

EFFUTU MUNICIPAL ASSEMBLY

DRAFT

MEDIUM TERM DEVELOPMENT PLAN (MTDP)

UNDER

AN AGENDA FOR JOBS: CREATING PROSPERITY AND EQUAL OPPORTUNITY FOR ALL 2018 -2021

Prepared By:

Municipal Planning Co-ordinating Unit

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It is my fervent hope and prayer that the interest, dynamism and enthusiasm articulated by stakeholders during the preparation of the development plan will be readily exhibited during its implementation to facilitate a speedy reduction in poverty among our people and generate growth in the Gomoa West District.

HON. JOHN BARTHLOMEW NINSON

SIGNATURE.....

DATE.....

ACRONYMS

AMs	Assembly Members
ADEOP	Annual Municipal Education Operation Plan
AEAs	Agric Extension Agents
C-IMC	Community Integrated Management of Childhood Illness
CHPS	Community-base Health Planning and Services
CSO	Civil Society Organisation
CWSA	Community Water and Sanitation Agency
CHRAJ	Commission for Human Right and Administration Justice
MA	Municipal Assembly
DACF	District Assembly Common Fund
MADU:	Municipal Agricultural Development Unit
MHIS:	Municipal Health Insurance Scheme
DMTDP:	District Medium Term Development Plan
MPCU:	Municipal Planning Co-ordinating Unit
MRI:	Municipal Response Initiative
MTST:	Municipal Teacher Support Team
MWST:	Municipal Water and Sanitation Agency
EMQAP:	Export Marketing and Quality Awareness Programme
HIPC:	Highly Indebted Poor Countries
GAD:	Good Agriculture Practice
GAR:	Gross Admission Rate
GETFUND:	Ghana Education Trust Fund
GER:	Gross Enrollment Rate
GES:	Ghana Educational Service
GHS:	Ghana Health Service
GOG:	Government of Government
GPRS I:	Ghana Poverty Reduction Strategy
GPRS II:	Growth and Poverty Reduction Strategy II
IGF:	Internal Generated Fund
ILGS:	Institute Of Local Government Studies
LEAP:	Livelihood Empowerment Against Poverty

M&E:	Monitoring and Evaluation
MOH:	Ministry Of Health
MOFA:	Ministry Of Food and Agriculture
MOWAC:	Ministry of Women and Children
MOTI:	Ministry Of Trade and Industry
MTDPF:	Medium Term Development Policy Framework
NDPC:	National Development Planning Commission
NGOs:	Non-Governmental Organizations
RCC:	Regional Co-ordinating Council
RPCU:	Regional Planning Co-ordinating Unit
NBSSI:	National Board for Small Scale Industries
NCCE:	National Culture for Civic Education
NFED:	Non- Formal Education Division
NRF:	National Road Fund
NYEP:	National Youth Employment Programme
POCC:	Potential Opportunities, Constraints Challenges
PENTA:	Pentavalent Vaccine
PLWHA:	People Living with HIV/AIDS
PWD:	People with Disabilities
RTIMP:	Root and Tuber Improvement and Marketing Programme
SBAs:	Small Business Associations
SMC:	Small and Medium Enterprise
STMCE:	Science Technology and Mathematics

EXECUTIVE SUMMARY

The Effutu Municipality is one of the 256 administrative districts in Ghana and among the twenty-two (22) districts in Central Region. It was the mother of the then Awutu-Effutu-Senya district but was carved in 2007 with L.I. 1860. It is bounded on the North by Gomoa Central, East by Gomoa East, and West by Gomoa West District Assemblies. It is boarded on the southern flank by Gulf of Guinea.

The municipality covers a total land area of 64 square kilometers and a projected population of 80,778 by the year 2017 with a growth rate of 2.2%.

The DMTDP was prepared by the Municipal Planning Co-ordinating Unit. In coming out with this plan, a number of meetings, stakeholders' engagement and community fora were used for data collection through to the analysis and synthesis stages. The draft report was discussed with the Economic Planning Sub-Committee, Executive Committee and subsequent approval by the General Assembly. The DMTDP output is therefore as a result of the communities and all relevant stakeholders in the Municipal facilitated by the Municipal Planning Co-ordinating Unit through the provision of technical assistance. The output from the various stakeholders' meetings resulted in measurable indicators to improve on the economic well-being of the citizenry within the planned period as outlined in the various matrices.

The plan has been prepared in line with the guidelines provided by the National Development Planning Commission within the Medium-Term Development Policy Framework (MTDPF 2018-2021).

The Municipal Medium-Term Development Plan provides the implementation schedule and gives information on institutional arrangements for implementation, monitoring and evaluation from 2018-2021. It further provides information on agreed projects and programmes with their locations, indicative budgets, implementing agencies and indicators.

The objective of the document looks at the next four years development agenda of the municipality. The Municipal came out with a number of programmes and projects by subjecting the five thematic areas of the DMTDPF to POCC analysis, implementation arrangement and prioritize tools to arrive at the policies, plans and programmes of the Assembly of the DMTDP.

The document consists of seven chapters. The chapter one considers how the Municipality performed in the previous plan period. It also gives room for the current situation and baseline conditions and summary of key development challenges or gaps identified. Chapter two tries to link the Municipality development priorities to the five pillars or thematic areas of the plan framework. The chapter three sets out the Municipality development goals, objectives and strategies which are in consonance with the national goals. These were aimed at developing strategies to achieving the set goals and objectives. It also outlines the development projections for the period 2018-2021. In chapter four, adopted composite Municipality development programmes for the plan period were formulated using the programme of action matrix with its indicative budget for the plan. The broad implementation arrangement of the broad composite programme of action through the annual action plan accompanying indicative budget plan. However, in chapter six monitoring and evaluation arrangements have been put in place to help keep the plan in check throughout the plan period. In order to sell out and market our policies, programmes and activities to our cherish stakeholders and outsiders, we have put up a communication strategy. This is intended to keep our major stakeholders informed from time to time to be abreast with state of affairs of projects and programmes.

In line with the national policy, the Municipality will focus on the development dimensions to achieve its set targets:

- Economic Development.
- Social development
- Environment, infrastructure and human settlement
- Governance, corruption and accountability
- The district role in national affairs

Major programmes outlined to achieve our set goals and objectives include but not limited to the following.

- provision of improve quality education.
- increase public education and participation on governance issues
- human resource development
- provision of high delivery of health services.
- enactment of sound environmental control programmes
- massive infrastructural development and slum redevelopment programmes

- agricultural improvement programmes
- improve on environmental sanitation conditions in our surroundings
- empowering the vulnerable, women, children and the needy in economic ventures.
- empowering community or local participation in decision making process.
- sound and prudent financial management at the Assembly
- effective and efficient resource mobilization
- provision of adequate water supply to the citizenry
- The document will need not less than about thirty-one million Ghana Cedis (GHc31.0m) to help execute our set out policies, programmes and plans for the plan period.

CHAPTER ONE

PERFORMANCE REVIEW AND PROFILE

1.0 Background

As per functions conferred on Municipal Assemblies by The Local Government Act, (ACT 462), as planning authority for its area of authority. The act mandates that all assemblies are to plan, implement and source for funding for their development projects in their respective jurisdictions. In line with this requirement, all MMDAs prepare their plans based on their existing conditions and ensure that the plans are fully executed.

In fulfilling its obligation to ensure the growth of its local economy and improve the life of the citizenry the Effutu Municipal Assembly has come out with a four-year Medium-Term Development Plan (2018 – 2021) to track its development focus for the planned period. The preparation of the DMTDP was based on national Medium Term Development Policy Framework 2018-2021. As part of the process, the 2014-2017 DMTDP was reviewed. This became necessary to ascertain the level of implementation of programmes and projects during the period and to find out the reasons for successes and failures. The review gave a diagnostic view of the performance of the previous plan, selected programmes and projects vis-à-vis the strategies adopted, funds availability and community acceptability and participation.

1.1 Vision

A Municipality of excellence pursuing a sustainable and integrated development in a well-planned, secured and investor- friendly environment within the context of social equity and good governance.

1.2 Mission Statement

The Effutu Municipal Assembly exists to mobilize resources to facilitate improve standard of living of the people through the equitable provision of sustainable socio-economic infrastructure and services for holistic development within the context of Good Governance.

1.3 Core values

The core values of the Municipality are to improve quality of life of the people through accelerated access to quality education and health care delivery systems, vigorous expansion of social, economic

and security infrastructure and activities, as well as improve agricultural production in the context of a sound and sustainable environmental management practices and increase broader grassroots participation in decision making in the development planning and implementation process.

The core values of the Municipality is therefore anchored on the national adopted development dimensions:

- Economic Development.
- Social development
- Environment, infrastructure and human settlement
- Governance, corruption and accountability
- **The district role in national affairs**

1.4 Functions

The Effutu Municipal Assembly exercises deliberative, legislative and executive functions.

In general, the Municipal Assembly

- a) Exercises political and administrative authority in the district;
- b) Promotes local economic development; and
- c) Provides guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law.
- d) Be responsible for the overall development of the district;
- e) Formulates and executes plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- f) Promotes and supports productive activity and social development in the district and remove any obstacles to initiative and development;
- g) Sponsors the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
- h) Initiates programmes for the development of basic infrastructure and provide municipal works and services in the district;
- i) It is responsible for the development, improvement and management of human settlements and the environment in the district;

- j) In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
- k) Ensures ready access to courts in the district for the promotion of justice;
- l) Acts to preserve and promote the cultural heritage within the district;
- m) Initiates, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this act or any other enactment; and
- n) Performs any other functions that may be provided under another enactment.
- o) Executes approved development plans for the district;
- p) Guides, encourages and supports sub-district local structures, public agencies and local communities to perform their functions in the execution of approved development plans;
- q) Initiates and encourages joint participation with other persons or bodies to execute approved development plans;
- r) Promotes or encourages other persons or bodies to undertake projects under approved development plans; and
- s) Monitors the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.

1.5 Status of Performance of the Municipality under the GSGDA II

Under the GSGDA II, the focus of the Municipal was on Strategies which were aimed at reducing poverty to the minimum level especially among the rural people and the urban poor. The strategies were under the various thematic Areas. The of the performance of the Municipal under the seven thematic areas revealed the following: -

a. Sustainable Partnership between the Government and the Private Sector Private sector

Under the Private sector, the goal was to increase gainful employment, expand infrastructure and production base by 52%. Measures instituted included improving road infrastructure; and ensuring a reliable source of energy, increase income of the citizens and households by 42% by the end of 2017.

Measures instituted to achieve these included: the need for DA to lobby for funding for the improvement of surface condition of roads since the contract sums for such projects are beyond the

capacity of the DA. Supervision of contractors needs to be stepped up to ensure quality work; The DA must liaise with MoTI for support; developing mechanisms for increasing internally generated revenue to support the construction of market centres with adequate supporting facilities; need to encourage the formation of FBOs (both farming and fishing) to access credit. Develop training programmes to build the capacity of FBOs improving mineral exploitation; Improving the standard of living for farmers and industrialists; improving market infrastructure; and enhancing the financial status of the District. Considerable achievement has been made towards the attainment of the objectives of the Private sector competitiveness

These include:-

- Incomes of farmers improved by 20%.
- Revenue of the Assembly Improved by 30%
- 60% improvement in roads
- Reduction in travelling time by 15%.

Weaknesses

Some of the weaknesses include:-

- Inadequate staff strength
- Inadequate staff motivation
- Ineffective monitoring
- Inadequate access to credit facilities
- Delay on the part of contractors in the execution of contracts.
- Inadequate funds
- Rainfall patterns
- Apathy on the part of the communities

Positive Experiences

Some of the positive experiences learnt during the implementation of the activities include:

- Intensification of public education
- More commission collectors were engaged
- Privatization of revenue collection.
- Municipal Assembly support
- High communal spirit

- Committed leadership of the communities
- Number of roads rehabilitated
- Credit facilities extended to FBO's

b. Developing the Human Resources for National Development

The goal under the Human Resource Development was to build an efficient human resource base and expand services by 54%. A number of objectives set to achieve the goal included, improving educational status; improving the health status of the people; increasing access to safe drinking water and adequate environmental sanitation; attracting tourists' revenue into the District. Considerable progress has been made towards the attainment of the objectives of Human Resource Development under the GPRS II. In education, enrolment rates have increased in schools.

- Increases in expansion of basic services
- Reduction in water and air- borne diseases
- Reduction in HIV/AIDS Infections
- Improvement in water supply
- Improvement in quality health service delivery
- Increased Access to Health Service
- Established ICT Centres in basic schools
- Number of staff benefited from capacity building programmes
- Quality service delivery

Weaknesses

Some of the weaknesses identified include:

- Inadequate funding
- Ineffective supervision
- Irresponsible parenting
- Slow behavioral change
- Expensive health care
- Apathy

Positive Experiences

Some of the positive experiences include: -

- Assistance from Donors
- Municipal Assembly support and commitment
- High political support
- High communal spirit of the communities
- Number of school blocks and health centres constructed
- Boreholes provided to number of communities

c. Transparent and Accountable Governance

The goal under the Good Governance was to increase local participation and awareness. Specific objectives set to achieve this goal include: increase the empowerment and capacities of the vulnerable by 48%, improve the socio-economic status of women; improve the well-being of people with Disabilities (PWD); improve information flow among stakeholders; strengthen institutional capacity; and improve upon the operational capacity of the Assembly.

