development of communities</li> <li>•Absence of disability, child and aged friendly facilities</li> <li>•Under-utilization of the economic potential of sports</li> <li>•Limited community level sports and recreational activities</li> </ul>	<ul style="list-style-type: none"> <li>• Weak capacity for sports development and management</li> <li>•Low participation of PWDs in sports</li> <li>•Declining interest in locally organized sports by general public</li> <li>•Weak institutions for marketing and promotion of locally organised sports</li> <li>•Weak public private sector collaboration in the sports department</li> <li>•Limited targeting of participation in sports discipline</li> </ul>

**CONCLUSION:** The constraints can be addressed by harnessing the potentials that exist

The challenges can be addressed through effective youth policy implementation

## THEME3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT

### 3.1 PROTECTED AREAS

Table 2.23: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Loss of forest cover	<ul style="list-style-type: none"> <li>• Forest reserve</li> <li>• Forestry commission</li> <li>• Forest guard</li> </ul>	<ul style="list-style-type: none"> <li>• EPA</li> <li>• Policies of GOG</li> <li>• Forestry commission</li> </ul>	<ul style="list-style-type: none"> <li>• Non-existence of forestry, game and wildlife office</li> <li>• Encroachment of conservation areas</li> <li>• Increasing loss of endangered species</li> <li>• Illegal farming and harvesting of plantation timber</li> </ul>	<ul style="list-style-type: none"> <li>• Poor demarcation of conservation area</li> <li>• Inadequate capacity of relevant institutions</li> <li>• Inadequate staff</li> <li>• Weak enforcement of regulations</li> <li>• Insufficient logistics to maintain the boundaries</li> </ul>
<p><b>CONCLUSION:</b> Depleting of the fauna and flora can be controlled through effective enforcement forestry laws and conventions</p>				

### 3.2 MINERAL EXTRACTION

Table 2.24: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Environmental degradation	<ul style="list-style-type: none"> <li>• EPA</li> <li>• Availability of Mineral deposit</li> </ul>	<ul style="list-style-type: none"> <li>• EPA</li> <li>• Existence of mineral laws</li> </ul>	<ul style="list-style-type: none"> <li>• Apathy of community members</li> </ul>	<ul style="list-style-type: none"> <li>• Weak enforcement of the relevant environmental and mineral laws and regulations</li> <li>• Insufficient logistics to maintain the boundaries</li> </ul>
<p><b>CONCLUSION:</b> Degradation of the environment through illegal mining can be minimized through community ownership of resources</p>				

### 3.3 ENVIRONMENTAL POLLUTION

Table 2.25: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Concerns of air and noise pollution especially in urban areas	<ul style="list-style-type: none"> <li>•Existence of environmental department</li> <li>•EPA</li> <li>•Available logistics</li> <li>•Existence of Zoom Lion</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•Available mineral lands</li> <li>•Existence of ministry of water and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>•Improper disposal of solid and liquid waste</li> <li>•Inadequate engineered landfill sites and waste water treatment plants</li> <li>•Emission from poorly maintained vehicles</li> <li>•Inefficient enforcement of noise regulations also continues to be a problem</li> </ul>	<ul style="list-style-type: none"> <li>•Impact of plastic on terrestrial, aquatic and marine ecosystem</li> </ul>
<p><b>CONCLUSION:</b> Air and noise pollution can be reduced through effective enforcement of bye-laws whilst the challenges can be addressed through recycling and re-use of waste materials</p>				

### 3.4 DEFORESTATION, DESERTIFICATION AND SOIL EROSION

Table 2.26: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Over exploitation and inefficient use of forest resources	<ul style="list-style-type: none"> <li>•Available forest reserve</li> <li>•Existence of forestry department</li> <li>•Forest guards</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of lands and Natural resources</li> <li>•National polices</li> <li>•Good collaboration between lands commission and security services</li> </ul>	<ul style="list-style-type: none"> <li>•Weak collaboration between stakeholder institutions</li> <li>•Inappropriate farming practices</li> <li>•Indiscriminate use of weedicides</li> </ul>	<ul style="list-style-type: none"> <li>•Illicit trade in forest and wildlife resources</li> </ul>
<p><b>CONCLUSION:</b> The over exploitation and inefficient use of forest resources can positively be addressed through effective law enforcement by Forestry Protection Agencies, whilst the challenges can be addressed through political will power</p>				

### 3.4 CLIMATE VARIABILITY AND CHANGE

Table 2.27: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Loss of trees and vegetation cover	<ul style="list-style-type: none"> <li>• Arable lands</li> <li>• Forest covers</li> <li>• Good climate</li> <li>• Existing laws</li> <li>• Cocoa plantation</li> </ul>	<ul style="list-style-type: none"> <li>• National policy on afforestation</li> <li>• UN policy on climate change</li> <li>• Global action on climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Low economic capacity to adopt to climate change</li> <li>• Low institutional capacity to adopt to climate change and undertake mitigation actions</li> <li>• Vulnerability and variability to climate change</li> <li>• Degraded landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate inclusion of gender vulnerability issues in climate change actions</li> <li>• Inadequate institutional capacity to access global funds</li> </ul>

**CONCLUSION:** Loss of trees and vegetation cover can be positively address by taking opportunity of implementing the National Policy on climate change in the Municipality through the existing potentials whilst the challenges can be addressed through the global action on climate change.

### 3.5 DISASTER MANAGEMENT

Table 2.28: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Weak legal and policy frameworks for disaster management	<ul style="list-style-type: none"> <li>•Existence of NADMO</li> </ul>	<ul style="list-style-type: none"> <li>•National policy on disaster management</li> </ul>	<ul style="list-style-type: none"> <li>•Weak institution to identify early warning on disaster</li> <li>•Lack of data on disaster prone area</li> <li>•Political interference</li> </ul>	<ul style="list-style-type: none"> <li>•Politicisation approach to disaster management</li> <li>•Inadequate supply of disaster management tools</li> </ul>

**CONCLUSION:** Weak legal and policy framework for disaster management can be strengthened through effective implementation of the National Disaster Policy and constraints and challenges can be addressed through political commitment at all levels

### 3.6 TRANSPORT INFRASTRUCTURE RAIL: ROAD, WATER AND AIR

Table 2.29: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor quality and inadequate road transport network	<ul style="list-style-type: none"> <li>• Existence of urban roads office</li> <li>• A well planned road network planning scheme</li> <li>• The existence of N6 provides an advantage for the expansion of the local road network of the municipality</li> <li>• The location of the municipality provides a good connection between satellite towns and major cities</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of roads and High Ways Authority</li> <li>• Existence of development partners</li> <li>• Road funds</li> <li>• Cocoa road policy</li> <li>• Oil revenue management fund</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics including funds for road maintenance</li> <li>• Undeveloped existing road networks in the rural areas</li> <li>• Inadequate skilled mix staff</li> <li>• Poor transportation management particularly in urban areas</li> <li>• Inefficiencies in the procurement, management and supervision of contractors</li> <li>• Rapid deterioration of roads</li> <li>• Limited facilities for non-motorised transport</li> <li>• Weak enforcement of road traffic regulations</li> <li>• High incidence of road accidents</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate logistics including funds for road maintenance</li> <li>• Inadequate skilled mix staff</li> <li>• Inadequate investment in road transport infrastructure and maintenance</li> <li>• Poor transportation management particularly in urban areas</li> <li>• Lack of operational standards for public transport services</li> <li>• High incidence of road accidents</li> <li>• Inadequate facilities for PWDs in the transport service</li> </ul>

**CONCLUSION:** Poor quality of road and inadequate road network can be positively addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through Government and Donor support.



### 3.7. INFORMATION COMMUNICATION TECHNOLOGY

Table 2.30: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor quality ICT services	<ul style="list-style-type: none"> <li>• Availability of major telecommunication networks</li> <li>• High ownership and access to mobile phones</li> <li>• Availability of ICT infrastructures</li> <li>• Teaching of ICT in schools</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of ministry of information</li> <li>• Existence of the ministry of communication</li> <li>• Ministry of science, innovation and technology</li> <li>• Existence of national policies on science and technology</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate ICT infrastructure in the municipality</li> <li>• High illiteracy in ICT</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Low broadband wireless access</li> <li>• Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services.</li> <li>• Inadequate online privacy and security of data</li> <li>• Inadequate ICT infrastructure across the country</li> </ul>

**CONCLUSION:** The constraints of poor ICT services can be positively addressed by harnessing the potentials that exist whilst the challenges can be addressed through the opportunities in the country.

### 3.8. ENERGY AND PETROLEUM

Table 2.31: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
High dependency on wood fuel as energy source	<ul style="list-style-type: none"> <li>• Arable lands</li> <li>• Existence of forest commission</li> <li>• Extension services</li> <li>• Environmental protection agency</li> </ul>	<ul style="list-style-type: none"> <li>• Forestry commission</li> <li>• Ministry of science and innovation technology</li> <li>• Ministry of energy</li> <li>• Petroleum commission</li> <li>• Environmental protection agencies</li> <li>• Policies on energy usage</li> </ul>	<ul style="list-style-type: none"> <li>• Poor attitude towards energy utilization</li> <li>• Socio-cultural settings</li> <li>• Home management</li> <li>• Fear of gas explosion</li> <li>• Low utilisation of waste as an energy resource</li> </ul>	<ul style="list-style-type: none"> <li>• Low accessibility to LPG in rural areas</li> <li>• Difficulty in the extension of grid electricity to remote rural and isolated communities</li> </ul>

**CONCLUSION:** Dependency on fuel wood can be addressed through the use of science and innovative technology whilst the constraints and challenges can effectively be addressed by intensive education and wide distribution network

### 3.9 CONSTRUCTION INDUSTRY DEPARTMENT

Table 2.32: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
<p>Poor enforcement of regulations and statues</p>	<ul style="list-style-type: none"> <li>•Existence of assembly</li> <li>•Works and housing department</li> <li>•Real estate development</li> <li>•Availability of construction materials</li> <li>•Availability of constructors</li> <li>•Availability of skilled and non-skilled labour</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of roads and Highways</li> <li>•Existence of national policies</li> <li>•Ghana Building Regulations</li> <li>•Works and housing</li> </ul>	<ul style="list-style-type: none"> <li>•Weak classification and certification system for the registration of conductors</li> <li>•Lack of regulation of contractor conduct and performance</li> <li>•Shortage of skilled construction workers</li> <li>•Poor management practices on construction sites</li> <li>•Poor safety, health and environmental management practices at construction sites</li> </ul>	<ul style="list-style-type: none"> <li>•Proliferation of sub-standard construction materials and products</li> </ul>

**CONCLUSION:** Poor enforcement of regulations and statues can be effectively enforcement through the enactment of local bye-laws and the enforcement of the building regulations.

### 3.10. DRAINAGE AND FLOOD CONTROL

Table 2.33: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor drainage system	<ul style="list-style-type: none"> <li>• Good layout</li> <li>• Existence of urban roads</li> <li>• Existence of environmental office</li> <li>• Physical planners</li> <li>• NADMO</li> <li>• Water and sanitation department</li> </ul>	<ul style="list-style-type: none"> <li>• Ghana Building regulation</li> <li>• Local government act</li> <li>• National policies (public health act, criminal code)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Recurrent incidence of flooding</li> <li>• Poor waste disposal practices</li> <li>• Silting and chocking drains</li> <li>• Uncovered drains</li> <li>• Poor landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• Weakness on disaster management control system</li> </ul>

**CONCLUSION:** Poor drainage system can effectively manage proper co-ordination of the potentials to address the constraints whilst harnessing the opportunities to address the challenges.

### 3.11. INFRASTRUCTURE MAINTENANCE

Table 2.34: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor and inadequate maintenance of infrastructure	<ul style="list-style-type: none"> <li>• Existence of municipal assembly</li> <li>• Private and public infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• Roads and Highways Authority</li> <li>• Policies on infrastructural development</li> <li>• Works and housing department</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate supervision</li> <li>• Weak enforcement of regulations</li> <li>• Poor quality of building materials</li> <li>• Poor institutional coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate government infrastructure delivery</li> <li>• Inadequate financing for operation and maintenance</li> </ul>

**CONCLUSION:** Poor and inadequate maintenance of infrastructure can be effectively harnessing the potential to address the constraint, whilst the challenges can be addressed through the opportunities that exist.

### 3.12. LAND ADMINISTRATION AND MANAGEMENT

Table 2.35: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Inadequate, reliable comprehensive data on land ownership	<ul style="list-style-type: none"> <li>•Existence of traditional authority</li> <li>•Courts</li> <li>•Assembly</li> <li>•Bye-laws</li> </ul>	<ul style="list-style-type: none"> <li>•Land commission</li> <li>•Stool lands commission</li> <li>•Land management policies</li> </ul>	<ul style="list-style-type: none"> <li>•Cumbersome land acquisition process</li> <li>•Complex land tenure system</li> <li>•Speculative acquisition of lands on a large scale (land gambling)</li> <li>•Indiscipline in the purchase and sale of land</li> </ul>	<ul style="list-style-type: none"> <li>•Cumbersome land acquisition process</li> <li>•Complex land tenure system</li> <li>•Speculative acquisition of lands on a large scale (land gambling)</li> <li>•Indiscipline in the purchase and sale of land</li> </ul>
<p><b>CONCLUSION:</b> Inadequate reliable comprehensive data on land ownership can be effectively addressed through institutional co-ordination and collaborations at all levels</p>				

### 3.13. HUMAN SETTLEMENT AND HOUSING

Table 2.36: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Scattered and unplanned human settlement	<ul style="list-style-type: none"> <li>• Growing demand for housing</li> <li>• Existence of traditional authority</li> <li>• Courts</li> <li>• Assembly</li> <li>• Bye-laws</li> </ul>	<ul style="list-style-type: none"> <li>• Land commission</li> <li>• Stool lands commission</li> <li>• Land management policies</li> </ul>	<ul style="list-style-type: none"> <li>• Disparities in access to infrastructure and service provision between urban and rural settlements</li> <li>• Weak enforcement of planning and building regulations</li> <li>• Inadequate spatial plans for regions and MMDAs</li> <li>• Inadequate human institutional capacities for land use planning</li> <li>• Growing housing deficit</li> <li>• Limited public investments in low cost housing</li> </ul>	<ul style="list-style-type: none"> <li>• High and increasing cost of building materials</li> <li>• Inadequate spatial plans for regions and MMDAs</li> <li>• Inadequate human institutional capacities for land use planning</li> <li>• Growing housing deficit</li> <li>• Limited public investments in low cost housing</li> </ul>

**CONCLUSION:** Scattered and unplanned human settlement can be positively addressed through the potentials that exist whilst the constraints and challenges can be addressed through institutional co-ordination and collaboration.

### 3.14. RURAL DEVELOPMENT

Table 2.37: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Poor and inadequate infrastructure and services	<ul style="list-style-type: none"> <li>• Predominantly rural</li> <li>• Existence of Assembly</li> <li>• Agricultural community</li> <li>• Availability of land</li> <li>• Utility service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of local government and rural development</li> <li>• Ministry of Agriculture</li> <li>• Traditional authority</li> <li>• Stool lands commission</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of rural-urban migration</li> <li>• Unregulated exploitation of rural economic resources</li> </ul>	<ul style="list-style-type: none"> <li>• Wide digital divide between urban and rural dwellers</li> <li>• Poor infrastructure to catalyse agriculture modernisation and rural development</li> </ul>

**CONCLUSION:** Poor and inadequate infrastructure and services can be adequately addressed by effectively harnessing the potentials to address the constraints whilst adopting the opportunities to address the challenges.

### 3.15. URBAN DEVELOPMENT

Table 2.38: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Congestion and over-crowding in urban areas	<ul style="list-style-type: none"> <li>• Existence of Assembly</li> <li>• High urban population growth</li> <li>• Economic opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Population council</li> <li>• Ghana statistical service</li> </ul>	<ul style="list-style-type: none"> <li>• Overstretched infrastructures</li> <li>• Deviant behaviours</li> <li>• Communicable diseases</li> <li>• High crime rate</li> <li>• Urban sprawl</li> <li>• Growth of slums</li> </ul>	<ul style="list-style-type: none"> <li>• Migration</li> </ul>

**CONCLUSION:** Congestion and over-crowding in urban areas can be effectively by harnessing the potentials to addressing the constraints whilst adopting the opportunities address the challenges.

### 3.16. ZONGO AND INNER CITIES DEVELOPMENT

Table 2.39: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Limited investment in social programmes in Zongos and inner cities	<ul style="list-style-type: none"> <li>• Existing Zongo community</li> <li>• Pro-poor programmes</li> <li>• School feeding programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat for Zongo and inner city development</li> <li>• Government pro-poor programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Poor infrastructure development</li> <li>• Limited social services</li> <li>• Overcrowded habitation</li> <li>• Poor sanitation</li> <li>• Deviant behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Proliferation of slums</li> <li>• Deteriorating conditions in slums</li> <li>• Weak enforcement of legal frameworks to tackle slum development</li> </ul>

**CONCLUSION:** Limited investment in social programmes in Zongos and Inner cities can be addressed by effectively harnessing the potentials to address the constraints. The opportunities can be adopted to address the challenges.

## THEME 4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

### 4.1 DEMOCRATIC GOVERNANCE

Table 2.40: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Relatively weak capacity of governance institutions	<ul style="list-style-type: none"> <li>• Decentralized department and agencies</li> <li>• Existence of Assembly</li> <li>• Bye-laws</li> <li>• Traditional Authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Legal framework</li> <li>• Ministry of local governance</li> <li>• National policies and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Monetization of elections</li> <li>• Inadequate funds</li> <li>• Inadequate office infrastructure</li> <li>• Inadequate residences for workers</li> </ul>	<ul style="list-style-type: none"> <li>• Monetization of elections</li> <li>• Slow decentralization policies</li> </ul>

**CONCLUSION:** Relatively weak capacity of Governance institutions can be addressed through institutional co-ordination and collaboration.



## 4.2 LOCAL GOVERNMENT AND DECENTRALIZATION

Table 2.41: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Weak coordination of administrative function	<ul style="list-style-type: none"> <li>• Decentralized department and agencies</li> <li>• Internally generated funds</li> <li>• Good engagement between Assembly and community members</li> <li>• Bye laws</li> </ul>	<ul style="list-style-type: none"> <li>• Legal framework</li> <li>• Ministry of local governance</li> <li>• National policies and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective sub-district structures</li> <li>• Weak ownership and accountability of leadership at the local level</li> <li>• Poor service delivery at the local level</li> <li>• Weak spatial planning capacity at the local level</li> <li>• Inadequate exploitation of local opportunities for economic growth and job creation</li> <li>• Limited implementation of fiscal decentralized policies</li> <li>• Implementation of unplanned expenditures</li> <li>• Weak involvement and participation of citizenry in planning and budgeting</li> <li>• Weak capacity of COSs to effectively participate in public dialogue</li> <li>• Poor linkage between planning and budgeting at district level</li> </ul>	<ul style="list-style-type: none"> <li>• Limited implementation of fiscal decentralized policies</li> <li>• Inadequate and delay in central government transfers</li> <li>• Interference in utilization of statutory funds allocation</li> <li>• Expenditure decisions taken at the central government level</li> <li>• Limited implementation of fiscal decentralized policies</li> <li>• Poor linkage between planning and budgeting at national level</li> <li>• Weak Implementation of administrative decentralization</li> </ul>

**CONCLUSION:** Weak co-ordination of administrative function can be addressed through effective and efficient institutional co-ordination and collaboration.

### 4.3 PUBLIC INSTITUTIONAL REFORM

Table 2.42: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Overlapping functions among public sector institutions	<ul style="list-style-type: none"> <li>•Decentralized department and agencies</li> <li>•Internally generated funds</li> <li>•Good engagement between Assembly and community members</li> <li>•Bye laws</li> </ul>	<ul style="list-style-type: none"> <li>•Legal framework</li> <li>•Ministry of local governance</li> <li>•National policies and laws</li> </ul>	<ul style="list-style-type: none"> <li>•Undue interference in the in the function of public sector institutions</li> <li>•Inefficient public service delivery</li> <li>•Poor work ethics</li> <li>•Lack of linkage between human resource planning and pay administration in the public service</li> <li>•Poor record keeping</li> </ul>	<ul style="list-style-type: none"> <li>•Undue interference in the in the function of public sector institutions</li> <li>•Limited modernization and the use of technology in public sector</li> <li>•Lack of linkage between human resource planning and pay administration in the public service</li> <li>•Poor record keeping</li> </ul>

**CONCLUSION:** Over lapping functions among public sector institutions managed through effective implementation of scheme of service at all levels.

#### 4.4 PUBLIC POLICY MANAGEMENT

Table 2.43: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Weak coordination of the development planning system	<ul style="list-style-type: none"> <li>•Decentralized department and agencies</li> <li>•Good engagement between Assembly and community members</li> <li>•Bye laws</li> </ul>	<ul style="list-style-type: none"> <li>•Legal framework</li> <li>•Ministry of local governance</li> <li>•National policies and laws</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of comprehensive database of public policies</li> <li>•Ineffective monitoring and evaluation of implementation of development policies and plans</li> <li>•Weak research capacity of MDAs and MMDAs</li> </ul>	<ul style="list-style-type: none"> <li>•Ineffective monitoring and evaluation of implementation of development policies and plans</li> <li>•Weak research capacity of MDAs and MMDAs</li> <li>•Inadequate financial resources</li> <li>•Inconsistencies in the format and content of policy formulated</li> </ul>
<p><b>CONCLUSION:</b> Weak co-ordination of development planning systems through effective implementation of the decentralization policy framework.</p>				

#### 4.5 HUMAN SECURITY

Table 2.44: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Inadequate community and citizen involvement in public safety	<ul style="list-style-type: none"> <li>•Existence of security services</li> <li>•Courts</li> <li>•Social protection law</li> </ul>	<ul style="list-style-type: none"> <li>•National laws and polices</li> <li>•National security</li> <li>•Legal framework</li> <li>•Criminal code</li> </ul>	<ul style="list-style-type: none"> <li>•Inadequate and poor quality equipment and infrastructures</li> <li>•Incidence of narcotic trafficking, abuse of drug and psychotropic substances</li> </ul>	<ul style="list-style-type: none"> <li>•High rate of recidivism</li> <li>Inadequate and poor quality equipment and infrastructures</li> <li>•Incidence of narcotic trafficking, abuse of drug and psychotropic substances</li> </ul>

**CONCLUSION:** Inadequate community and citizen involvement in public safety can be addressed through effective institutional co-ordination and collaboration.

#### 4.5 CORRUPTION AND ECONOMIC CRIMES

Table 2.45: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
High perception of corruption among public office holders and citizenry	<ul style="list-style-type: none"> <li>•Courts</li> <li>•Audit service</li> <li>•Assembly</li> <li>•Social accountability forum</li> </ul>	<ul style="list-style-type: none"> <li>•Legal framework</li> <li>•Ghana Audit service</li> <li>•Ministries</li> <li>•Publication of Assembly’s financial transfer</li> </ul>	<ul style="list-style-type: none"> <li>•Low transparency and accountability of public institutions</li> <li>•Misappropriation of funds by public office holders</li> <li>•Limited number and poor quality of court systems and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>•Limited number and poor quality of court systems and infrastructure</li> </ul>

**CONCLUSION:** High perception of corruption among public office holders and citizenry can be addressed through institutional co-ordination and collaboration at all levels

## 4.6 CIVIL SOCIETY AND CIVIL ENGAGEMENT

Table 2.46: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Gaps in awareness, advocacy and enforcement of citizen rights	<ul style="list-style-type: none"> <li>•Public engagement forum</li> <li>•Media, information centres</li> <li>•General assembly</li> <li>•Civil society organisations</li> <li>•Community based organisation</li> </ul>	<ul style="list-style-type: none"> <li>•Legal framework</li> <li>•National laws and policies</li> <li>•Public Interest Accountability Commission (PIAC)</li> <li>•Civil society groups</li> </ul>	<ul style="list-style-type: none"> <li>•Ineffective advocacy strategies by relevant institutions responsible for public education</li> </ul>	<ul style="list-style-type: none"> <li>•Polarization of the media</li> </ul>

**CONCLUSION:** Gap in awareness, advocacy and enforcement of citizen rights can be effectively harnessing the potentials to address the constraints through education, advocacy, information dissemination, institutional co-ordination and collaboration to address the challenges. s

## 4.7 ATTITUDINAL CHANGE AND PATRIOTISM

Table 2.47: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Political and civil apathy	<ul style="list-style-type: none"> <li>•NCCE</li> <li>•Information service</li> <li>•Existence of social protection</li> </ul>	<ul style="list-style-type: none"> <li>•Ministries</li> <li>•Legal framework</li> <li>•National policies and laws</li> <li>•Peace council</li> <li>•NGOs</li> </ul>	<ul style="list-style-type: none"> <li>•Poor attitudes negatively impacting quality of life</li> </ul>	<ul style="list-style-type: none"> <li>•Politicization polarization of national issues</li> </ul>

**CONCLUSION:** Political and civil apathy can be addressed through effective communication, education, information dissemination, institutional co-ordination and collaboration.

## 4.8 DEVELOPMENT COMMUNICATION

Table 2.48: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Low awareness of government agenda	<ul style="list-style-type: none"> <li>•Laws</li> <li>•Information service</li> <li>•NCCE</li> <li>•Municipal assembly</li> <li>•Media</li> </ul>	<ul style="list-style-type: none"> <li>•national media commission</li> <li>•ministry of information</li> <li>•NGOs</li> </ul>	<ul style="list-style-type: none"> <li>•Insufficient funding of development communication</li> <li>•Weak capacity of development communication institutions</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•Insufficient funding of development communication</li> <li>•Weak capacity of development communication institutions</li> <li>•Inadequate ownership and accountability for national development at all levels</li> </ul>

**CONCLUSION:** Low awareness of Government agenda can be addressed through effective public education, policy dissemination, institutional co-ordination and collaboration.

## 4.9 CULTURE FOR NATIONAL DEVELOPMENT

Table 2.49: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Growing negative influence on foreign culture	<ul style="list-style-type: none"> <li>•Centre for national culture</li> <li>•NCCE</li> <li>•Education service</li> <li>•Media</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of tourism and creative arts</li> <li>•Ministry of chieftaincy and culture</li> </ul>	<ul style="list-style-type: none"> <li>•Weak capacity of the culture institutions</li> <li>•Inadequate cultural infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>•Weak capacity of the culture institutions</li> <li>•Inadequate cultural infrastructure</li> </ul>

**CONCLUSION:** Growing negative influence on foreign culture can be prevented by intensifying public education to address the constraints whilst harnessing the opportunities to address the challenges.

## THEME 5: GHANA AND THE INTERNATIONAL COMMUNITY

### 5.1 INTERNAL RELATIONS

Table 2.50: Application of POCC Analysis

Adopted Issue	Potentials	Opportunities	Constraints	Challenges
Limited participation by the diaspora in development	<ul style="list-style-type: none"> <li>•Tourist sites</li> <li>•Investment opportunities</li> <li>•Wealthy people of kwahu living outside</li> <li>•Kwahu's are enterprising</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of foreign affairs</li> <li>•Ministry of tourism</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of interest in investment by community members living outside</li> <li>•Apathy by community members</li> <li>•Unattractive investment environment</li> </ul>	<ul style="list-style-type: none"> <li>•Lack of data on kwahu's living outside</li> </ul>

**CONCLUSION:** Limited participation by diaspora in development can be addressed by harnessing the potentials to address the constraints whilst using the opportunities to address the challenges.

## 2.7 IMPACT ANALYSIS

The impacts of the issues considered as priorities from the POCC analysis were assessed with the following criteria.

- i. Significant linkage effects on meeting basic human needs/rights – e.g. school feeding of children in schools and quality basic schooling linked to productive citizens in future, Provision of livelihood income for the hardcore poor population and linked to the reduction of the vulnerable segment of the population.
- ii. ii. Significant multiplier effect on economic efficiency, e.g. Attraction of investors, job creation, increases in incomes and growth.
- iii. iii. Impact on:
  - a. The different population groups (e.g. Girls, aged, disabled);
  - b. Balance development;
  - c. Natural resource utilization;
  - d. Cultural acceptability;
  - e. Resilience and disaster risk reduction;
  - f. Climate change variability mitigation and adaptation;
  - g. Institutional reforms.
- iv. Opportunity for the promotion of cross-cutting issues such as
  - a. HIV and AIDS in terms of the target groups in the district for targeted interventions e.g. elimination of stigmatisation;
  - b. Gender equality with respect to practical and strategic needs and interests;
  - c. Food Nutrition and Security (FNS).



## 2.8 SUSTAINABILITY TEST

Table 2.51 Sustainability Test - Improve agricultural productivity to ensure food security

Description of Activity: Improve agricultural productivity to ensure food security		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 5 <span style="background-color: yellow;">2</span> 3 4
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 5 1 <span style="background-color: yellow;">2</span> 3 4
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 5 <span style="background-color: yellow;">1</span> 2 3 4
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 5 1 <span style="background-color: red;">2</span> 3 4
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 5 1 2 3 <span style="background-color: green;">4</span>
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 5 1 <span style="background-color: yellow;">2</span> 3 4
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 5 1 2 <span style="background-color: green;">3</span> 4
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 5 <span style="background-color: green;">1</span> 2 3 4
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 5 1 2 <span style="background-color: green;">3</span> 4
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 5 1 2 <span style="background-color: green;">3</span> 4
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 5 1 2 <span style="background-color: green;">3</span> 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 5 <span style="background-color: red;">1</span> 2 3 4
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 5 1 2 <span style="background-color: yellow;">3</span> 4
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 5 1 2 3 <span style="background-color: green;">4</span>
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 5 <span style="background-color: red;">1</span> 2 3 4
<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.	Number of the poor to be to benefit on equitable terms	(0) 5 1 2 <span style="background-color: green;">3</span> 4
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 5 <span style="background-color: red;">1</span> 2 3 4
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 5 1 2 <span style="background-color: green;">3</span> 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.	Description of sources	(0) 5 1 2 <span style="background-color: green;">3</span> 4
<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.	Description of investment strategy	(0) 5 1 2 <span style="background-color: green;">3</span> 4

Table 2.52 Sustainability Test - Development of tourist sites in the Municipality

Description of Activity: Development of tourist sites in the Municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 1 2 3 4 5
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 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.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
<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.	Description of sources	(0) 1 2 3 4 5
<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.	Description of investment strategy	(0) 1 2 3 4 5

Table 2.53 Sustainability Test - Construction of social infrastructures

Description of Activity: Construction of social infrastructures		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 1 2 3 4 5
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 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.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
<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.	Description of sources	(0) 1 2 3 4 5
<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.	Description of investment strategy	(0) 1 2 3 4 5

Table 2.54 Sustainability Test - Provision of liquid and solid waste sites in the Municipality

Description of Activity: Provision of liquid and solid waste sites in the Municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 1 2 3 4 5
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 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.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
<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.	Description of sources	(0) 1 2 3 4 5
<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.	Description of investment strategy	(0) 1 2 3 4 5

Table 2.55 Sustainability Test - Construction of access roads

Description of Activity: Construction of access roads		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 1 2 3 4 5
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 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.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
<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.	Description of sources	(0) 1 2 3 4 5
<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.	Description of investment strategy	(0) 1 2 3 4 5

Table 2.56 Sustainability Test - Construction of storm and secondary drains to combat flooding

Description of Activity: Construction of storm and secondary drains to combat flooding		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
<b>Protected Areas and Wildlife:</b> should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
<b>Degraded Land:</b> Areas vulnerable to degradation should be avoided, and Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
<b>Energy:</b> The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
<b>Pollution:</b> Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimised.	Quantity /type of pollutants and waste to be identified	(0) 1 2 3 4 5
<b>Use of Raw Materials:</b> All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials	(0) 1 2 3 4 5
<b>Rivers and Water bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
<b>Local Character:</b> and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
<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.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed	(0) 1 2 3 4 5
<b>Gender:</b> The Activity should empower women.	Number of women to be empowered	(0) 1 2 3 4 5
<b>Job Creation:</b> The activity should create jobs for local people particularly women and young people.	Number of people to be employed	(0) 1 2 3 4 5
<b>Participation:</b> Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	(0) 1 2 3 4 5
<b>Access to Land:</b> Activity should improve access to land.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Water:</b> Activity should improve access to water.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Access to Transport:</b> Activity should improve access to transport.	Number of the poor to be assisted	(0) 1 2 3 4 5
<b>Sanitation:</b> Activity should improve sanitation.	Number of the poor to be assisted	(0) 1 2 3 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.	Number of the poor to be to benefit on equitable terms	(0) 1 2 3 4 5
<b>Vulnerability and Risk:</b> of drought, bushfire, fires, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
<b>Growth:</b> The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0) 1 2 3 4 5
<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.	Description of sources	(0) 1 2 3 4 5
<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.	Description of investment strategy	(0) 1 2 3 4 5

## 2.9 COMPATIBILITY MATRIX DEVELOPMENT ISSUES

TABLE 2.57 DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT

	Prioritized Issues	Revenue under performance due to leakages and loopholes, among others.	Weak expenditure management and budgetary controls	Limited availability and accessibility of economic data	Inadequate and unreliable electricity supply	Limited numbers of skilled industrial personnel	Limited local participation in economic development	High levels of environmental degradation	Limited access to credit for SMEs	Poor infrastructure to catalyse agriculture modernisation and rural development	Inadequate agribusiness enterprises along the value chain	Low levels of mechanisation in agriculture
No		1	2	3	4	5	6	7	8	9	10	11
1	Revenue under performance due to leakages and loopholes, among others.		+	+	+	+	+	0	+	+	+	+
2	Weak expenditure management and budgetary controls			+	+	+	+	0	+	+	+	+
3	Limited availability and accessibility of economic data				+	+	+	0	0	+	+	+
4	Inadequate and unreliable electricity supply					+	+	0	+	+	+	+





DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT

	Prioritized Issues	High cost of agriculture machinery and equipment	Low application of technology especially among small holder farmers	Increasing negative impact of climate change on agriculture	High dependence on seasonal and erratic rainfall	Inadequate access to appropriate financial products	Poor storage and transportation system	Limited access to extension services, especially by women agriculture operators	Inadequate disease monitoring and surveillance system	Low productivity and poor handling of livestock/poultry products	Limited attention to the development of tourism at the local level
No		1	2	3	4	5	6	7	8	9	10
1	High cost of agriculture machinery and equipment		+	+	0	+	+	+	+	+	0
2	Low application of technology especially among small holder farmers			0	+	+	+	+	+	+	0
3	Increasing negative impact of climate change on agriculture				+	+	+	0	0	+	0
4	High dependence on seasonal and erratic rainfall					+	+	0	0	+	0
5	Inadequate access to appropriate financial products						+	+	+	+	+

6	Poor storage and transportation system							+	+	+	0
7	Limited access to extension services, especially by women agriculture operators								+	+	0
8	Inadequate disease monitoring and surveillance system									+	0
9	Low productivity and poor handling of livestock/ poultry products										0
10	Limited attention to the development of tourism at the local level										

TABLE 2.58 DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

	Prioritized Issues	Poor quality of education at all levels	Gaps in physical access to quality healthcare	Inadequate emergency services	Predominantly informal economy	Poor collection, treatment and discharge of municipal and industrial wastewater	Poor quality of drinking water	Inadequate access to water services in urban areas	Weak social protection systems
No		1	2	3	4	5	6	7	8
1	Poor quality of education at all levels		+	+	+	+	+	+	+
2	Gaps in physical access to quality healthcare			+	+	0	0	0	+
3	Inadequate emergency services				+	0	0	0	+
4	Predominantly informal economy					0	0	0	0
5	Poor collection, treatment and discharge of municipal and industrial wastewater						+	+	+
6	Poor quality of drinking water							+	+
7	Inadequate access to water services in urban areas								+
8	Weak social protection systems								

TABLE 2.59 DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT

	Prioritized Issues	Inadequate engineered landfill sites and wastewater treatment plants	Air and noise pollution, especially in urban areas	Poor quality and inadequate transport network	Limited facilities for non-motorised transport (NMT)	Inadequate ICT infrastructure across the country	Poor quality ICT services	Poor drainage system	Scattered and unplanned human settlements	Inadequate spatial plans for regions and MMDAs	Rapid urbanisation, resulting in urban sprawl	Proliferation of slums
No		1	2	3	4	5	6	7	8	9	10	11
1	Inadequate engineered landfill sites and wastewater treatment plants		0	+	+	0	0	+	+	+	+	+
2	Air and noise pollution, especially in urban areas			0	0	0	0	0	+	+	+	+
3	Poor quality and inadequate transport network				+	+	0	+	+	+	+	+
4	Limited facilities for non-motorised transport (NMT)					0	0	+	+	+	+	+
5	Inadequate ICT infrastructure across the country						+	0	+	+	+	+

6	Poor quality ICT services							0	0	0	+	0
7	Poor drainage system								+	+	+	+
8	Scattered and unplanned human settlements									+	+	+
9	Inadequate spatial plans for regions and MMDAs										+	+
10	Rapid urbanisation, resulting in urban sprawl											+
11	Proliferation of slums											

TABLE 2.60 DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ACCOUNTABILITY

	Prioritized Issues	Weak involvement and participation of citizenry in planning and budgeting	Poor service delivery at the local level	Weak coordination of administrative functions	Ineffective sub-district structures	Low transparency and accountability of public institutions	Limited public and community ownership	Inadequate and poor quality equipment and Infrastructure
No		1	2	3	4	5	6	7
1	Weak involvement and participation of citizenry in planning and budgeting		+	+	+	+	+	+
2	Poor service delivery at the local level			+	+	+	+	+
3	Weak coordination of administrative functions				+	+	+	+
4	Ineffective sub-district structures					+	+	+
5	Low transparency and accountability of public institutions						+	+
6	Limited public and community ownership							+
7	Inadequate and poor quality equipment and Infrastructure							

TABLE 2.61 DEVELOPMENT DIMENSION: GHANA'S ROLE IN INTERNATIONAL AFFAIRS

	Prioritized Issues	Threats of global terrorism	Increasing foreign dominance in strategic sectors of the economy	Limited participation by the diaspora in development
No		1	2	3
1	Threats of global terrorism		<b>+</b>	<b>0</b>
2	Increasing foreign dominance in strategic sectors of the economy			<b>+</b>
3	Limited participation by the diaspora in development			

Table 2.62: Prioritized Issues as Categorized Under DEVELOPMENT DIMENSIONS

<b>DEVELOPMENT DIMENSION</b>	<b>FOCUS AREA OF MTDP 2018-2021</b>	<b>ADOPTED SUSTAINABLE PRIORITIZED ISSUES</b>
<b>ECONOMIC DEVELOPMENT</b>	Strong and Resilient Economy	Revenue under performance due to leakages and loopholes, among others.
		Weak expenditure management and budgetary controls
		Limited availability and accessibility of economic data
	Industrial Transformation	Inadequate and unreliable electricity supply
		Limited numbers of skilled industrial personnel
		Limited local participation in economic development
		High levels of environmental degradation
	Private Sector Development	Limited access to credit for SMEs
	Agriculture and Rural Development	Poor infrastructure to catalyse agriculture modernisation and rural development
		Inadequate agribusiness enterprises along the value chain



		Low levels of mechanisation in agriculture
		High cost of agriculture machinery and equipment
		Low application of technology especially among small holder farmers
		Increasing negative impact of climate change on agriculture
		High dependence on seasonal and erratic rainfall
		Inadequate access to appropriate financial products
		Poor storage and transportation system
		Limited access to extension services, especially by women agriculture operators
		Inadequate disease monitoring and surveillance system
		Low productivity and poor handling of livestock/ poultry products
	Tourism and Creative Arts Development	Limited attention to the development of tourism at the local level
<b>SOCIAL DEVELOPMENT</b>	Education and Training	Poor quality of education at all levels

	Health and Health Services	Gaps in physical access to quality healthcare
		Inadequate emergency services
	Population Management	Predominantly informal economy
	Water and Environmental Sanitation	Poor collection, treatment and discharge of municipal and industrial wastewater
		Poor quality of drinking water
		Inadequate access to water services in urban areas
Social Protection	Weak social protection systems	
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	Environmental Pollution	Inadequate engineered landfill sites and wastewater treatment plants
		Air and noise pollution, especially in urban areas
	Transport Infrastructure (Road, Rail, Water and Air)	Poor quality and inadequate transport network
		Limited facilities for non-motorised transport (NMT)
		Inadequate ICT infrastructure across the country

	Information Communication Technology (ICT)	Poor quality ICT services
	Drainage and Flood Control	Poor drainage system
	Human Settlements and Housing	Scattered and unplanned human settlements
		Inadequate spatial plans for regions and MMDAs
	Urban Development Management	Rapid urbanisation, resulting in urban sprawl
		Proliferation of slums
<b>GOVERNANCE, CORRUPTION AND ACCOUNTABILITY</b>	Local Government and Decentralisation	Weak involvement and participation of citizenry in planning and budgeting
		Poor service delivery at the local level
		Weak coordination of administrative functions
		Ineffective sub-district structures
	Public Accountability	Low transparency and accountability of public institutions
		Limited public and community ownership
	Human Security and Public Safety	Inadequate and poor quality equipment and

		Infrastructure
<b>GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	International Relations	Threats of global terrorism
		Increasing foreign dominance in strategic sectors of the economy
		Limited participation by the diaspora in development

Source: Adopted from NDPC guidelines 2018

## **CHAPTER THREE:**

### **DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES**

#### **3.0 Introduction**

This chapter provides the analysis of the development projections in relation to the adopted issues that affect the socio-economic progress of the Municipality with the general national Development Agenda. The projection of the Municipal development requirement is done to ascertain the the additional social, economic, and infrastructure services requirements within the planned period in line with the National agenda for jobs: creating prosperity and equal opportunity for all.

#### **3.1 Development Projections**

The development projections for the planned period is designed in relation to the adpted issues taking into accounts the development gaps in the Municipality with regard to the standard infrastructure requirements to ensuring the achievement of national development objectives. The development projects are designed by the use of exponential population projections in a settlement or cluster of settlements in relationship with the development needs and aspirations of communities in relation to the development standards requirements to achieving national standards. The main assumptions for the population projects are the growth rate (including immigration) and the fertility rates. The 2010 PHC indicated that the Total Fertility Rate for the Municipality was 3.3. In 2010 population of women whose ages ranged between 15-49 (child-bearing ages) was 29,311. The projected population aged between 15-49 is 123,079 using exponential population projection factor. Othe factors considered for the provision of additional social, economic and infrastructure services for settlements include; distressed infrastructure, waiting time, and distance to the nearst service, nature and condition of the infrastructure.

#### **3.2. Characterics of Population Projections**

The understanding of population dynamics is key to determing the provision of socio-economic infrastructure hierarchies in relations to settlements in the Municipality. Cogninace is taken to the population density and rural-urban trends, age structutre, as well as sex segregation for service provision projections for the planned period.

As indicated in the demographic characteristics in chapter one, in 2010, the Municipality had a population of 93,584 with an annual growth rate of three percent (2.7%). The population projection for 2017 was estimated as 111,813 based on the 2010 PHC growth rate of 2.7%. Based on the 2010 PHC, only Nkawkaw had urban population of 47,968; representing 51.30% and the rural population was 45,616; representing 48.70% in the Municipality. The growth rate of 2.7% is higher than the regional growth rate of 2.1% and the National rate of 2.5% with Nkawkaw being the fastest growing towns in the Region after Koridua. Exponential population projection growth is used to estimate the population by 2021.

Based on the 2010 Population and Housing Census (PHC) conducted, the Municipality had a population of 93,584; with 51% of which residing in Nkawkaw. According to the 2010 PHC, the proportion of the population aged 0-14 constituted 39,353 (37.8%); which implied that the bulge of the population cohort was youthful and were within the school going age category. The gender population distribution showed that the proportion of the female gender was higher than the male population; thus, fifty-two percent (52%) and forty-eight percent for females and males respectively. These population dynamics had implications on the socio-economic infrastructure in the Municipality.

Using the exponential method of estimating population Projection and with all the population 2010 population indicators, the Kwahu West Municipality's population is estimated to be 125,947 by 2021. About fifty-one percent (51%) of the projected population is expected to reside in Nkawkaw and the remaining forty-nine percent will reside in the 56 rural communities in the Municipality. The projected female gender continue to be higher than the male gender. The projected proportion of the female gender is fifty-two percent (52%) and expressed in absolute figure of 65,553; whilst the male gender population is projected to be 60,393 (48%). The proportion of projected population aged between 15-64 is 79,442 (63%). The number of persons expected to occupy an area is expected increase from 233/Km<sup>2</sup> 2010 to 314/Km<sup>2</sup> by 2021.

These expected increases in population dynamics will have implications on the existing socio-economic infrastructure if adequate provision is not made to accommodate the increasing population.

### 3.3. Development Projections

#### 3.3.1 Health Facilities

Analysis of health services delivery from 2014-2017 revealed gaps in all critical areas of health services. There were gaps in infrastructure, personnel and equipment. In 2017 the Doctor-Population ratio was 1:6,988 with a projected population of 111,813 in 2017. The World Health Organization (WHO) standard requires 1:1,000 Doctor-Population ratio. Without adequate provision of doctors, the Doctor-Population ratio is expected to increase to 1: 7,872. Again, with an assumption of 10% of the projected population to be sick, a total of 12,595 is expected to be sick for the plan period. Therefore, the doctor-patient ratio is expected to be 1:787. Table 3.3.1 shows the health infrastructure requirement for the planned period.

**Table 3.1 Health Facilities**

Facility Type	Sphere of influence	Population 2017	Planning standard	2012 pop. projection
CHPS Compound/Clinic	Ampeha Zone	4,723	5,000	5,262
CHPS Compound/Clinic	Jamasi No2 Zone	5,468	5,000	6,092
CHPS Compound/Clinic	Awenade Zone	5,076	5,000	5,655
CHPS Compound/Clinic	Kofi Dede Zone	5,746	5,000	6,401
CHPS Compound/Clinic	Kwahu Nsaba Zone	5,404	5,000	6,020
Urban Health Center/Poly Clinic	Oframase Zone	9,282	10,000-15,000	10,341
Trauma/Specialized Hospital	Abepotia Zone	15,546	15,000-30,000	17,319
Urban Health Center/Poly Clinic	Wawase Zone	14,298	10,000-15,000	15,929

#### 3.3.2 Education Facility Projections

From the performance review of the previous Medium Term Development Plan under the GSGDA II (2014-2017) enrollment levels in the public basic schools was 98,858 in all the 214 existing basic school infrastructure (KG, Primary and JHS). Analysis of the enrolment data at the JHS level showed inadequate classrooms to accommodate students at the JHS level. In 2016 there were 216 classrooms with enrollment level of 24,122 in the Municipality. This implies an average of 6.54 sq. ft per student as compared to 16 sq. ft per student as the standard requirement.

In 2010, the proportion of the population aged 0-14 years was 39,353 (37.8%). This proportion of the population is expected to increase to 52,962 by the year 2021; all things being equal using the exponential population projection indices. Table 3.3.2 shows school infrastructure requirement within the planned period.

**Table 3.2 Education Facility Projections**

Facility Type	Sphere of influence	Population 2010	Planning standard		2012 pop. projection
			Population	Distance	
JHS	Setekese	550	5,000-10,000	2 miles	740
Primary	Atibie Nkwanta	601	1,500-6,000	5 miles	809
JHS	Kwame Omary	1,064	5,000-10,000	2 miles	1,432
JHS	Wawase	847	5,000-10,000	2 miles	1,140
JHS	Asubone No. 3	226	5,000-10,000	2 miles	304
JHS	Kwahu Nsaba/Amanfrom	2,877	5,000-10,000	2 miles	3,872
SHS	Asuboni Rails Cluster of communities	7,189	10,000-20,000	2.5 miles	9,675

### 3.3.3 Housing/urban sprawl

Nkawkaw which is one of the the fastest growing urban towns in the country will witness a further growth in the number of persons residing in the city. In 2010, the proportion of persons living in Nkakawkaw was 47,968; which constitutes about fifty-one percent (51.30%) of the population in the Municipality. The proportion of the population expected to be residing in Nkawkaw is projected to increase to 64,556 by the year 2021. This trend has implication on urban socio-economic infrastructure and therefore requires proactive spatial planning to prevent urban sprawl. Spatial planning will require adequate provision of spaces for housing, local shops, right of ways, parking facilities at near by locations in the Central Business District (CBD), provision of recreational and open spaces in the neighbourhood area of the city to avoid, urban stress, congestion, haphazard and slums development in the city.



### 3.3.4 Agriculture extension

According to the 2010 PHC, about fifty-one percent of the population is engaged in agriculture and its related activities. Out of the 57 communities in the Municipality, Nkawkaw is the only urban locality in the Municipality. The current development agenda is targeted at modernizing agriculture in Ghana. The related interventions in the agriculture sector is Planting for Food and Jobs (PFJ), Planting for Export and the input subsidy programmes is expected to attract more people engaged in agriculture activity. This will require extension services to transfer new agriculture technology to farmers. The standard extension service to farmers is 1:500. However, the current extension to Farmer ratio in the Municipality is 1: 7,986. More extension officers are required in the planned period to ensure sustainable agriculture practices through agriculture new technology transfer for improved food security and nutrition in the Municipality.

Table: 3.3 Financial Inflow Forecasting

Year source	2018	2019	2020	2021	Totals
GOG	74,845,840.00	74,845,840.00	74,845,840.00	74,845,840.00	299,383,360.00
IGF	2,303,581.00	2,350,680.00	2,585,748.00	3,102,900.00	10,342,909.00
DACF	3,344,820.00	3,679,302.00	4,047,232.00	4,451,955.00	15,523,309.00
DDF	561,344.00	561,344.00	561,344.00	561,344.00	2,245,376.00
Donor/DPs	111,378.00	111,378.00	111,378.00	111,378.00	445,512.00
IPEP/1C1MD	5,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00	20,000,000.00
<b>TOTALS</b>	<b>11,321,123.00</b>	<b>11,702,704.00</b>	<b>12,305,702.00</b>	<b>13,227,577.00</b>	<b>347,940,466.00</b>

Table: 3.4 Indicative Financial Forecast (2018-2021)

Year source	2018	2019	2020	2021	Totals
GOG	74,845.840.00	74,845.840.00	74,845.840.00	74,845.840.00	<b>299,383,360</b>
IGF	691,074.30	705,204.00	775,724.40	930,870.00	<b>2,404,872.70</b>
DACF	2,341,374.00	2,575,511.40	2,833,062.40	3,116,368.50	<b>10,866,316.30</b>
DDF	561,344.00	561,344.00	561,344.00	561,344.00	<b>2,245,376.00</b>
Donor/DPs	111,378.00	111,378.00	111,378.00	111,378.00	<b>445,512.00</b>
IPEP/1C1MD	5,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00	<b>20,000,000.00</b>
<b>TOTALS</b>	<b>8,705,170.30</b>	<b>8,953,437.40</b>	<b>9,281,508.80</b>	<b>9,719,960.50</b>	<b>335,345,437.00</b>

Table 3.3 shows financial forecasting for the planned period. The major sources of inflows for the plan implementation include; Government of Ghana (GOG), Infrastructure for Poverty Eradication Programme (IPEP), One Million-Dollar-One Constituency (1C1Md) for the execution of central Government projects in character; such as road network. The expected inflows from Internally Generated Funds (IGF), District Assemblies' Common Fund (DACF) and District Development Facility (DDF) are to be used to implement priority discretionary projects in the Medium Term Plan.

Table...shows the indicative absolute financial inflows. However, table...shows that about thirty percent (30%) of total collections will be used for development projects and seventy percent for recurrent expenditure. Similarly, about seventy percent (70%) of District Assemblies' Common Fund (DACF) is expected to be used for execution of capital projects in the Municipality with reference to the approved guidelines. It is also expected that there will be some Donors and Development Partners interventions within the plan implementation period.

### 3.4 Adopted development issue, Development Dimensions, Policy Objectives and Strategies

This section contains the adopted development issues, development dimension goals, policy objectives and strategies for the Municipality. These adopted development issues, development dimensions, policy objectives and strategies are linked to the Municipality's specific objectives as adopted from the National Development Framework Agenda for Jobs: Creating Prosperity and Equal Opportunities for All.

The adopted development dimension under the Co-ordinated Programme of Economic and Social Development Policies (2017-2014) include:

1. Economic dimension
2. Social dimension
3. Environment, infrastructure and human settlements
4. Governance, corruption and public accountability
5. Strengthening Ghana's role in international affairs

The adopted goals under the co-ordinated programme include;

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

The strategic areas adopted are;

1. Restoring the economy
2. Transforming agriculture
3. Strengthening social protection
4. Revamping economic and social infrastructure; and
5. Reforming the public service delivery institution.

#### 3.1.2 BROAD DEVELOPMENT GOAL AND OBJECTIVES

The broad goal of the Municipality is to create an environment of an economic hub to attract investors to doing business, to promote accelerated economic growth and inclusive sustainable development in the Municipality. To achieve the stated goal, the broad specific objectives and issues are presented under the adopted development dimensions as follows:

#### Development Dimension: Economic Dimension

**Broad Objective:** To Strengthen Municipal Financial Capacity

Issues:

1. Low Internally generated funds collection
2. Poor IGF management and utilization
3. Delays in the release of funds
4. Low collection of IGF
5. General disinterest of taxpayers in attending sensitization meetings
6. Political interference

**Broad Objectives:** To Capacitate SMEs to become competent in the competitive business environment.

Issues:

1. Insufficient strategies for SMEs promotion
2. Poor development of tourism and culture

**Development Dimension: Social dimension**

**Broad Objective:** Develop a modernised Agriculture System to Increase Food and Cash Crop Production and ensure Food Security to Improved Standard of Living

Issues:

1. Poor environmental conservation
2. Poor market infrastructure
3. Low agricultural production
4. Low capacity of FBOs
5. High post- harvest loses
6. Poor marketing of agriculture produce
7. Poverty
8. Gender inequality
9. Low standard of education
10. Poor health services
11. Limited support services for HIV/AIDS and vulnerable people
12. Limited employment opportunities

**Development Dimension: Environment, Infrastructure and Human Settlements**

**Broad Objective:** To ensure sustainable build environment of the Municipality

Issues:

1. Poor access to potable water

2. Poor road conditions in urban and rural areas
3. Poor waste management
4. Poor drainage and sanitation facilities
5. Deteriorating road safety
6. Inadequate electricity services
7. Climate variability and change
8. Disaster management
9. High vehicular Traffic congestion in Nkawkaw Town

#### Development Dimension: Governance, Corruption and Public Accountability

**Broad Objective:** To increase public participation, efficiency in productivity with well-developed human skills and expertise

Issues:

1. Low participation of women and youth in decision making
2. Inadequate permanent office accommodation for area and urban councils
3. Low transparency in financial management

#### Development Dimension: Strengthening Ghana's role in international affairs

**Broad Objective:** To ensure economic and social development integration of the Kwahus in the diaspora

**Issues:**

1. Low involvement of the diaspora in local development issues
2. Low partnership with local authority and the Kwahus in the diaspora

**Table 3.5 Adopting development issues, dimensions, goals, objectives and strategies**

Adopted issues	Development dimension	Goals	Objectives	Strategies
Revenue under performance due to leakages and loopholes, among others.	Economic Development	Create opportunities for all	Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages
Weak expenditure management and budgetary controls			Ensure improved fiscal performance and sustainability	Extend and strengthen the GIFMIS system across all MDAs and MMDAs
Limited availability and accessibility of economic data			Ensure improved fiscal performance and sustainability	Enhance the production and dissemination of disaggregated data
Poor infrastructure to catalyse agriculture modernisation and rural development			Improve post-harvest management	Ensure continuous expansion and upgrading of road infrastructure connecting farms to market centres
Inadequate agribusiness enterprises along the value chain			Enhance the application of science, technology and innovation	Promote the application of information and communication technology (ICT) in the agricultural chain in order to minimize cost of all operations

Adopted issues	Development dimension	Goals	Objectives	Strategies
Low levels of mechanisation in agriculture	Economic Development	Create opportunities for all	To improve production efficiency and yield	Intensify and increase access to mechanization along the agricultural value chain
High cost of agriculture machinery and equipment			To improve production efficiency and yield	Reduce cost of agriculture machinery and equipment
Low application of technology especially among small holder farmers			To improve production efficiency and yield	Reinvigorate extension services
Increasing negative impact of climate change on agriculture			To improve production efficiency and yield	Increase investment in research and development of climate resilient, high yielding disease and pest resistant, short duration of crop varieties, taking to account consumer health and safety
High dependence on seasonal and erratic rainfall			To improve production efficiency and yield	Develop the capacity of farmers to use meteorological information
Inadequate access to appropriate financial products			Promote agriculture as a viable business among the youth	Provide financial support for youth by linking them to financial institutions for the provision of start-up capital

Adopted issues	Development dimension	Goals	Objectives	Strategies
Poor storage and transportation system	<b>Economic Development</b>	<b>Create opportunities for all</b>	Improve post-harvest management	Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system
Limited access to extension services, especially by women agriculture operators			To improve production efficiency and yield	Reinvigorate extension services
Inadequate disease monitoring and surveillance system			Promote livestock and poultry development for food security and income generation	Intensify disease control and surveillance, esp. for zoonotic and scheduled diseases
Low productivity and poor handling of livestock/ poultry products			Promote livestock and poultry development for food security and income generation	Ensure effective implementation of METASIP to modernize livestock and poultry industry development
Inadequate and unreliable electricity supply			Ensure energy availability and reliability	Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network
Limited access to credit for SMEs			Support entrepreneurs and SME development	Mobilise resources from existing financial and technical sources to support MSMEs



Adopted issues	Development dimension	Goals	Objectives	Strategies
Limited numbers of skilled industrial personnel	<b>Economic Development</b>	<b>Create opportunities for all</b>	Ensure improved skills development for industry	Establish apprenticeship and skills development centres to train skilled labour force for specific industrial centres
Limited local participation in economic development			Pursue flagship industrial development initiatives	Implement One district, One factory initiative
Limited attention to the development of tourism at the local level			Develop competitive creative arts industry	Create awareness on the importance of tourism and creative arts