Achievements under this thematic area include:

- 80% improvement in local participation in decision making and implementation.
- 60% public awareness on government policies.
- More than 65% Municipal Assembly staff acquired knowledge in various fields through training.
- Hard core poverty among women reduced from 25% to 30%
- 32% registered disable in gainful employment
- 20% improvement in service delivery.

Weaknesses

Some of the weaknesses identified during implementation include:

- Non-functioning of Sub Municipal structures
- Low involvement of women in decision making
- Apathy
- Ignorance

- Inadequate funding
- Inadequate incentives
- Inadequate credit facilities
- Poor management of businesses
- Illiteracy
- Lack of Commitment on the part of women
- Inability to organize all disabled in the district.
- Unwillingness of some PDW to join associations

Positive Experiences/lessons learnt

Some of the positive experiences learnt include:

- Municipal Assembly support
- Commitment on the part of Municipal Assembly Staff
- High political will
- Involvement of CSO's in decision making and implementation.
- Transparency and accountability on the part of Assembly members.
- Cordial relationships between Municipal Assembly and the Traditional authorities.
- Organization of People's Assembly.
- Donor Support
- Training programmes

d. Improvement and sustenance of the Municipal Economic Stability

This theme looks at how to enhance the economic base of the municipality. The assembly liaised with development partners and other stakeholders for support and developed mechanisms for increasing internally generated revenue to support the construction of market centres, provision of social services and facilities; encouraged SMEs to promote their businesses and to access credit. Develop training programmes to build the capacity of SMEs; Improving the standard of living for SMEs and industrialists; improving market infrastructure; and enhancing the financial status of the District.

Considerable achievement has been made towards the attainment of this objectives

. These include:-

- Incomes of farmers improved by 20%.
- Revenue of the Assembly Improved by 30%

Weaknesses

Some of the weaknesses include: -

- Inadequate access to credit facilities
- Delay on the part of contractors in the execution of contracts.
- Low capacity of revenue collectors
- Lack of economic data
- Inadequate funds
- Apathy on the part of the communities

Positive Experiences

Some of the positive experiences learnt during the implementation of the activities include:

- Intensification of public education
- More commission collectors were engaged
- Privatization of revenue collection.
- Municipal Assembly support
- SMEs linked to credit facilities

e. Accelerated Agricultural Modernization and Agro-based industrial Development

The goal under this theme is improve agricultural production and add value to raw agric products. A number of objectives set to achieve the goal included, training of farmers; provision of improved seedlings; supply of subsidized farm inputs; recruitment and capacity building for extension services; supply of improved hybrids for farmers; construction and maintenance of irrigation facilities. Considerable progress has been made towards the attainment of the above objectives.

- Supply of outboard motors to fishermen
- Improvement of surface roads to cart farm products to market centres
- Capacity building for farmers
- Supply of improved seedlings

- number of staff benefited from capacity building programmes
- quality service delivery

Weaknesses

Some of the weaknesses identified include:

- Inadequate funding
- Ineffective supervision
- Limited access to credit
- Unreliable rainfall pattern
- Primitive way of farming
- High cost of input

Positive Experiences

Some of the positive experiences include: -

- Assistance from Donors
- Municipal Assembly support and commitment
- A number of training programmes conducted
- Introduction of new farming techniques
- Vegetable farmers supported

f. Expanded Development of Production Infrastructure

Objective set out under this goal was to expand infrastructure and production base of the municipality. Measures instituted included improving road infrastructure; and ensuring a reliable source of energy, improving conditions of our lorry parks, expansion of water facilities, facilitate real estate developers operations to expand housing and hostels facilities, streamline development control activities in the municipality.

Measures instituted to achieve these included: the need for DA to lobby for funding for the improvement of surface condition of roads since the contract sums for such projects are beyond the capacity of the MA. Supervision of contractors needs to be stepped up to ensure quality work; The DA

must liaise with CWSA and GWCL for support; submit proposals to donors for support, improving market infrastructure.

There has been a number gains obtained towards the attainment of the objectives of the expanded development of production infrastructure. These include:-

- Number of hostels constructed.
- Increase in urban water supply by 20
- 60% improvement in roads
- Construction of by-pass to reduce travelling time.

Weaknesses

Some of the weaknesses include:-

- Inadequate staff strength
- Poor collaboration between some state agencies and the assembly
- Inadequate staff motivation
- Ineffective monitoring
- Delay on the part of contractors in the execution of contracts.
- Inadequate funds to pay for compensation and resettlement of affected persons

Positive Experiences

Some of the positive experiences learnt during the implementation of the activities include:

- Intensification of public education
- Improvement of surface conditions of number of roads.
- High cooperation of project affected persons
- Committed leadership of the communities
- improvement in the water supply system
- ease student burden on housing
- regular supervision of projects during project implementation

g. Oil and Gas Development

The objectives for the oil and gas is to increase public awareness, whip-up their support and interest in the oil and gas industry since it was a new development in the country. In doing so it was going to help

gain the people's support and switch from wood fuel to gas usage. Mechanism put in place to achieve the set objectives include: increase community sensitization, encourage training and education programmes in the oil sector, promote the private sector to open gas outlets, encourage the use of gas fuel, Considerable achievement has been made towards the attainment of this objectives

These include:-

- Increased in public education.
- Private sector encouraged to open more outlets
- Reduction in the use of wood to gas
- Distribution of gas cylinders by government

Weaknesses

Some of the weaknesses include:-

- Inadequate access to credit facilities by private sector
- Lukewarm attitude to switch from the of wood fuel to LPG
- Cumbersome processes private sector goes through in securing license to operate gas station.
- Apathy on the part of the communities

Positive Experiences

Some of the positive experiences learnt during the implementation of the activities include:

- Intensification of public education
- New gas stations opened
- More people are now using LPG.
- Municipal Assembly support

1.2 PERFORMANCE OF EFFUTU MUNICIPAL ASSEMBLY - 2014 TO 2017

Period	Thematic Area: Human Development, Productivity and Employment (HEALTH)						
	Policy Objective: Bridge the equity gaps in access to health care and nutrition service and ensure sustainable financing arrangement that protects the poor						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Equip and Operationalize five (5) CHPS compounds			2	5	4	
	Operationalize quality assurance in five (5) health facilities			5	5	Fully implemented (12 facilities operationalized)	
	Organize mass education on NHIS registration			Routine	Routine	Fully implemented	Periodic sensitization on radio and in communities
	Conduct public education for fifty (50) spiritual homes			-	50	On-going (22 public education conducted)	As alternative health practitioners, they were taught to preserve human dignity.
Period	Thematic Area: Human Development, Productivity and Employment (HEALTH)						
	Policy objective: Improve governance and strengthen efficiency and effectiveness in health service delivery						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Construct 5 housing units for health workers			2	5	Fully implemented (12)	
	Support the training of 60 Health workers			-	60	On- going (24 trainings supported)	

	Conduct eight (8) stakeholders' meetings with G.P.R.T.U on health MOU			-	8	On-going (4)	
Period	Thematic Area: Human Development, Productivity and Employment (HEALTH)						
	Policy objective: Improve access to quality maternal, neonatal, child and adolescent health services						
	Programme	Sub-Programme	Broad Programme/Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Train eight (8) midwives on emergency delivery.			-	8	Fully implemented (12 midwives trained)	
	Organize child health promotions			1		1	
	Reduce maternal death from 1/1000 live births in 2013 to 0/1000 in line with MDG 3			1/1000	0/1000	Implemented but not achieved	
Period	Thematic Area: Human Development, Productivity and Employment (HEALTH)						
	Policy objective: Prevent and control the spread of communicable and non- communicable diseases and promote healthy lifestyles						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Organize 8 mass education on emerging pandemics			-	8	Fully implemented	
	Organize 4no. behavioral change in HIV/AIDS campaigns			1	4	Fully implemented	
	Reduce OPD malaria cases from 52% from 2012 to 26%			52	26	Fully implemented	
	Support Municipal Health activities (malaria & NID)			-		Fully implemented	

Period	Thematic Area: Human Development, Productivity and Employment (EDUCATION)						
	Increase equitable access to and participation in education at all levels						
	Programme	Sub-Programme	Broad Programme/ Activity	Baseline (2013)	MTDP Target	Achievement	Remarks In Relation To Criteria In Box 7
	Extend school feeding			6	All basic schools	On-going (11 schools on the programme)	
	Promote enrolment drive to increase transition rate of 47% beyond basic school to 60%			47%	60%	Fully implemented	
	Increase enrolment level in non-formal education			15	50	On-going (13)	
Period	Thematic Area: Human Development, Productivity and Employment (EDUCATION)						
	Improve quality of teaching and learning						
	Programme	Sub-Programme	Broad Programme/ Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Construct 3 no. ICT centers in three circuits			-	3	Fully implemented	2 in operation 1 not in operation
	Construct 12 no. 6 seater institutional latrines for public schools			-	6	Fully implemented	
	Procurement of 3000 pieces of Dual desks for public basic schools			-	3000	On-going (1050 procured)	
	Construct school fence / wall in all public schools			-	-	Not implemented	
	Extend electricity to 6 basic schools				6	Fully implemented	
	Procure 100 sanitation facilities for public schools			-	100	Fully implemented	

	Acquire and document all public-school lands			-	-	Not implemented	
	Construction of 1no. 3-unit classroom block and ancillary facilities				1	Fully implemented	Ghahadze school
	Procurement of computer and accessories for basic schools			Nil	100	Fully implemented	
	Procurement of assorted computer desks and chairs			Nil	100	Fully implemented	Target achieved
Period	Thematic Area: Human Development, Productivity and Employment (EDUCATION)						
	Bridge gender gap in access to education						
	Programme	Sub-Programme	Broad Programme/Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Intensify public education on the need to enroll and retain both sexes in schools			Routine	Routine	Fully implemented	
Period	Thematic Area: Human Development, Productivity and Employment (EDUCATION)						
	Improve access to quality education for persons with disabilities						
	Programme	Sub-Programme	Broad Programme/Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Procure assorted disability friendly facilities for 10 schools			Nil	10	On-going (10% achieved)	

Period	Thematic Area: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
	Improve Agricultural productivity						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Construct 2 small scale irrigation facilities for all year crop cultivation.			None	2	Implemented (one facility constructed)	Two water bodies in Essuekyir identified
	Dredging of 100 metre length of Ntakorfam stream for vegetable farming			Nil	dredge 100 metre length of Ntakorfam stream	Fully implemented	About 90m of the stream around the Ramsa site has been dredged
	Support the production of 4 certified grain seed species			4	4	Fully implemented	The Omankwa variety is early marketing and drought tolerant
Period	Thematic Area: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
	Promote livestock and poultry development for food security and income						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Construct 50 narrow cribs.			5 standard cribs available	50	On-going (2 cribs and Some abandon ones were rehabilitated)	
	Organize 16 trainings for 50 poultry farmers.			10	16	Fully implemented	
Period	Thematic Area: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
	Promote fisheries development for food security and income						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7

	Revamp abandoned fish farming			2	4	Not implemented	High cost of renting them by chief
	Conduct twelve (12) stakeholders' meetings for fish farmers			6	12	Fully implemented	Resource constrain
	Procure 30 outboard motors for 30 fishermen			50	30	Fully implemented (50 procured)	Government subsidize them
	Establish task force on fisheries bye-laws					Fully implemented	
Period	Thematic Area: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
	Strengthen the legal framework on protected areas						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Establish task force on fisheries bye-laws			1	3	4	Projects involvement of NGOs
Period	Thematic Area: Accelerated Agricultural Modernization and Sustainable Natural Resource Management						
	Improve investment in control structures and technologies						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Organize 4 Farmer field schools for 30 block farmers			1 Farmer field schools was organised	4	Fully implemented	Target could not be achieved because its expensive to organized
	Organize 16 trainings for 100 FBOs in improve agriculture technologies			An average of 4 training per FBO	16 trainings	Fully implemented	All FBOs are into production of crops/livestock
	Provide regular market information to improve distribution of food			48 reports generated annually	Collate and submit 48	Fully implemented	High level of commitment by data collection staff

					reports annual ly		
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Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Ensure effective implementation of Local Government Service Act						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks in Relation to Criteria in Box 7
	Rehabilitate 35.08 km roads			70 kilometers	35.08 km	30 km rehabilitated	
	Construct 4.6 km secondary drains						
	Complete Municipal 4-story office complex			Super structure completed	Complete all the floors for use	First floor completed	First floor in used by the central administration
	Construct 2no. Residential accommodation for M.A Senior Staff.				2	2	Not fully completed
	Furnished Chief Executive's residential accommodation			Building completed	Furnish the accommodation	Done	
	Construct Magistrate's Bungalow			1	1	0	
	Complete MCD's residential accommodation			Procurement process started	Complete the building	Completed	Tiling which was not part of the initial contract needs to be done.
	Procurement and installation of streetlights/fittings			Routine	Routine	Fully implemented	
	Extension of water to underserved communities			87% coverage	95%	Fully implemented	
	Provision and installation of ICT and network facilities			-	Central administration	Fully implemented	

	Conduct establishment survey on operators in the hospital industry			-	Municipal Wide	Fully implemented	
	Revaluation of all private properties			Nil	Municipal-wide	On-going (58 laun dered properties valuated)	
	Provision for environmental and social safeguard				Two projects	Fully implemented	
	Promote skill development for employment creation				Various	500	BAC has trained about 500 people in soap making etc
	Organize in service capacity building for staff			Routine	Routine	Routine	
	Provide support for security			Routine	Routine	Routine	
	Running cost of official vehicles			Routine	Routine	Routine	
Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Strengthen functional relationship between Assembly Members and Citizens						
	Programme	Sub-Programme	Broad Programme/ Activity	Baseline (2013)	MTDP Target	Achievemen t	Remarks In Relation To Criteria In Box 7
	Conduct quarterly participatory projects monitoring and evaluation				16	16	
	Routine maintenance of public buildings (schools, Market etc.) and lorry parks.			Routine	Routine	Routine	
Period	Thematic Area: Transparent, Responsive and Accountable Governance						
	Develop targeted social interventions for vulnerable and marginalized groups						

	Programme	Sub-Programme	Broad Programme/Activity	Baseline (2013)	MTDP Target	Achievement	Remarks In Relation To Criteria In Box 7
	Enact bye-laws on truancy free zone (i.e. bye-laws on truant children)			Routine	Routine	Routine	
	Promote and protect child rights			Routine	Routine	Routine	
	Create 13 no- formal education centers in 13 communities			1	13	0	
	Extend pipe borne water to rural and newly developing communities			75%	100%	95%	
	Provide 50 Disability Friendly facilities in public places			Nil	50	12	

Period	Thematic Area: Ensuring and Sustaining the Macro-economic stability						
	Improve fiscal resource mobilization						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks In Relation To Criteria In Box 7
	Create 1500 jobs for the youth to promote LED				1500	2100	Dredging of Ntakofam stream aided this programme
	Pavement of two Lorry Parks			Nil	2	2	Donkoyiem and Winneba Junction Lorry parks were paved
Period	Thematic Area: Ensuring and Sustaining the Macro-economic stability						
	Improve public expenditure management						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks In Relation To Criteria In Box 7
	Procure consultancy service to develop assets register				1	1	Asset management developed with a software for update

Period	Thematic Area: Ensuring and Sustaining the Macro-economic stability						
	Strengthen economic planning and forecasting to ensure synergetic development of strategic sectors						
	Programme	Sub-Programme	Broad Programme /Activity	Baseline (2013)	MTDP Target	Achievement	Remarks In Relation To Criteria In Box 7
	Support for the construction of market complex (Mall) for the promotion of LED			1	1	0	

1.3 Financial Performance

One of the weaknesses identified is poor revenue generation. The Municipal has lived with the situation for a long time. This accounts for why it has been tagged as one of the poorest districts in the country. The poverty level makes it difficult to collect the badly needed revenue for development. The sources of individual items under internally generated fund are not encouraging. The problem has been mainly due to low collection of property rates which would need much attention. Some measures taken to mitigate the challenge include capacity building programmes by the Municipal administration for all revenue staff, area council chairpersons and development planning, finance and administration sub-committee chairpersons and recruitment of revenue guards to supplement the effort of the revenue collectors and regular interface meetings with stakeholders to identify challenges and concerns. Also, the Assembly hopes to undertake revaluation of immovable properties. Measures are also taken to strengthen its security system on revenue collectors.

Release of common fund, GOG and other donor support for investment activities were not coming regularly as expected. Funds were released late and huge deductions of the common fund affected the smooth implementation of programmes and projects.

Table 1.1: Total Releases from Government of Ghana

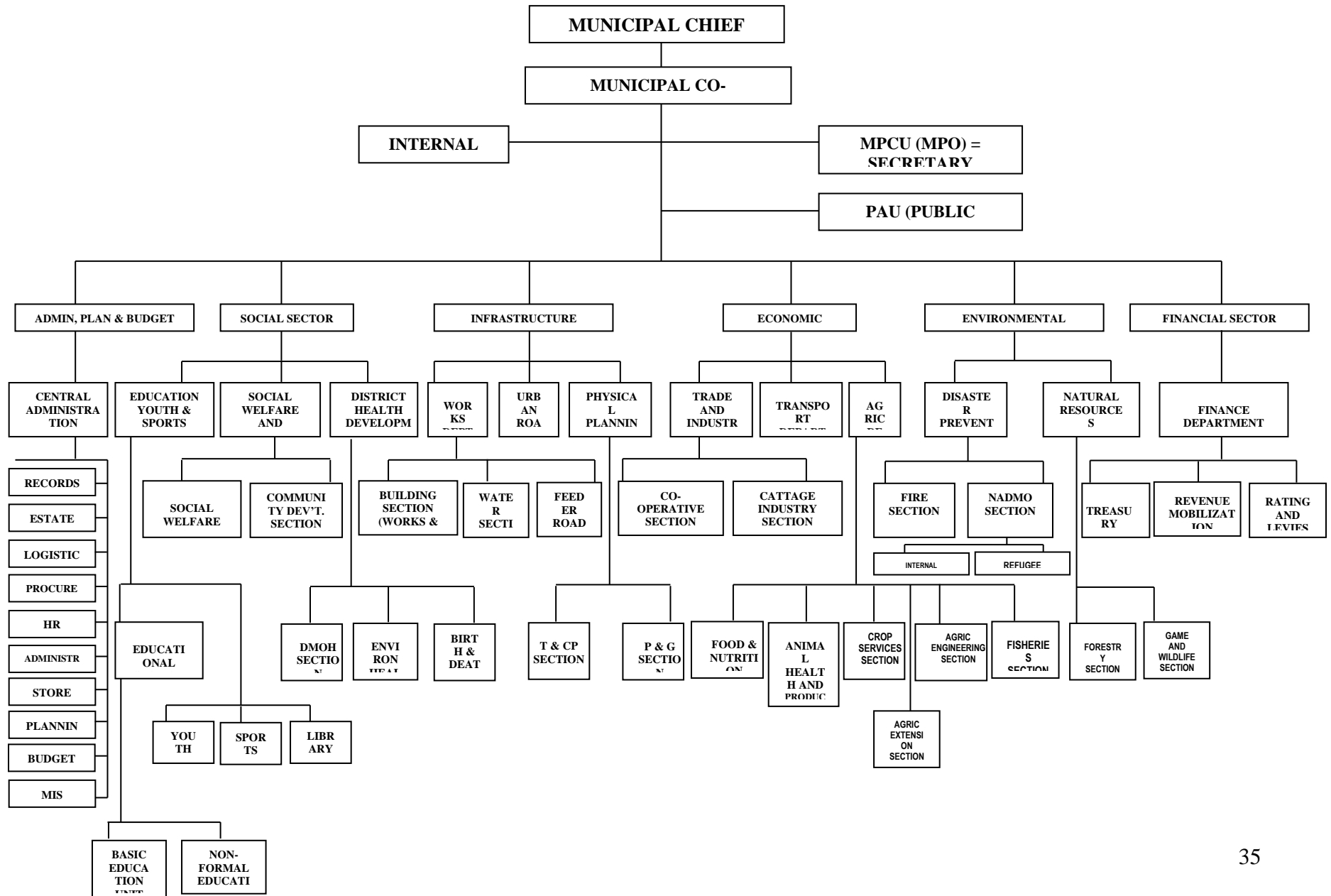
PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As Planned (A)	Approved as per Ceiling (B)	Releases (C)	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	1,570,182.00	1,570,182.00	882,978.24	-	687,203.76	882,978.24	-
2015	1,688,088.30	1,688,088.30	1,179,487.01	-	508,601.29	1,179,487.01	-
2016	1,892,156.00	1,892,156.00	984,889.54	-	907,266.46	984,889.54	-
2017	2,065,267.00	2,065,267.00	1,453,475.07	-	611,791.93	1,453,475.07	-
CAPITAL EXPENDITURE/ASSETS							
Year							
2014	3,843,427.59	3,843,427.59	2,647,011.50	-	1,196,416.09	2,592,965.34	54,046.16
2015	4,269,017.33	4,269,017.33	4,428,486.02	-	(159,468.69)	3,028,857.26	1,399,628.76
2016	4,093,551.70	4,093,551.70	3,295,762.37	-	797,789.33	2397397.12	898,365.25
2017	5,858,187.00	5,858,187.00	3,822,540.02	-	2,035,646.98	2819298.6	1,003,241.42
GOODS AND SERVICES							
Year							
2014	674,795.41	674,795.41	532,460.06	-	142,335.35	422,973.30	109,486.76
2015	1,397,167.00	1,397,167.00	1,147,491.44	-	249,675.56	1,147,491.44	-
2016	2,573,839.90	2,573,839.90	1,923,896.65	-	649,943.25	1,923,896.65	-
2017	2,086,716.00	2,086,716.00	1,304,594.53	-	782,121.47	1,304,594.53	-

Table 1.2: All sources of Financial resources for Effutu Municipal Assembly

Sources	2014			2015			2016			2017		
	BUDGET	ACTUAL	%	BUDGET	ACTUAL	%	BUDGET	ACTUAL	%	BUDGET	ACTUAL	%
GoG	1,570,182.00	882,978.24	56.23	1,688,088.30	1,179,487.01	69.87	1,892,156.00	984,889.54	52.05	2,065,267.00	1,453,475.07	70.38
IGF	487,851.40	532,458.06	109.14	589,785.00	526,967.79	89.35	775,000.00	654,406.40	84.44	848,000.00	838,577.86	98.89
DACF	2,524,804.00	910,455.06	36.06	2,030,189.88	1,843,124.73	90.79	3,883,041.00	1,998,040.86	51.46	3,742,860.00	1,864,535.97	49.82
DDF	295,146.00	467,125.22	158.27	450,000.00	306,863.05	68.19	425,401.00	313,729.00	73.75	1,121,964.00	-	-
UDG	301,439.00	541,299.63	179.57	1,405,335.00	174,235.80	12.40	1,124,000.00	623,545.06	55.48	1,944,224.00	1,784,632.23	91.79
CWSA	210,915.59	320,321.54	151.87	347,251.00	-	-	300,000.00	102,754.34	34.25	-	-	-
GSFP	369,623.00	356,976.50	96.58	599,637.94	182,757.28	30.48	-	11,511.09	-	-	-	-
TOTALS	5,759,960.99	4,011,614.25	69.65	7,110,287.12	4,213,435.66	59.26	8,399,598.00	4,688,876.29	55.82	9,722,315.00	5,941,221.13	61.11

1.3 General Profile of the Municipality

ORGANOGRAM OF THE EFFUTU MUNICIPAL ASSEMBLY



The Effutu Municipal Assembly is one of the 254 administrative Districts in Ghana and one of the 22 Districts in the Central Region. The Municipality was carved from the then Awutu-Effutu-Senya-Municipality Assembly and it was established by the Local Government Act (Act 462) and L.I.1860 in 2007. Winneba is the administrative capital of the Municipality; a town renowned for several specialized institutions of higher learning. The Municipal Assembly is made up of twenty-eight (28) Assembly Persons and this comprises; the Municipal Chief Executive, eighteen (18) elected persons, eight (8) government appointed members and one (1) Member of Parliament. Out of the twenty-eight (28) members, only one (1), representing 4 percent are women.

The Effutu Municipal Assembly has one constituency, eighteen (18) electoral areas and seventy-three (73) polling stations. There are four zonal councils in the Municipality namely; 1. Nsuekyir/Gyahadze Zonal Council, 2. Kojo-Beedu North/Low Cost Zonal Council, 3. South-East Winneba Zonal Council and 4. South-West Winneba Zonal Council.

The current Local Government system has a three tier Municipality Assembly Structure namely; the Municipality Assembly, Town Councils and Unit Committees. The Municipal Assembly as specified in the Local Government Act 1993 (Act 462) and the Legislative Instrument establishing the Municipal Assembly; LI 1860, 2007 is the highest governing body in the Municipality and exercises its executive and legislative functions through the Executive Committee which is chaired by the Municipal Chief Executive. The Effutu Municipal Assembly therefore exercises deliberative, legislative and executive functions; thus it is the highest political and administrative Authority in the Municipality.

The Member of Parliament in the Municipality is an ex-officio member of the Assembly. The General Assembly is chaired by the Presiding Member who is elected among members of the Assembly.

For administrative effectiveness, the Municipal Chief Executive is supported by a secretariat or central administration. The Municipality Planning and Co-ordinating Unit (DPCU) as established by the Local Government Act, 1993, Act 462 (amended Local Governance Act, 2016, Act 936) serves as the technical wing of the Assembly and thus advising and providing secretariat services for the

Municipal Assembly in its Programming, Planning, Monitoring, Evaluation and co-ordination of the Municipal activities. The twenty-five (25) membership comprises of directors of key departments such as Agriculture, Health, Education and Physical Planning and other decentralized departments which provide specialized and technical services to the Assembly. The departments; staffed with technocrats, serve as the advisory arm to the Municipal Assembly and the sub-committees. Other agencies and services also exist in the Municipality which provide allied services.

The Executive Committee exercises executive and administrative functions of the Assembly while the sub-committee of the Assembly collates and deliberates on issues relevant to their functional area.