Adopted issues	Development dimension	Goals	Objectives	Strategies
Poor quality of education at all levels	<b>Social Development</b>	Build a prosperous society	Enhance inclusive and equitable access to, and participation in quality education at all levels	Reform curriculum with emphasis on competence in reading, writing, arithmetic, creativity at the primary level and introduces history of Ghana, French and optional Arabic at pre-tertiary level
Gaps in physical access to quality healthcare			Ensure affordable, equitable, easily accessible and Universal Health Coverage	Expand and equip health facilities
Inadequate emergency services			Ensure affordable, equitable, easily accessible and Universal Health Coverage	Revamp emergency medical preparedness and response services
Poor collection, treatment and discharge of municipal and industrial wastewater			Promote efficient and sustainable management	Attract the private sector to invest in waste water management
Poor quality of drinking water			Improve access to safe and reliable water supply services for all	Promote conduct of regular assessments of effluents in river bodies to control pollution

Adopted issues	Development dimension	Goals	Objectives	Strategies
Inadequate access to water services in urban areas	<b>Social Development</b>	Build a prosperous society	Improve access to safe and reliable water supply services for all	Improve water production and distribution system
Predominantly informal economy			Formalise the informal economy	Deepen the reach of financial services and improve financial literacy, especially among the youth and women of the informal economy
Weak social protection systems			Strengthen social protection, esp. for children, women, persons with disability and the elderly	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups

Adopted issues	Development dimension	Goals	Objectives	Strategies
Scattered and unplanned human settlements	<b>Environment, Infrastructure and Human Settlement</b>	<b>Safeguard the natural environment and ensure a resilient, built environment</b>	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Ensure proper urban and landscape design and implementation
Inadequate spatial plans for regions and MMDAs			Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Fully implement National Spatial Development Framework (NSDF)
Rapid urbanisation, resulting in urban sprawl			Promote resilient urban development	Support District Assemblies to plan towards infrastructure provisions
Proliferation of slums			Promote resilient urban development	Implement district capital and small town improvement programme
Inadequate engineered landfill sites and wastewater treatment plants			Reduce environmental pollution	Promote the use of environmentally friendly methods and products
Air and noise pollution, especially in urban areas			Reduce environmental pollution	Intensify enforcement of regulations on noise and air

Adopted issues	Development dimension	Goals	Objectives	Strategies
Poor quality and inadequate transport network	<b>Environment, Infrastructure and Human Settlement</b>	<b>Safeguard the natural environment and ensure a resilient, built environment</b>	Improve efficiency and effectiveness of road transport infrastructure and services	Promote private sector participation in construction, rehabilitation and management of road transport services
Limited facilities for non-motorised transport (NMT)			Ensure safety and security for all categories of road users	Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure
Inadequate ICT infrastructure across the country			Expand the digital landscape	Establish innovation hubs and promote a software and applications industry
Poor quality ICT services			Enhance application of ICT in national development	Improve the quality of ICT services, esp. internet and telephony
Poor drainage system			Address recurrent devastating floods	Prepare and implement adequate drainage plans for all MMDs

Adopted issues	Development dimension	Goals	Objectives	Strategies
Low transparency and accountability of public institutions	<b>Governance, Corruption and Public Accountability</b>	<b>Maintain a stable, united and safe society;</b>	Deepen transparency and public accountability	Strengthen systems and structures for ensuring transparency and accountability in the management of public funds
Limited public and community ownership			Deepen transparency and public accountability	Expand opportunities and structures for public and community ownership of information
Weak involvement and participation of citizenry in planning and budgeting			Improve popular participation at regional and district levels	Promote effective stakeholder involvement in development planning process, local democracy and democracy
Poor service delivery at the local level			Deepen political and administrative decentralisation	Ensure the election of District Chief Executives (DCEs) and formalize performance appraisal of MMDCEs
Weak coordination of administrative functions			Strengthen the coordinating and administrative functions of regions	Strengthen the regional structures in support of devolution of powers

Adopted issues	Development dimension	Goals	Objectives	Strategies
Inadequate and poor quality equipment and Infrastructure	<b>Governance, Corruption and Public Accountability</b>	<b>Maintain a stable, united and safe society;</b>	Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities
Ineffective sub-district structures			Deepen political and administrative decentralisation	Strengthen sub-district structures
Adopted issues	Development dimension	Goals	Objectives	Strategies
Threats of global terrorism	<b>Ghana's role in international affairs</b>	<b>Maintain a stable, united and safe society;</b>	Enhance Ghana's international image and influence	Maintain an identity-based population register for effective management of immigration
Increasing foreign dominance in strategic sectors of the economy			Promote Ghana's political and economic interest abroad	Support Ghanaian businesses to partner with foreign counterparts in strategic alliances

Limited participation by the diaspora in development			Integrate Ghanaian diaspora national development	Promote and protect the welfare of Ghanaian nationals abroad
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## 4.0 CHAPTER FOUR: DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

### 4.1 Plan Implementation

A Plan, however good it may be, is a mere academic exercise unless it is implemented. In consonance with the Local Government Act, 1993 (Act 462) which designates each Assembly as the Planning Authority, the Kwahu West Municipal Assembly therefore has the mandate to oversee the formulation, implementation of this Medium Term Development Plan under the Medium Term Development Policy Framework (MTDPF 2014-2017). As with previous Plans, this plan is beset with its share of anticipated constraints in its implementation such as inadequate human, financial and material resource. The tendency is for the Assembly to over depend on external resources such as Central Government, Non-Governmental Organizations, bilateral and Multi-lateral donor agencies which may either delay or not forthcoming thereby leading to Plan implementation failure. To overcome such unfortunate circumstances, it is strongly recommended that the resources available in the Municipality be effectively and efficiently mobilized and utilized.

The improvement of internally generated revenue and the judicious use of the Assembly's resources coupled with private sector initiatives and community participation are important for effective Plan implementation, community involvement, especially in the areas of financial contributions and communal labour is essential. The idea is that, local human, physical and financial resources are to be mobilized and managed properly for sustainable development. External sources of funds should however be seen as auxiliaries to facilitate local efforts.

The chapter deals with broad Municipal Development Programmes for the planned period with indicative financial Plan under the priority thematic areas of the Medium Term Development Policy Framework for 2014-2017.

Table 4.1 ADOPTED DEVELOPMENT DIMENSIONS

DEVELOPMENT DIMENSION	ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES	GOAL/AU AGENDA 2063
ECONOMIC DEVELOPMENT	Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages	Management and Administration	Finance	SDG 16.5, 16.6 and 17.1
		Extend and strengthen the GIFMIS system across all MDAs and MMDAs	Management and Administration	Finance	SDG 16.5 and 16.6
		Enhance the production and dissemination of disaggregated data	Management and Administration	General Administration	SDG 17.18
	Ensure energy availability and reliability	Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network	Economic Development	Trade, Industry and Tourism Services	SDG 7.a and 7. b
	Ensure improved skills development for industry	Establish apprenticeship and skills development centres to train skilled labour force for specific industrial centres	Management and Administration	Human Resource	SDG 4.4
	Pursue flagship industrial development initiatives	Implement One district, One factory initiative	Economic Development	Trade, Industry and Tourism Services	SDG 9.2, 9.3, 9.4, 9.b and 9.c
	Support entrepreneurs and SME development	Mobilise resources from existing financial and technical sources to support MSMEs	Economic Development	Trade, Industry and Tourism Services	SDG 8.10 and 9.3
	Improve post-harvest management	Ensure continuous expansion and upgrading of road infrastructure connecting farms to market centres	Economic Development	Agriculture Services and Management	SDG 1.4, 2.3 and 2.c
		Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system	Economic Development	Agriculture Services and Management	SDG 2.3, 12.1, 12.3 and 12. a
	Enhance the application of science, technology and innovation	Promote the application of information and communication technology (ICT) in the agricultural chain in order to minimize cost of all operations	Economic Development	Agriculture Services and Management	SDG 2.4, 2.c, 5.b, 9.c and 17.8

<b>DEVELOPMENT DIMENSION</b>	<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SUB-PROGRAMMES</b>	<b>GOAL/ REGIONAL LINKAGES</b>
<b>ECONOMIC DEVELOPMENT</b>	To improve production efficiency and yield	Reinvigorate extension services	Economic Development	Agriculture Services and Management	<b>SDG 2. a</b>
		Increase investment in research and development of climate resilient, high yielding disease and pest resistant, short duration of crop varieties, taking to account consumer health and safety	Economic Development	Agriculture Services and Management	<b>SDG 2.1, 2.a and 2.4</b>
		Develop the capacity of farmers to use meteorological information	Management and administration	Human Resource	<b>SDG 12.8</b>
		Intensify and increase access to mechanization along the agricultural value chain	Economic Development	Agriculture Services and Management	<b>SDG 2.3</b>
	Promote agriculture as a viable business among the youth	Provide financial support for youth by linking them to financial institutions for the provision of start-up capital	Economic Development	Agriculture Services and Management	<b>SDG 8.3</b>
	Promote livestock and poultry development for food security and income generation	Intensify disease control and surveillance, esp. for zoonotic and scheduled diseases	Economic Development	Agriculture Services and Management	<b>SDG 2.3</b>
		Ensure effective implementation of METASIP to modernize livestock and poultry industry dev.	Economic Development	Agriculture Services and Management	<b>SDG 2.3</b>
	Develop competitive creative arts industry	Create awareness on the importance of tourism and creative arts	Economic Development	Trade, Industry and Tourism	<b>SDG 8.9 and 12. b</b>
<b>SOCIAL DEVELOPMENT</b>	Enhance inclusive and equitable access to, and participation in quality education at all levels	Reform curriculum with emphasis on competence in reading, writing, arithmetic, creativity at the primary level and introduces history of Ghana, French and optional Arabic at pre-tertiary level	Social Service Delivery	Education, Youth, Sports and Library Services	<b>SDG 4.1 and 4.6</b>
	Ensure affordable, equitable, easily accessible and Universal Health Coverage	Expand and equip health facilities	Social Service Delivery	Public Health Services and Management	<b>SDG 3.8</b>

DEVELOPMENT DIMENSION	ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES	GOAL/ REGIONAL LINKAGES
<b>SOCIAL DEVELOPMENT</b>	Ensure affordable, equitable, easily accessible and Universal Health Coverage	Revamp emergency medical preparedness and response services	Social Service Delivery	Public Health Services and Management	<b>SDG 3.d</b>
	Promote efficient and sustainable management	Attract the private sector to invest in waste water management	Social Service Delivery	Environmental Health and Sanitation	<b>SDG17.17</b>
	Improve access to safe and reliable water supply services for all	Promote conduct of regular assessments of effluents in river bodies to control pollution	Infrastructure Delivery and Management	Public Works, Rural Housing and Water Management	<b>SDG 6.3</b>
		Improve water production and distribution system	Infrastructure Delivery and Management	Public Works, Rural Housing and Water Management	<b>SDG 6.4 and 6.5</b>
	Strengthen social protection, esp. for children, women, persons with disability and the elderly	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups	Social Service Delivery	Social Welfare and Community Services	<b>SDG 1.3, 5.4 and 10.4</b>
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	Reduce environmental pollution	Promote the use of environmentally friendly methods and products	Social Service Delivery	Environmental Health and Sanitation	<b>SDG 9.4, 12.4 and 17.7</b>
		Intensify enforcement of regulations on noise and air pollution, including open burning	Social Service Delivery	Environmental Health and Sanitation	<b>SDG 11.6 and 16.b</b>
	Improve efficiency and effectiveness of road transport infrastructure and services	Promote private sector participation in construction, rehabilitation and management of road transport services	Infrastructure Delivery and Management	Urban Roads and Transport Services	<b>SDG 9.1 and 17.17</b>

<b>DEVELOPMENT DIMENSION</b>	<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SUB-PROGRAMMES</b>	<b>GOAL/ REGIONAL LINKAGES</b>
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	Ensure safety and security for all categories of road users	Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure	Infrastructure Delivery and Management	Urban Roads and Transport Services	<b>SDG 3.6, 9.1 and 11.2</b>
	Expand the digital landscape	Establish innovation hubs and promote a software and applications industry	Infrastructure Delivery and Management	Infrastructure Development	<b>SDG 9.c and 16.10</b>
	Enhance application of ICT in national development	Improve the quality of ICT services, esp. internet and telephony	Infrastructure Delivery and Management	Infrastructure Development	<b>SDG 9.c</b>
	Address recurrent devastating floods	Prepare and implement adequate drainage plans for all MMDs	Environment and Sanitation Management	Disaster Prevention and Management	<b>SDG 11.3 and 11.b</b>
	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Ensure proper urban and landscape design and implementation	Infrastructure Delivery and Management	Spatial Planning	<b>SDG 11.3, 11.7 and 11.a</b>
		Fully implement National Spatial Development Framework (NSDF)	Infrastructure Delivery and Management	Spatial Planning	<b>SDG 16.6 and 17.16</b>
	Promote resilient urban development	Support District Assemblies to plan towards infrastructure provisions	Infrastructure Delivery and Management	Infrastructure Development	<b>SDG 11.1</b>
		Implement district capital and small town improvement programme	Infrastructure Delivery and Management	Spatial Planning	<b>SDG 11.3 and 11.a</b>
<b>GOVERNANCE, CORRUPTION AND ACCOUNTABILITY</b>	Improve popular participation at regional and district levels	Promote effective stakeholder involvement in development planning process, local democracy and democracy	Management and Administration	Planning, Budgeting, Monitoring and Evaluation	<b>SDG 16.7</b>

<b>DEVELOPMENT DIMENSION</b>	<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SUB-PROGRAMMES</b>	<b>GOAL/ REGIONAL LINKAGES</b>
<b>GOVERNANCE, CORRUPTION AND ACCOUNTABILITY</b>	Strengthen the coordinating and administrative functions of regions	Strengthen the regional structures in support of devolution of powers	Management and Administration	General Administration	<b>SDG 16.6 and 16.a</b>
	Deepen political and administrative decentralization	Strengthen sub-district structures	Management and Administration	General Administration	<b>SDG 16.6 and 17.9</b>
		Ensure the election of District Chief Executives (DCEs) and formalize performance appraisal of MMDCEs	Management and Administration	General Administration	<b>SDG 16.7, 16.8 and 16.a</b>
	Deepen transparency and public accountability	Strengthen systems and structures for ensuring transparency and accountability in the management of public funds	Management and Administration	Planning, Budgeting, Monitoring and Evaluation	<b>SDG 16.5, 16.6 and 16.a</b>
		Expand opportunities and structures for public and community ownership of information	Management and Administration	Planning, Budgeting, Monitoring and Evaluation	<b>SDG 16.6 and 16.7</b>
	Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Infrastructural Delivery and Management	Infrastructure Development	<b>SDG 16.6 and 16.a</b>
<b>GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	Enhance Ghana's international image and influence	Maintain an identity-based population register for effective management of immigration	Social Services Delivery	Birth and Death Registration	<b>SDG 10.7 and 16.9</b>
	Promote Ghana's political and economic interest abroad	Support Ghanaian businesses to partner with foreign counterparts in strategic alliances	Economic Development	Trade, Industry and Tourism	<b>SDG 17.16 and 17.17</b>
	Integrate Ghanaian diaspora national development	Promote and protect the welfare of Ghanaian nationals abroad	Economic Development	Trade, Industry and Tourism	<b>SDG 17.6 and 17.12</b>

## CHAPTER 5: ANNUAL ACTION PLAN

TABLE 5.1: PROGRAMME OF ACTION (PoA) 2018-2021

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages	Management and Administration	General Administration	Introduce electronic revenue mobilisation	IGF increased from 85% to 98%	--				-	170,000	-	KWMA	Dev. Partners (DPs)/Private Sector
	Extend and strengthen the GIFMIS system across all MDAs and MMDAs	Management and Administration	General Administration	Installation of functional GIFMIS infrastructure	All 13 decentralized Depts. GIFMIS platform	--				-	40,000	-	KWMA	MoF/GCAD
	Enhance the production and dissemination of disaggregated data	Management and Administration	General Administration	Revaluation of all properties in the Muni. for their economic value	Property rate increased from 85% to 98% in 2018		--			250,000	25,000	225,000	KWMA	MoF/MLGRD/LVA/WB/DPs
Boost revenue mobilization, eliminate tax abuses and improve efficiency	Strengthen Economic Planning and Forecasting	Management and Administration	General Administration	Procure 2no. 4x4 Pick-up vehicles to enhance revenue collections	Increase the monitoring of revenue centres from one (1) to four (4) markets in the Muni.		--			500,000	-	-	-	DACF/Sec/MoF

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Support Entrepreneurship and SME Development	Mobilise resources from existing financial and technical sources to support MSMEs	Management and Administration	General Administration	Provide Basic CBT for 1,370 MSMEs of the Local Economy	Increase the training of MSMEs from 122 to 1,370 beneficiaries	--				-	-	457,000	KWMA	Fis/MoF/AGSA/NBSSI/SFDA/RGD/NVTI/LBAS/DPs
Ensure improved public investment	Promote agriculture as a viable business among the youth	Economic Development	Agricultural Services and Management	Acquisition of 1000-acre land banks for Government projects	1,000-acre land acquired			--	--	100,000	-	-	KWMA	GOG/TA
Ensure improved public investment	Promote agriculture as a viable business among the youth	Economic Development	Agricultural Services and Management	Procure and develop 200,000 improved cocoa seedlings for four (4) operation areas	Increased cocoa production for export		--			250,000	-	250,000	KWMA	GoG/DCACT/PF&I/Private individuals
Poor marketing systems	Facilitate and support the establishment of stakeholder controlled marketing companies for	Economic Development	Agricultural Services and Management	Promote the cultivation of 800 hectare citrus plantations	Citrus production and marketing increased by 70%		--			200,000	-	-	KWMA	GoG/DCACT/PF&I/Private individuals





**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
High cost of production inputs	Support the development of both public and private sector large scale irrigation	Economic Development	Agricultural Services and Management	Promote the cultivation of 800-hectare cereal crop farms	Production of cereals (Maize and Rice) increased from 15% yield to 60%					200,000	-	-	KWMA	GoG/DCACT/PF&I/Private individuals
Promote commercial and block farming	Promote and expand organic farming to enable producers access the growing world demand for organic products	Economic Development	Agricultural Services and Management	Promote the cultivation of 200-hectare vegetable farms	Vegetable production yield increased from % to %					150,000	-	-	KWMA	GoG/DCACT/PF&I/ Private individuals
	Support youth to go into agricultural enterprise along the value chain	Economic Development	Agricultural Services and Management	Facilitate the cultivation of 200-hectare ginger farms	Ginger production yield increased from 2%/ Ha to 15%/Ha					220,000	-	-	KWMA	GoG/DCACT/PF&I/ Private individuals
Provide support for small and medium scale agro-processing	Develop market support services for selected horticulture, food and industrial crops to enhance	Economic Development	Agricultural Services and Management	Facilitate the development of cocoa processing factory	Value addition to cocoa beans					100,000	-	-	KWMA	GoG/COCOA BOARD



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure improve Public Investment	Introduce District Chamber of Agriculture, Commerce and Technology (DCACT) with the mandate to promote agri-business through enhanced interface between the private and public sectors at the district level	Economic Development	Agricultural Services and Management	Provision of Agriculture Education and extension services		---	---	---	---	100,000	-	-	KWMA	DIF/PFJs/DCACT/PF&I/ Private individuals
Improve production efficiency and yield	Develop and promote appropriate and affordable and modern technologies for all agro ecological zones	Economic Development	Agricultural Services and Management	Increase food and vegetable production for Food and Nutrition Security (FNS)	Increased food security	---	---	---	---	-	-	-	KWMA	DIF/DCACT/PF&I/ Private individuals

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance business enabling environment	Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement	Economic Development	Agricultural Services and Management	Facilitate the establishment of a factory to Process saw dust into chipboards	Chipboards produced from saw dust					100,000	-	-	KWMA	DIF/1D1F/ Private individuals
Improve post-harvest management	Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centers	Economic Development	Agricultural Services and Management	Improve quality of citrus and food crops for marketing	Improved market prices of farm-based products					-	-	-	KWMA	GoG/ DIF
		Economic Development	Agricultural Services and Management	Facilitate the reduction of post-harvest losses from 30% to 25%	Post-harvest losses reduced					100,000	-	-	KWMA	GoG/ Private
Diversify and expand the tourism industry for economic development	Expanding the tourism sector through investment, innovation, the pursuit of service excellence	Economic Development	Trade, Industry and Tourism	Develop Asuboni No.3 water-fall site	Increased Internal tourism participation					-	-	-	KWMA	GoG/GTB/ DPs Private Sector

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ECONOMIC DEVELOPMENT														
Adopted Goal: Build a Prosperous Society														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Diversify and expand the tourism industry for economic development	Promote public private partnerships for investment in the sector	Economic Development	Trade, Industry and Tourism	Develop cable car along the Kwahu scarps	promote internal tourism	---	---	---	---	-	-	-	KWMA	GoG/GTB/DPs Private Sector
Develop competitive creative arts industry	Promote public private partnerships for investment in the sector	Economic Development	Trade, Industry and Tourism	Facilitate the development of Kokoma cave site	Internal tourism promoted	---	---	---	---	-	-	-	KWMA	GoG/GTB/DPs Private Sector

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance inclusive and equitable access to and participation in quality education at all levels	Expand infrastructure and facilities at all levels	Social Services Delivery	Education, Youth and Sports Management	Construction of 8no. 6-unit (Primary) classroom blocks, mechanized boreholes, offices/ wash rooms, stores, toilets, urinals and greening environments in two (2) communities in the Muni.	8No. 6-unit Classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
Enhance inclusive and equitable access to and participation in quality education at all levels	Expand infrastructure and facilities at all levels	Social Services Delivery	Education, Youth and Sports Management	Construction of 6no. 3-unit (JHS) class- room block, mechanized borehole, offices/washrooms , toilet store, urinal and greening environments in four (4) communities in the Muni.	6no. 3-classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance inclusive and equitable access to and participation in quality education at all levels	Expand infrastructure and facilities at all levels	Social Services Delivery	Education, Youth and Sports Management	Construction of 2no. 2-unit (KGs) classroom blocks, mechanized boreholes, offices/washrooms, store, toilets, urinal and greening environments in two (2) communities in the Municipality	2no. 2-unit classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
Enhance inclusive and equitable access to and participation in quality education at all levels	Ensure inclusive education for all boys and girls with special needs	Social Services Delivery	Education, Youth and Sports Management	Support 6 needy students	6 needy students supported					60,000	-	-	KWMA	GoG/GES/DPs



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance inclusive and equitable access to and participation in quality education at all levels	Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education	Social Services Delivery	Education, Youth and Sports Management	Organize four (4) STEM) for all public basic schools in the Municipality		---	---	---	---	-	40,000	-	KWMA	GoG/GES/DPs
Strengthen school management	Enhance quality of teaching and learning	Social Services Delivery	Education, Youth and Sports Management	Quarterly inspection, monitoring and supervision of education delivery in the Municipality		---	---	---	---	50,000	-	-	KWMA	GoG/GES/DPs
Ensure affordable, equitable, easily accessible and Universal Health	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in	Social Service Delivery	Public Health Service and Management	Completion and provision of basic health facilities of CHPS compound at Mosie	1No. CHPS compound completed and operationalized			---		50,000	-	-	KWMA	GoG/GHS/IPEP/DPs



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Program mes	Sub-programm es	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						1 8	1 9	2 0	2 1	GoG	IGF	Donor	Lead	Collaborating
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction, mechanization of borehole, expansion of facilities and greening of the environment at Fodoa Health Center	CHPS compound constructed and operationalized	--				50,000	-	-	KWMA	GoG/GHS/IPEP/DPs
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Aprabonsu	CHPS compound constructed and operationalized	--				40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Nkawkaw Zongo	CHPS compound constructed and operationalized	--				70,000	-	-	KWMA	GoG/GHS/IPEP/DPs

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	CHPS compound constructed and operationalized	---	---	---	---	40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Completion of 1no. mechanization of borehole, provision of basic health facilities and greening of environment of Health Center at Asuboni	CHPS compound completed and operationalized	---	---	---	---	40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
Ensure affordable, equitable, easily accessible and UHC	Improve medical supply chain management system	Social Service Delivery	Public Health Service and Management	Construction of central medical stores at Nkawakw	Central Medical stores constructed	---	---	---	---	-	-	320,000	KWMA	GoG/GHS/IPEP/DPs

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Improve medical supply chain management system	Social Service Delivery	Public Health Service and Management	Supply of medical equipment and logistics to 5 health facilities	Medical equipment and logistics all health facilities					-	-	200,000		
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Strengthen National Health Insurance Scheme (NHIS)	Social Service Delivery	Public Health Service and Management	Increase Health Insurance accreditation from 26 to 51	25 health facilities accredited in the Municipality					-	-	-	NHIS	GoG/GHS/DPs
Strengthen the referral system	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction of trauma hospital for the treatment of emergency and critical accident cases	Trauma hospital constructed					100,000	-	-	KWMA	GoG/GHS/DPs

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Expand and equip health facilities	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Construction 2no. residential accommodations for senior health staff	Health residential accommodations constructed					540,000	-	-	KWMA	GoG/GHS/DPs
Expand and equip health facilities	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Service Delivery	Public Health Service and Management	Extension of STI clinic facilities, laboratory, OPD, Adolescent health corner, Antenatal, delivery and maternity wing in all seven (7) health centers	Ancillary health facilities extended to 7 health centers in the Municipality					-	-	100,000	KWMA	GoG/GHS/DPs
Promote sustainable water resource development and management	Improve liquid and solid waste management	Social Service Delivery	Public Health Service and Management	Facilitate the construction of engineered liquid solid disposal sites in the Municipality	Engineered waste treatment plant constructed					-	-	-		GoG/Zoomlion/MoS

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Promote sustainable water resource development and management	Improve liquid and solid waste management	Social Service Delivery	Public Health Service and Management	Desilting of drains	All drains desilted	---	---	---	---	10,000	-	-	KWMA	GoG/ DP
Improve access to safe and reliable water supply services for all	Provide mechanized borehole and small town water system	Social Service Delivery	Public Health Service and Management	Drilling and mechanization of 13no. Boreholes in the Municipality	13No. Boreholes drilled and mechanized	---	---	---	---	-	-	585,000	KWMA	IPEP/GoG/ 1Md/1C
Improve access to safe and reliable water supply services for all	Improve water production and distribution system	Social Service Delivery	Public Health Service and Management	Extension of water to 9 localities without water	Water extended to underserved communities	---	---	---	---	200,000	-	200,000	KWMA	GoG/ GWC
Improve access to safe and reliable environmental sanitation services	Implement the "Toilet for All" and "Water for All" programme under the IPEP initiative	Social Service Delivery	Public Health Service and Management	Implement Open-Defecation-Free (ODF) programme in 7 communities in the Municipality	All communities in the Municipality declared ODF communities	---	---	---	---	200,000	-	200,000	KWMA	GoG/ CWSA

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: SOCIAL DEVELOPMENT														
Adopted Goal: Create Opportunities for all														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Improve access to safe and reliable environmental sanitation services	Implement the "Toilet for All" and "Water for All" programme under the IPEP initiative	Social Service Delivery	Public Health Service and Management	Construction of 6no.20 seater-WCs in market places	6no-WCs constructed	---	---	---	---	700,000	-	-	KWMA	GoG/ DP
Improve access to safe and reliable environmental sanitation services	Review, gazette and enforce MMDAs' bye-laws on sanitation	Social Service Delivery	Public Health Service and Management	Gazette the Municipal bye laws on sanitation	Municipal Bye-laws gazette	---				50,000	-	-	KWMA	OHOLGS/MLG&RD/RCC/GPC
Ensure effective child protection and family welfare system	Expand social protection interventions to reach all categories of vulnerable children	Social Service Delivery	Public Health Service and Management	Facilitate the implementation of pro-poor programmes in the Municipality	All Government Pro-poor programmes implemented in the Municipality	---	---	---	---	40,000	-	-	KWMA	MoG&SP/GoG



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure sustainable extraction of mineral resources	Ensure mining and logging activities are undertaken in an environmentally sustainable environment	Infrastructure Delivery and Management	Environmental protection and waste management	Intensify environmental compliance monitoring of all permitted mining projects in the Municipality	Environmental laws and regulations complied with	---	---	---	---	-	-	200,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
Reduce environmental pollution	Intensify public education on noise pollution	Infrastructure Delivery and Management	Environmental protection and waste management	Procure 4no. noise monitoring meters	4no. Monitoring meters procured		---	---		-	-	200,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
Reduce environmental pollution	Intensify public education on noise pollution	Infrastructure Delivery and Management	Environmental protection and waste management	Conduct 16 capacity building and sensitization programmes	16 capacity building and sensitization programmes organised	---	---	---	---	-	-	640,000	KWMA	MLNR, EPA, MESTI, NADMO, MRH, MLGRD, CSOs, Media, MLGRD, LGS,

**PROGRAMME OF ACTION (PoA) 2018-2021**

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Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance climate change resilient	Collaborate with international partners to have more access to Green Climate Fund (\$30 billion Global Fund) for climate change purposes	Infrastructure Delivery and Management	Environmental protection and waste management	Conduct social and Strategic Environmental Assessment on all PPPs	All PPPs subjected to SEA	---	---	---	---	60,000			KWMA/EPA	EPA/NDPC/MESTI
Enhance climate change resilient	Develop climate responsive infrastructure	Infrastructure Delivery and Management	Environmental protection and waste management	Green infrastructure designs in projects	All project designed green environments	---	---	---	---	100,000			KWMA/EPA	EPA/NDPC/MESTI
Enhance climate change resilient	Mainstreaming climate change in national development planning and budgeting processes	Management and Administration	General Administration	Green planning and budgeting in the Municipality (Carbon sinks improvement)	All AAPs and Composite budget included green activities	---	---	---	---	50,000	-	-	KWMA	EPA/NDPC/MESTI
Enhance climate change resilient	Mainstreaming climate change in national development planning and budgeting processes	Infrastructure Delivery and Management	Environmental protection and waste management	Creation and beautification of parks and open spaces	Open spaces and parks created	---				35,000	-	-	KWMA	DPP

**PROGRAMME OF ACTION (PoA) 2018-20213**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance climate change resilient	Mainstreaming climate change in national development planning and budgeting processes	Infrastructure Delivery and Management	Environmental protection and waste management	Plant 200,000 trees and greening of all public schools	200,000 species of trees planted					100,000	-	-	KWMA Forestry	GES/EPA/MESTI/FC
Enhance application of ICT in national development	Develop and integrate identification coding schemes for landed properties and online tracking services for registered properties	Infrastructure Delivery and Management	Spatial Planning	Complete Street Naming and Property Addressing System in the Municipality	All Streets and Properties Named and Numbered					-	-	50,000	KWMA	Ministry of communications, NITA, National Data Centre, NIA, MoTI, CERSGIS, SADA, MESTI, LUPSA
Develop efficient land administration and management system	Promote creation of land banks for industrial and business parks and enclave nation wide	Infrastructure Delivery and Management	Spatial Planning	Create 200 hectares of land banks for public and private projects	200 hectares land banks created					-	-	100,000	KWMA	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Org.

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Develop efficient land administration and management system	Produce topographical maps to cover the entire country	Infrastructure Delivery and Management	Spatial Planning	Prepare structure plans for Kwahu West Municipality and 3 major towns in the Municipality	Structural plans prepared for all zonal scheme					-	-	400,000	KWMA/TAs	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	Infrastructure Delivery and Management	Spatial Planning	Organize quarterly meeting of Municipal Spatial Planning Committee meetings to vet dev. application	All Development applications vetted by the SPC					50,000	-	-	KWMA	TAs, CSOs, DPP

**PROGRAMME OF ACTION (PoA) 2018-2021**

<b>Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>														
<b>Adopted Goal: Safeguard the natural environment and ensure resilient built environment</b>														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Ensure proper urban and landscape design and implementation	Infrastructure Delivery and Management	Spatial Planning	Plant 200,000 ornamental and economic trees along major streets in the Municipality	200,000 ornamental plants and economic trees planted					280,000	-	300,000	KWMA	MLGRD, MLNR, Lands Commission, GHA, DUR Built Env. Professional Organizations
Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	Infrastructure Delivery and Management	Spatial Planning	Prepare 8No. Planning schemes for some newly developing communities to guide their growth and dev. and revise 8No. planning schemes to reflect existing development on the ground	Eight new planning schemes prepared and eight old planning schemes revised					40,000	-	200,000	KWMA	Lands Commission Survey and mapping division / Traditional Authorities

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
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Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Promote resilient urban development	Facilitate Public-Private Partnerships in the development and maintenance of urban infrastructure	Infrastructure Delivery and Management	Spatial Planning	Facilitate Private sector to invest in estates development in the Municipality	Increased private sector investment in estate development	-	-	-	-	-	-	KWMA/TAs	Private Sector	
Improve quality of life in slums, Zongos and inner cities	Develop and implement major slum renewal and redevelopment programmes	Infrastructure Delivery and Management	Spatial Planning	Facilitate the implementation of slum renewal programmes in the Municipality	Emerging slum areas identified and upgraded	-	-	-	-	-	-	KWMA	GoG/ZDF	
Improve quality of life in slums, Zongos and inner cities	Promote investment in social programmes, including education and training, supporting local businesses, culture and arts in Zongos	Infrastructure Delivery and Management	Spatial Planning	Construction of school complex in zongo community	1No. School complex constructed in the Zongo community	-	-	-	-	10m	-	KWMA	Zongo Development Fund	

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
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Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Improve efficiency and effectiveness of road transport infrastructure and services	Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism	Infrastructure Delivery and Management	Infrastructure development	Construction of 40km of urban roads	40km of urban roads asphalted					60m	-	60m	KWMA	MRH, GHA, DFR,
Improve efficiency and effectiveness of road transport infrastructure and services	Promote private sector participation in construction, rehabilitation and management of road transport services	Infrastructure Delivery and Management	Urban roads and transport services	Spot improvement of 80km of feeder roads	80km of feeder roads improved					500,000	-	-	KWMA	
Improve efficiency and effectiveness of road transport infrastructure and services	Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all commercial road transport services in line with Road Traffic Regulations	Infrastructure Delivery and Management	Urban roads and transport services	Construction of four (4) transport terminals/bus stops	Four (4) transport terminals/bus stops constructed					40,000	-	40,000	KWMA	MRH, GHA, DUR, MoF

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure safety and security for all categories of road users	Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road;	Infrastructure Delivery and Management	Infrastructure development	Construction and decongest pedestrians' walk-ways (NMT)	Construction undertaken and pedestrians' walk-ways decongested					40,000	-	-	KWMA	EPA, GRTCC, BRRI, Road Contractors Association, DUR, MoF, Ghana Police
Ensure efficient utilization of energy	Promote the use and design of energy efficient technologies in public and private buildings	Infrastructure Delivery and Management	Infrastructure Delivery and Management	Expansion of electricity to 34 communities	Electricity extended to 34 communities with electricity	-----				-	-	1,320,000	KWMA	IPEP, PRF / MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
Ensure efficient utilization of energy	Promote the use and design of energy efficient technologies in public and private buildings	Infrastructure Delivery and Management	Infrastructure Delivery and Management	Extension of electricity to 33 virgin communities	Electricity extended to 33 communities without electricity	-----				-	-	1,320,000	KWMA	IPEP, PRF/ MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS														
Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Ensure efficient utilization of energy	Promote the use and design of energy efficient technologies in public and private buildings	Infrastructure Delivery and Management	Infrastructure Delivery and Management	Installation of new street lights and rehabilitation of faulty ones	New street lights installed and faulty ones rehabilitated	-	-	-	-				KWMA	
Build a competitive and modern construction industry	Ensure quality in all aspect of construction	Infrastructure Delivery and Management	Public works, rural housing and water management	Monthly inspection and monitoring projects	Projects constructed according to specifications	-	-	-	-	-	-	-		CSOs, Community, SAC
Address recurrent devastating floods	Construct storm drains in Nkawkaw and other towns to address the recurrent devastating floods	Infrastructure Delivery and Management	Public works, rural housing and water management	Construct 25km of storm drains and 15km of secondary drains	Recurrent of flooding mitigated	-	-	-	-	-	10m		KWMA	1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Org.
Promote proper maintenance culture	Establish timely and effective preventive maintenance plan for all public infrastructure	Infrastructure Delivery and Management	Public works, rural housing and water management	Routine maintenance, rehabilitation and upgrading of all public buildings	All public buildings maintained, rehabilitated and upgraded	-	-	-	-	500,000	-	-	KWMA	IPEP, 1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations

**PROGRAMME OF ACTION (PoA) 2018-2021**

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Adopted Goal: Safeguard the natural environment and ensure resilient built environment														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Provide adequate, safe secure, quality and affordable housing	Promote the manufacture and use of standardized local building materials in housing including the use of bricks, tiles and pozzolana cement	Infrastructure Delivery and Management	Public works, rural housing and water management	Facilitate the establishment of brick, tiles, cistern and ceramics factory	One District factory project established	---	---	---	---	150,000	-	-	KWMA	GoG, 1D1F, GGSA, Private Investors
Enhance quality of life in rural areas	Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development	Infrastructure Delivery and Management	Public works, rural housing and water management	Construction of light Industrial park for Artisans	Light industrial park constructed	---	---	---	---	100,000	-	10M	KWMA	GIZ, MLGRD, BAC, RTF, GRATIS, Association of Garagis

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
Adopted Goal: Maintain a stable, united and safe society														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Improve decentralized planning	Strengthen local level capacity for participatory planning and budgeting	Management and Administration	General Administration	In cooperate 13 decentralized departments' AAPs and Budgets into the Assembly's Composite AAP and Composite budgets annually	Annually composite AAPs and Budgets prepared	---	---	---	---	40,000	-	100,000	KWMA	All Departments CSOs, SAC
Improve decentralized planning	Create enabling environment for implementation of Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level	Management and Administration	General Administration	Construction of Akuajoo and Asuagya markets	2No. Markets constructed	---	---	---	---	-	167,000	-	KWMA	Private Sector Partnerships

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
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Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Improve decentralized planning	Create enabling environment for implementation of Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level	Management and Administration	General Administration	Reconstruction of Nkawkaw Market Annex	1No. Markets complex constructed					-	500,000	-		Private Sector Partnerships
Improve popular participation at regional and district levels	Promote effective stakeholder involvement in development planning process, local democracy and accountability	Management and Administration	General Administration	Plan and conduct 16 quarterly popular participation sessions	Improved citizenry governance engagement					160,000	-	-	KWMA	CSOs, Media SAU, MLG&RD
Improve popular participation at regional and district levels	Strengthen sub-district structures	Management and Administration	General Administration	Procure 45 motorbikes for all Assembly Persons and 4 zonal councils	Four (4) Zonal Councils established and operationalized					135,000	-	-	KWMA	

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
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Adopted Objective	Adopted Strategies	Program mes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						1 8	1 9	2 0	2 1	GoG	IGF	Donor	Lead	Collaborating
Improve popular participation at regional and district levels	Strengthen sub-district structures	Management and Administration	General Administration	Established and operationalized four (4) Zonal Councils	Four (4) Zonal Councils established and operationalized					120,000	-	-	KWMA	
Build an effective and efficient Government machinery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Management and Administration	General Administration	Establish a functional client service unit	Functional client service unit established					40,000	-	-	KWMA	CSOs
Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Management and Administration	General Administration	Renovation of office buildings and residential accommodations	Office buildings and residential accommodations renovated					60,000	-	-	KWMA	DACF

**PROGRAMME OF ACTION (PoA) 2018-2021**

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						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Management and Administration	General Administration	Maintenance and repair of office vehicles	Office vehicles maintained	--				50,000	-	-	KWMA	DACF
Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Management and Administration	General Administration	Construction of new office complex	office complex constructed	--				200,000	-	2,000,000	KWMA	MLG&RD

**PROGRAMME OF ACTION (PoA) 2018-2021**

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Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities	Management and Administration	General Administration	Procurement of office furniture	office furniture procured	---				25,000	-	-	KWMA	DACF
Build an effective and efficient Government machinery	Modernize public service institutions for efficiency and productivity	Management and Administration	General Administration	Build ICT infrastructure to network 13 Departments for inter and intra communication	Improved electronic communication	-----				200,000	-	-	KWMA	MLG&RD, OHOLS, PSC, OHCS, FWSC, PRAAD, NIITA/AITI
Build an effective and efficient Government machinery	Improve documentation within the public sector	Management and Administration	General Administration	Engage PRAAD to decongest Registry and provide Training on PRAAD manual	Improved documentation at the Registry	-----				100,000	-	-	KWMA	PRAAD

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
Adopted Goal: Maintain a stable, united and safe society														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance capacity for policy formulation and coordination	Strengthen the implementation of development plans	Management and Administration	General Administration	Ensure the implementation of 95% of the MTDP	95% of the MDTP implemented	---	---	---	---		-	-	KWMA	GoG, MLG&RD, MoP, DACF, OHOLGS
Enhance capacity for policy formulation and coordination	Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes and implementation of projects	Management and Administration	General Administration	Conduct Environmental and Social Safeguards on all PPPs under Environmental and Social Management Framework (ESMF)	Abbreviated Resettlement Action Plan (ARAPs) & Environmental and Social Management Plan (ESMPs) conducted on PPPs	---	---	---	---	240,000	-	500,000	KWMA	MoSI, MoP, MLG&RD, NDPC, EPA, WB
Enhance capacity for policy formulation and coordination	Promote coordination, harmonization and ownership of the development process	Management and Administration	General Administration	Organize 32 development dialogue meetings with Traditional Authorities and Key Investors	32 development dialogue meetings held	---	---	---	---	-	-	-	KWMA	OHOLGS, MLG&RD, SCOs,



**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
Adopted Goal: Maintain a stable, united and safe society														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Enhance public safety	Promote security awareness of the various communities through neighborhood watch schemes	Management and Administration	General Administration	Organize 16 community security awareness through 4 zonal neighborhood watch schemes	16 community security awareness organized					-	-	-	MUSEC	RESEC, GIS, , National Peace Council
Enhance public safety	Intensify enforcement of fire auditing and inspection of public facilities	Management and Administration	General Administration	Organize 16 (quarterly) public education on fire prevention and safety	16 (quarterly) public education on fire prevention and safety organized					-	40,000	-	KWMA/FS	SCOs
Promote the fight against corruption and economic crimes	Ensure the continued implementation of the National Anti-Corruption Action Plan (NACAP)	Management and Administration	General Administration	Adopt, Prepare and implement the National Anti-Corruption Action Plan in the Municipality	Action Plan on National Anti-Corruption prepared and implemented					-	48,000	-	KWMA/Audit	

**PROGRAMME OF ACTION (PoA) 2018-2021**

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Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Promote discipline in all aspects of life	Implement interventions to promote attitudinal change and instill patriotism in the citizenry, especially amongst children and the youth	Management and Administration	General Administration	Ban Chinese slot (Jack pot) machines in the Municipality	Chinese slot machines ban in all communities in the Municipality					-	5,000	-	KWMA	Parents, communities, TAs, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees
Promote discipline in all aspects of life	Strengthen advocacy to promote attitudinal change	Management and Administration	General Administration	Prohibit children in funeral entertainment grounds (Truancy free) in the Municipality	Children in funeral grounds prohibited					-	5,000	-		Parents, communities, TAs, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees

**PROGRAMME OF ACTION (PoA) 2018-2021**

Thematic area: GHANA AND THE INTERNATIONAL COMMUNITY														
Adopted Goal: Strengthening Ghana's role in international affairs														
Adopted Objective	Adopted Strategies	Programmes	Sub-programmes	Activities (Operations)	Output Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Promote Ghana's political and economic interest abroad	Create incentives for diaspora investment, trade and technology transfer	Management and Administration	General Administration	Engage Kwahuman in the diaspora for development initiatives in the Municipality	Increased investment from the Kwahu's in the diaspora					100,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry
Integrate Ghanaian Diaspora into National Development	Attract and retain mutually beneficial and sustainable partnerships with Ghanaians in the Diaspora	Management and Administration	General Administration	Promote Public Private Partnership in development initiatives	Increased investment from the Kwahu's in the diaspora					100,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry

Figure 5.1 A desired Future Map

### MAP OF DESIRED FUTURE OF KWAHU WEST MUNICIPALITY

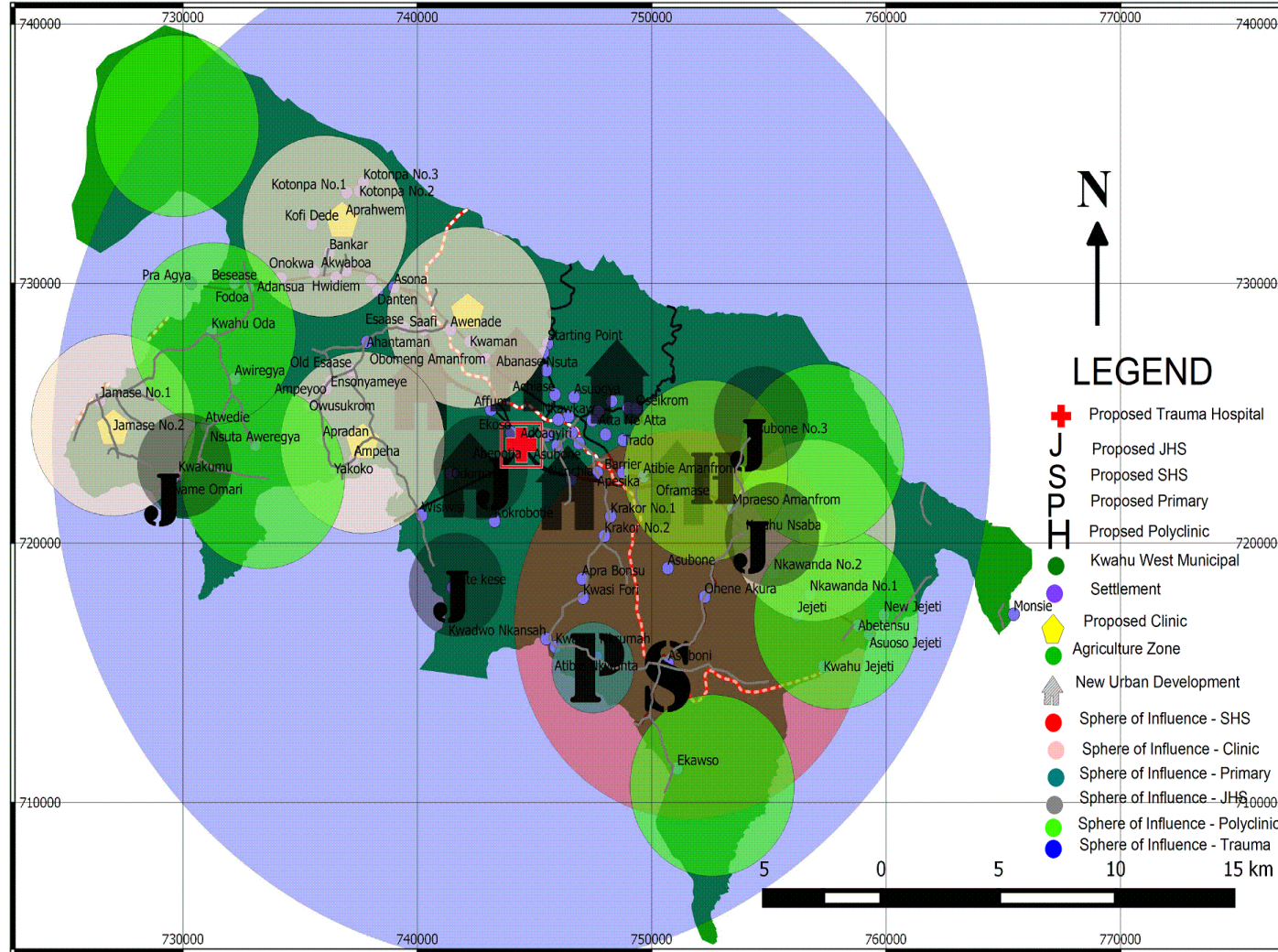


Table 5.2 Indicative Financial Strategy

Programme	Total Cost (GHC)	Expected Revenue					Gap	Summary of resource mobilisation strategy	Alternative course of action
		GOG	IGF	Donor	Others	Total Revenue			
Economic Development	4,637,000.00	2,173,263.26	480,974.54	89,102.40	4,449,075.20	7,192,415.40	2,555,415.40	Management Day outs	Adopt PPP
Social Development	4,435,563.01	2,173,263.26	480,974.54	89,102.40	4,449,075.20	7,192,415.40	2,756,852.39	Ensure DPAT qualification	1D1F proposals
Environment, Infrastructure and Human Settlement	156,815,000.00	2,173,263.26	480,974.54	89,102.40	4,449,075.20	7,192,415.40	-149,622,584.60	Appeal for Zongo Development Funds	1Md1 C fund
Governance, Corruption and Public Accountability	4,735,000	2,173,263.26	480,974.54	89,102.40	4,449,075.20	7,192,415.40	2,457,415.40	1D1F interventions	Adopt PPP
Ghana and the International Community	200,000	2,173,263.26	480,974.54	89,102.40	4,449,075.20	7,192,415.40	6,992,415.40	NGOs support	Professional networks
<b>Grand Total</b>	<b>170,822,563.01</b>	10,866,316.30	2,404,872.70	445,512.00	22,245,376.00	35,962,077.00	-134,860,486.00		

## 5.2 COMPOSITE ANNUAL ACTION PLANS

TABLE 5.3: KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted Goal: ECONOMIC DEVELOPMENT													
Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Introduce electronic revenue mobilization	Municipal wide	0	IGF increased from 85% to 98%					-	170,000	-	KWMA	Dev. Partners (DPs)/Private Sector
	Installation of functional GIFMIS infrastructure	All Departments	1	All 13 decentralized Depts. GIFMIS platform					-	40,000	-	KWMA	MoF/GCAD
	Provide Basic CBT for 1,370 MSMEs of the Local Economy	Municipal wide	50	Increase the training of MSMEs from 122 to 1,370 beneficiaries					-	-	457,000	KWMA	Fis/MoF/AGSA/NBSSI/SFDA/RGD/NVTI/LBAS/DPs
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Facilitate the cultivation of 100-hectare ginger farms	Municipal wide	0	Ginger production yield increased from...%to. %					110,000	-	-	KWMA	GoG/DCACT/PF&I/ Private individuals
	Facilitate the supply and distribution of agro-inputs credits under PFJ	Municipal wide	3,080	Agro inputs credits distribution increased from 3,020 to 20,000					125,000	-	-	KWMA	DIF/PFJs/DCACT/PF&I/ Private individuals
	Provision of Agriculture Education and extension services	Municipal wide							25,000	-	-	KWMA	DIF/PFJs/DCACT/PF&I/ Private individuals

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Increase food and vegetable production for Food and Nutrition Security (FNS)	Municipal wide	167.6	Increased food security					-	-	-	KWMA	DIF/DCACT/P F&I/ Private individuals
	Facilitate the reduction of post-harvest loses from 30% to 25%	Municipal wide	30%	Post-harvest loses reduced					25,000	-	-	KWMA	GoG/ Private
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Trade, Industry and Tourism	Develop cable car along the Kwahu scarps	Kwahu Scarps	0	promote internal tourism					-	-	-	KWMA	GoG/GTB/ DPs Private Sector
	Facilitate the development of Kokoma cave site	Kokoma	Undeveloped	Internal tourism promoted					-	-	-	KWMA	GoG/GTB/ DPs Private Sector

**KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 1no. 6-unit (Primary) classroom blocks, mechanized boreholes, offices/ wash rooms, stores, toilets, urinals and greening environments in two (1) communities in the Muni.	Monsie	Dilapidated	1No. 6-unit Classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/D Ps
	Construction of 3no. 3-unit (JHS) class-room block, mechanized borehole, offices/washrooms, toilet store, urinal and greening environments in four (3) communities in the Muni.	* 3 Locations	Dilapidated	3no. 3-classrooms constructed					-	-	-	KWMA	GoG/GES/1MD 1C/IPEP

**\*3 Locations:** Aprabonsu, Onokwa, and Asasefufuom



## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Provide office accommodation	GES	0	1no. Office constructed	-----				400,000	-	600,000	KWMA	GoG/GES/DPs
	Support 1 needy student	Municipal Wide	0	1 needy student supported	-----				10,000	-	-	KWMA	GoG/GES/DPs
	Organize one (1) STEM) for all public basic schools in the Municipality	Municipal wide	4		-----				-	10,000	-	KWMA	GoG/GES/DPs
	Quarterly inspection, monitoring and supervision of education delivery in the Municipality	Municipal wide	4		-----				50,000	-	-	KWMA	GoG/GES/DPs
	Completion and provision of basic health facilities of CHPS compound at Ampekrom	Ampekrom	1	CHPS compound completed and operationalized	-----				50,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction of 1no. CHPS compound	Ekawso	1	1no. CHPS compound completed	-----				80,563.01	-	-	KWMA	GoG/GHS/IPEP/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Construction of 1no. office for health directorate	Abepotia	1	1no. office accommodation constructed					420,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole, expansion of facilities and greening of the environment at Fodoa Health Center	Fodoa	1	CHPS compound constructed and operationalized					50,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Aprabonsu	Aprabonsu	0	CHPS compound constructed and operationalized					40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	Abepotia	0	CHPS compound constructed and operationalized					40,000	-	-	KWMA	GoG/GHS/IPEP/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Construction, mechanization of borehole, expansion of facilities and greening of the environment at Fodoa Health Center	Fodoa	1	CHPS compound constructed and operationalized					50,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Aprabonsu	Aprabonsu	0	CHPS compound constructed and operationalized					40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	Abepotia	0	CHPS compound constructed and operationalized					10,000	-	-	KWMA	GoG/GHS/IPEP/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Completion of 1no. mechanization of borehole, provision of basic health facilities and greening of environment of Health Center at Asuboni	Asuboni	Incomplete	CHPS compound completed and operationalized					40,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction of central medical stores at Nkawakw	Abepotia	0	Central Medical stores constructed					-	-	80,000	KWMA	GoG/GHS/IPEP/DPs
	Supply of medical equipment and logistics to 2 health facilities	Asuboni Ampekrom	0	Medical equipment and logistics in 2 health facilities					-	-	75,000		
	Increase Health Insurance accreditation from 26 to 51	Municipal wide	26	25 health facilities accredited in the Municipality					-	-	-	NHIS	GoG/GHS/DPs

**KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Construction of trauma hospital for the treatment of emergency and critical accident cases	Nkawkaw	0	Trauma hospital constructed					25,000	-	-	KWMA	GoG/GHS/DPs
	Construction 2no. residential accommodations for senior health staff	Nkawkaw	0	Health residential accommodations constructed					240,000	-	-	KWMA	GoG/GHS/DPs
	Extension of STI clinic facilities, laboratory, OPD, Adolescent health corner, Antenatal, delivery and maternity wing in all two (2) health centers		1	Ancillary health facilities extended to 2 health centers in the Municipality					-	-	25,000	KWMA	GoG/GHS/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Environmental Health and Sanitation Services	Desilting of drains	Municipal wide		All drains desilted	-----	-----	-----	-----	10,000	-	-	KWMA	GoG/ DP
	Drilling and mechanization of 2no. Boreholes in the Municipality	Danteng and Hwediem	11	5No. Boreholes drilled and mechanized	-----	-----	-----	-----	-	-	90,000	KWMA	IPEP/GoG/ 1Md/1C
	Extension of water to 1 locality without water	ECOWAS	1	Water extended to underserved communities	-----	-----	-----	-----	22,222	-	22,222	KWMA	GoG/ GWC
	Implement Open-Defecation-Free (ODF) programme in Ekowso	Ekowso	1	All communities in the Municipality declared ODF communities	-----	-----	-----	-----	28,571	-	28,571	KWMA	GoG/ CWSA
	Gazette the Municipal bye laws on sanitation	Municipal wide	0	Municipal Bye-laws gazette	-----	-----	-----	-----	50,000	-	-	KWMA	OHOLGS/ MLG&RD/ RCC/GPC
	Facilitate the implementation of pro-poor programmes in the Municipality	*41 communities	835	All Government Pro-poor programmes implemented in the Municipality	-----	-----	-----	-----	40,000	-	-	KWMA	MoG&SP/ GoG

**\*41 LEAP beneficiary communities:** Domeabra, Ampekrom, Oframase, Kwahu Nsabaah, Old Jejeti, Apesika, Monsie, Ekawso, Asuboni Rails, Sitey Kese, Wisiwisi Besease, Kwahu Odumase, Kwahu Wawase, Abepotia, Krakor, Aprabonsu, Kwadwo Nkansah, Atibie Nkawkaw, Kwamang, Awenade, Saafi, Esaase, Apradan, Ahatanang, Ataaso, Yawkorkor, Asona, Danteng, Kwahu Hwidiem, Banka, Kofi Dede, Fodoa, Aprawhiem, Kwahu Daa, Aweragya, Nsuta Aweraya, Asasefufuom, Jamasi No. 1, Jamasi No.2, Kwahu Apa and Boadukrom.