The statutory sub-committees of the Assembly are:

1. Development Planning Sub-committee
2. Finance and Administration Sub-committee
3. Education and Social Services Sub-committee
4. Women and Children Sub-committee
5. Works Sub-Committee
6. Justice and Security

The Assembly has also formed other committees aside those specified by the Local Government Act (Act 462). These are, sub-committee on Production and Gainful Employment (SPGE) whose membership is made of up; five (5) technical staff, four (4) Assembly persons and six (6) members selected to represent civil society, CBOs/NGOs and the business community (private sector). The committee responsible is to promote decent work as productive factor, stimulate entrepreneurship and private investment, identifying job opportunities and advise the Assembly the viability of such job opportunities etc. It is the only committee chaired by non-elected member or Appointee of the Assembly. The Public Relations and Complaints Sub-committee; among its functions is to receive complaints and grievances from the public on issues related to the conduct of Assembly Persons and staff of the Municipal Assembly and it is chaired by the Presiding Member.

The Departments and Agencies can be classified as follows:-

Local Government Service Institutions under schedule 1 and 2 of L.I 1961;

1. Central Administration Department
2. Education, Youth and sports Department
3. Department of Health
4. Waste Management Department (Environmental Health)
5. Department of Agriculture
6. Department of physical Planning
7. Social Welfare and Community Development.
8. Natural Resource Conservation Department, Forestry, Game and Wildlife Division
9. Department of works
10. Department of Trade and Industry (Co-operatives)
11. Department of Transport
12. Disaster Management and Prevention Department

Service Institutions

1. Municipal Police Service
2. Ghana Highway Authority
3. Municipal Fire Service
4. Municipal Electricity Company
5. Municipal Water Company
10. Ghana Immigration Service
11. Prisons Service
12. Police Staff Training College
13. Audit Service

Financial Institutions (BANKS)

1. Ghana Commercial Bank
2. HFC Bank
3. Zenith Bank

4. 1st Capital Plus
5. Union Rural Bank
6. Awutu Emasa Rural Bank
7. Akyempem Rural Bank
8. Agric Development Bank

Subverted Organization

1. National Service Secretariat
2. University of Education Winneba
3. Statistical Service
4. Winneba Secondary School
5. National Sports College
6. Electoral Commission
7. Driver Vehicle Licensing Authority
8. Community Health Nurses Training School
9. Commission on Human Rights & Administrative Justice (CHRAJ)
10. National Vocational and Technical Institute (NVTI)

1.3.1 Physical and Natural Environment

1.3.1.1 Topography and drainage

The Municipality is generally low lying with granite rocks and isolated hills around Winneba. The two major rivers; Ayensu and Gyahadze drain the Municipality and enter the sea at Warabeba and Opram respectively.

The water bodies that drain through the Municipality have the potentials to be exploited when dammed for extensive vegetable cultivation during the dry season and for aqua-culture activities. These, when exploited, could provide employment opportunities and reduce poverty in the settler communities along the rivers. The Muni Lagoon is part of the Muni-Pomadze Ramsar site with high potentials for Tourists attractions if exploited.

1.3.1.2 Climatic Conditions

The Municipality lies within the dry-equatorial climatic zone characterized by low rainfall and long dry season of five months. The annual rainfall ranges from 400 millimeters to 500 millimeters. Mean temperatures range from 22 degrees Celsius to 28 degrees Celsius.

1.3.1.3 Vegetation and soils

The vegetation is that of the coastal savannah grassland which is suitable for vegetable cultivation or dry season irrigation farming. The soils in the Municipality are largely clayey with high salinity hence its suitability for salt production and pottery/roofing tiles production. Based on these unique physical characteristic of the Municipality, the ideal spatial development options are the combination of intensive irrigation and fishing with encouragement in eco-tourism, technology parks and education

1.3.2 Infrastructure and Services

1.3.2.1 Education

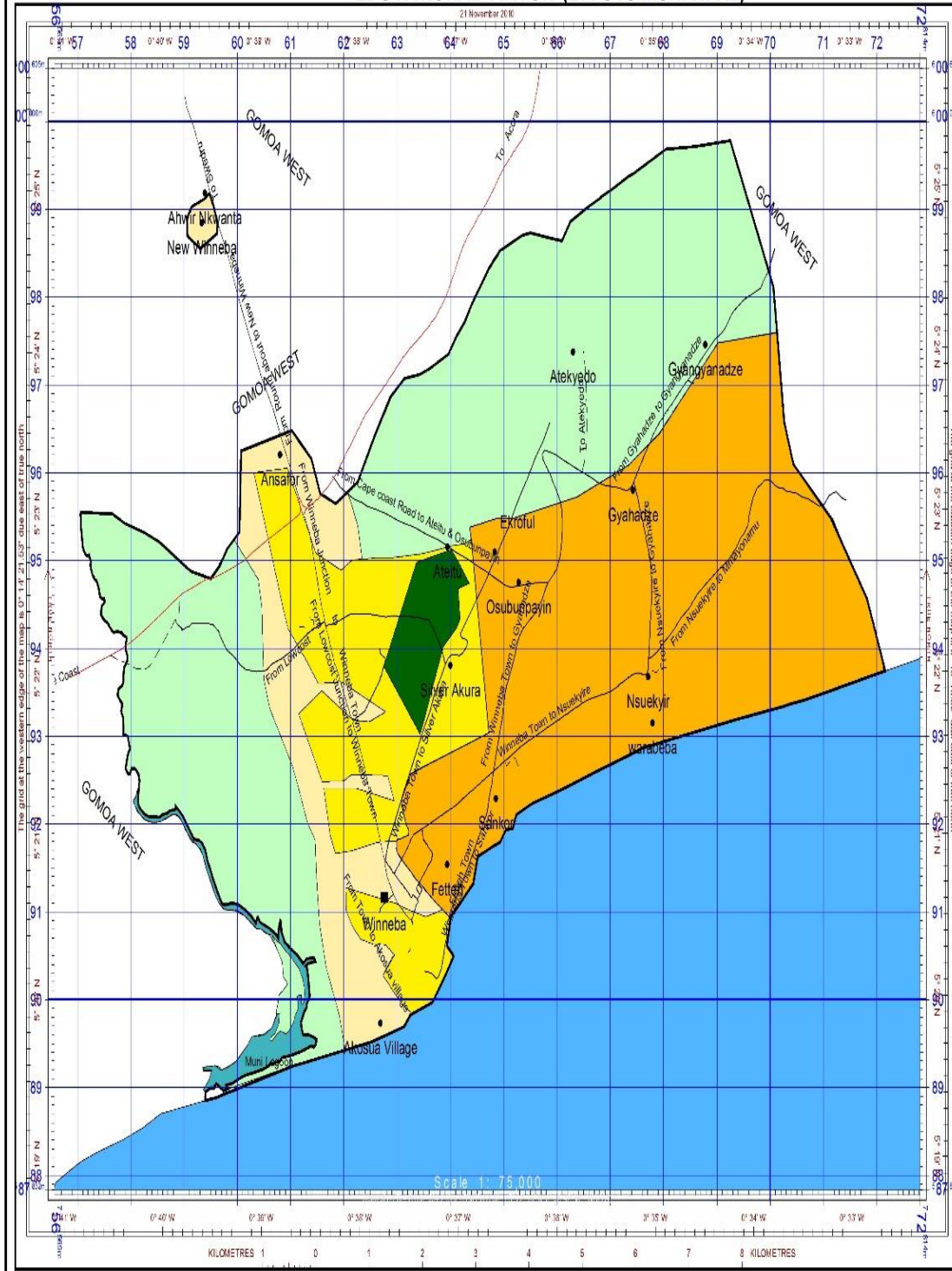
The Municipality is made up of three circuits for the purposes of education management. There is a total of 247 educational institutions in the Municipality; of which 74 (30%) are public institutions and 173 (70%) are private institutions.

The Municipality has 78 pre-schools (24 public and 54 private), 77 Primary Schools (26 Public and 51 Private) and 47 Junior High Schools (22 Public and 25 Private). The Winneba Senior High School is the only public second cycle institution. There are three (3) private Senior High Schools and two (2) Technical and Vocational Institutions in the Municipality.

Figure 1.1: Map Showing Educational Circuits in the Municipality

EDUCATIONAL CIRCUIT (EFFUTU MUNICIPAL)

21 November 2016



Legend

- Active Cape road
- Main Road
- Minor Road
- Main Town
- Other Towns
- Municipal Boundary
- Eastern Circuit
- Western Circuit
- Central Circuit
- Forest

1 0
1:75,000 km

North

Map Produced For:

EFFUTU MUNICIPAL ASSEMBLY

Town and County Planning Department
Tel: 0662 99929
Email: townplanning@effutu.gov.gh
Production Date: August 2016

HARD WORK, UNITY AND PROGRESS

Digitized By:	Mariam Mawin
CIS Technicians:	Eric Oduro
Supervised By:	
Assistant Chief Technical Officer:	Emmanuel Ansafor Larbi
Assistant Town Planning Officer:	Nayana Essah
District Town Planning Officer:	Edna Gbedemah-Kone
Regional Town Planning Officer:	W.E. Ansong

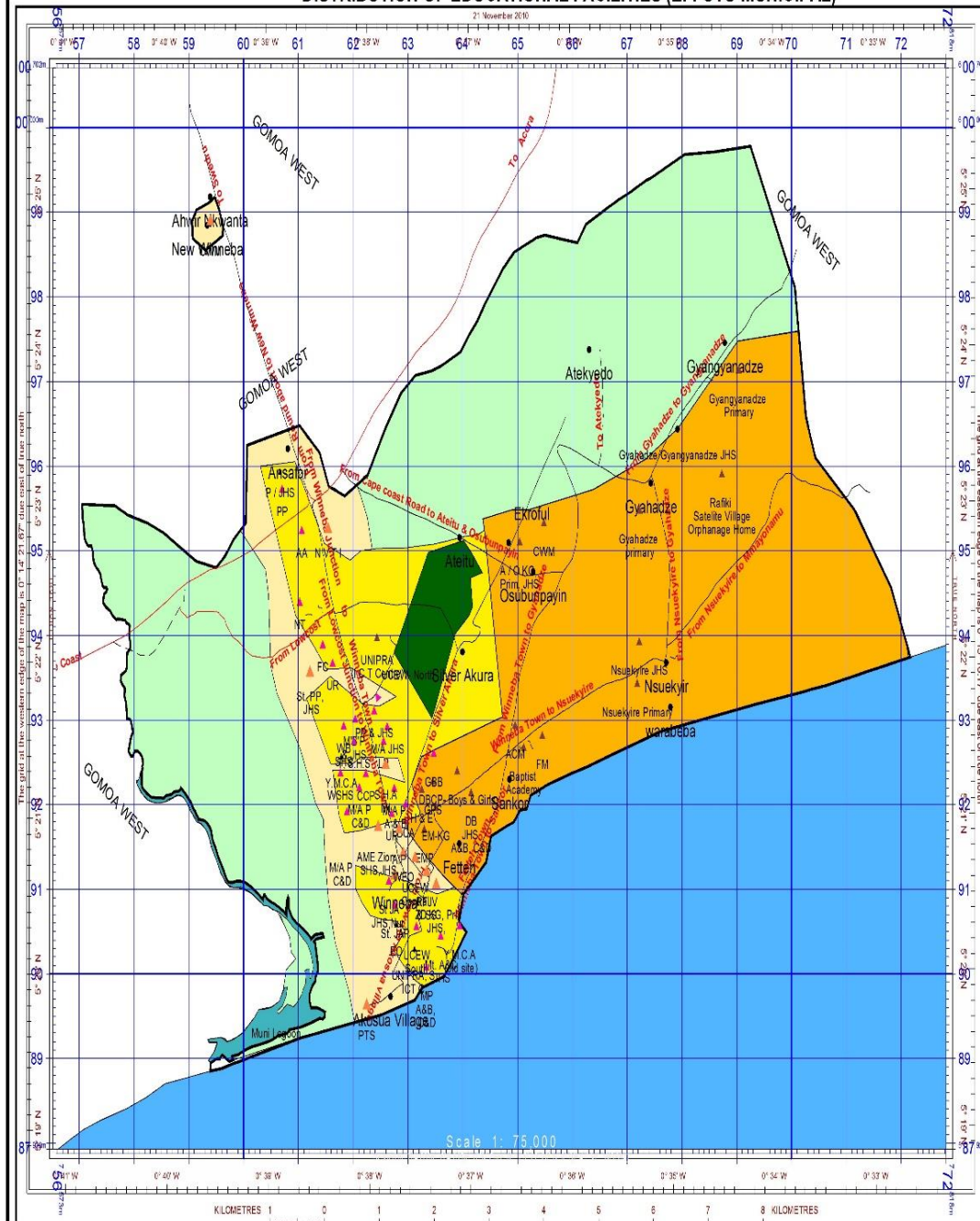
There is one major tertiary institution; the University of Education, Winneba which has its main campus in Winneba with Campuses at Kumasi, Mampong and Ajumako. The Perez University formerly the Pan African University though located in the Gomoa East Municipality (i.e. Pomadze), its impact is more felt in the Municipality. There is also the National Sports College of Winneba where sports personnel (Football, Sportsmen and Women) receive advanced training in their specialized fields and disciplines. In addition, there is the Police Staff and Command College.

Other Specialized Institutions include the hearing-Impaired School - University Practice (UNIPRA) South School and Fr. John Mentally Derailed School under the Don Bosco Girls Primary School.