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Environmental Protection and Management	Intensify environmental compliance monitoring of all permitted mining projects in the Municipality	Municipal wide	2	Environmental laws and regulations complied with					-	-	50,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Conduct 4 capacity building and sensitization programmes	Municipal wide	5	4 capacity building and sensitization programmes organized					-	-	160,000	KWMA	MLNR, EPA, MESTI, NADMO, MRH, MLGRD, CSOs, Media, MLGRD, LGS,
	Conduct social and Strategic Environmental Assessment on all PPPs	Municipal wide	1	All PPPs subjected to SEA					20,000			KWMA /EPA	EPA/NDPC/ MESTI
	Green infrastructure designs in projects	Municipal wide	6	All project designed green environments					25,000			KWMA /EPA	EPA/NDPC/ MESTI

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration <b>Sub-programme:</b> General Administration	Green planning and budgeting in the Municipality (Carbon sinks improvement)	Municipal wide	1,087,500	All AAPs and Composite budget included green activities					10,000	-	-	KWMA	EPA/NDPC/MESTI
	Creation and beautification of parks and open spaces	Municipal wide		Open spaces and parks created					10,000	-	-	KWMA	DPP
	Plant 50,000 trees and greening of all public schools	Municipal wide	0	50,000 species of trees planted					25,000	-	-	KWMA Forestry	GES/EPA/MESTI/FC
	Complete Street Naming and Property Addressing System in the Municipality	Nkawkaw	23 poles mounted with 54 signage's	All Streets and Properties Named and Numbered					-	-	10,000	KWMA	Ministry of communications, NITA, National Data Centre, NIA, MoTI, CERGIS, SADA, MESTI, LUPSA



## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Create 50 hectares of land banks for public and private projects	Municipal wide	0	50 hectares land banks created					-	-	25,000	KWMA	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Prepare structure plans for Kwahu West Municipality and 3 major towns in the Municipality	Municipal wide	0	Structural plans prepared for all zonal scheme					-	-	100,000	KWMA/Tas	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Organize quarterly meeting of Municipal Spatial Planning Committee meetings to vet dev. Application	KWMA	4	All Development applications vetted by the SPC					10,000	-	-	KWMA	Tas, CSOs, DPP

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Plant 50,000 ornamental and economic trees along major streets in the Municipality	Municipal wide	0	50,000 ornamental plants and economic trees planted					70,000	-	75,000	<b>KWMA</b>	MLGRD, MLNR, Lands Commission, GHA, DUR Built Env. Professional Organizations
	Prepare 2No. Planning schemes for some newly developing communities to guide their growth and dev. And revise 2No. planning schemes to reflect existing development on the ground	Municipal wide	1	two new planning schemes prepared and two old planning schemes revised					10,000	-	50,000	<b>KWMA</b>	Lands Commission Survey and mapping division /  Traditional Authorities
	Facilitate Private sector to invest in estates development in the Municipality	Municipal wide	0	Increased private sector investment in estate development					-	-	-	<b>KWMA/Tas</b>	Private Sector

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management	Facilitate the implementation of slum renewal programmes in the Municipality	Nkawkaw Zongo	0	Emerging slum areas identified and upgraded					-	-	-	KWMA	GoG/ZDF	
	<b>Sub-programme:</b> Spatial Planning	Construction of school complex in zongo community	Nkawkaw Zongo	Dilapidated	1No. School complex constructed in the Zongo community					-	-	250,000	KWMA	Zongo Development Fund
<b>Programme:</b> Infrastructure Delivery and Management	Construction of 10km of urban roads	Selected roads in Nkawkaw	10km	10km of urban roads asphalted					15m	-	15m	KWMA	MRH, GHA, DFR,	
	<b>Sub-programme:</b> Infrastructure Development	Spot improvement of 20km of feeder roads	Selected roads in Nkawkaw	20km of feeder roads improved					125,000	-	-	KWMA		
		Construction of one (1) transport terminals/bus stops	Nkawkaw	0	One (1) transport terminals/ bus stops constructed					10,000	-	10,000	KWMA	MRH, GHA, DUR, MoF
		Construction and decongest pedestrians' walk-ways (NMT)	Nkawkaw	0	Construction undertaken and pedestrians' walk-ways decongested					10,000	-	-	KWMA	EPA, GRTCC, BRRI, Road Contractors Association, DUR, MoF, Ghana Police

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management	Expansion of electricity to 8 communities	Municipal wide	35	Electricity extended to 8 communities with electricity					-	-	330,000	KWMA	IPEP, PRF / MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
	<b>Sub-programme:</b> Infrastructure Development	Extension of electricity to 9 virgin communities	Municipal wide	35	Electricity extended to 9 communities without electricity					-	-	330,000	KWMA
	Installation of new street lights and rehabilitation of faulty ones	Municipal wide		New street lights installed and faulty ones rehabilitated								KWMA	

### **\*8 Communities in need of extension**

*Kofi Dede, Ampeha, Asuboni Rails, Kwahu Daa, Apradan, Awenade, Kwamang and Oframase.*

### **\*9 Virgin Communities (Communities without electricity)**

*Atibie Nkwanta, Kwame Nkrumah, Krokoo No.1, Krokoo No.2, Kutupa No.1, Kutupa No.2, Kutupa No.3, Asuboni No.3 and Atawase.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Public Works, Rural Housing and Water Management	Monthly inspection and monitoring projects	Municipal wide		Projects constructed according to specifications	-----					-	-	-		CSOs, Community, SAC
	Construct 6km of storm drains and 3km of secondary drains	Municipal wide	0	Recurrent of flooding mitigated	-----					-	-	2,500,000	KWMA	1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Routine maintenance, rehabilitation and upgrading of all public buildings			All public buildings maintained, rehabilitated and upgraded	-----					125,000	-	-	KWMA	IPEP, 1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Facilitate the establishment of brick, tiles, cistern and ceramics factory	Municipal wide	Local earth wares	One District factory project established	-----					37,5000	-	-	KWMA	GoG, 1D1F, GGSA, Private Investors
	Construction of light Industrial park for Artisans	Nkawkaw	0	Light industrial park constructed	-----					25,000	-	2,500,000	KWMA	GIZ, MLGRD, BAC, RTF, GRATIS, Association of Garagis

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	In cooperate 13 decentralized departments' AAPs and Budgets into the Assembly's Composite AAP and Composite budgets annually	13 Departments	12	Annually composite AAPs and Budgets prepared	-----	-----	-----	-----	10,000	-	25,000	KWMA	All Departments CSOs, SAC
	Construction of Akuajoo and Asuagya markets	Akuajoo, Asuogya	Dilapidated	2No. Markets constructed	-----	-----	-----	-----	-	30,000	-	KWMA	Private Sector Partnerships
	Reconstruction of Nkawkaw Market Annex			1No. Markets complex constructed	-----	-----	-----	-----	-	125,000	-		Private Sector Partnerships
	Plan and conduct 4 quarterly popular participation sessions	Municipal wide	8	Improved citizenry governance engagement	-----	-----	-----	-----	40,000	-	-	KWMA	CSOs, Media SAU, MLG&RD
	Procure 9 motorbikes for all Assembly Persons and 4 zonal councils	Municipal wide	0	Four (4) Zonal Councils established and operationalized	-----	-----	-----	-----	33,750	-	-	KWMA	

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Establish a functional client service unit	CAD	1	Functional client service unit established	-----	-----	-----	-----	10,000	-	-	KWMA	CSOs
	Renovation of office buildings and residential accommodations	Municipal wide	13	Office buildings and residential accommodations renovated	-----	-----	-----	-----	60,000	-	-	KWMA	DACF
	Maintenance and repair of office vehicles	CAD		Office vehicles maintained	-----	-----	-----	-----	50,000	-	-	KWMA	DACF
	Construction of new office complex	Nkawkaw	0	office complex constructed	-----	-----	-----	-----	200,000	-	2,000,000	KWMA	MLG&RD
	Procurement of office furniture	CAD	0	office furniture procured	-----	-----	-----	-----	25,000	-	-	KWMA	DACF

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Build ICT infrastructure to network 13 Departments for inter and intra communication	Municipal wide	0	Improved electronic communication	-----					50,000	-	-	KWMA	MLG&RD, OHOLS, PSC, OHCS, FWSC, PRAAD, NIITA/AITI
	Engage PRAAD to decongest Registry and provide Training on PRAAD manual	CAD		Improved documentation at the Registry	-----					25,000	-	-	KWMA	PRAAD
	Ensure the implementation of 95% of the MTDP	CAD	97%	95% of the MDTP implemented	-----						-	-	KWMA	GoG, MLG&RD, MoP, DACF, OHOLGS
	Conduct Environmental and Social Safeguards on all PPPs under Environmental and Social Management Framework (ESMF)	Municipal wide	2	Abbreviated Resettlement Action Plan (ARAPs) & Environmental and Social Management Plan (ESMPs) conducted on PPPs	-----					60,000	-	125,000	KWMA	MoSI, MoP, MLG&RD, NDPC, EPA, WB



## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Organize 32 development dialogue meetings with Traditional Authorities and Key Investors	Municipal wide	0	32 development dialogue meetings held	-----					-	-	-	KWMA	OHOLGS, MLG&RD, SCOs,
	Organize 16 community security awareness through 4 zonal neighborhood watch schemes	Municipal wide	4	16 community security awareness organized	-----					-	-	-	MUSEC	RESEC, GIS, , National Peace Council
	Organize 16 (quarterly) public education on fire prevention and safety	Municipal wide	4	16 (quarterly) public education on fire prevention and safety organized	-----					-	10,000	-	KWMA /FS	SCOs
	Adopt, Prepare and implement the National Anti-Corruption Action Plan in the Municipality	CAD	0	Action Plan on National Anti-Corruption prepared and implemented	-----					-	12,000	-	KWMA /Audit	

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Ban Chinese slot (Jack pot) machines in the Municipality	Municipal wide		Chinese slot machines ban in all communities in the Municipality					-	1,250	-	KWMA	Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees
	Prohibit children in funeral entertainment grounds (Truancy free)in the Municipality	Municipal wide		Children in funeral grounds prohibited					-	1,250	-		Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees

## KWAHU WEST MUNICIPAL ASSEMBLY: 2018 ANNUAL ACTION PLAN

Adopted MDAs Goal: GHANA AND THE INTERNATIONAL COMMUNITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Engage Kwahuman in the diaspora for development initiatives in the Municipality	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry
	Promote Public Private Partnership in development initiatives	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry

TABLE 5.4: KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration	Revaluation of all properties in the Municipality for their economic value	Municipal wide	0	Property rate increased from 85% to 98% in 2018					250,000	25,000	225,000	KWMA	Mof/MLGRD/LVA/WB/DPs
	<b>Sub-programme:</b> General Administration	Procure 2no. 4x4 Pick-up vehicles to enhance revenue collections	CAD	1	Increase the monitoring of revenue centres from one (1) to four (4) markets in the Municipality					500,000	-	-	-
<b>Programme:</b> Economic Development	Procure and develop 200,000 improved cocoa seedlings for four (4) operation areas	4 zones	0	Increased cocoa production for export					250,000	-	250,000	KWMA	GoG/DCACT/PF&I/Private individuals
	<b>Sub-programme:</b> Agricultural Services and Management	Promote the cultivation of 800 hectare citrus plantations	4 zones	0	Citrus production and marketing increased by 70%					200,000	-	-	KWMA

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Promote the cultivation of 800-hectare oil palm plantations	4 zones	0	Production and marketing of oil palm increased by 70%					200,000	-	-	KWMA	GoG/DCACT/ PF&I/Private individuals
	Facilitate the cultivation of 800-hectare rubber plantations	4 zones	0	The cultivation of rubber promoted					200,000	-	-	KWMA	GoG/DCACT/ PF&I/Private individuals
	Promote the cultivation of 400-hectare cassava plantations	4 zones	0	Production of cassava increased from 10% yield to 35%					100,000	-	-	KWMA	
	Promote the cultivation of 400-hectare cereal crop farms	4 zones	0	Production of cereals (Maize and Rice) increased from 15% yield to 60%					100,000	-	-	KWMA	GoG/DCACT/ PF&I/Private individuals
	Promote the cultivation of 200-hectare vegetable farms	4 zones	0	Vegetable production yield increased from % to %					150,000	-	-	KWMA	GoG/DCACT/ PF&I/ Private individuals

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Facilitate the cultivation of 100-hectare ginger farms	Municipal wide	0	Ginger production yield increased from...%to...%					110,000	-	-	KWMA	GoG/DCACT/PF&I/ Private individuals
	Facilitate the supply and distribution of agro-inputs credits under PFJ	Municipal wide	3,080	Agro inputs credits distribution increased from 3,020 to 20,000					125,000	-	-	KWMA	DIF/PFJs/DCACT/PF&I/ Private individuals
	Provision of Agriculture Education and extension services	Municipal wide							25,000	-	-	KWMA	DIF/PFJs/DCACT/PF&I/ Private individuals
	Increase food and vegetable production for Food and Nutrition Security (FNS)	Municipal wide	167.6	Increased food security					-	-	-	KWMA	DIF/DCACT/PF&I/ Private individuals
	Facilitate the reduction of post-harvest loses from 30% to 25%	Municipal wide	30%	Post-harvest loses reduced					25,000	-	-	KWMA	GoG/ Private

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development	Develop cable car along the Kwahu scarps	Kwahu Scarps	0	promote internal tourism					-	-	-	KWMA	GoG/GTB/DPs Private Sector
	<b>Sub-programme:</b> Trade, Industry and Tourism	Facilitate the development of Kokoma cave site	Kokoma	Undeveloped	Internal tourism promoted					-	-	-	KWMA

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 3no. 6-unit (Primary) classroom blocks, mechanized boreholes, offices/wash rooms, stores, toilets, urinals and greening environments in two (3) communities in the Muni.	* 3 Locations	Dilapidated	3No. 6-unit Classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
	Construction of 1no. 3-unit (JHS) classroom block, mechanized borehole, offices/washrooms, toilet store, urinal and greening environments in four (1) communities in the Muni.	Asona	Dilapidated	1no. 3-classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP

**\*8 Locations:** Ekowso, Site Kese and Wisiwisi



**KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 2no. 2-unit (KGs) classroom blocks, mechanized boreholes, offices/ washrooms, store, toilets, urinal and greening environments in two (2) communities in the Municipality	Nkawkaw Kuma  New Abetensu	Dilapidated	2no. 2-unit classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
	Support 1 needy student	Municipal Wide	0	1 needy student supported					10,000	-	-	KWMA	GoG/GES/DPs
	Organize one (1) STEM) for all public basic schools in the Municipality	Municipal wide	4						-	10,000	-	KWMA	GoG/GES/DPs
	Quarterly inspection, monitoring and supervision of education delivery in the Municipality	Municipal wide	4						50,000	-	-	KWMA	GoG/GES/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Completion and provision of basic health facilities of CHPS compound at Mosie	Mosie	1	1No. CHPS compound completed and operationalized					50,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Nkawkaw Zongo	Nkawkaw Zongo	Stand still	CHPS compound constructed and operationalized					70,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	Abepotia	0	CHPS compound constructed and operationalized					10,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction of central medical stores at Nkawkw	Abepotia	0	Central Medical stores constructed					-	-	80,000	KWMA	GoG/GHS/IPEP/DPs

**KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Supply of medical equipment and logistics to 1 health facilities	Ekowso	0	Medical equipment and logistics in health facilities					-	-	50,000		
	Increase Health Insurance accreditation from 26 to 51	Municipal wide	26	25 health facilities accredited in the Muni.					-	-	-	NHIS	GoG/GHS/DPs
	Construction of trauma hospital for the treatment of emergency and critical accident cases	Nkawkaw	0	Trauma hospital constructed					25,000	-	-	KWMA	GoG/GHS/DPs
	Construction 2no. residential accommodations for senior health staff	Nkawkaw	0	Health residential accommodations constructed					100,000	-	-	KWMA	GoG/GHS/DPs

**KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Extension of STI clinic facilities, laboratory, OPD, Adolescent health corner, Antenatal, delivery and maternity wing in all two (2) health centers		1	Ancillary health facilities extended to 2 health centers in the Municipality	-----					-	-	25,000	KWMA	GoG/GHS/DPs
	Desilting of drains	Municipal wide		All drains desilted	-----					10,000	-	-	KWMA	GoG/ DP
	Drilling and mechanization of 3no. Boreholes in the Municipality	* Municipal wide	11	3No. Boreholes drilled and mechanized	-----					-	-	135,000	KWMA	IPEP/GoG/1Md/1C
	Extension of water to 2 localities without water	* Municipal wide	1	Water extended to underserved communities	-----					44,444	-	44,444	KWMA	GoG/ GWC

*\* Drilling and mechanization of 3no. Boreholes in the Municipality: Fodoa, Aweragya and Kwamang.*

*\* Extension of water to 2 localities without water: Soldier Line and Nsuta.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Implement Open-Defecation-Free (ODF) programme in 2 communities in the Municipality	Nkawanda No.1 Old Jejeti	1	All communities in the Municipality declared ODF communities					57,143	-	57,143	KWMA	GoG/ CWSA
	Construction of 6no. 20 seater-WCs in market places	Municipal wide		6no-WCs constructed					700,000	-	-	KWMA	GoG/ DP
	Facilitate the implementation of pro-poor programmes in the Municipality	*41 communities	835	All Government Pro-poor programmes implemented in the Municipality					40,000	-	-	KWMA	MoG&SP/ GoG

**\*41 LEAP beneficiary communities:**

*Domeabra, Ampekrom, Oframase, Kwahu Nsabaah, Old Jejeti, Apesika, Monsie, Ekawso, Asuboni Rails, Sitey Kese, Wisiwisi Besease, Kwahu Odumase, Kwahu Wawase, Abepotia, Krakor, Aprabonsu, Kwadwo Nkansah, Atibie Nkawkaw, Kwamang, Awenade, Saafi, Esaase, Apradan, Ahatanang, Ataaso, Yawkorkor, Asona, Danteng, Kwahu Hwidiem, Banka, Kofi Dede, Fodoa, Aprawhiem, Kwahu Daa, Aweragya, Nsuta Aweraya, Asasefufuom, Jamasi No. 1, Jamasi No.2, Kwahu Apa and Boadukrom.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Environmental Protection and Management	Intensify environmental compliance monitoring of all permitted mining projects in the Municipality	Municipal wide	2	Environmental laws and regulations complied with					-	-	50,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Procure 2no. noise monitoring meters	Municipal wide	0	2no. Monitoring meters procured					-	-	100,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Conduct 4 capacity building and sensitization programmes	Municipal wide	5	4 capacity building and sensitization programmes organized					-	-	160,000	KWMA	MLNR, EPA, MESTI, NADMO, MRH, MLGRD, CSOs, Media, MLGRD, LGS,
	Conduct social and Strategic Environmental Assessment on all PPPs	Municipal wide	1	All PPPs subjected to SEA					20,000			KWMA /EPA	EPA/NDPC/ MESTI
	Green infrastructure designs in projects	Municipal wide	6	All project designed green environments					25,000			KWMA /EPA	EPA/NDPC/ MESTI

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration <b>Sub-programme:</b> General Administration	Green planning and budgeting in the Municipality (Carbon sinks improvement)	Municipal wide	1,087,500	All AAPs and Composite budget included green activities					10,000	-	-	KWMA	EPA/NDPC/MESTI
	Creation and beautification of parks and open spaces	Municipal wide		Open spaces and parks created					10,000	-	-	KWMA	DPP
	Plant 50,000 trees and greening of all public schools	Municipal wide	0	50,000 species of trees planted					25,000	-	-	KWMA Forestry	GES/EPA/MESTI/FC
	Complete Street Naming and Property Addressing System in the Municipality	Nkawkaw	23 poles mounted with 54 signage's	All Streets and Properties Named and Numbered					-	-	10,000	KWMA	Ministry of communications, NITA, National Data Centre, NIA, MoTI, CERGIS, SADA, MESTI, LUPSA

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Create 50 hectors of land banks for public and private projects	Municipal wide	0	50 hectors land banks created					-	-	25,000	KWMA	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Prepare structure plans for Kwahu West Municipality and 3 major towns in the Municipality	Municipal wide	0	Structural plans prepared for all zonal scheme					-	-	100,000	KWMA/Tas	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Organize quarterly meeting of Municipal Spatial Planning Committee meetings to vet dev. Application	KWMA	4	All Development applications vetted by the SPC					10,000	-	-	KWMA	Tas, CSOs, DPP



## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Plant 50,000 ornamental and economic trees along major streets in the Municipality	Municipal wide	0	50,000 ornamental plants and economic trees planted					70,000	-	75,000	<b>KWMA</b>	MLGRD, MLNR, Lands Commission, GHA, DUR Built Env. Professional Organizations
	Prepare 2No. Planning schemes for some newly developing communities to guide their growth and dev. And revise 2No. planning schemes to reflect existing development on the ground	Municipal wide	1	Two new planning schemes prepared and two old planning schemes revised					10,000	-	50,000	<b>KWMA</b>	Lands Commission Survey and mapping division /  Traditional Authorities
	Facilitate Private sector to invest in estates development in the Municipality	Municipal wide	0	Increased private sector investment in estate development					-	-	-	<b>KWMA/Tas</b>	Private Sector

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management	Facilitate the implementation of slum renewal programmes in the Municipality	Nkawkaw Zongo	0	Emerging slum areas identified and upgraded	-----	-----	-----	-----	-	-	-	KWMA	GoG/ZDF	
	<b>Sub-programme:</b> Spatial Planning	Construction of school complex in zongo community	Nkawkaw Zongo	Dilapidated	1No. School complex constructed in the Zongo community	-----	-----	-----	-----	-	-	250,000	KWMA	Zongo Development Fund
<b>Programme:</b> Infrastructure Delivery and Management	Construction of 10km of urban roads	Selected roads in Nkawkaw	10km	10km of urban roads asphalted	-----	-----	-----	-----	15m	-	15m	KWMA	MRH, GHA, DFR,	
	<b>Sub-programme:</b> Infrastructure Development	Spot improvement of 20km of feeder roads	Selected roads in Nkawkaw	10km	20km of feeder roads improved	-----	-----	-----	-----	125,000	-	-	KWMA	
		Construction of one (1) transport terminals/bus stops	Nkawkaw	0	One (1) transport terminals/ bus stop constructed	-----	-----	-----	-----	10,000	-	10,000	KWMA	MRH, GHA, DUR, MoF
		Construction and decongest pedestrians' walk-ways (NMT)	Nkawkaw	0	Construction undertaken and pedestrians' walk-ways decongested	-----	-----	-----	-----	10,000	-	-	KWMA	EPA, GRTCC, BRRI, Road Contractors Association, DUR, MoF, Ghana Police

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management	Expansion of electricity to 8 communities	Municipal wide	35	Electricity extended to 8 communities with electricity					-	-	330,000	KWMA	IPEP, PRF / MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
	<b>Sub-programme:</b> Infrastructure Development	Expansion of electricity to 8 virgin communities	Municipal wide	35	Electricity extended to 8 communities without electricity					-	-	330,000	KWMA
	Installation of new street lights and rehabilitation of faulty ones	Municipal wide		New street lights installed and faulty ones rehabilitated								KWMA	

### **\*8 Communities in need of extension**

*Old Jejeti, Aweragya, Ampekrom, Ekawso, Apesika, Monsie, Fodoa and Aprahum.*

### **\*8 Virgin Communities (Communities without electricity)**

*Asempa Noye No.1, Asempa Noye No.2, Asaasefofum, Boadu Krom, Kwasi Krom, Koranteng Krom, Kwadwo Nkansah and Kwasi Ofori No.2.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Public Works, Rural Housing and Water Management	Monthly inspection and monitoring projects	Municipal wide		Projects constructed according to specifications	-----					-	-	-		CSOs, Community, SAC
	Construct 7km of storm drains and 4km of secondary drains	Municipal wide	0	Recurrent of flooding mitigated	-----					-	-	2,500,000	KWMA	1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Routine maintenance, rehabilitation and upgrading of all public buildings			All public buildings maintained, rehabilitated and upgraded	-----					125,000	-	-	KWMA	IPEP, 1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Facilitate the establishment of brick, tiles, cistern and ceramics factory	Municipal wide	Local earth wares	One District factory project established	-----					37,500	-	-	KWMA	GoG, 1D1F, GGSA, Private Investors
	Construction of light Industrial park for Artisans	Nkawkaw	0	Light industrial park constructed	-----					25,000	-	2,500,000	KWMA	GIZ, MLGRD, BAC, RTF, GRATIS, Association of Garagis

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	In cooperate 13 decentralized departments' AAPs and Budgets into the Assembly's Composite AAP and Composite budgets annually	13 Departments	12	Annually composite AAPs and Budgets prepared	-----	-----	-----	-----	10,000	-	25,000	KWMA	All Departments CSOs, SAC
	Construction of Akuajoo and Asuagya markets	Akuajoo, Asuogya	Dilapidated	2No. Markets constructed	-----	-----	-----	-----	-	45,000	-	KWMA	Private Sector Partnerships
	Reconstruction of Nkawkaw Market Annex			1No. Markets complex constructed	-----	-----	-----	-----	-	125,000	-		Private Sector Partnerships
	Plan and conduct 4 quarterly popular participation sessions	Municipal wide	8	Improved citizenry governance engagement	-----	-----	-----	-----	40,000	-	-	KWMA	CSOs, Media SAU, MLG&RD
	Procure 9 motorbikes for all Assembly Persons and 4 zonal councils	Municipal wide	0	Four (4) Zonal Councils established and operationalized	-----	-----	-----	-----	33,750	-	-	KWMA	

**KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN**

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Establish a functional client service unit	CAD	1	Functional client service unit established	-----					10,000	-	-	KWMA	CSOs
	Build ICT infrastructure to network 13 Departments for inter and intra communication	Municipal wide	0	Improved electronic communication	-----					50,000	-	-	KWMA	MLG&RD, OHOLS, PSC, OHCS, FWSC, PRAAD, NIITA/AITI
	Engage PRAAD to decongest Registry and provide Training on PRAAD manual	CAD		Improved documentation at the Registry	-----					25,000	-	-	KWMA	PRAAD
	Ensure the implementation of 95% of the MTDP	CAD	97%	95% of the MDTP implemented	-----						-	-	KWMA	GoG, OHOLGS MLG&RD, MoP, DACF,
	Conduct Environmental and Social Safeguards on all PPPs under Environmental and Social Management Framework (ESMF)	Municipal wide	2	Abbreviated Resettlement Action Plan (ARAPs) & Environmental and Social Management Plan (ESMPs) conducted on PPPs	-----					60,000	-	125,000	KWMA	MoSI, MoP, MLG&RD, NDPC, EPA, WB

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Organize 32 development dialogue meetings with Traditional Authorities and Key Investors	Municipal wide	0	32 development dialogue meetings held					-	-	-	KWMA	OHOLGS, MLG&RD, SCOs,
	Organize 16 community security awareness through 4 zonal neighborhood watch schemes	Municipal wide	4	16 community security awareness organized					-	-	-	MUSEC	RESEC, GIS, , National Peace Council
	Organize 16 (quarterly) public education on fire prevention and safety	Municipal wide	4	16 (quarterly) public education on fire prevention and safety organized					-	10,000	-	KWMA /FS	SCOs
	Adopt, Prepare and implement the National Anti-Corruption Action Plan in the Municipality	CAD	0	Action Plan on National Anti-Corruption prepared and implemented					-	12,000	-	KWMA /Audit	

## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Ban Chinese slot (Jack pot) machines in the Municipality	Municipal wide		Chinese slot machines ban in all communities in the Municipality	-----					-	1,250	-	KWMA	Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees
	Prohibit children in funeral entertainment grounds (Truancy free) in the Municipality	Municipal wide		Children in funeral grounds prohibited	-----					-	1,250	-		Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees



## KWAHU WEST MUNICIPAL ASSEMBLY: 2019 ANNUAL ACTION PLAN

Adopted MDAs Goal: GHANA AND THE INTERNATIONAL COMMUNITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Engage Kwahuman in the diaspora for development initiatives in the Municipality	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry
	Promote Public Private Partnership in development initiatives	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry

TABLE 5.5: KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Acquisition of 500-acre land banks for Government projects	10 agriculture operation areas	0	1,000-acre land acquired					50,000	-	-	KWMA	GOG/TA
	Promote the cultivation of 400-hectare cassava plantations	4 zones	0	Production of cassava increased from 10% yield to 35%					100,000	-	-	KWMA	
	Promote the cultivation of 400-hectare cereal crop farms	4 zones	0	Production of cereals (Maize and Rice) increased from 15% yield to 60%					100,000	-	-	KWMA	GoG/DCACT/ PF&I/Private individuals
	Facilitate the development of cocoa processing factory	Municipal wide	0	Value addition to cocoa beans					50,000	-	-	KWMA	GoG/COCOA BOARD

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Facilitate the establishment of a factory to Process cola nuts waste into organic manure	Fodoa	0	Organic manure for the production of vegetables	-----	-----	-----	-----	50,000	-	-	KWMA	DIF/PFJs/DCA CT/PF&I/ Private individuals
	Facilitate the supply and distribution of agro-inputs credits under PFJ	Municipal wide	3,080	Agro inputs credits distribution increased from 3,020 to 20,000	-----	-----	-----	-----	125,000	-	-	KWMA	DIF/PFJs/DCA CT/PF&I/ Private individuals
	Provision of Agriculture Education and extension services	Municipal wide			-----	-----	-----	-----	25,000	-	-	KWMA	DIF/PFJs/DCA CT/PF&I/ Private individuals
	Increase food and vegetable production for Food and Nutrition Security (FNS)	Municipal wide	167.6	Increased food security	-----	-----	-----	-----	-	-	-	KWMA	DIF/DCACT/P F&I/ Private individuals
	Facilitate the establishment of a factory to Process saw dust into chipboards	Amanfrom	Defunct	Chipboards produced from saw dust	-----	-----	-----	-----	50,000	-	-	KWMA	DIF/1D1F/ Private individuals

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Improve quality of citrus and food crops for marketing	Municipal wide	Poor	Improved market prices of farm-based products					-	-	-	KWMA	GoG/ DIF
	Facilitate the reduction of post-harvest loses from 30% to 25%	Municipal wide	30%	Post-harvest loses reduced					25,000	-	-	KWMA	GoG/ Private
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Trade, Industry and Tourism	Develop Asuboni No.3 water-fall site	Asuboni No.3	Undevel oped	Increased Internal tourism participation					-	-	-	KWMA	GoG/GTB/ DPs Private Sector
	Develop cable car along the Kwahu Scarps	Kwahu Scarps	0	promote internal tourism					-	-	-	KWMA	GoG/GTB/ DPs Private Sector
	Facilitate the development of Kokoma cave site	Kokoma	Undevel oped	Internal tourism promoted					-	-	-	KWMA	GoG/GTB/ DPs Private Sector

**KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 2no. 6-unit (Primary) classroom blocks, mechanized boreholes, offices/ wash rooms, stores, toilets, urinals and greening environments in two (2) communities in the Muni.	* 2 Locations	Dilapidated	2No. 6-unit Classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
	Construction of a 3-unit (JHS) class- room block, mechanized borehole, offices/washrooms, toilet store, urinal and greening environments in four (2) communities in the Muni.	Nsuta-Aweragya	Dilapidated	1no. 3-classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP

**\*2 Locations:** Onokwa and Ahantanang.

**KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 2no. 2-unit (KGs) classroom blocks, mechanized boreholes, offices/ washrooms, store, toilets, urinal and greening environments in two (2) communities in the Municipality	Nkawkaw Kuma	Dilapidated	2no. 2-unit classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
		New Abetensu			-----	-----	-----	-----					
	Support 2 needy students	Municipal Wide	0	2 needy students supported	-----	-----	-----	-----	20,000	-	-	KWMA	GoG/GES/DPs
	Organize one (1) STEM) for all public basic schools in the Municipality	Municipal wide	4		-----	-----	-----	-----	-	10,000	-	KWMA	GoG/GES/DPs

**KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Quarterly inspection, monitoring and supervision of education delivery in the Municipality	Municipal wide	4						50,000	-	-	KWMA	GoG/GES/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	Abepotia	0	CHPS compound constructed and operationalized					10,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction of central medical stores at Nkawakw	Abepotia	0	Central Medical stores constructed					-	-	80,000	KWMA	GoG/GHS/IPEP/DPs
	Supply of medical equipment and logistics to 2 health facilities	Monsie Abepotia	0	Medical equipment and logistics in health facilities					-	-	75,000		

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Increase Health Insurance accreditation from 26 to 51	Municipal wide	26	25 health facilities accredited in the Municipality					-	-	-	NHIS	GoG/GHS/DPs
	Construction of trauma hospital for the treatment of emergency and critical accident cases	Nkawkaw	0	Trauma hospital constructed					25,000	-	-	KWMA	GoG/GHS/DPs
	Construction 2no. residential accommodations for senior health staff	Nkawkaw	0	Health residential accommodations constructed					100,000	-	-	KWMA	GoG/GHS/DPs
	Extension of STI clinic facilities, laboratory, OPD, Adolescent health corner, Antenatal, delivery and maternity wing in all two (2) health centers		1	Ancillary health facilities extended to 2 health centers in the Municipality					-	-	25,000	KWMA	GoG/GHS/DPs



## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Environmental Health and Sanitation Services	Facilitate the construction of engineered liquid solid disposal sites in the Municipality	Sitey Kese	0	Engineered waste treatment plant constructed					-	-	-		GoG/ Zoomlion/ MoS
	Desilting of drains	Municipal wide		All drains desilted					10,000	-	-	KWMA	GoG/ DP
	Drilling and mechanization of 4no. Boreholes in the Municipality	* Municipal wide	11	4No. Boreholes drilled and mechanized					-	-	360,000	KWMA	IPEP/GoG/ 1Md/1C
	Extension of water to 3 localities without water	* Municipal wide	1	Water extended to underserved communities					133,333	-	133,333	KWMA	GoG/ GWC
	Implement Open-Defecation-Free (ODF) programme in 2 communities in the Municipality	* Municipal wide	1	All communities in the Municipality declared ODF communities					114,000	-	114,000	KWMA	GoG/ CWSA

\* **Drilling and mechanization of 4no. Boreholes in the Municipality:** Awenade, Kabontwea, Amanfrom and Jejeti Apesika.

\* **Extension of water to 3 localities without water:** Asuogya, Damang and Life FM area

\* **Open-Defecation-Free (ODF) programme in 2 communities in the Municipality:** Old Jejeti and Trado.

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Construction of 6no.20 seater-WCs in market places	Municipal wide		6no-WCs constructed					700,000	-	-	KWMA	GoG/ DP
	Facilitate the implementation of pro-poor programmes in the Municipality	*41 communities	835	All Government Pro-poor programmes implemented in the Municipality					40,000	-	-	KWMA	MoG&SP/ GoG

### **\*41 LEAP beneficiary communities:**

*Domeabra, Ampekrom, Oframase, Kwahu Nsabaah, Old Jejeti, Apesika, Monsie, Ekawso, Asuboni Rails, Sitey Kese, Wisiwisi Besease, Kwahu Odumase, Kwahu Wawase, Abepotia, Krakor, Aprabonsu, Kwadwo Nkansah, Atibie Nkawkaw, Kwamang, Awenade, Saafi, Esaase, Apradan, Ahatanang, Ataaso, Yawkorkor, Asona, Danteng, Kwahu Hwidiem, Banka, Kofi Dede, Fodoa, Aprawhiem, Kwahu Daa, Aweragya, Nsuta Aweraya, Asasefufuom, Jamasi No. 1, Jamasi No.2, Kwahu Apa and Boadukrom.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Environmental Protection and Management	Intensify environmental compliance monitoring of all permitted mining projects in the Municipality	Municipal wide	2	Environmental laws and regulations complied with					-	-	50,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Procure 2no. noise monitoring meters	Municipal wide	0	2no. Monitoring meters procured					-	-	100,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Conduct 4 capacity building and sensitization programmes	Municipal wide	5	4 capacity building and sensitization programmes 356rganized					-	-	160,000	KWMA	MLNR, EPA, MESTI, NADMO, MRH, MLGRD, CSOs, Media, MLGRD, LGS,
	Conduct social and Strategic Environmental Assessment on all PPPs	Municipal wide	1	All PPPs subjected to SEA					20,000			KWMA /EPA	EPA/NDPC/ MESTI
	Green infrastructure designs in projects	Municipal wide	6	All project designed green environments					25,000			KWMA /EPA	EPA/NDPC/ MESTI

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration <b>Sub-programme:</b> General Administration	Green planning and budgeting in the Municipality (Carbon sinks improvement)	Municipal wide	1,087,500	All AAPs and Composite budget included green activities					15,000	-	-	KWMA	EPA/NDPC/MESTI
	Creation and beautification of parks and open spaces	Municipal wide		Open spaces and parks created					10,000	-	-	KWMA	DPP
	Plant 50,000 trees and greening of all public schools	Municipal wide	0	50,000 species of trees planted					25,000	-	-	KWMA Forestry	GES/EPA/MESTI/FC
	Complete Street Naming and Property Addressing System in the Municipality	Nkawkaw	23 poles mounted with 54 signage's	All Streets and Properties Named and Numbered					-	-	15,000	KWMA	Ministry of communications, NITA, National Data Centre, NIA, MoTI, CERSGIS, SADA, MESTI, LUPSA

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Create 50 hectors of land banks for public and private projects	Municipal wide	0	50 hectors land banks created					-	-	25,000	KWMA	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Prepare structure plans for Kwahu West Municipality and 3 major towns in the Municipality	Municipal wide	0	Structural plans prepared for all zonal scheme					-	-	100,000	KWMA/Tas	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Organize quarterly meeting of Municipal Spatial Planning Committee meetings to vet dev. Application	KWMA	4	All Development applications vetted by the SPC					15,000	-	-	KWMA	Tas, CSOs, DPP

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Plant 50,000 ornamental and economic trees along major streets in the Municipality	Municipal wide	0	50,000 ornamental plants and economic trees planted					70,000	-	75,000	<b>KWMA</b>	MLGRD, MLNR, Lands Commission, GHA, DUR Built Env. Professional Organizations
	Prepare 2No. Planning schemes for some newly developing communities to guide their growth and dev. And revise 2No. planning schemes to reflect existing development on the ground	Municipal wide	1	Two new planning schemes prepared and two old planning schemes revised					10,000	-	50,000	<b>KWMA</b>	Lands Commission Survey and mapping division /  Traditional Authorities
	Facilitate Private sector to invest in estates development in the Municipality	Municipal wide	0	Increased private sector investment in estate development					-	-	-	<b>KWMA/Tas</b>	Private Sector

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Base line	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management	Facilitate the implementation of slum renewal programmes in the Municipality	Nkawkaw Zongo	0	Emerging slum areas identified and upgraded	-----	-----	-----	-----	-	-	-	KWMA	GoG/ZDF	
	<b>Sub-programme:</b> Spatial Planning	Construction of school complex in zongo community	Nkawkaw Zongo	Dilapidated	1No. School complex constructed in the Zongo community	-----	-----	-----	-----	-	-	250,00	KWMA	Zongo Development Fund
<b>Programme:</b> Infrastructure Delivery and Management	Construction of 10km of urban roads	Selected roads in Nkawkaw	10km	10km of urban roads asphalted	-----	-----	-----	-----	15m	-	15m	KWMA	MRH, GHA, DFR,	
	<b>Sub-programme:</b> Infrastructure Development	Spot improvement of 20km of feeder roads	Selected roads in Nkawkaw	10km	20km of feeder roads improved	-----	-----	-----	-----	125,000	-	-	KWMA	
		Construction of one (1) transport terminals/bus stops	Nkawkaw	0	One (1) transport terminals/ bus stops constructed	-----	-----	-----	-----	10,000	-	10,000	KWMA	MRH, GHA, DUR, MoF
		Construction and decongest pedestrians' walk-ways (NMT)	Nkawkaw	0	Construction undertaken and pedestrians' walk-ways decongested	-----	-----	-----	-----	10,000	-	-	KWMA	EPA, GRTCC, BRRI, Road Contractors Association, DUR, MoF, Ghana Police

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Infrastructure Development	Expansion of electricity to 9 communities	Municipal wide	35	Electricity extended to 9 communities with electricity	-----					-	-	330,000	KWMA	IPEP, PRF / MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
	Extension of electricity to 8 virgin communities	Municipal wide	35	Electricity extended to 8 communities without electricity	-----					-	-	330,000	KWMA	IPEP, PRF/ MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
	Installation of new street lights and rehabilitation of faulty ones	Municipal wide		New street lights installed and faulty ones rehabilitated	-----								KWMA	

### **\*9 Communities in need of extension**

*Banka, Adansua, Abanase (Nkawkaw), Abourso (Nkawkaw), New Nsuta, Asona, Danteng, Nyina Nkrumah and Hwidiem.*

### **\*8Virgin Communities (Communities without electricity)**

*Adapasu, Atwede, Kweku Berko, Adeiso, Ohema Krom, Yaw Asare, Kwasi Fori and Yawkrom.*



## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Public Works, Rural Housing and Water Management	Monthly inspection and monitoring projects	Municipal wide		Projects constructed according to specifications	-----					-	-	-		CSOs, Community, SAC
	Construct 6km of storm drains and 4km of secondary drains	Municipal wide	0	Recurrent of flooding mitigated	-----					-	-	2,500,000	KWMA	1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Routine maintenance, rehabilitation and upgrading of all public buildings			All public buildings maintained, rehabilitated and upgraded	-----					125,000	-	-	KWMA	IPEP, 1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Facilitate the establishment of brick, tiles, cistern and ceramics factory	Municipal wide	Local earth wares	One District factory project established	-----					37,500	-	-	KWMA	GoG, 1D1F, GGSA, Private Investors
	Construction of light Industrial park for Artisans	Nkawkaw	0	Light industrial park constructed	-----					25,000	-	2,500,000	KWMA	GIZ, MLGRD, BAC, RTF, GRATIS, Association of Garagis

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	In cooperate 13 decentralized departments' AAPs and Budgets into the Assembly's Composite AAP and Composite budgets annually	13 Departments	12	Annually composite AAPs and Budgets prepared					10,000	-	25,000	KWMA	All Departments CSOs, SAC
	Construction of Akuajoo and Asuogya markets	Akuajoo, Asuogya	Dilapidated	2No. Markets constructed					-	45,000	-	KWMA	Private Sector Partnerships
	Reconstruction of Nkawkaw Market Annex			1No. Markets complex constructed					-	125,000	-		Private Sector Partnerships
	Plan and conduct 4 quarterly popular participation sessions	Municipal wide	8	Improved citizenry governance engagement					40,000	-	-	KWMA	CSOs, Media SAU, MLG&RD
	Procure 9 motorbikes for all Assembly Persons and 4 zonal councils	Municipal wide	0	Four (4) Zonal Councils established and operationalized					33,750	-	-	KWMA	

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Established and operationalized four (4) Zonal Councils	4 Zonal Councils	0	Four (4) Zonal Councils established and operationalized					60,000	-	-	KWMA	
	Establish a functional client service unit	CAD	1	Functional client service unit established					10,000	-	-	KWMA	CSOs
	Build ICT infrastructure to network 13 Departments for inter and intra communication	Municipal wide	0	Improved electronic communication					50,000	-	-	KWMA	MLG&RD, OHOLS, PSC, OHCS, FWSC, PRAAD, NIITA/AITI
	Engage PRAAD to decongest Registry and provide Training on PRAAD manual	CAD		Improved documentation at the Registry					25,000	-	-	KWMA	PRAAD
	Ensure the implementation of 95% of the MTDP	CAD	97%	95% of the MTDP implemented						-	-	KWMA	GoG, MLG&RD, MoP, DACF, OHOLGS

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Conduct Environmental and Social Safeguards on all PPPs under Environmental and Social Management Framework (ESMF)	Municipal wide	2	Abbreviated Resettlement Action Plan (ARAPs) & Environmental and Social Management Plan (ESMPs) conducted on PPPs					60,000	-	125,000	KWMA	MoSI, MoP, MLG&RD, NDPC, EPA, WB
	Organize 32 development dialogue meetings with Traditional Authorities and Key Investors	Municipal wide	0	32 development dialogue meetings held					-	-	-	KWMA	OHOLGS, MLG&RD, SCOs,
	Organize 16 community security awareness through 4 zonal neighborhood watch schemes	Municipal wide	4	16 community security awareness organized					-	-	-	MUSEC	RESEC, GIS, , National Peace Council

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Organize 16 (quarterly) public education on fire prevention and safety	Municipal wide	4	16 (quarterly) public education on fire prevention and safety organized	-----					-	10,000	-	KWMA /FS	SCOs
	Adopt, Prepare and implement the National Anti-Corruption Action Plan in the Municipality	CAD	0	Action Plan on National Anti-Corruption prepared and implemented	-----					-	12,000	-	KWMA /Audit	
	Ban Chinese slot (Jack pot) machines in the Municipality	Municipal wide		Chinese slot machines ban in all communities in the Municipality	-----					-	1,250	-	KWMA	Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees
	Prohibit children in funeral entertainment grounds (Truancy free) in the Municipality	Municipal wide		Children in funeral grounds prohibited	-----					-	1,250	-		Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees

## KWAHU WEST MUNICIPAL ASSEMBLY: 2020 ANNUAL ACTION PLAN

Adopted MDAs Goal: GHANA AND THE INTERNATIONAL COMMUNITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Engage Kwahuman in the diaspora for development initiatives in the Municipality	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry
	Promote Public Private Partnership in development initiatives	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry

TABLE 5.6: KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Acquisition of 500-acre land banks for Government projects	10 agriculture operation areas	0	1,000-acre land acquired					50,000	-	-	KWMA	GOG/TA
	Facilitate the development of cocoa processing factory	Municipal wide	0	Value addition to cocoa beans					50,000	-	-	KWMA	GoG/COCOABOARD
	Facilitate the establishment of a factory to Process colanuts waste into organic manure	Fodoa	0	Organic manure for the production of vegetables					50,000	-	-	KWMA	DIF/PFJs/DCACT/PF &I/ Private individuals
	Facilitate the supply and distribution of agro-inputs credits under PFJ	Municipal wide	3,080	Agro inputs credits distribution increased from 3,020 to 20,000					125,000	-	-	KWMA	DIF/PFJs/DCACT/PF &I/ Private individuals
	Provision of Agriculture Education and extension services	Municipal wide							25,000	-	-	KWMA	DIF/PFJs/DCACT/PF &I/ Private individuals
	Increase food and vegetable production for Food and Nutrition Security (FNS)	Municipal wide	167.6	Increased food security					-	-	-	KWMA	DIF/DCACT/PF&I/ Private individuals

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ECONOMIC DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Agricultural Services and Management	Facilitate the establishment of a factory to Process saw dust into chipboards	Amanfrom	Defunct	Chipboards produced from saw dust					50,000	-	-	KWMA	DIF/1D1F/ Private individuals
	Improve quality of citrus and food crops for marketing	Municipal wide	Poor	Improved market prices of farm-based products					-	-	-	KWMA	GoG/ DIF
	Facilitate the reduction of post-harvest loses from 30% to 25%	Municipal wide	30%	Post-harvest loses reduced					25,000	-	-	KWMA	GoG/ Private
<b>Programme:</b> Economic Development  <b>Sub-programme:</b> Trade, Industry and Tourism	Develop Asuboni No.3 water-fall site	Asuboni No.3	Undeveloped	Increased Internal tourism participation					-	-	-	KWMA	GoG/GTB/ DPs Private Sector
	Develop cable car along the Kwahu scarps	Kwahu Scarps	0	promote internal tourism					-	-	-	KWMA	GoG/GTB/ DPs Private Sector
	Facilitate the development of Kokoma cave site	Kokoma	Undeveloped	Internal tourism promoted					-	-	-	KWMA	GoG/GTB/ DPs Private Sector



## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 2no. 6-unit (Primary) classroom blocks, mechanized boreholes, offices/ wash rooms, stores, toilets, urinals and greening environments in two (2) communities in the Muni.	* 2 Locations	Dilapidated	2No. 6-unit Classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
	Construction of a 3-unit (JHS) class- room block, mechanized borehole, offices/washrooms, toilet store, urinal and greening environments in four (2) communities in the Muni.	Kwadwo Nkansa	Dilapidated	1no. 3-classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP

**\*2 Locations:** Kwadwo Nkansa and Saafi

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Education, Youth and Sports management	Construction of 2no. 2-unit (KGs) classroom blocks, mechanized boreholes, offices/ washrooms, store, toilets, urinal and greening environments in two (2) communities in the Municipality	Nkawkaw Kuma  New Abetensu	Dilapidated	2no. 2-unit classrooms constructed					-	-	-	KWMA	GoG/GES/1MD1C/IPEP/DPs
	Support 2 needy students	Municipal Wide	0	2 needy students supported					20,000	-	-	KWMA	GoG/GES/DPs
	Organize one (1) STEM) for all public basic schools in the Municipality	Municipal wide	4						-	10,000	-	KWMA	GoG/GES/DPs

**KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Quarterly inspection, monitoring and supervision of education delivery in the Municipality	Municipal wide	4						50,000	-	-	KWMA	GoG/GES/DPs
	Construction, mechanization of borehole and provision of basic health facilities of CHPS compound at Abepotia	Abepotia	0	CHPS compound constructed and operationalized					10,000	-	-	KWMA	GoG/GHS/IPEP/DPs
	Construction of central medical stores at Nkawakw	Abepotia	0	Central Medical stores constructed					-	-	80,000	KWMA	GoG/GHS/IPEP/DPs
	Supply of medical equipment and logistics to 2 health facilities	Monsie Abepotia	0	Medical equipment and logistics in health facilities					-	-	75,000		

**KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN**

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Increase Health Insurance accreditation from 26 to 51	Municipal wide	26	25 health facilities accredited in the Municipality	-----	-----	-----	-----	-	-	-	NHIS	GoG/GHS/DPs
	Construction of trauma hospital for the treatment of emergency and critical accident cases	Nkawkaw	0	Trauma hospital constructed	-----	-----	-----	-----	25,000	-	-	KWMA	GoG/GHS/DPs
	Construction 2no. residential accommodations for senior health staff	Nkawkaw	0	Health residential accommodations constructed	-----	-----	-----	-----	100,000	-	-	KWMA	GoG/GHS/DPs
	Extension of STI clinic facilities, laboratory, OPD, Adolescent health corner, Antenatal, delivery and maternity wing in all two (2) health centers		1	Ancillary health facilities extended to 2 health centers in the Municipality	-----	-----	-----	-----	-	-	25,000	KWMA	GoG/GHS/DPs

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Environmental Health and Sanitation Services	Facilitate the construction of engineered liquid solid disposal sites in the Municipality	Sitey Kese	0	Engineered waste treatment plant constructed					-	-	-		GoG/ Zoomlion/ MoS
	Desilting of drains	Municipal wide		All drains desilted					10,000	-	-	KWMA	GoG/ DP
	Drilling and mechanization of 4no. Boreholes in the Municipality	* Municipal wide	11	4No. Boreholes drilled and mechanized					-	-	360,000	KWMA	IPEP/GoG/ 1Md/1C
	Extension of water to 3 localities without water	* Municipal wide	1	Water extended to underserved communities					133,333	-	133,333	KWMA	GoG/ GWC
	Implement Open-Defecation-Free (ODF) programme in 2 communities in the Municipality	* Municipal wide	1	All communities in the Municipality declared ODF communities					114,000	-	114,000	KWMA	GoG/ CWSA

*\* Drilling and mechanization of 4no. Boreholes in the Municipality: Abepotia, Oseikrom, Asona and Kofi Dede.*

*\* Extension of water to 3 localities without water: Dubai, Kwaku Dwira and Domeabra*

*\*Open-Defecation-Free (ODF) programme in 2 communities in the Municipality: Kwahu Odumase and Ahantanang*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: SOCIAL DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Social Services Delivery  <b>Sub-programme:</b> Public Health Service and Management	Construction of 6no.20 seater-WCs in market places	Municipal wide		6no-WCs constructed					700,000	-	-	KWMA	GoG/ DP
	Facilitate the implementation of pro-poor programmes in the Municipality	*41 communities	835	All Government Pro-poor programmes implemented in the Municipality					40,000	-	-	KWMA	MoG&SP/ GoG

**\*41 LEAP beneficiary communities:**

*Domeabra, Ampekrom, Oframase, Kwahu Nsabaah, Old Jejeti, Apesika, Monsie, Ekawso, Asuboni Rails, Sitey Kese, Wisiwisi Besease, Kwahu Odumase, Kwahu Wawase, Abepotia, Krakor, Aprabonsu, Kwadwo Nkansah, Atibie Nkawkaw, Kwamang, Awenade, Saafi, Esaase, Apradan, Ahatanang, Ataaso, Yawkorkor, Asona, Danteng, Kwahu Hwidiem, Banka, Kofi Dede, Fodoa, Aprawhiem, Kwahu Daa, Aweragya, Nsuta Aweraya, Asasefufuom, Jamasi No. 1, Jamasi No.2, Kwahu Apa and Boadukrom.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Environmental Protection and Management	Intensify environmental compliance monitoring of all permitted mining projects in the Municipality	Municipal wide	2	Environmental laws and regulations complied with					-	-	50,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Procure 2no. noise monitoring meters	Municipal wide	0	2no. Monitoring meters procured					-	-	100,000	KWMA EPA	Forestry Commission, LC, MLNR, EPA, MESTI
	Conduct 4 capacity building and sensitization programmes	Municipal wide	5	4 capacity building and sensitization programmes organized					-	-	160,000	KWMA	MLNR, EPA, MESTI, LGS, NADMO, MRH, MLGRD, CSOs, Media, MLGRD,
	Conduct social and Strategic Environmental Assessment on all PPPs	Municipal wide	1	All PPPs subjected to SEA					20,000			KWMA /EPA	EPA/NDPC/ MESTI
	Green infrastructure designs in projects	Municipal wide	6	All project designed green environments					25,000			KWMA /EPA	EPA/NDPC/ MESTI

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration <b>Sub-programme:</b> General Administration	Green planning and budgeting in the Municipality (Carbon sinks improvement)	Municipal wide	1,087,500	All AAPs and Composite budget included green activities					15,000	-	-	KWMA	EPA/NDPC/MESTI
	Creation and beautification of parks and open spaces	Municipal wide		Open spaces and parks created					5,000	-	-	KWMA	DPP
	Plant 50,000 trees and greening of all public schools	Municipal wide	0	50,000 species of trees planted					25,000	-	-	KWMA Forestry	GES/EPA/MESTI/FC
	Complete Street Naming and Property Addressing System in the Municipality	Nkawkaw	23 poles mounted with 54 signage's	All Streets and Properties Named and Numbered					-	-	15,000	KWMA	Ministry of communications, NITA, National Data Centre, NIA, MoTI, CERSGIS, SADA, MESTI, LUPSA



## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Create 50 hectors of land banks for public and private projects	Municipal wide	0	50 hectors land banks created					-	-	25,000	KWMA	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Prepare structure plans for Kwahu West Municipality and 3 major towns in the Municipality	Municipal wide	0	Structural plans prepared for all zonal scheme					-	-	100,000	KWMA/Tas	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Env. Professional Organizations
	Organize quarterly meeting of Municipal Spatial Planning Committee meetings to vet dev. Application	KWMA	4	All Development applications vetted by the SPC					15,000	-	-	KWMA	Tas, CSOs, DPP

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Spatial Planning	Plant 50,000 ornamental and economic trees along major streets in the Municipality	Municipal wide	0	50,000 ornamental plants and economic trees planted					70,000	-	75,000	<b>KWMA</b>	MLGRD, MLNR, Lands Commission, GHA, DUR Built Env. Professional Organizations
	Prepare 2No. Planning schemes for some newly developing communities to guide their growth and dev. And revise 2No. planning schemes to reflect existing development on the ground	Municipal wide	1	Two new planning schemes prepared and two old planning schemes revised					10,000	-	50,000	<b>KWMA</b>	Lands Commission Survey and mapping division /  Traditional Authorities
	Facilitate Private sector to invest in estates development in the Municipality	Municipal wide	0	Increased private sector investment in estate development					-	-	-	<b>KWMA/Tas</b>	Private Sector

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management	Facilitate the implementation of slum renewal programmes in the Municipality	Nkawkaw Zongo	0	Emerging slum areas identified and upgraded	-----	-----	-----	-----	-	-	-	KWMA	GoG/ZDF	
	<b>Sub-programme:</b> Spatial Planning	Construction of school complex in zongo community	Nkawkaw Zongo	Dilapidated	1No. School complex constructed in the Zongo community	-----	-----	-----	-----	-	-	250,00	KWMA	Zongo Development Fund
<b>Programme:</b> Infrastructure Delivery and Management	Construction of 10km of urban roads	Selected roads in Nkawkaw	10km	10km of urban roads asphalted	-----	-----	-----	-----	15m	-	15m	KWMA	MRH, GHA, DFR,	
	<b>Sub-programme:</b> Infrastructure Development	Spot improvement of 20km of feeder roads	Selected roads in Nkawkaw	10km	20km of feeder roads improved	-----	-----	-----	-----	125,000	-	-	KWMA	
		Construction of one (1) transport terminals/bus stops	Nkawkaw	0	One (1) transport terminals/ bus stops constructed	-----	-----	-----	-----	10,000	-	10,000	KWMA	MRH, GHA, DUR, MoF
		Construction and decongest pedestrians' walk-ways (NMT)	Nkawkaw	0	Construction undertaken and pedestrians' walk-ways decongested	-----	-----	-----	-----	10,000	-	-	KWMA	EPA, GRTCC, BRRI, Road Contractors Association, DUR, MoF, Ghana Police

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT															
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating		
<b>Programme:</b> Infrastructure Delivery and Management	Expansion of electricity to 9 communities	Municipal wide	35	Electricity extended to 9 communities with electricity	-----					-	-	330,000	KWMA	IPEP, PRF / MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC	
	<b>Sub-programme:</b> Infrastructure Development	Extension of electricity to 7 virgin communities	Municipal wide	35	Electricity extended to 7 communities without electricity	-----					-	-	330,000	KWMA	IPEP, PRF/ MoFMoEP, EC, TOR PURC, PEF, GRIDCo, ECG, NED, VRA, BPA, GNPC
	Installation of new street lights and rehabilitation of faulty ones	Municipal wide		New street lights installed and faulty ones rehabilitated	-----									KWMA	

### **\*9 Communities in need of extension**

*Akwaboah, Trado Salvation Hill, Wiafe Tobarko Area (Nkawkaw), Rojo Hotel, James Town (Nkawkaw), Islamic School Area, Trado Mangoase, Yawkorkor and Owusukrom.*

### **\*8Virgin Communities (Communities without electricity)**

*Kwaku Appiah, Kwakuma, Kwame Oboni, Aprabonsu, Behenease, Damesikrom and Besease near Wisiwisi.*

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT														
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating	
<b>Programme:</b> Infrastructure Delivery and Management  <b>Sub-programme:</b> Public Works, Rural Housing and Water Management	Monthly inspection and monitoring projects	Municipal wide		Projects constructed according to specifications	-----					-	-	-		CSOs, Community, SAC
	Construct 6km of storm drains and 4km of secondary drains	Municipal wide	0	Recurrent of flooding mitigated	-----					-	-	2,500,000	KWMA	1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Routine maintenance, rehabilitation and upgrading of all public buildings			All public buildings maintained, rehabilitated and upgraded	-----					125,000	-	-	KWMA	IPEP, 1Md1C, MLGRD, MoW&H, MoR&H, Built Env. Professional Organizations
	Facilitate the establishment of brick, tiles, cistern and ceramics factory	Municipal wide	Local earth wares	One District factory project established	-----					37,500	-	-	KWMA	GoG, 1D1F, GGSA, Private Investors
	Construction of light Industrial park for Artisans	Nkawkaw	0	Light industrial park constructed	-----					25,000	-	2,500,000	KWMA	GIZ, MLGRD, BAC, RTF, GRATIS, Association of Garagis