The basic schools in the Municipality, like several others in the Central Region, face problems of inadequate facilities such as furniture, electricity and toilet facilities. There are also inadequate supply of textbooks and other teaching aids. Most of the schools are without libraries and ICT facilities.

Figure1.2: Municipal Map showing the distribution of educational facilities

DISTRIBUTION OF EDUCATIONAL FACILITIES (EFFUTU MUNICIPAL)



Legend

- ▲ Schools in Central Circuit
- ▲ Schools in Eastern Circuit
- ▲ Schools in Western Circuit
- ▲ Faith Based Schools
- Municipal Boundary
- Eastern Circuit
- Western Circuit
- Central Circuit
- Forest

- FR/JI & SS: Rev. Father John Vocational & Special School
- GBB: Good Better Best Preparatory
- GPS: Glory Preparatory School
- CWM: Caroline Wagner Memorial
- CPP: Church of Pentecost KG & Primary
- DBCP: Don Bosco Catholic Primary
- DB JHS: Don Bosco JHS
- ACM: African Christian Mission
- M/A: Municipal Assembly Schools
- FM: Fletcher Memorial
- A/O: Ateku/Osubunpayin
- UNIPRA: University Primary
- WB: Winneba School of Business
- MBP: Methodist 'B' Primary
- AA: Aiswell Academy
- FC: Family Care
- PP: Pentecost Primary
- SHAM: S. H. Amisan Memorial Institute
- PTS: Police Training School
- NTS: Nurses Training School
- UR: Uncle Rich KG & Primary
- T. SHS: Triumph Senior High Sch.
- YMCA: Y. M. C. Academy
- WHS: Winneba Senior High School
- LP: The Light Preparatory
- EWP: Ebenezer Memorial Primary
- AIP: Ansarudeen Islamic Primary
- ST. PP: St. Paul Primary

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E.F. 6902 39969
Email: tceplan@amail.com
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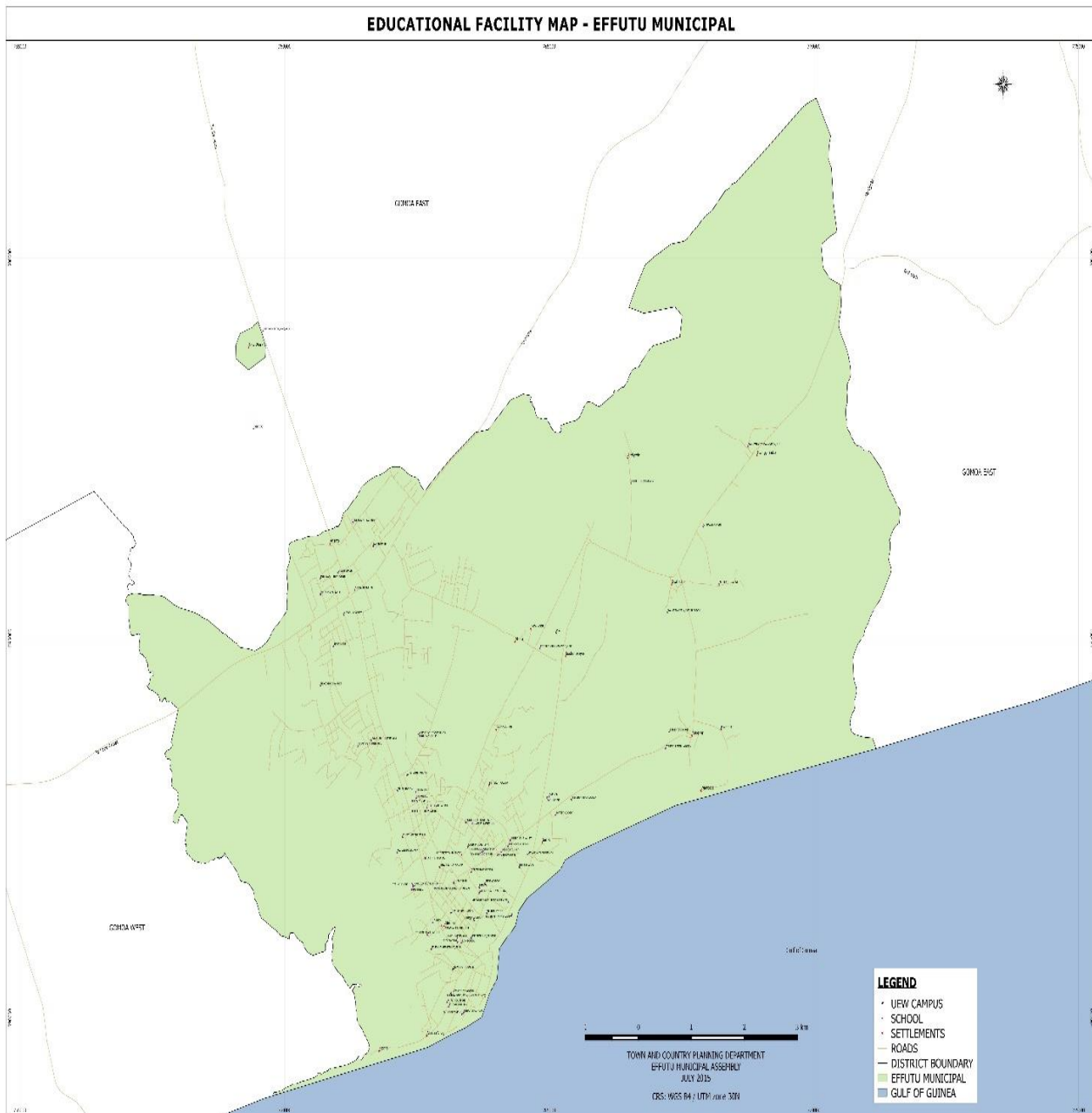
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Email: tceplan@amail.com
Production Date: August 2016

Digitized By:	Marian Nyarko
GIS Technicians:	Eric Oduro
Supervised By:	Emmanuel Ansaah Larbi
Assistant Chief Technical Officer:	Nayam Baniini
Assistant Town Planning Officer:	Edson Gbedor Kove
District Town Planning Officer:	W.S. Anang
Regional Town Planning Officer:	



The basic schools in the Municipality, like several others in the Central Region, face problems of inadequate facilities such as furniture, electricity and toilet facilities. There are also inadequate supply of textbooks and other teaching aids. Most of the schools are without libraries ICT facilities. In

general, the teaching and learning environment has improved over the last four years but a lot more needs to be done.

University of Education, Winneba

The Municipality is one of the Municipalities in the region that hosts a public university; the University of Education, Winneba. The University of education, Winneba (UEW) was established by the University of Education Act 2004, (Act 672) on May 14th 2004. It was originally established by PNDC Law 322 (1992) as the University College of Education of Winneba (UCEW) through the amalgamation of seven Diploma awarding institutions – the Specialist training College, the Advanced Teacher Training College, the National Academy of Music – all located at Winneba; the School of Ghana Languages, Ajumako; College of Special Education, Mampong Akuapem; St. Andrews Training College, Asante-Mampong and Advanced Technical Teacher College – Kumasi.

It attained an autonomous status of a University with satellite campuses or colleges at Ajumako, Mampong and Kumasi. The Institute for Educational Development and Extension (IEDE) which is the distance unit of the university has 37 study centers across all the 10 regions of the country.

In Winneba the University has three campuses viz;

- The South Campus- Mainly for Faculty of Science and School of Business located near the beach.
- The Central Campus in the centre of the town- Mainly for School of Creative Arts. It was formerly the National Academy of Music which was then the only academy of music in Africa.
- North Campus, where the administration of the University is located has the following faculties – Social Sciences Education, Educational Studies and some departments under the faculty of Science Education, School of Creative Arts and Graduate Studies. The Institute of Educational Development and Extension and the National Sports College are also located at the Campus. The North Campus was formerly referred to as the Specialist Training College.

As at 2016/2017 academic year, the regular student population for the campuses in Winneba stood at 18,987. Sandwich student population for the campus was 2,686 and that of Distance Students (Winneba Study Centre) was 1,462.

1.3.3 Health Services

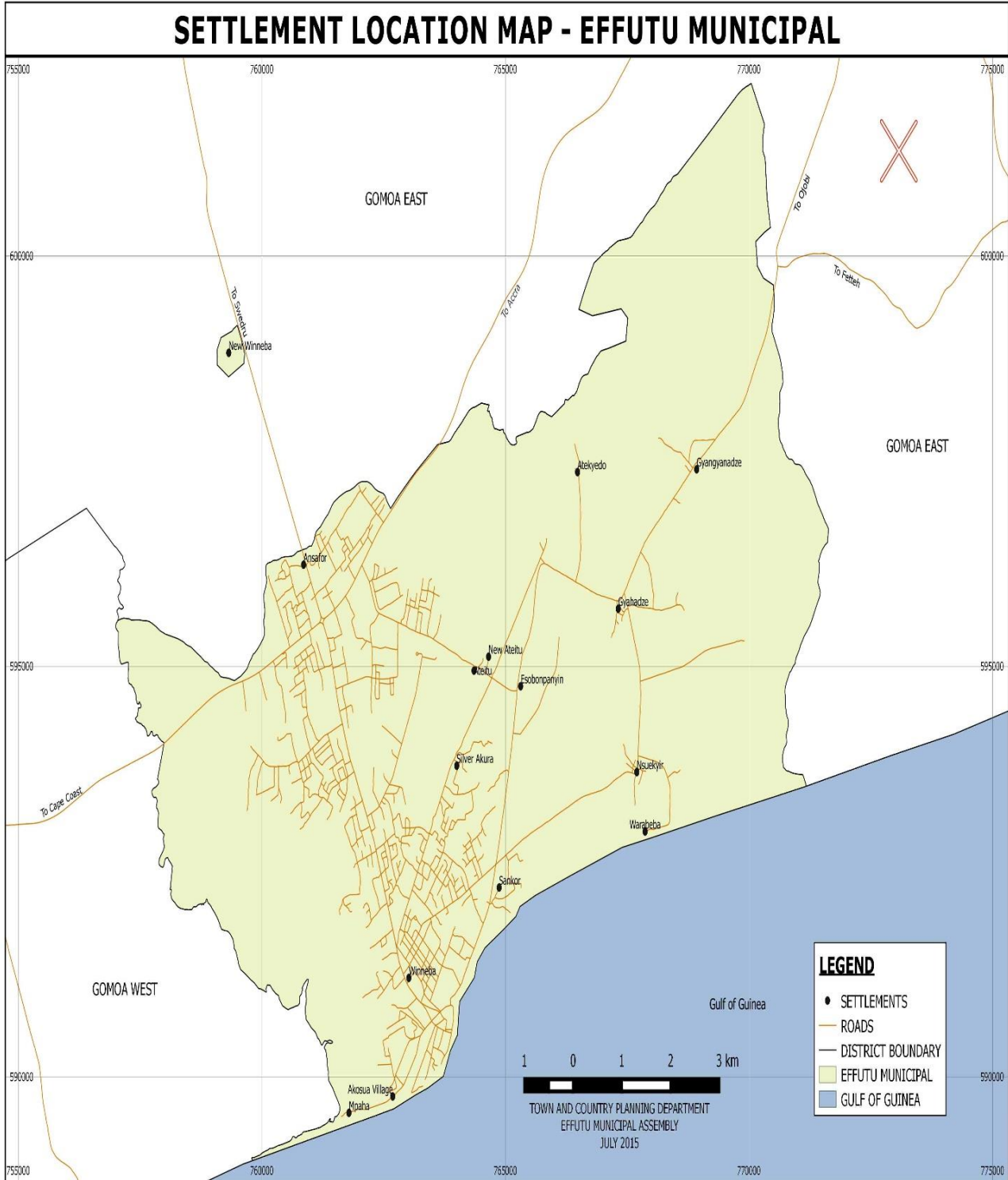
The Municipality has two major public hospitals – Municipal Hospital and the Trauma and Specialist Hospital. The Trauma and Specialist Hospital which provides specialized services for accident and trauma cases now serves as the Regional Hospital. There are also three private hospitals (Baptist Hospital, Otoo Memorial Hospital and Klimovic Hospital) which are all located within Winneba. Moreover, the University Clinic which is located at the North Campus provides services to both the University community and the general public.

Auxiliary health services come from the Community Health Nursing School located at Winneba. The School runs a **two-year** certificate and three-year diploma programmes to train nurses who provide preventive and health promotion services to rural communities of Ghana. As part of the training, students provide health services to the communities in and around Winneba. There is one Health Centre and four CHPS Compounds at Gyangyanadze, Zongo, Nsuekyir and Ansaful. In addition, two maternity homes (Bethel and Mercy Maternity Homes) located in Winneba. Though there are quite a number of health facilities in the Municipality, access to some of these facilities is impeded by poor roads.

1.3.4 Roads

There is approximately 100 kilometers of road network in the Municipality, 30 percent have been tarred; the remaining 70 percent are untarred with some portions in a terrible state. A greater proportion of the town roads are being encroached.