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	In cooperate 13 decentralized departments' AAPs and Budgets into the Assembly's Composite AAP and Composite budgets annually	13 Departments	12	Annually composite AAPs and Budgets prepared					10,000	-	25,000	KWMA	All Departments CSOs, SAC
	Construction of Akuajoo and Asuagya markets	Akuajoo, Asuogya	Dilapidated	2No. Markets constructed					-	45,000	-	KWMA	Private Sector Partnerships
	Reconstruction of Nkawkaw Market Annex			1No. Markets complex constructed					-	125,000	-		Private Sector Partnerships
	Plan and conduct 4 quarterly popular participation sessions	Municipal wide	8	Improved citizenry governance engagement					40,000	-	-	KWMA	CSOs, Media SAU, MLG&RD
	Procure 9 motorbikes for all Assembly Persons and 4 zonal councils	Municipal wide	0	Four (4) Zonal Councils established and operationalized					33,750	-	-	KWMA	

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Established and operationalized four (4) Zonal Councils	4 Zonal Councils	0	Four (4) Zonal Councils established and operationalized					60,000	-	-	KWMA	
	Establish a functional client service unit	CAD	1	Functional client service unit established					10,000	-	-	KWMA	CSOs
	Build ICT infrastructure to network 13 Departments for inter and intra communication	Municipal wide	0	Improved electronic communication					50,000	-	-	KWMA	MLG&RD, OHOLS, PSC, OHCS, FWSC, PRAAD, NIITA/AITI
	Engage PRAAD to decongest Registry and provide Training on PRAAD manual	CAD		Improved documentation at the Registry					25,000	-	-	KWMA	PRAAD
	Ensure the implementation of 95% of the MTDP	CAD	97%	95% of the MDTP implemented						-	-	KWMA	GoG, MLG&RD, MoP, DACF, OHOLGS

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Conduct Environmental and Social Safeguards on all PPPs under Environmental and Social Management Framework (ESMF)	Municipal wide	2	Abbreviated Resettlement Action Plan (ARAPs) & Environmental and Social Management Plan (ESMPs) conducted on PPPs					60,000	-	125,000	KWMA	MoSI, MoP, MLG&RD, NDPC,EPA, WB
	Organize 32 development dialogue meetings with Traditional Authorities and Key Investors	Municipal wide	0	32 development dialogue meetings held					-	-	-	KWMA	OHOLGS, MLG&RD, SCOs,
	Organize 16 community security awareness through 4 zonal neighborhood watch schemes	Municipal wide	4	16 community security awareness organized					-	-	-	MUSEC	RESEC, GIS, National Peace Council



## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Organize 16 (quarterly) public education on fire prevention and safety	Municipal wide	4	16 (quarterly) public education on fire prevention and safety organized	-----	-----	-----	-----	-	10,000	-	KWMA /FS	SCOs
	Adopt, Prepare and implement the National Anti-Corruption Action Plan in the Municipality	CAD	0	Action Plan on National Anti-Corruption prepared and implemented	-----	-----	-----	-----	-	12,000	-	KWMA /Audit	
	Ban Chinese slot (Jack pot) machines in the Municipality	Municipal wide		Chinese slot machines ban in all communities in the Municipality	-----	-----	-----	-----	-	1,250	-	KWMA	Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees
	Prohibit children in funeral entertainment grounds (Truancy free) in the Municipality	Municipal wide		Children in funeral grounds prohibited	-----	-----	-----	-----	-	1,250	-		Parents, communities, Tas, Religious bodies, NCCE, Media, Zonal Councils, Unit Committees

## KWAHU WEST MUNICIPAL ASSEMBLY: 2021 ANNUAL ACTION PLAN

Adopted MDAs Goal: GHANA AND THE INTERNATIONAL COMMUNITY													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
<b>Programme:</b> Management and Administration  <b>Sub-programme:</b> General Administration	Engage Kwahuman in the diaspora for development initiatives in the Municipality	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry
	Promote Public Private Partnership in development initiatives	Municipal wide	0	Increased investment from the Kwahu's in the diaspora					25,000	-	-	KWMA	Ministry of Foreign Affairs, Ghana Immigration Service, Ministry of Trade and Industry

## CHAPTER 6: IMPLEMENTATION, MONITORING AND EVALUATION

### 6.1 Monitoring and Evaluation

Monitoring is a continuous process of collecting, recording, reporting and analyzing information on the performance of all aspects of an on-going planned programme or project, deemed important by implementers and stakeholders. It is a management tool that helps decision makers to know whether or not on-going activities are in line with the planned activities and therefore the progress of the work. It enables stakeholders to identify problems involved in the implementation of the plan so that possible solutions could be found. It therefore helps to avoid making unnecessary expenditure. Evaluation deals with the periodic assessment and review of the extent to which the goals and objectives of the Plan have been achieved. It could be carried out quarterly, annually or at the end of the two-year period.

#### 6.1.1 Monitoring

In project analysis and Planning, Monitoring is usually confused with evaluation. Monitoring is designed to appraise operations in order to determine compliance with Management controls and regulations. Monitoring is synonymous with regular auditing and inspection except that monitoring involves both the financial outlays of the project and the physical development to achieve project targets. Monitoring does not challenge the choice of targets but assures that progress is on schedule.

Projects to be monitored should not be misconstrued to mean physical constructional projects. Non-constructional project such as “reducing incidence of Malaria cases from 56% to 26% within three-year period” is also a project which can be monitored. Referring to the Guidelines for the Preparation of District Medium Term Development Plans under the Medium Term Development Policy Framework (2018-2021), it is indicated that the National Development Planning Commission (NDPC), would exercise an overall national responsibility over all Monitoring and Evaluation in the District. In conjunction with the Regional Planning and Coordinating Units (DPCU), the NDPCU will conduct spot checks on regular basis. This situation suggests a two-tier system of Monitoring. Their involvement might not be regular, but it is imperative that the beneficiaries of the projects get involved in all aspects of Project Planning and Management.

In implementing the plan, a participatory Monitoring and Evaluation (PM&E) will be adopted in which at the community level, monitoring will be the responsibility of the Unit Committees, Assembly Members, Opinion Leaders and Local Experts. These could be drafted to form monitoring teams at the local levels when the need arises. Projects that have a share of community input should have local stakeholders involved in the monitoring process as well as evaluation. This will exhibit transparency and accountability in project execution thus ensure sustainability.

Where this type of monitoring arrangement will delay project completion, detail monitoring roles should be spelt out to all stakeholders before the start of project, thus establishing the monitoring structure. The DPCU is responsible for monitoring as well as contacting the various sectors to partake in the exercise. Monitoring should be done on regular basis, at least quarterly progress report should be submitted by DPCU to the Assembly for discussion. The final document on the monitoring should be submitted to relevant bodies and agencies, e.g. Ministry of Local Government and Rural Development, Ministry of Finance, NDPC and Regional Coordinating Council.

### 6.1.2 Evaluation

Evaluation is a process that questions the relevance of the Plan, programme or project. It challenges all aspects of the design of the Plan and examines the performance of inputs and implementing agent(s). It is also a measuring device for progress towards targets. Evaluation can even result in redesigning and re-planning actions. It is important that people engaged in evaluation must be kept informed of audit findings since evaluation may uncover deficiencies and ineffectiveness in implementation. The process would facilitate future evaluation and improve effectiveness and efficiency. It should be known that a good monitoring system will of course, facilitate easier evaluation. Evaluation should be looked at as a collaborative effort between the District Assembly and its Development Partners thus participatory evaluation.

Evaluation should satisfy three major criteria namely: efficiency, effectiveness and significance. Efficiency implies that the evaluation at the end of the planned period should indicate that the benefits justify the cost. It should indicate whether there are more efficient means of achieving concerns targets for the achievement of outputs and purpose. Are the targets being achieved? It should clearly state the reasons for the success or failure significance addresses the issue of weather the achievement of the targets can contribute to socio-economic

development or project purpose or not. It should also spell out the advantages of activities over other alternatives as well as the side effects of the project. Thus, participatory evaluation is also a process which enable Management and Stakeholders to learn lessons for current or future planning. Monitoring and evaluation arrangement is a generalized schedule for the implementation of the Medium Term Development Plan. In Monitoring, the responsible actors are to assess the action Plan, the types of activities, time frame personnel and materials required and supplied, financial flows and the cost involved as well as the progress of work and the technical details. In evaluation, the actors have to focus on the assessment of the achievements in the planned targets or deviation between the planned target and actual in accordance with the programme/plan objectives and the effectiveness of the method or process used in terms of time, cost and efforts.

The MPCU will prepare a detailed Monitoring and Evaluation Plan to monitor the Medium Term Development Plan base on the M & E guidelines to be issued by NDPC.

## 6.2 MONITORING/RESULTS BASED MATRIX

TABLE 6.0: DEVELOPMENT DIMENSIONS: ECONOMIC DIMENSION

### POLICY OBJECTIVE: ENSURE IMPROVED FISCAL PERFORMANCE AND SUSTAINABILITY

INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION	FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
Improve IGF	Percentage of IGF increased	Outcome	85%	88%	92%	95%	98%	Property Rate Fees	Annually	MFO, MCD, IA, MBO
Effective GIFMIS system	13 Departments linked to GIFMIS system	Outcome	1 Department	4	4	4	4	12 Decentralized Departments	Annually	MoF, CAD, MBA
<b>OBJECTIVE: SUPPORT ENTREPRENEURS AND SME DEVELOPMENT</b>										
Provide basic CBT	Improve Local Economic Development	Outcome	122	343	343	343	343	70% Female 30% Male	Annually	MoTI, NSSI, BAC
<b>OBJECTIVE: IMPROVE PRODUCTION EFFICIENCY AND YIELD</b>										
Improve cocoa production	Development of improved cocoa seedlings	Output	14,635	25,000	65,000	70,000	40,000	70% Youths 30% Adults	Annually	Cocoa Board, MoFA, MCE, AEOs

Increased citrus production	Develop improved citrus seedlings	Output	2,351	200hr	200hr	200hr	200hr	70% Youths 30% Adults	Annually	MCE, MoFA, AEOs, Private
Increased oil palm production	Develop improved oil palm seedlings	Output	2,015	200hr	200hr	200hr	200hr	70% Youths 30% Adults	Annually	MCE, MoFA, AEOs, Private
Increased rubber production	Develop improved rubber seedlings	Output	0	200hr	200hr	200hr	200hr	70% Youths 30% Adults	Annually	MCE, MoFA, AEOs, Private
Increased cassava production	Annual increase in cassava production	Output	8,812 10%	200hr	200hr	200hr	200hr	70% Youths 30% Adults	Annually	MCE, MoFA, AEOs, Private
Increase Food Nutrition and Security	Maize production increased	Output	3,794 15%	200hr 5%	200hr 15%	200hr 20%	200hr 20%	70% Youths 30% Adults	Annually	MoFA, MdoA, FBOs
	Rice production increased	Output	87 15%	200hr 5%	200hr 15%	200hr 20%	200hr 20%	70% Youths 30% Adults	Annually	MoFA, MdoA, FBOs
Increased vegetable production	Pepper cultivation increased	Output	65						Annually	MoFA, MdoA, FBOs
	Okro cultivation increased	Output	63						Annually	MoFA, MdoA, FBOs
Ginger production	Increased number of hectares of ginger production	Output							Annually	MoFA, MdoA, FBOs

Cocoa processing factory established	Value addition of cocoa beans	Output	0 N/A	0	0	0	1		Annually	MoTI, MORD, MESTI
Proportion of cola nuts waste processed into organic manure	Quantity of cola nuts waste processed into manure	Output	0 N/A	0	10,000tns	50,000tns	100,000tns		Annually	MESTI, MoTI, RTF
Coverage of flagship Agriculture programme of Planting for Food and Jobs (PFJs)	Total number of beneficiaries, extension officers recruited and jobs created under the flagship Agriculture programme of PFJs	Output	3,070	5,000	5,000	5,000	5,000	70% Youths 30% Adults	Annually	MoFA, KWMA
Extension Officer – farmer ratio	The ratio of extension Officers to farmers increased	Outcome	15	20	30	40	50	70% Youths 30% Adults	Annually	MoFA, NABCO

**FOCUS AREA: INDUSTRIAL TRANSFORMATION**

No. of factories established under 1D1F programme	Count number of factories initiated under 1D1F	Outcome	N/A	N/A	1	1	1	Cast board factory Brick and Tiles Poultry	Annually	MoTI, 1D1F MoBD
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TABLE 6.1: DEVELOPMENT DIMENSIONS: SOCIAL DIMENSION

**POLICY OBJECTIVE: ENSURE IMPROVED FISCAL PERFORMANCE AND SUSTAINABILITY**

INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION	FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
Percentage increase in the population with valid NHIS card	Total number of accredited NHIS facilities	impact	26	30	40	45	51		Annually	MoH, GHS, NHIA
HIV/STI prevalence rate	Percentage of people in the population living with HIV	Impact	17.3%	5%	6.3%	3%	3%		Annually	MoH, GHS
Doctor-to-population ratio	Number of Doctors divide by the population in the Municipality	impact	16 (1:6,988)	20 (1:5,591)	25 (1:4,473)	30 (1:3,727)	35 (1:3,195)		Annually	MoH, GHS
<b>OBJECTIVE: IMPROVE ACCESS TO SAFE AND RELIABLE WATER SUPPLY SERVICES</b>										

Percentage of population with basic access to drinking water sources	Share of population with access to basic drinking water, expressed as a percentage of total population	Impact	1%	5%	10%	15%	20%		Annually	CWSA, MSWR, GWCL
<b>OBJECTIVE: STRENGTHEN SOCIAL PROTECTION, ESPECIALLY CHILDREN, WOMEN, PERSONS WITH DISABILITY AND THE ELDERLY</b>										
Number of extremely poor households benefiting from Livelihood Empowerment Against Poverty (LEAP)	Total number of households that received cash grant under LEAP	Impact	835	1,000	1,200	1,300	1,400	70% Female 30% Male	Annually	KWMA, DACF, MOGCSP
Proportion of District Assembly Common Fund (DACF)	Actual amount of DACF released to PWDs expressed as	Impact	14,767.55	100%	100%	100%	100%	50% Male 50% Female	Annually	DACF, GFD

released to PWDs	percentage of amount received									
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**TABLE 6.2: DEVELOPMENT DIMENSIONS: ENVIROMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT**  
**POLICY OBJECTIVE: REDUCE POLLUTION**

INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION	FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
Percentage of population with access to improved liquid waste management	Percentage of population with access to improved toilet facilities	Impact	7%	10%	15%	20%	30%		Annually	KWMA, MSWRS
Proportion of communities achieving Open Defecation Free (ODF) status	Proportion of communities achieving ODF status expressed as a percentage of all communities	Impact	0	5%	10%	15%	20%		Annually	KWMA, MSWRS, CWSA

	in the Municipality									
Proportion of solid waste properly disposed of	Percentage of solid waste collected and disposal of in sanitary landfill site	Outcome	54%	60%	65%	70%	80%		Annually	KWMA, Zoomlion, MSWR
<b>OBJECTIVE: ENDURE SUSTAINABLE EXTRACTION OF MINERAL RESOURCES</b>										
Mineral production	Total number of mining permits granted by Environmental Protection Authority (EPA)	Outcome	2	N/A	N/A	N/A	N/A	Gold mining Sand winning	Monthly	EPA, SPC, PPD, KWMA
Noise pollution	Standard level of noise pollution in residential areas	Impact	N/A	48/55	48/55	48/55	48/55	48dB Night 55dB Day	Daily	EPA, MEH, MESTI

Percentage of sectors with climate change mitigation and adaption strategies	Climate change mitigation and adaption measures mainstreamed in development infrastructure	Impact	N/A	50,000 plants	100,000 plants	150,000 plants	100,000 plants	Green economy to improve carbon sinks	Annually	KWMA, EPA, MESTI, NDPC
Percentage of spatial development plans, structural plans, and local plans prepared	Number of SDP, SP, and LP prepared	Outcome	1	3	3	3	3	Spatial Development framework, structural plans  Local plans	Annually	MESTI, LUSPA, PPD
Number of slum/zongo communities upgraded	Number of slum/zongo areas in the zongo upgraded	Outcome	N/A	N/A	1	2	3	Nkawkaw Zongo  Agbogloshie market	Annually	MWH, Mo/C & ZD  KWMA
	Total length of classified road	Outcome	290km UR	20km	20km	20km	20km	20km Urban roads	Annually	MRH,

Total road network size (km)	network by type measured in kilometers		228km FR	83.40km	100km	100km	100km	100km Feeder roads		DUR, DFRS
Urban roads										
Feeder roads										

**POLICY OBJECTIVE: ADDRESSING RECURRENT DEVASTATING FLOODS**

**FOCUS AREA: DRANAIGE AND FLOOD CONTROL**

Kilometer of drains constructed	Kilometer of drains rechanneled, upgraded and maintained	Outcome	Km secondary drains	5km	5km	5km	5km	20km secondary drains	Annually	MRH, DUR, IPEP
			Km primary drains	5km	5km	5km	5km	20km primary drains		

**POLICY OBJECTIVE: ENSURING AVAILABILITY OF CLEAN, AFFORDABLE AND ACCESSIBLE ENERGY**

**FOCUS AREA: ENERGY**

Percentage of households with access to electricity	The number of households with electricity as a percentage share of total number of households	Impact	33 virgin communities	-	30	15	15	63% coverage 33 virgin communities	Annually	IPEP, GRIDCO, MOEN, Energy Commission, ECG
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**POLICY OBJECTIVE: PROMOTE PROPER MAINTENANCE CULTURE**

Municipal public maintenance plan prepared and implemented	A routine maintenance arrangement for all public infrastructure	Outcome						School buildings Health, Roads etc	Annually	MWD
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**TABLE 6.3: DEVELOPMENT DIMENSIONS: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**

**ADOPTED GOAL: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY**

**POLICY OBJECTIVE: DEEPEN POLITICAL AND ADMINISTRATIVE DECENTRALIZATION**

INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION	FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
Size of Municipal Assembly personnel in relation to Central Government	Full complements of decentralized departments/sub-structures	Outcome	11		4	2	17	Transport Department Forestry Department Sub-structures	Annually	OHOLGS
Level of CSO engagement in the policy	Number of Town hall meetings held on	Outcome	54	45	45	45	45	Public participation in town hall meetings	Quarterly	MCD, MCE,

formulation and development process	planning and budgeting formulation, implementation, monitoring and evaluation							Committee meetings General Assembly meetings		PM, MPO
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**TABLE 6.4: DEVELOPMENT DIMENSIONS: GHANA AND THE INTERNATIONAL COMMUNITY**

**ADOPTED GOAL: STRENGTHEN GHANA’S ROLE IN INTERNATIONAL AFFAIRS**

**POLICY OBJECTIVE: INTEGRATE GHANAIAN DISPORA IN NATIONAL DEVELOPMENT**

INDICATOR	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGETS				DISAGGREGATION	FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
Number of Ghanaians (Kwahuman) in the diaspora mobilized for development interventions	Count number of Ghanaians (Kwahuman), professionals/ Entrepreneurs mobilized to support development interventions in the Municipality	Impact	N/A	0	5	15	20	1D1F initiative Local Economic Development Agri-Business Agro-processing	Annually	MoTI, BAC, NBSSI, MoBD, MoFARI



### 6.2.1 MONITORING AND EVALUATION WORK PLAN

To ensure effective implementation of the above M&E Plan, there is the need to establish a work plan which will indicate the time frame and budget relating to each activity and the corresponding actors. The work plan and budget for the M&E plan is outline table 6.3.1;

Table 6.3.1: MONITORING AND EVALUATION WORK PLAN

ACTIVITIES	TIME FRAME				ACTORS	BUDGET (GH¢)
	2018	2019	2020	2021		
<b>DMTDP Evaluations</b>						
Mid-term Evaluation	Start 8 <sup>th</sup> January, 2020				MPCU	100,000.00
Terminal Evaluation	Start 12 <sup>th</sup> of November annually				MPCU	100,000.00
Specific Evaluations and studies	Start 25 <sup>th</sup> of June annually				MPCU	100,000.00
Participatory M&E (Town hall meeting)	Start 10 <sup>th</sup> April bi-annually				MPCU	100,000.00
<b>Implementation Monitoring</b>						
Quarterly field visits	Quarterly of every year				MPCU	100,000.00
Quarterly review meetings	Quarterly of every year				MPCU	100,000.00

<b>APR Preparation and Dissemination</b>						
Data collation	From 15 <sup>th</sup> January annually			MPCU	100,000.00	
Prepare Draft District APR	22 <sup>nd</sup> January annually			MPCU	100,000.00	
Organize APR review workshop	25 <sup>th</sup> January annually			MPCU	100,000.00	
Final APR submitted to RCC/NDPC	End of January annually			MPCU	100,000.00	
Disseminate District APR	From February annually			MPCU	100,000.00	

## 6.2 STRATEGY FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE

Data collection is a crucial activity during the implementation of the Medium Term Development Plan (MTDP). Both quantitative and qualitative data will be gathered based on the monitoring indicators. Both primary and secondary sources of data will be collected to cover demographic, socio-economic, revenue, expenditure and other indicators as required by the Municipal Assembly, Regional Co-ordinating Council (RCC), National Development Planning Commission (NDPC), Departments/Units of the Assembly, Agencies and other stakeholders.

The data will be categorized into;

1. Input data; such as materials and funds from Internally Generated Funds (IGF), Government Transfers (GoG), Grants from Development Partners (Donors), Non-Government Organizations (NGOs) etc.

2. Process data; such as operations of the Municipal Planning Co-ordinating Unit (MPCU), Departments, Units, Agencies.

Sub-district structures, tendering/procured compliance with audit reports, sub-committee's reports and recommendation etc.

3. Output data (Goods and services produced) eg projects constructed, output of consultancy services, crops and livestock produced documentaries such as videos and pictures.

4. outcome/impact data, (change in livelihood as a result of the implementation of certain interventions) e.g LEAP, School Feeding Programme, literacy rate, Basic Education Certificate, One Districts, One Factory (1D1F), Nation Builders Corps, Planting for Food and Jobs etc.

As part of the Monitoring Process, the MPCU will develop programme/project description, location contractor/consultant, award date, start date, expected completion date, original contract sum, revised contract sum, up-to-date payment, balance, status of projects achieved of the programme/project and their implications to achieving the MTDP goals and objectives.

This programme/project monitoring register will be updated regularly and will be complemented by a data collection matrix as shown in table.

Table 6.5 DATA COLLECTION MATRIX

Indicator	Data collection period	Data collection method	Data disaggregation	Results
85% increase in IGF	January of every ensuing year	Analysis of annual trial balance	Rates, Fees Property rate, Rent	% increased in IGF items yearly
Improve Local Economic Development	End of every quarter	Number businesses Trained by NBSSI/BAC Business Registration survey	Small businesses medius business factories	All businesses obtain business operating permits
400 hectares of cocoa seedlings develop	January 2019	Survey on number of cocoa seedling distributed	Number of male farmers Number female farmers	7% hectares increase citrus production
500,000 of cocoa seedlings raised and distributed to farmers	January every ensuing year	Survey on number of cocoa seedlings distributed. Annual Agriculture review report	50% youth farmers 25% male farmers 25% female farmers	70% increased in cocoa production damage.
400 seedlings of oil palm raised and distributed to farmers	January every ensuing year	Survey on number of cocoa seedlings distributed.	50% youth farmers. 25% male farmers 25% female farmers	70% increased in citrus production

		Annual Agriculture review report		
Proportion of cassava production hectares increased	October to December annually	Survey on cassava producing farmers	70% Female 30% Male	55.1% increase in cassava production
Proportion of maize production increased	October to January every year	Survey on maize producing farmers  Survey on all PFJs farmers	70% Female 30% Male	63% increase in maize production
Proportion of rice production increased	October to January every year	Survey on rice producing farmers  Survey on all PFJs farmers	70% Female 30% Male	11% increase in rice production
Proportion of vegetable (pepper) production increased	October to January every year	Survey on all PFJs farmers	70% Female 30% Male	32.5% hectares increase in pepper production
Proportion of okro production increased	October to January every year	Survey on all okro farmers	70% Female 30% Male	43.5% hectares increase in okro production.
Proportion of yield in cola nut increased	January annually	Survey on all cola nut farmers	Percentage of youth in cola nut production	Percentage increase in hectares in cola nut

Percentage change in yield of livestock production	January annually	Survey on all livestock farmers	Proportion of male farmers Proportion of female farmers	Percentage increase in livestock production
Percentage change in yield of poultry	January	Survey on all poultry farmers	Percentage of female poultry farmers Percentage male poultry farmers	Percentage increase in poultry farmers
50km of Urban roads maintained/rehabilitated	January to December annually	Survey on Urban roads maintained/ rehabilitated	50% asphalted 50% tarred	17.2% of Urban roads upgraded
100km of feeder roads upgraded	January to December annually	Survey on all feeder roads	50% seasonal motorable roads upgraded 50% maintained/rehabilitated	43.8% feeder roads upgraded
Number of hectares of degraded forest reserves restored	January to December annually	Survey on all three (3) forest reserves (Nkawanda, Kade Bepo,	Number of sustainable logging.	60-hectares tree plantation on both on and off forest reserves

		and Southern Scarp reserves)	Number of plantations.	
Percentage reduction in HIV/AIDS prevalence	Annually	Screening and testing	Percentage of male screened and tested Percentage of female screened and tested	Percentage reduction in HIV/AIDS prevalence rate
0/100,000LBs	Annually	Number of institutional delivery records	Number of pregnancies. Number of deliveries.	Percentage reduction in maternal mortality due to pregnancy related
Reduction in number of deaths occurring between birth and exact aged five per 1,000 live births	Annually	Number of institutional neonatal records	Number of under-five female mortality. Number of under-five male, mortality	Percentage reduction in under-five mortalities
Reduction in number of malaria fatalities	January to December	Number of institutional malaria cases	Children under-five malaria cases. Above aged five recorded malaria cases	Percentage reduction in malaria cases
Proportion of the population with sustainable access to safe water source	January to December	Survey on all communities	Proportion of persons with access to portable water.	Percentage increase of the population with access to safe water



			Proportion of persons without portable water	
Proportion of the population with access to improved sanitation	January to December	Survey on all communities declared ODF	Proportion of the population using flush toilets, KVIP and household latrines	Percentage increase in access to improved sanitation.
Increase in enrollment rates	Academic year	Number of pupils/students at a given level of schooling against aged cohort.	Male aged groups. Female aged groups.	Percentage increased in enrollments at all levels (Nursery, Primary, JHS, SHS)
Percentage increase in net admission rate in primary schools	End of academic year	Survey on primary one pupils aged 6 years	Male Female	Percentage increase in admission rate
Gender parity index	End of academic year	Survey on enrollments	Ratio between boys and girl enrollments	The balance of parity ratio
Proportion of employed youth	Annually	Survey on employments in youth employment modules	Number of graduates employed. Male and Females Employment modules	Percentage reduction in unemployment

Proportion of beneficiaries in social protection programmes	January to December	Survey on number of social protection programmes	Male and Female beneficiaries	Reduction in number of vulnerable population. Proportion of the population with access to improved sanitation
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### 6.3 MONITORING AND EVALUATION INFORMATION SYSTEM

Database systems place important roles in data capture, storage, retrieval, analysis, presentation and sharing of information. A well-function Management Information System (MIS) is therefore required for effective data entry, efficient data processing and easy access to information on the MTDP 2018-2021 implementation, monitoring and evaluation of the plan.

The Municipal Planning Co-ordinating Unit (MPCU) will establish an MIS desk to generate database on the Medium Term Development Plan (MTDP) implementation process; by establishing a strong linkage between the statistical unit, the MIS unit and the Physical Planning Unit to establish Management Information System (MIS) with use of geographic information system (GIS) to build a database on the Medium Term Development Plan (MTDP) for effective plan implementation, monitoring and evaluation.

### 6.4 DATA ANALYSIS AND USAGE

Monitoring and Evaluation data on the Medium Term Development Plan (MTDP) will only become useful when analyzed and interpreted to highlight key areas of concern and to identify interventions for key development and poverty as well as vulnerability issues in the Municipality.

The Municipal Planning Co-ordinating Unit (MPCU) will therefore continually collate Monitoring and Evaluation data from all decentralized departments, units and agencies.

The monitoring and evaluation data will be processed and validated quarterly, analyzed and generate information for the preparation of quarterly and annual Progress Reports and other relevant information as may be required by the Municipal Assembly, Regional Co-ordinating Council (RCC), other Ministries, departments and agencies (MDAs), National Development Planning Commission (NDPC), Donor Partners (DPs) as well as other stakeholders.

The analyzed data will produce result on each programme/ project performance on the MTDP. The analyzed data will further reveal how the Municipality is performing with

regards to all the indicators and the critical poverty development issues to assist in decision making.

Each indicator in the Medium Term Development Plan (MTDP) will be assessed to determine its progress towards the achievement of the target. If an indicator is not meeting its set target, further assessment will be made to take a decision to review the set target. The basis of the analysis is therefore to report on the progress of each indicator towards achieving the goals, objectives and targets of the Medium Term Development Plan (MTDP).

The programme/project data analysis and presentations will however be on specific information needs of stakeholders. Data will be analyzed in a systematic way to show the linkage between the various programmes, sub-programmes, operations or projects and activities in the Medium Term Development Plan (MTDP).

The findings and lesson learned will feed into the Action Plans and the next Medium Term Development Plan (MTDP) of the Municipality.

## 6.5 QUARTELY AND ANNUAL PROGRESS REPORTING FORMAT

Section 8 sub-sections 1, 2, and 3 of the National Development Planning (System) Regulations, 2016 (L.I 2232) directs that, a planning authority shall implement an approved plan through the preparation of Annual Action Plans.

Furtherance to this directive principle, the legislative instrument (L.I) provides guidelines and format for the preparation of annual action plans, quarterly and annual progress reports, as well as monitoring and evaluation of the plan.

In compliance to these provisions, the Municipal Assembly shall adopt the format provided in the fifth and sixth schedules of the National Development Planning (system) Regulations, 2016 (L.I 2232).

### 6.5.1 Format for Annual Action Plan

In line with regulation 8(2) of the fifth schedule of the L.I, the following format shall be adopted for the preparation of the annual action plans;

1. The Municipal goal
2. The adopted Municipal objectives.
3. The Municipal composite activities (Local Spatial Plans with map)
4. The location of the activity expressed in spatial maps.
5. The time frame expressed into quarterly basis.
6. Annual composite budget with sources of funding (IGF, Donor/Development Partners, GoG, DACF, etc)
7. Implementation agencies (Lead and collaborators)

### 6.5.2 Format for Quarterly, Annual, Monitoring and Evaluation Reporting Formats

In line with the Legislative Instrument, 2016 (L.I 2232) the following format shall be adopted for the preparation of the quarterly progress reports, annual progress reports and monitoring and evaluation reports on the plan as in the sixth schedule of the L.I;

- The title page or cover page indicating;
  1. Name of the Municipality
  2. Reporting period (Quarterly or Annually)
- Introduction
  1. Status of implementation of the Municipal Medium Term Development Plan.
  2. Purpose of the reporting, monitoring and evaluation.
  3. Processes involved and difficulties encountered.
- Monitoring and evaluation activities report:
  1. Programme or Project status for the quarter or year.

2. Update on disbursement from funding source.
3. Performance of indicators as against targets.
4. Update on critical development and poverty issues.
5. Evaluation conducted findings and recommendations.
6. Participatory monitoring and evaluation approaches used and their results
  - The way forward
    1. Key issues addressed and those yet to be addressed.
    2. Recommendations.

### 6.5.3 DISSEMINATION AND COMMUNICATION STRATEGIES

The Local Governanance Act, 2016 (Act 936), sections 85 (a) and 86 (2) prescribed the planning functions of the district planning and co-ordinating unit (MPCU) and district development plan preparation. The Municipal Planning Co-ordinating Unit (MPCU) in pursuance with its functions in the Local Governance Act, 2016 (act 936) and the National Development Planning (System) Regulations, 2016 (L.I 2232) will ensure the preparation and implementation of the plan as well as monitoring and evaluation of the approved plan.

In line with the provisions of the Local Governance Act, 2016 (Act 936) and the National Development Planning (System) Regulations, 2016 (L.I 2232), the MPCU shall submit, through the Regional Co-ordinating Council (RCC) to the National Development Planning Commission (NDPC) the adopted draft for approval and implementation thereafter. To ensure plan participatory implementation, monitoring and evaluation, the MPCU will disseminate the 2018-2021 medium term development plan to its key stakeholders. These key stakeholders will include but not limited to institutions, organization/ associations and individuals whose responsibilities are relevant to the implementation, monitoring and evolution proceses of the plan.

Some of the key stakeholders that are responsible for the Monitoring and Evaluation of the plan include; the Regional Co-ordinating Council, (RCC), the National Development

Planning Commission (NDPC), Ministries, of the Head of Local Government Service (OHLGS), Departments, Non-Government Organization (NGOs), Community Based Organizations (CBOs), Faith Based Organizations (FBOs) Civil Society Organizations (CSOs), Development Partners (DPS), Kwahu Professional Network, Socio-economic groups, communities, Zonal Councilors Unit Committees and individuals.

## **6.4 EVALUATION ARRANGEMENTS**

One of the key features of any development intervention is to conduct an evaluation of any development efforts. Evaluation of the Medium Term Development Plan (MTDP) will assess the performance of self-indicators to determine if the interventions designed to achieving the objectives of the intervention achieved. Evaluating the Medium Term Development Plan will also assist to ascertain the extent to which the output, outcomes and impact indicators are performing in relationship with resource utilization.

The Municipal Assembly, through the Municipal Planning Co-ordinating Unit (MPCU) will conduct evaluation of the plan using the following key steps and processes;

1. The need for an evaluation
2. The rationale and objectives of the evaluation.
3. The type of evaluation to undertake; thus process, mid-term and or terminal evaluation
4. The method, scope and timing of the evaluation.
5. Stakeholder analysis
6. Cost implications (Budget)
7. Preparation of Term of Reference (TOR) if a consultant is to be engaged.
8. Recruit an individual consultant or a firm if applicable in accordance with the provisions of the Public Procurement (Amendment) Act, 2016 (Act 914)
9. Organize meetings to discuss the inception and draft reports with stakeholders.
10. Organize a validation meeting with stakeholders before submission of final report.
11. Dissemination of results act on the finding and recommendation.

Table 6.6 EVALUATION METRIX

EVALUATION CRITERIA	EVALUATION QUESTIONS		DATES NEEDED	DATA SOURCE	DATA COLLECTION METHODS
	MAIN QUESTIONS	SUB QUESTIONS			
Relevance	Is the programme relevance to the National agenda	Is the programme relevance in NMTDF?	2018-2021 core indicators	NDPF 2018-2021 SDGS, AU Agenda 2063	Questionnaire Reports Review
	Is the programme expressed in the MTDP?	Is the project beneficial to the community	2018-2021 core indicators Municipality specified indicators	indicators primary Secondary	Interviews Focus group discussion
Efficiency	The objectives in the MTPDF achieved	Are the objectives in the MTDP achieved at the most cost	Programme/projects targets	Secondary data	Interviews observations questionnaire
Effectiveness	To what extend were the objectives of the achieved	Were the activities implemented in line with the objectives	Projects register set indicators	Quarterly progress reports. APR AAP	Reports observations outcome evaluations reports
Impact	Any significant change? How well lines the change influence the beneficiaries	What is the extent of change?  Is the change linked to global trends	NDPC, APR indicate MTDP progress reports.  Surveys (Human living standard survey)	NDPC, APRs Human living standard survey reports	Reports review interviews evaluation report



Sustainability	<p>Were beneficiaries consulted?</p> <p>How well was project designed and implemented?</p> <p>Were climate change issue capture?</p>	<p>How adequate were project beneficiaries involved?</p> <p>Were programme projects addressing community need?</p>	<p>Number of community durbars held.</p> <p>Progress reports project beneficiaries project affected persons.</p>	<p>Safeguards reports.</p> <p>Townhall meetings</p> <p>Public participation reports</p>	<p>Reports review interviews observations questionnaires focus group discussions</p>
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## 6.5 EVALUATION TYPES TO BE CONDUCTED

The main evaluation types adopted to evaluating the Medium Term Development Plan will be based on self-evaluation and participatory evaluation. However, other forms of evaluations to be adopted to evaluating the progress of the MTDP will be based on purpose. Purpose evaluation will use formation evaluation to fine-tune the MTDP. Other purpose evaluation methods to be used include;

1. Summative evaluation: This is intended to find out whether or not the programme and projects designed in the MTDP are making positive difference in the lives or conditions of the people in the Municipality as in the mission statement.
2. Impact evaluation: This is the systematic assessment of the positive or negative intended or un-intended long term effect of a programme or project in the MTDP on individuals, households, institutions or environment. For example, how will the implementation of Planting for Food and Jobs impact on the livelihood of the small holder farmer and rural transformation. How is the Planting for Export influence the living condition of the cash crop farmers

Evaluation based on source:

Basically, two types of evaluations will be conducted under source evaluation. Internal evaluation will be conducted during programme and projects implementation in the planned period to ensure value for money is achieved in project implementation.

The external evaluation will be conducted by selecting an individual consultant or by a firm through the public procurement procedures and process

## 6.6 PARTICIPATORY MONITORING AND EVALUATION (PM&E)

Participatory Monitoring and Evaluation (PM&E) refers to the practice where all key stakeholders are directly involved in the Monitoring and Evaluation design and implementation processes. The common practice is to involve stakeholders in the selection of indicators, data collection, data analysis, implementation results, findings, recommendation and dissemination of reports.

The MPCU will adopt the PM&E to assess the perception of citizens on the implementation of designed programmes and projects in the MTDP. The tool will be used to ascertain the perception of beneficiaries of interventions in the MTDP whether their expectations have been met, especially the poor, the excluded marginalized segment of the population and the

vulnerable in the society. The Municipal Assembly will partner with civil society organizations to implement its PM&E plan in the MTDP.

The Municipal Assembly through the MPCU will adopt popular participation processes to implement PM&E activities in the MTDP. Other processes through PM&E activities that will be implemented in the MTDP include, town hall meetings, Social Public Expenditure and Financial Accountability fora in the Municipality.

Other approaches to be employed for implementation of PM&E in the MTDP in the Municipality will include;

1. Community score cards
2. Citizens report cards
3. Participatory rural appraisal
4. Participatory Expenditure tracking surveys.

## **6.7 PLAN COMMUNICATION STRATEGIES**

The institutions, organizations and individuals whose responsibilities are crucial for the achievement of the overall goal of this Plan are the Municipal Assembly, Sector Departments, the Regional Co-ordinating Council, Ministries, Non-Governmental Organizations, Communities, Socio-economic groups and individuals.

### **6.7.1 The Municipal Assembly**

The Municipal Assembly as the Planning Authority is also responsible for the Plan implementation. The responsibility to communicate and disseminate the Policies, Plans and Programmes is as important as its implementation. The Central Administration/the Municipal Planning and Co-ordination Unit (MPCU) is required to perform the following functions:

- i. Organise stakeholders' meetings to communicate the focus of the Municipal Assembly.
- ii. Mobilizing and provision of funds for the Plan implementation.
- iii. Co-ordinating, integration, monitoring and evaluation of the planned programmes and projects by setting terms of reference and a framework for co-ordination and co-operation among institutions and sector departments involved in the implementation of the Plan.

- iv. Provision of competent administrative and technical staff to facilitate the Plan implementation.
- v. Identification of and due response to implementation bottlenecks that relate to conflict, legal concessional and administrative issues.
- vi. Identification, invitation, persuasion and attracting potential investors by communicating the potentials that exist in the Municipality.
- vii. Facilitating effective information flow systems and feedbacks to enable all stakeholders to be part of the Plan implementation process.
- viii. Ensure periodic revision of the Plan implementation, procedures and cost estimates in response to the changing circumstances.

### 6.7.2 Sector Departments

The decentralized departments are the implementers and facilitators of the Plan. By this, their involvement and knowledge of the planned programmes, projects and activities are key components to the Plan implementation. They are therefore expected to invest and share technical advice with the Municipal Assembly, Development Partners/NGOs, and other Institutions. The relevant Sector Departments are required to provide objective comments and advice on technical feasibility of the Municipal Assembly, Community and Private Projects. They are also to inform and discuss with the Communities, Private Sector; and other Development Partners the policies and programmes of the Assembly. The Central Government and line Ministries are to enable sound decision-making towards sustainable development. They are to provide data and information relevant or making rational decisions and re-planning. Furthermore, they are to assist the Assembly to create awareness, monitor and evaluate the planned programmes and projects in the Municipality over the Plan period.

### 6.7.3 The Regional Co-ordinating Council

The Regional Co-ordinating Council as per its mandate is to monitor the implementation of the Plan and ensure that the Assembly is complying with planned programme and projects.

### 6.7.4 The Ministries/Agencies

The Ministries such as Ministry of Local Government and Rural Development (MLGRD), the Office of the Head of Local Government Service, Ministry of Finance and Economic Planning, National Development Planning Commission, Ministry of Health, Ministry of Education and Ministry of Agriculture should facilitate the implementation of the Plan through

communicating the Plan to bilateral and donor agencies for the provision of resources to implement relevant sector projects. They are to assist the Assembly to identify, lobby, invite, persuade and attract inter-governmental organizations and non-governmental organizations into the Municipality.

#### 6.7.5 Development Partners and Non-Governmental Organizations

As partners in development, development partners and NGOs are important implementers and facilitators who often provide funds, materials and technical assistance to some projects in the plan. Their assistance tends to facilitate the efforts of the Assembly and communities towards development. The implementation of previous plan was largely influenced by donor partners such the Local Government Support Programme under the World Bank support project, District Development Facility (DDF) under resource pool of Development Partners (DPs). It is expected that the current plan will receive support from the World Bank extended project under the Sustainable Cities project in the Municipality. Some of the NGOs operating in the Municipality will be invited to a stakeholder meeting to inform and share with them possible areas of the plan implementation relevant to their areas of operations so as to avoid duplication of efforts and resources. Their activities should therefore be co-ordinated by the Municipal Assembly to ensure effective and efficient mobilization and utilization of local and external resources.

#### 6.7.6 The Communities

The communities who are primary stakeholders are key to the Plan implementation. They are implementers, investors and beneficiaries of the Plan. They need to be adequately informed about the policies, programmes and plans of the Municipality and ensure their full participation in the plan implementation, monitoring and evaluation. They will be informed notable areas where their contributions are required in terms of communal labour, financial contribution, contribution in terms of local materials and indigenous technical knowledge. They must be informed and involved at all stages of the plan implementation process to ensure success and sustainability of the planned programmes and projects. They must be aware that they are not to over rely on external support but to see such supports as supplementary to local initiatives and self-help efforts.

### 6.3.7 Socio-Economic Groups

Groups and Associations such as Small Business Associations (SBAs), Small Business Enterprises (SBEs), Kwahu Professional Network, Mining Companies the need of their co-operate social responsibilities as they operate in the Municipality, Ghana Private Road Transport Union (GPRTU) and Farmer-Based Organizations, (FBOs) will be informed and involved in the plan implementation process. They are responsible for the mobilization, co-ordination and implementing some aspects of development activities in the plan.

### 6.7.8 Individuals

The private sector has a crucial role to play with regard to transport, commerce, small-scale industry, agriculture, tourism, natural resource extraction and protection of the environment. It is important the Assembly creates awareness on the policies, programmes and projects of the Plan and create the necessary enabling environment for the private sector to participate in the Plan implementation process.

**Table 6.6: Communication Activity Matrix**

<b>Activity</b>	<b>Purpose</b>	<b>Audience</b>	<b>Method/Tools</b>	<b>Timeframe</b>	<b>Responsibility</b>
Organize Public fora/Town hall meetings	Create awareness on DMTDP and Budget	Zonal Councillors, Unit Committee Members, Traditional Authorities, CSOs, MP, Assembly Members, development partners, Kwahu Professional Network	Encourage partnership, Pland and Budget dissemination, use of PFM Template	Quarterly	MCE/MCD/MPO/MBA, Media Network, MCCE, ISD
Organize Stakeholder engagements	To get them appreciate the plan and participate in its implementation	Kwahu Professional Network, TAs, Business Partners, NGOs, FBOs, CSOs DPs	To encourage partnership, Targeted meetings	Annually	MCE/MCD/MPO/MBA, Media Network, MCCE, ISD
SPEFA meetings	Create awareness and assess performance on the DMTDP and Budget	CSOs, SPEFA Groups	Presentation and focus group discussions	Quarterly	Media Group, MPCU, DCC
Sensitisation and consultations	Update and collect data on implementation of the DMTDP and Budget	Zonal Council Members, Organised Groups, CSOs	Meetings and workshops	Annually	MPCU

General Assembly and Sub-Committee Meetings	1.Get them to appreciate and make inputs into the DMTDP & Budget  2.Update them on the status of implementation of the DMTDP	Assembly members, Zonal Council Members, HODs, CSOs	MCE's address, PPT presentations by MPO	Quarterly	MCE/MCD/MPO
Information sharing through electronic media	Share information on the implementation of the DMTDP & Budget	Internal and external stakeholders	<ul style="list-style-type: none"> <li>- Assembly Web site</li> <li>- EAMA Facebook, News Letters</li> <li>- Flyers</li> <li>- Radio Discussion</li> <li>- Notice Board</li> </ul>	Weekly and Quarterly	MIS/DCC/CSU/HOD/MPCU
Submission of progress reports	Reporting on DMTDP implementation and M&E activities	<ol style="list-style-type: none"> <li>1.NDPC</li> <li>2. RPCU</li> <li>3. DPs</li> </ol>	Delivery of hard & soft reports through the RPCU	End of: April, July, October & January and on demand	MCD/MPO/MPCU



## APPENDIX 1

### FIRST PUBLIC HEARING REPORT

**NAME OF MUNICIPALITY: Kwahu West Municipal Assembly**

**REGION : Eastern Region**

**NAME OF ZONAL COUNCIL/ELECTORAL AREA: Nkawkaw/Adoagyiri**

**Venue: Presbyterian Church of Ghana; Grace Congregation, Adoagyiri-Nkawkaw**

**Date: 16<sup>th</sup> November, 2017.**

**A.** Medium of invitation was by invitation letter dated 9<sup>th</sup> November, 2017 referenced KWMA/ER/MPCU/VOL.1, Agoo Fm and community information centers.

**B.** Names of special/interest groups and individuals invited include;

1. The Hon. Member of Parliament (MP)
2. All Assembly Members
3. Political Party representatives
4. Zonal Councilors (Chairpersons and their Secretaries)
5. All Twenty-Two (22) Municipal Planning Co-ordinating Unit (MPCU) Members/Heads of Decentralized Departments
6. Representatives of the Obomeng, Atibie, Obo and Twenedroase Traditional Authorities.
7. Queen Mothers
8. Representatives of Local Council of Churches.
9. Chief Immam, Nkawkaw
10. Okwahuman Youth Association
11. Representative of Market Queens, Whole/Retailors, Cattle Dealers etc.
12. The Fulani Leadership
13. Zongo Community

14. Akroma Gold Company Limited

15. Sand and Stone Winners Association; etc.

**C. Identifiable representation at the public hearing:**

- Traditional authority;
- Local council of churches;
- Private sector/contractors;
- Vulnerable and marginalized groups;
- Farmer based organization;
- Political party representatives;
- Non-decentralized departments;
- Decentralized departments;
- Civil society organization;
- Muslim community;
- The media;

**D. Total number of persons at the hearing: One Hundred and Sixty-One (161)**

**E. Gender Ratio:**

Total number of males: 123 (76%)

Total number of females: 38 (24%)

**F. Languages used at the public hearing were; English, Twi and sign language through an interpreter**

**G. Major issues discussed at the public hearing include the following:**

- Current situation/profile of the Municipality
- Potentials: Clay deposits, Bauxite, Gold and Copper
- Challenges:
  - High population growth rate
  - Overcrowding at JHS level
  - High malaria prevalence
  - Poor access to health infrastructure

- Poor environmental conditions
- High accident rate at the main Accra-Kumasi highway

**H. Catalogue of community needs and aspirations from community needs assessment:**

- Improved road network and conditions
- Reduce post-harvest losses
- Increase health facilities
- Increase ICT centers
- Increase school infrastructure

**I. Key identified development gaps/issues:**

- Dilapidated school infrastructure
- Inadequate school sanitary facilities
- Poor drainage system
- Poor market infrastructure
- Small farm size holding

**J. Main controversies and major area of complaints:**

- Lack of recreational centers such as children's park and fields for sports.
- Poor supervision and lack of motivation for teachers
- Issues on disabilities not captured in the development gaps.
- Issues on inadequate office and staff accommodations.
- Congestion at Nkawkaw Central Market.
- Inadequate public toilets.
- Unauthorized location of buildings/haphazard development.
- Lack of light industrial site for garages.

**K. Proposals for the resolution of controversies and complaints:**

- Physical Planning Department through the Spatial Planning Committee to create open spaces/parks in the planning schemes and structural plans.
- Municipal Director of Education has instituted a monitoring system to supervise teachers (teacher absenteeism, check teachers present but engaged in social media)
- Disability issues will be mainstreamed in development programmes of the Municipality.

- Office and residential accommodations to be a priority in the planned period.
- To ease congestion, the new lorry station will be operationalized with additional markets to be constructed.
- All public places will be provided with sanitary facilities.
- The Assembly will make proposals to NBSSI for the construction of Rural Technology Facility (RTF) for the training of artisans.

**L.** There were no unresolved questions or queries.

**M.** Not applicable with reference to item “L” above.

**N.** Participants to the Public Hearing participated actively in the discussions. All stakeholders had the opportunity to express themselves; especially people with disability since a sign language interpreter was engaged to communicate with the speech impaired group of People with Disabilities (PWDs).

ASSENT TO ACCEPTANCE OF FIRST PUBLIC HEARING REPORT:

SIGNATURE OF:

**1. MUNICIPAL CHIEF EXECUTIVE** .....

**2. MUNICIPAL CO-ORDINATING DIRECTOR** .....

**3. PRESIDING MEMBER (PM)** .....

**4. CHAIRMAN OF DEV'T PLANNING SUB-C'TTEE** .....

**5. MUNICIPAL DEV'T PLANNING OFFICER** .....

APPENDIX 2  
SECOND PUBLIC HEARING REPORT

**NAME OF MUNICIPALITY: Kwahu West Municipal Assembly**

**REGION : Eastern Region**

**NAME OF ZONAL COUNCIL/ELECTORAL AREA: Nkawkaw/Zongo**

**Venue: Ebenezer Methodist Church, Nkawkaw**

**Date: 19<sup>th</sup> December, 2017.**

**A.** Medium of invitation was by invitation letter dated 9<sup>th</sup> November, 2017 referenced KWMA/ER/THM/VOL.1, Agoo FM and community information centers.

**B.** Names of special/interest groups and individuals invited include;

1. The Hon. Member of Parliament (MP)
2. All Assembly Members
3. Political Party representatives
4. Zonal Councilors (Chairperson and their Secretaries)
5. All Twenty-Two (22) Municipal Planning Co-ordinating Unit (MPCU) Members/Heads of Decentralized Departments
6. Representatives of the Obomeng, Atibie, Obo and Twenedroase Traditional Authorities.
7. Queen Mothers
8. Representatives of Local Council of Churches.
9. Chief Immam, Nkawkaw
10. Okwahuman Youth Association
11. Representative of Market Queens, Whole/Retailors, Cattle Dealers etc.
12. The Fulani Leadership
13. Zongo Community
14. Akroma Gold Company Limited

15. Sand and Stone Winners Association; etc.

**C. Identifiable representation at the public hearing:**

- Traditional authority;
- Local council of churches;
- Private sector/contractors;
- Vulnerable and marginalized groups;
- Farmer based organization;
- Political party representatives;
- Non-decentralized departments;
- Decentralized departments;
- Civil society organization;
- Muslim community;
- The media;

**D. Total number of persons at the hearing: One Hundred and Thirty-Eight (138)**

**E. Gender Ratio:**

Total number of males: 109 (79%)

Total number of females: 29 (21%)

**F. Languages used at the public hearing were; English, Twi and sign language through an interpreter**

**G. Major issues discussed at the public hearing include the following:**

- Vision of the Municipality
- Mission of the Municipality
- Core values of the Municipality
- Functions of the Municipality
- Development Themes
  - Economic Development.
  - Social Development.
  - Environment, Infrastructure and Human Settlement.

- Governance, Corruption and Public Accountability.
- Ghana and the International Community.

➤ Economic Development:

The development goal of economic development in the Municipality is “to build a prosperous society” focusing on;

1. Strong and resilient Local Economy.
2. Agriculture modernization and rural development.

➤ Social Development:

The goal is “to create opportunities for all”. Focus areas in the Medium Term Development Plan (MTDP) are;

- Education and Training
- Health and Health Service delivery
- Food and Nutrition Security
- Population management
- Water and sanitation
- Child and family welfare
- Aged
- Gender equality
- Sports and recreation
- Disability and development
- Employment and decent work
- Youth development
- Green environment

➤ Environmental, Infrastructure and Human Settlement:

The goal of the theme is “to safeguard the environment and ensure a resilient built environment; focusing on the following areas;

- Environmental pollution
- Deforestation, Desertification and soil erosion
- Climate variability and change
- Disaster management
- Transport infrastructure development, road development

- Energy
  - Drainage and flood control
  - Rural development
  - Zongo and infrastructure development
  - Infrastructure maintenance
  - Construction industry
  - ICT development
  - Human settlement and housing
- Governance, Corruption and Public Accountability:

The main goal is ‘to maintain stable, united and safe society’. The focus areas include;

- Governance and decentralization
  - Public institutional reforms
  - Public policy management
  - Human security and public safety
  - Corruption and economic crimes
  - Law and order
  - Civil society and civic engagement
  - Attitudinal change and patriotism
  - Development communication
  - Culture for National development
- Ghana and the International Community
- The goal for the theme is “to strengthen Ghana’s role in International affairs. The focus areas in the Medium Term Development Plan (MTDP) in the Municipality are;
- International relations (Adopting a sister city relationship)
  - Limited participation by diaspora in development (ie. To encourage the Kwahu in the diaspora to participate in local development issues)

**H. Main controversies and major area of complaints:**

- Deplorable state of the Municipal slaughter house.
- Undeveloped land acquired for Auto-Mechanics and other Artisans.
- Inadequate storm drains causing flooding in the Municipality



- That the presentation did not mention mining and the development of clay in the Municipality.
- Declining sporting activities in the Municipality
- Dilapidated sports stadium at Nkawkaw
- The need to revamp Okwahu United Football Team
- Decongestion of the Central Business District (CBD) of Nkawkaw
- Unauthorized development structures
- Haphazard street parking
- A request was made by a participant for a police station at Abepotia to curb crime rate
- Guard rails along the streets as pedestrians' walk-ways were damaged and require replacement.

#### I. Proposals/Responses for the resolution of controversies and complaints:

- The Assembly is encouraging Public-Private-Partnership (PPP) for the development of industries, the acquisition and development of land banks are a key priority area of partnership in the Municipality.
- For the development of clay factory, the Municipality, in collaboration with the Ghana Geological Survey Authority has initiated exploration works to ascertain the quantity and quality of clay deposits in preparedness for the One-District-One Factory (1D1F) flagship project in the Municipality.
- The energy sector is being expanded to absorb factories to be established in the Municipality.
- For sports development, the Municipality will encourage private sector participation in sports development.
- On decongestion of the CBD in Nkawkaw, the Akuajoo, Asuogya and Nkawkaw annex markets will be constructed/ rehabilitated to ease the congestion in the Nkawkaw main market.
- The Chiefs and Elders were encouraged to lobby central government for the implementation of projects in the Medium Term Development Plan (MTDP). The establishment of police stations and the posting of police personnel will require adequate consultations with the police hierarchy.

- On decongestion of Nkawkaw Township, some roads will be asphalted to ease the congestion in the main Nkawkaw Street.

**J.** There were no unresolved questions or queries since adequate responses were given to the satisfaction of all participants.

**K.** “At what level are these unresolved problems going to be resolved and why?” This is not applicable since all queries were addressed and the issues will be addressed during the implementation of the Medium Term Development Plan (MTDP) in the Municipality.

**L.** Generally, participants to the Public Hearing participated actively in the discussions. All participants had the opportunity to hear and be heard since a sign language interpreter was engaged to communicate with the speech impaired Persons with Disability (PWD).

ASSENT TO ACCEPTANCE OF SECOND PUBLIC HEARING REPORT:

SIGNATURE OF:

**1. MUNICIPAL CHIEF EXECUTIVE** .....

**2. MUNICIPAL CO-ORDINATING DIRECTOR** .....

**3. PRESIDING MEMBER (PM)** .....

**4. CHAIRMAN OF DEV'T PLANNING SUB-C'TTEE** .....

**5. MUNICIPAL DEV'T PLANNING OFFICER** .....

## APPENDIX 3

### MINUTES OF THE MUNICIPAL ASSEMBLY'S ADOPTION OF THE PLAN

MEETING DATE (GENERAL ASSEMBLY): 21 / 12 / 2017  
 FILE NUMBER: KWUM/GR/PB/8  
 FOLIO NUMBER: 42

4.13	<p><b>Revenue Mobilization</b></p> <p>On improved revenue mobilization strategies, the Hon. MCE informed members that the Assembly was contracting a private firm to introduce the electronic billing system software in the Municipality. The system was going to print out bills for all properties in the Municipality as well as monitor all payments being made by property owners. He further said that another private firm was also being engaged to handle ticketing in the markets, and they would employ the use of point of sale devices. He then said the company had agreed to do the first month of the collection for free and on pilot basis and further said some Hon. Members would be privileged to be invited to take part in that exercise.</p> <p>He then informed members that they should avail themselves when the time comes.</p>	MFO/IA/ MGT
4.14	<p><b>Procurement of Motor bikes</b></p> <p>A member wanted to know if the Assembly was still going to purchase the motor bikes since he did not hear anything about it in the Sessional Address.</p> <p>MCE in response said the motor bikes would be procured in the coming year, 2018.</p> <p>Hon. Osafo Antwi moved for the acceptance of the sessional address after it had been discussed and this was accorded by Hon. Kofi Asante and was upheld by the house.</p>	MFCU PROC. COMM.
5.0	<p><b>Presentation of the 2018-2021 Medium Term Development Plan (MTDP)</b></p> <p>The Hon. PM invited the MPO to present the Medium Term Development Plan to the Assembly.</p> <p>The Planning Officer, Mr. Isaac Mwangi took members through the process, the thematic areas and the draft plan which was then comprehensively scrutinized and discussed.</p> <p>Hon. Emmanuel B. Darkwa then moved for the adoption of the MTDP which was accorded by Hon. Nicholas Boateng and was upheld by the house.</p>	MPO