Figure 1.3: Road Network



1.4. Information and Communication Technology (ICT)

Information Communication Technologies (ICTs) development has taken place in Africa with the significant growth over the past decade. The emergence of the information age has brought to the fore, the important role that information, knowledge, and technology can play in facilitating the socio-economic development and transformation in Ghana. There is therefore no doubt that in recent past decades, information, knowledge and technology have become pivotal for socio-economic and cultural transformation globally and Ghana is no exception. 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 on how it can develop, use, exploit and export its ICT knowledge base. It is for these reasons among others that the 2010 PHC captured households' ownership and usage of ICT in the Municipality.

Table 1.3: Population 12 Years and Older by Mobile Phone

ICT Indicators	Number	Percent	Number	Percent
			Pop. having	
Population 12 years and older			mobile phone	
Total	50,198	100.0	29,713	100.0
Male	23,654	47.1	15,359	51.7
Female	26,544	52.9	14,354	48.3

Source: 2010 Population and Housing Census. Ghana Statistical Service

Use of internet in the Municipality

The importance of ICTs in the development process was long recognized and access to ICT was even made one of the targets of the Millennium Development Goal (MDG 8). This emphasizes the benefits of new and emerging technologies, especially ICTs in the fight against poverty. Internet and mobile phones are increasingly bringing market information, financial services, and health services to remote areas, and is helping to change people's lives in unprecedented ways.

Table 1.10 shows the proportion of persons 12 years and older using internet facility in the Municipality. In 2010, out of 50,198 which is the population aged 12 years and older, 23.2 percent use internet facility; which is higher than the national and regional averages of 7.0 percent and 7.8 percent, respectively. The proportion of males 12 years and older using internet facility is 60.4 percent as compared to 39.6 percent of females 12 years and older. The proportion of internet users for both sexes in the municipality is higher than the regional averages of 51.5 percent and 39.2 percent for males and females respectively. This offers an opportunity to explore ICT as a major source of job creation and employment for the youth.

Table 1.4: Use of Internet

I C T Indicators	Number		Percent	
	Number	Percent	Number	Percent
Population 12 years and older			Population using internet facility	
Total	50,198	100.0	11,671	100.0
Male	23,654	47.1	7,046	60.4
Female	26,544	52.9	4,625	39.6

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

Household ownership of fixed telephone lines

With the emergence of mobile technology, the number of subscribers and use of fixed line telephones appears to be on the decline. Table 1.11 shows that there are 17,121 households in the Municipality out of which 545 (3.2%) had fixed telephone lines. This proportion of households with fixed telephone lines is however higher than the national and regional proportions of 2.3 percent and 1.4 percent respectively.

Table 1.5: Household Ownership of Fixed Telephone Lines

	Number	Percent	Number	Percent
--	--------	---------	--------	---------

Number of households	Households having fixed telephone lines			
Total	17,121	100.0	545	100.0
Male	9,484	55.4	364	66.8
Female	7,637	44.6	181	33.2

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

Household Ownership of Desktop or Laptop Computer

Table 1.12 shows that the proportion of households in the Municipality that own desktop or laptop computers is 13.8 percent which is higher than the national and regional averages. The proportion of male-headed households that own desktop or laptop is 73.7 percent as compared with 26.3 percent of female-headed households. The general explanation of the low desktop/laptop ownership in households in the Municipality could be mainly due to the cost of a desktop/laptop. Thus, most of those who use it normally have access to it in the office or at the internet café.

Table 1.6: Household Ownership of Desktop or Laptop

	Number	Percent	Number	Percent
Number of households			Households ownership desktop/laptop computers	
Total	17,121	100.0	2,361	100.0
Male	9,484	55.4	1,739	73.7
Female	7,637	44.6	622	26.3

Source: 2010 Population and Housing Census. Ghana Statistical Service

1.5 Markets and Banks

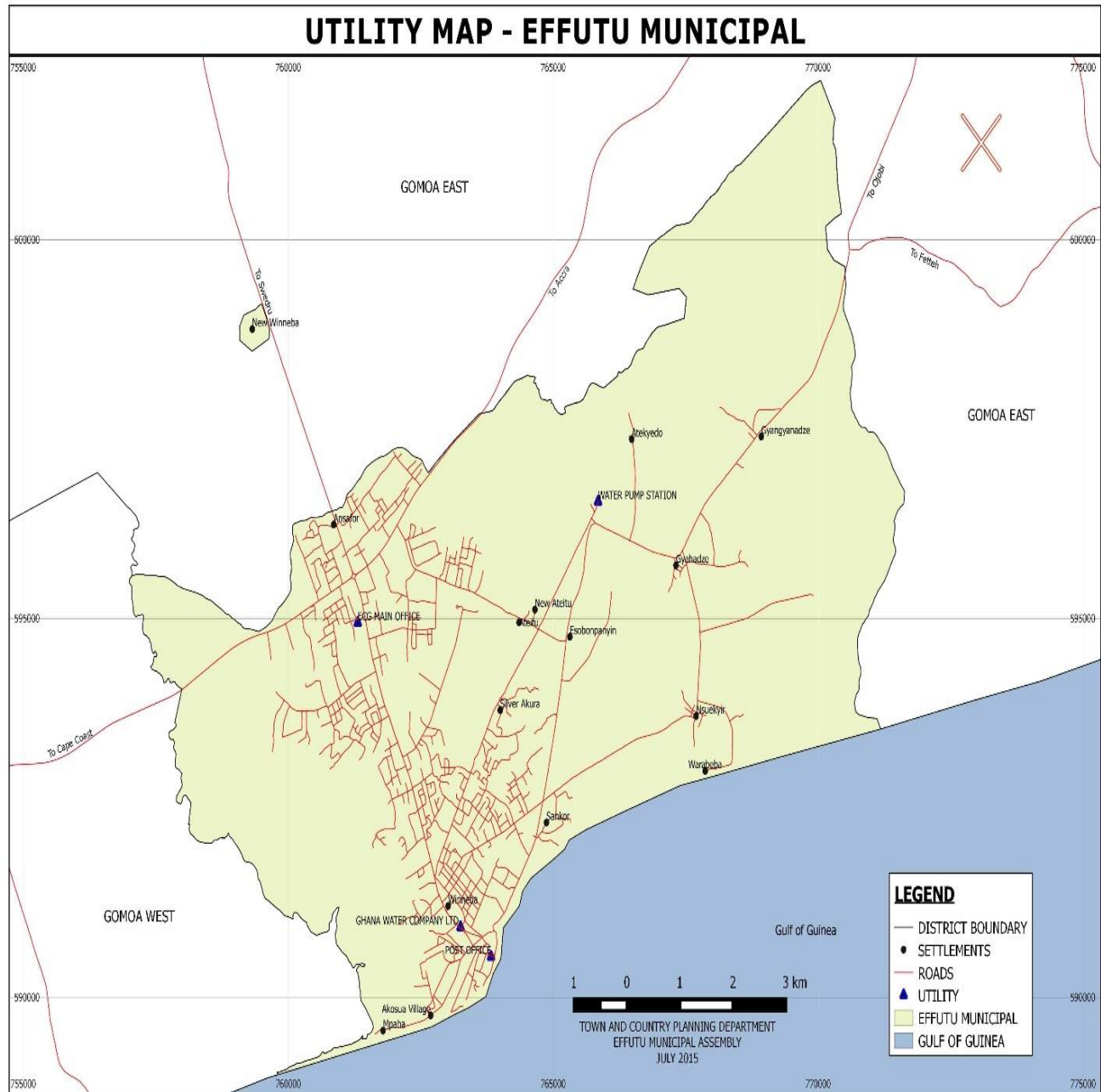
Winneba has one main market and five other smaller markets. The main market located at the center of the town, has two market days - Tuesdays and Fridays.

There is a major fresh fish-selling center which receives patronage from traders in Accra and Agona Swedru among others. Aside the markets, trading takes place at kiosks, stores and on tables spread across the township.

There are seven Commercial banks that provide financial services to aid commercial activities in the Municipality. These are the GCB Bank Ltd, HFC Bank, Zenith Bank, Agricultural Development Bank (outlet service), Akyempim Rural Bank, Emasa Rural Bank. There are also a number of Credit Unions in the Municipality; Winneba Workers Cooperative Credit Union, UEW Cooperative Credit Union and Teachers' Cooperative Credit Union.

Some Insurance companies also operate in the Municipality. These include State Insurance Company (SIC), Donewell Insurance Company Limited, Equity Assurance Ltd, Provident Assurance and NEM Assurance Ltd

Figure 1.4: Effutu Municipal Utilities



1.6 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 designed to address the following vulnerability categories:

1. People Living With Disabilities (PWDs)
2. Women
3. Child trafficking
4. Child neglect
5. School drop-outs
6. Illiteracy
7. Hard core poor
8. Persons with HIV/AIDs
9. Climate Change Vulnerability

1.6.1 Persons with Disabilities in the Municipality

Persons with disability (PWD) have been defined as “those who are unable to or are restricted in the performance of specific tasks/activities due to loss of function of some part of the body as a result of impairment or malformation” (Ghana Statistical Service, 2012). About 1,828 representing 3.7 percent of the population in the Municipality has some form of disability. The proportion of PWDs is higher among females (2.8%) than their male counterparts (2.5%). The proportion of females with sight disability is 46.5 percent as compared with 35.9 percent of males in the same PWDs category. Similarly, there are more males (33.4%) with physical disability than females in the Municipality.

Type of Disability in the Municipality

The most common type of disability in the Municipality is the visually impaired. The proportion of PWDs with sight or visual impairment is 41.8 percent while the second most common type of

disability is the physically disabled recording 31.9 percent; with the least proportion of 11.2 percent of persons having other forms of disabilities in the Municipality.

Distribution of Disability by type of Locality

Table 1.14 shows the distribution of PWDs by locality i.e. Urban and Rural. The proportion of persons with disabilities is higher in the urban areas (2.5%) than in the urban areas (0.2%) in the Municipality. This is in contrast with the general national pattern where a higher proportion of PWDs lived in the rural areas than the urban areas for all Regions except Greater Accra and Ashanti Region (2010 PHC). The high proportion of PWDs in the urban area (Winneba) in the Municipality could be due the urban character of the Municipality and the existences of specialized education for PWDs (Special Education Department in the University of Education, Winneba, Unipra basic school and DOBOSCO School).

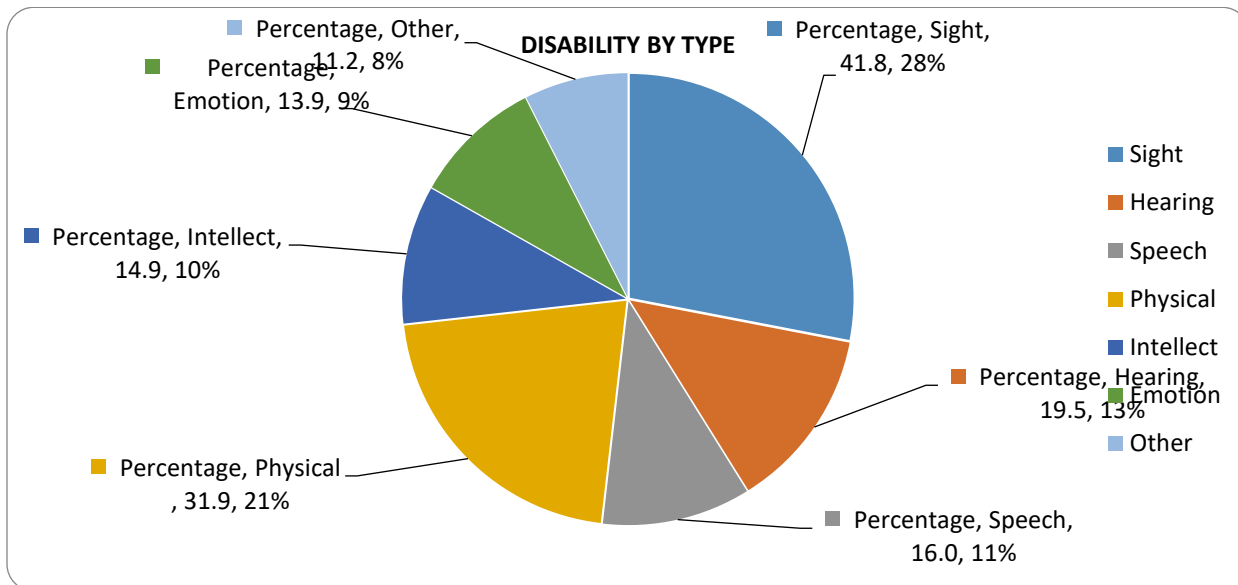
Table 1.14: Population by type of Locality, Disability type and Sex

Disability Type	Both sexes	Male	Female
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	Number	percent	Number	percent	Number	Percent
All localities						
Total	68,597	100.0	32,795	100.0	35,802	100.0
Without disability	66,769	97.3	31,981	97.5	34,788	97.2
With disability	1,828	2.7	814	2.5	1,014	2.8
Sight	764	41.8	292	35.9	472	46.5
Hearing	357	19.5	150	18.4	207	20.4
Speech	292	16.0	129	15.8	163	16.1
Physical	583	31.9	272	33.4	311	30.7
Intellect	272	14.9	125	15.4	147	14.5
Emotion	254	13.9	105	12.9	149	14.7
Other	204	11.2	71	8.7	133	13.1
Urban						
Total	63,969	100.0	30,626	100.0	33,343	100.0
Without disability	62,260	97.3	29,874	97.5	32,386	97.1
With disability	1,709	2.7	752	2.5	957	2.9
Sight	735	43.0	280	37.2	455	47.5
Hearing	347	20.3	148	19.7	199	20.8
Speech	284	16.6	126	16.8	158	16.5
Physical	548	32.1	250	33.2	298	31.1
Intellect	261	15.3	118	15.7	143	14.9
Emotion	223	13.0	87	11.6	136	14.2
Other	195	11.4	67	8.9	128	13.4
Rural						
Total	4,628	100.0	2,169	100.0	2,459	100.0
Without disability	4,509	97.4	2,107	97.1	2,402	97.7
With disability	119	2.6	62	2.9	57	2.3
Sight	29	24.4	12	19.4	17	29.8
Hearing	10	8.4	2	3.2	8	14.0
Speech	8	6.7	3	4.8	5	8.8
Physical	35	29.4	22	35.5	13	22.8
Intellect	11	9.2	7	11.3	4	7.0
Emotion	31	26.1	18	29.0	13	22.8
Other	9	7.6	4	6.5	5	8.8

Source: 2010 Population and Housing Census Ghana Statistical Service.

Chart. 1.3: Disability by type



Adopted from the 2010 Population and Housing Census Ghana Statistical Service

Disability and Activity

Table 1.15 shows the distribution of persons 15 years and older with disability by economic status and sex in the Municipality. Among the economically active persons with disabilities, 1.6 percent of persons with sight disability are unemployed and 1.3 percent are employed. The proportion of persons with sight disability who are economically not active constitutes 1.8 percent. Of the persons with physical disability, 1.5 percent are not economically active and 1.4 percent constitute the economically active population in the same category of PWDs in the Municipality. One percent of the hearing impaired category of the PWDs is economically active as compared with 0.8 percent of the same category not economically active.

The proportion of persons with disability who have some form of disability and are economically active constitute the least (0.5%) of all the disability types.

Disability, Education and Literacy

The proportion of PWDs who had ever attended school constituted 63.1 percent whilst 36.9 percent have never attended school in the Municipality. The high level of school attendance among PWDs in the Municipality could be as a result of the existence of Specialized Institutions for PWDs in the

educational institutions such as the department of Special Education at the University of Education; Winneba, the University Practice basic school and Donbosco Catholic School.

The proportion of PWDs who attended primary and JSS/JHS constituted 40.4 percent, 12.8 percent attended post-secondary and tertiary education whilst 5.2 percent had secondary and vocational/Tertiary education respectively.

The female population with PWDs constitutes 56.7 percent whilst the males of the same category constitute 44.3 percent. The proportion of male PWDs who had ever attended school is 32.5 percent.

Among the various types of disabilities, 59.1 percent of persons with sight impairments had basic (Primary, JSS/JHS and middle school) education, followed by the physical and speech disabilities with 49.9 percent and 29.8 percent respectively. The proportion of persons with emotional and other forms of disabilities who had never attended school constituted 9.5 percent of which 3.9 percent; which form the lowest, are those with other forms of disability who had never attended school. Among the disability category, sight impaired with, 5.6 percent had attained post-secondary and above, followed by the physically impaired of 3.8 percent. The emotional disability category who attained post-secondary and above was 0.8 percent which is the lowest of PWDs categories who attained post-secondary and above in the Municipality.

Table1.15: Persons 15 Years and Older With Disability by Economic Activity Status and Sex

Sex/Disability type	All Status		Employed		Unemployed		Economically Not Active	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	45,920	100.0	23,937	100.0	1,858	100.0	20,125	100.0
Without disability	44,341	96.6	23,273	97.2	1,786	96.1	19,282	95.8
With disability	1,579	3.4	664	2.8	72	3.9	843	4.2
Sight	688	1.5	305	1.3	30	1.6	353	1.8
Hearing	282	0.6	106	0.4	11	0.6	165	0.8
Speech	219	0.5	77	0.3	7	0.4	135	0.7
Physical	505	1.1	183	0.8	12	0.6	310	1.5
Intellect	204	0.4	54	0.2	9	0.5	141	0.7
Emotion	198	0.4	65	0.3	9	0.5	124	0.6
Other	176	0.4	68	0.3	4	0.2	104	0.5
Male								
Total	21,584	100.0	10,451	100.0	839	100.0	10,294	100.0
Without disability	20,902	96.8	10,168	97.3	802	95.6	9,932	96.5
With disability	682	3.2	283	2.7	37	4.4	362	3.5
Sight	253	1.2	115	1.1	12	1.4	126	1.2
Hearing	114	0.5	46	0.4	6	0.7	62	0.6
Speech	88	0.4	34	0.3	4	0.5	50	0.5
Physical	237	1.1	87	0.8	10	1.2	140	1.4
Intellect	86	0.4	24	0.2	4	0.5	58	0.6
Emotion	73	0.3	24	0.2	5	0.6	44	0.4
Other	56	0.3	22	0.2	3	0.4	31	0.3
Female								
Total	24,336	100.0	13,486	100.0	1,019	100.0	9,831	100.0
Without disability	23,439	96.3	13,105	97.2	984	96.6	9,350	95.1
With disability	897	3.7	381	2.8	35	3.4	481	4.9
Sight	435	1.8	190	1.4	18	1.8	227	2.3
Hearing	168	0.7	60	0.4	5	0.5	103	1.0
Speech	131	0.5	43	0.3	3	0.3	85	0.9
Physical	268	1.1	96	0.7	2	0.2	170	1.7
Intellect	118	0.5	30	0.2	5	0.5	83	0.8
Emotion	125	0.5	41	0.3	4	0.4	80	0.8
Other	120	0.5	46	0.3	1	0.1	73	0.7

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

1.6.2 Human Immune Virus/AIDS (HIV/AIDS)

HIV/AIDS Profile provides critical data for planning and implementation of programmes to respond to HIV/AIDS initiatives in the Municipality.

The profile also provides a useful data to understanding the magnitude of the HIV problem and for that matter monitoring the impact of interventions in the Municipality. The profile further assesses the rate of infection and the categories of persons affected based on sex and age; relative to their economic Status.

Table 1.16: Trend of HIV Infections 2014-2017

YEAR	2014			2015			2016			2017			
	SEX	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
VCT	TESTING	354	478	832	1840	3319	5159	694	1891	2585	201	155	356
	POSITIVE	35	65	100	85	72	157	46	91	137	23	30	53

Source: Municipal Health Directorate

Table 1.15 shows the distribution of HIV infections levels from 2014-2017. The trend shows that more females than males are infected by HIV. Generally, more females 58% are infected for the Four-year period (2014-2017). This trend requires intensive education and the promotion on the use female condoms to help curb the rate of infection. The implication of this high female infection rate could result to high mother-to-child infections through pregnancy.

Table 1.17: Age and Sex Distribution of HIV/AIDS

AGE	0-9		10-19		15-19		20-24		25-29		30-34		35-39		40-44		45-49		50+		TOTALS	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
2015																						
2016	6	0	0	1	0	0	1	0	6	6	1	8	1	6	3	2	2	0	5	6	25	29
2017	1	4	0	0	1	1	0	1	0	3	1	3	0	2	0	4	0	0	0	3	3	21

Source: Municipal Health Directorate

Table 1.16 shows the distribution of age and sex infection levels of HIV/AIDS in the Municipality. The highest age category of infection is among the ages between 25-39; being the workforce age of the population in the Municipality. The economic implication is that the conversional dependency burden is distorted as the aged cater for the weak working population or children-orphaned as a result of HIV/AIDS in the Municipality.

Sex Segregation of the Population

In 2000, the Municipality had a population of 46,574 made up of 21,346 (45.83%) males and 25,508 (54.77%) females. In 2010, the Municipality population stood at 68,597 which was made up of 32,795 males; representing 48 percent and 35,802 females; representing 52 percent. Effutu Municipality in 2017 has a population of 80,778 people constituting 38,620 males and 42,158 females. These in percentage terms are 47.81% and 52.19% for female and males respectively.

Local Economic Development

The 1992 constitution, the Local Government Act, 1993 (Act 462) and the National Development Policy Framework-Ghana Shared Growth and Development Agenda (GSGDA II) placed greater responsibility on the DAs to promote Local level development through participatory process and effective resource mobilization. The DAs are therefore mandated to create conducive environment for investment, initiate and implement comprehensive tailor-made policies, programmes and activities in accordance with their own social and economic conditions.

To operationalize these policy objectives, the Municipal Assembly in collaboration with ILO implemented the Ghana Decent Work Pilot Programme from 2002-2005. The Assembly through its sub-committee on Productive and Gainful Employment continues to pursue the programme's objectives to contribute to the reduction of poverty in the Municipality by addressing Decent Work deficits in Micro and Small Enterprises in the informal economy and by enhancing the employability of low-income women, men and the youth in particular.

A large and rapidly growing number of the poor are engaged in survivalist informal activities in the Municipality. Self-employed women are one of the most affected segments of the population. For many people in the Municipality, the informal sector has turned into a poverty trap; very low productivity results in very low and unstable incomes.

Table 1.19 shows the distribution of population 15 years and older by sex, age and activity status in the Municipality. The proportions of persons who are engaged in employment constitute forty-nine percent (49.1%). The proportion of the population who are unemployed constitutes fifty-two percent (52.4%).

The proportion of persons who are self-employed without employees is fifty-six percent (56.5%) with forty percent of whom are males and sixty-eight percent (68.6%) are females. Those who are self-employed with employees constitute five percent (5.4%) with seven percent males and four percent (4%) females.

Table 1.20: Employed Population 15 Years and Older by Employment Status and Sex

Employment Status	Both sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
Total	23,937	100.0	10,451	100.0	13,486	100.0
Employee	6,583	27.5	4,307	41.2	2,276	16.9
Self-employed without employee(s)	13,510	56.4	4,261	40.8	9,249	68.6
Self-employed with employee(s)	1,296	5.4	762	7.3	534	4.0
Casual worker	314	1.3	231	2.2	83	0.6
Contributing family worker	1,013	4.2	335	3.2	678	5.0
Apprentice	1,068	4.5	486	4.7	582	4.3
Domestic employee (House help)	123	0.5	50	0.5	73	0.5
Other	30	0.1	19	0.2	11	0.1

Source: 2010 Population and Housing, Census Ghana Statistical Service

Table 1.21: Population 15 Years and Older by Sex, Age and Activity Status

Age group	All Status		Employed		Unemployed		Economically not active	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
	r	t	r	t	r	t		t
Both sexes								
Total	45,920	100.0	23,937	100.0	1,858	100.0	20,125	100.0
15 - 19	7,226	15.7	1,268	5.3	264	14.2	5,694	28.3
20 - 24	8,513	18.5	3,053	12.8	560	30.1	4,900	24.3
25 - 29	7,259	15.8	3,664	15.3	372	20.0	3,223	16.0
30 - 34	5,431	11.8	3,196	13.4	227	12.2	2,008	10.0
35 - 39	3,745	8.2	2,921	12.2	108	5.8	716	3.6
40 - 44	2,929	6.4	2,395	10.0	89	4.8	445	2.2
45 - 49	2,449	5.3	2,075	8.7	70	3.8	304	1.5
50 - 54	2,258	4.9	1,876	7.8	57	3.1	325	1.6
55 - 59	1,521	3.3	1,254	5.2	36	1.9	231	1.1
60 - 64	1,270	2.8	848	3.5	42	2.3	380	1.9
65+	3,319	7.2	1,387	5.8	33	1.8	1,899	9.4
Male								
Total	21,584	100.0	10,451	100.0	839	100.0	10,294	100.0
15 - 19	3,456	16.0	548	5.2	119	14.2	2,789	27.1
20 - 24	4,194	19.4	1,348	12.9	250	29.8	2,596	25.2
25 - 29	3,558	16.5	1,634	15.6	188	22.4	1,736	16.9
30 - 34	2,842	13.2	1,454	13.9	90	10.7	1,298	12.6
35 - 39	1,816	8.4	1,328	12.7	46	5.5	442	4.3
40 - 44	1,339	6.2	1,058	10.1	43	5.1	238	2.3
45 - 49	1,086	5.0	904	8.6	34	4.1	148	1.4
50 - 54	964	4.5	803	7.7	24	2.9	137	1.3
55 - 59	651	3.0	546	5.2	18	2.1	87	0.8
60 - 64	512	2.4	346	3.3	13	1.5	153	1.5
65+	1,166	5.4	482	4.6	14	1.7	670	6.5
Female								
Total	24,336	100.0	13,486	100.0	1,019	100.0	9,831	100.0
15 - 19	3,770	15.5	720	5.3	145	14.2	2,905	29.5
20 - 24	4,319	17.7	1,705	12.6	310	30.4	2,304	23.4
25 - 29	3,701	15.2	2,030	15.1	184	18.1	1,487	15.1
30 - 34	2,589	10.6	1,742	12.9	137	13.4	710	7.2
35 - 39	1,929	7.9	1,593	11.8	62	6.1	274	2.8
40 - 44	1,590	6.5	1,337	9.9	46	4.5	207	2.1

45 - 49	1,363	5.6	1,171	8.7	36	3.5	156	1.6
50 - 54	1,294	5.3	1,073	8.0	33	3.2	188	1.9
55 - 59	870	3.6	708	5.2	18	1.8	144	1.5
60 - 64	758	3.1	502	3.7	29	2.8	227	2.3
65+	2,153	8.8	905	6.7	19	1.9	1,229	12.5

Source: 2010 Population and Housing, Census Ghana Statistical Service

Population Size and Distribution

The population of any country is recognized as its most important resource; serving as both means and ultimate beneficiaries of development efforts. In this light an understanding of a country's population profile is vital for policy makers to enable them take explicit account of population variables in development planning (Ghana Social and Development Outlook 2012).

This section presents the demographic characteristics of the Municipality's population; highlighting key dynamics such as the transient population age structure, age-sex distribution, dependency ratio, population pyramid, spatial distribution, fertility and mortality regimes and migration.

Transient Population

According to the 2010 Population and Housing Census (2010 PHC), the population of the Effutu Municipality was 68,592, where women constitutes 35,802, representing 51% of the population and 32,795, representing 49% of the proportion of male population in the Municipality. The 2010 PHC estimated that the population in the Municipality accounts for 3.1 percent of the total population of the Central Region and 0.3 percent of the total national population of 24,658,823. The 2010 PHC ranked the Municipality as having the lowest population in the region after Upper Denkyera West Municipality.

The 2010 PHC like previous census in Ghana, the statistical service adopted the defacto methodology to capture the population data. The Effutu Municipality hosts educational institutions of higher learning and vocational trainings namely; the University of Education, Winneba, the Pan-African University, though administratively, the Pan-African University is located in Gomoa West Municipality Assembly, its impact is felt in Effutu Municipality, the Nursing Training College, National Vocational Training Institute etc. record constant stream of transient population which is higher than the 2010 population of the Effutus. The 2010 PHC population record does not reflect the

true picture of the Municipality’s population for planning and decision-making purposes without the inclusion of the transient population.

Table1.22: Students' Enrolment, 2009/2010 - 2016/2017

Academic Year	Full-time	Distance	Sandwich	Total
2009/2010	14,133	9,284	1,565	24,982
2010/2011	15,637	13,505	3,544	32,686
2011/2012	14,623	17,001	4,582	36,206
2012/2013	17,630	23,746	8,636	50,012
2013/2014	16,802	20,218	6,948	43,968
2042/2015	17,487	15,564	10,409	43,460
2015/2016	20,615	13,256	10,447	44,318
2016/2017	26,823	14,416	10,447	51,686

Table 1.23: Population Pattern of the Main Settlements in the Municipality

Locality	2010			2017		
	Total	Male	Female	Total	Male	Female
AKOSUA VILLAGE	568	290	278	669	342	327
APESEM(TOANSAH)	31	13	18	37	16	21
ASUBONPANYIN	255	135	120	300	159	141
ATEKYEDO	160	82	78	188	96	92
ATIETU	491	212	279	578	250	328
EKROFUL	94	47	47	111	55	55
GYAHADZE	1,175	537	638	1,384	633	751
GYATEKROM	115	65	50	136	77	59
NSUKYIRE	1,146	477	669	1,350	562	788
PUMPING STATION	41	23	18	48	27	21
SANKOR	6,954	3,295	3,659	8,189	3,880	4,309
WARABEBA	552	288	264	650	339	311
WINNEBA	57,015	27,331	29,684	67,138	32,184	34,954
TOTAL	68,597	32,795	35,802	80,778	38,620	42,158

Source: Ghana Statistical Service, PHC 2010

Age-Sex Structure

The age structure and the sex composition of the population of the Municipality follow the national distribution pattern and this is depicted in Table 1.22. The distribution of the population revealed that there are more females (51.2%) than males (48.8%) with a sex ratio of 95.2 males to 100 females.

The dependency ratio is the ratio of persons in the “dependent” ages (population under 15 years and 65 years and older) to those in the “economically active” ages of 15-64 years. The Municipality had a dependency ratio of 61 implying that every 100 persons aged 15-65 support about 61 dependents. This is however lower than the regional average of 81.4 and the national average of 76.

The proportion of the population between 15 years and 64 years in the Municipality is 62.1 percent. The proportion of the population under 15 years is 33.1 percent whilst 4.8 percent of the population is 65 years and older.

At the locality level, the Municipality had urban and rural dependency ratios of 59.0 and 96.4 respectively which implied that there are more dependents in the rural localities than the urban locality. The dependency ratio among female population is slightly higher (61.4) as compared to the male dependency ratio of 60.6 in the Municipality.

Table 1.24.: Population by Age, Sex and Type of Locality

Age-group	Sex			Sex ratio	Type of locality	
	Both Sexes	Male	Female		Urban	Rural
All Ages	68,597	32,795	35,802	91.6	63,969	4,628
0 - 4	8,464	4,283	4,181	102.4	7,782	682
5 - 9	7,086	3,477	3,609	96.3	6,453	633
10 - 14	7,127	3,451	3,676	93.9	6,499	628
15 - 19	7,226	3,456	3,770	91.7	6,745	481
20 - 24	8,513	4,194	4,319	97.1	8,126	387
25 - 29	7,259	3,558	3,701	96.1	6,953	306
30 - 34	5,431	2,842	2,589	109.8	5,148	283
35 - 39	3,745	1,816	1,929	94.1	3,525	220
40 - 44	2,929	1,339	1,590	84.2	2,750	179
45 - 49	2,449	1,086	1,363	79.7	2,296	153
50 - 54	2,258	964	1,294	74.5	2,113	145
55 - 59	1,521	651	870	74.8	1,420	101
60 - 64	1,270	512	758	67.5	1,168	102
65 - 69	912	375	537	69.8	835	77
70 - 74	871	313	558	56.1	785	86
75 - 79	556	189	367	51.5	508	48
80 - 84	454	157	297	52.9	407	47
85 - 89	272	70	202	34.7	242	30
90 - 94	161	38	123	30.9	133	28
95 - 99	93	24	69	34.8	81	12
All Ages	68,597	32,795	35,802	91.6	63,969	4,628
0-14	22,677	11,211	11,466	97.8	20,734	1,943
%	33.1	49.4	50.6		91.4	8.6
15-64	42,601	20,418	22,183	92.0	40,244	2,357
	62.1	47.9	52.1		94.5	5.5
65+	3,319	1,166	2,153	54.2	2,991	328
	4.8	35.1	64.9		90.1	9.9
Age-dependency ratio	61.0	60.6	61.4		59.0	96.4

Source: 2010 Population and Housing, Census Ghana Statistical Service

Chart 1.6: Population Pyramid

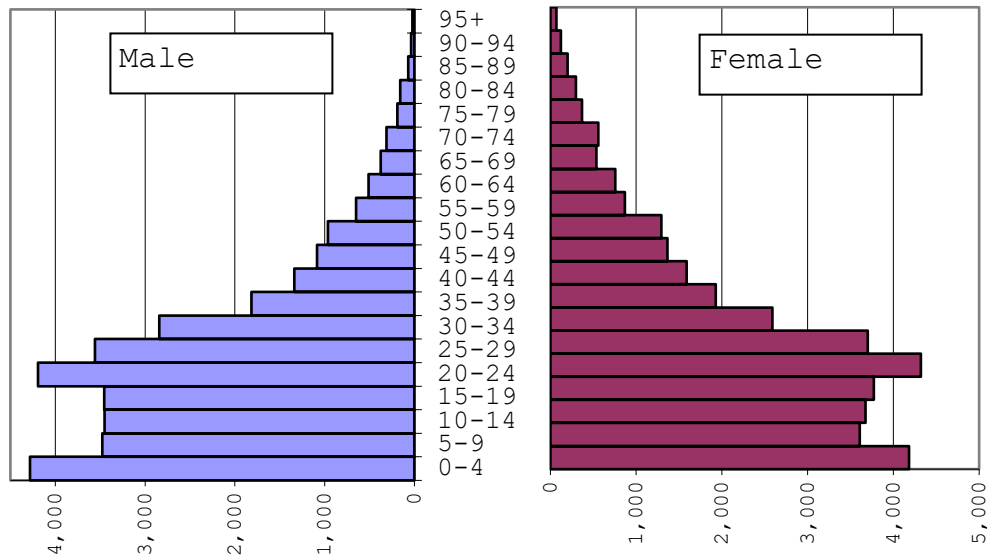


Chart 1.6 shows the distribution of each 5-years age-sex contribution to the total population of the Effutu Municipality. The population distribution depicts a typical pyramid structure that is characteristic of population that can be described as youthful. A large concentration of the age cohort in the pyramid is concentrated at age 20-24 years for both sexes.

The pyramid shows that a large new cohort is born every year as displayed at the bottom of the pyramid (aged 0-4 years). As cohorts aged, they inevitably lose members either through death or migration or both. This is shown by narrowing of the population pyramid as it peaks and the peaking accelerates after 45 years. The phenomenon also reveals that there are more males born at the age cohort 0-4 (6.2%) than females (6.1%) of the same category. However, for both sexes, more females than males survive as they progress in ages though more males are born than females in the Municipality. The only exception where there are more males than females is the age group 25-29 years where the proportion of males is 39.2 percent and the females is 35.7 percent.

1.7 Migration Trend in the Municipality

The 2010 Population and Housing Census described migration as a change in the usual place of residence which involves the crossing of an administrative boundary. Out migration is leaving one sub-division of the country and to take up residence in another; whilst In-migration is entering one administrative area from another sub-division to take-up residence. A return migrant is a person returning to his/her country of origin or habitual residence usually after spending at least one year in another country.

According to the 2010 PHC, birthplace is the locality of usual residence of a mother at a time of birth. Table 1.24 shows the birthplace of migrants in and outside Central Region. In 2010, the proportion of the population born elsewhere within the region is 32.3 percent whilst 24.0 percent were born outside the region. Of all persons born elsewhere in the region, 18.1 percent were born in the Greater Accra Region, 16.7 percent in Ashanti Region and 5.1 percent outside Ghana.

Table 1.25: Birthplace by Duration of Residence of Migrants

Birthplace	Number	Duration of residence (%)				
		Less than 1 year	1-4 years	5-9 years	10-19 years	20+ years
Total	22,177	25.6	40.8	10.6	10.7	12.3
Born elsewhere in the region	5,690	21.0	34.0	12.9	14.4	17.6
Born elsewhere in another region:						
Western	1,830	22.3	41.9	11.5	9.8	14.5
Central	-	-	-	-	-	-
Greater Accra	2,986	25.6	39.5	12.2	11.8	11.0
Volta	2,900	27.2	42.7	9.7	8.7	11.7
Eastern	2,412	25.1	43.0	10.6	10.1	11.2
Ashanti	2,757	33.9	49.1	5.7	5.3	5.9
Brong Ahafo	1,075	29.1	53.7	5.8	5.6	5.9
Northern	738	30.4	43.1	11.1	7.9	7.6
Upper East	594	26.3	46.0	11.6	9.3	6.9
Upper west	346	24.3	46.8	7.2	10.4	11.3
Outside Ghana	849	23.8	23.7	13.7	20.4	18.5

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

Science, Technology and Innovation (STI)

Science, Technology and Innovation have become a key driver for development, growth and employment generation. The capacity of the Municipality to accelerate and transform its local economy and become globally competitive will largely depend on the ability to promote the application of science, technology and Innovation in sectors such as agriculture (fishing) crafts, manufacturing etc.

The Municipality has prioritized STI as an integral vehicle to drive the Medium-Term Development Policy Agenda for a sustained employment creation in the Municipality. The Municipal Assembly within the Medium-Term Development Framework will promote the acquisition of ICT knowledge base to facilitate STI applications in all sectors. The Municipal Assembly will promote access to ICT facilities such as construction of ICT centers for cluster of schools in all Zonal Councils in the Municipality to facilitate the teaching and learning. The Municipal Assembly will collaborate with existing institutions such as UEW, NVTI, ILO, Plan Ghana etc. to expand and promote STI applications in SMTs development in the Municipality.

Security and Justice

The Municipality is generally peaceful and has not experienced any upheaval to derail the development of the Municipality. However, beneath the peaceful atmosphere is a chieftaincy dispute that rear its ugly head any time the Aboakyir festival is to be celebrated. The financial implications to the Assembly during the celebration of the Aboakyir festival is always quite phenomenal. An emerging security issue is the operations of the masqueraders which is becoming a complicated issue that could be a recipe for future violence.

Child trafficking and child labour in the Effutu Municipality is horrendous; as young as 7-year old children are trafficked to Yeji and some parts of the Volta Region to engaged in the fishing industry.

Most of them returned with maimed bodies, teenage pregnancies and several diseases. A new trend that has also been discovered is the trafficking of unsuspecting citizens to Kuwait and other oil producing countries in the Middle East.

Incidents such as robbery, rape and youth hooliganism, stealing, assault, threatening, offensive conduct, acts to disturb the peace, defraud by false pretenses, causing unlawful damage and trespass are the most prevalent crimes.

Situation at the Police Station

Police accommodations are appalling with available personnel out numbering the rooms. Most of the sewerage systems have broken down and need major repairs. Wiring was done in the colonial days and needed re-wiring. Winneba is the Administrative Municipality center with other substations located in Senya, Gomoa Dominase and Gomoa Fetteh. **Police citizen ratio**

Figure 1.5: Municipal Security Installation

SECURITY INSTALLATIONS MAP - EFFUTU MUNICIPAL

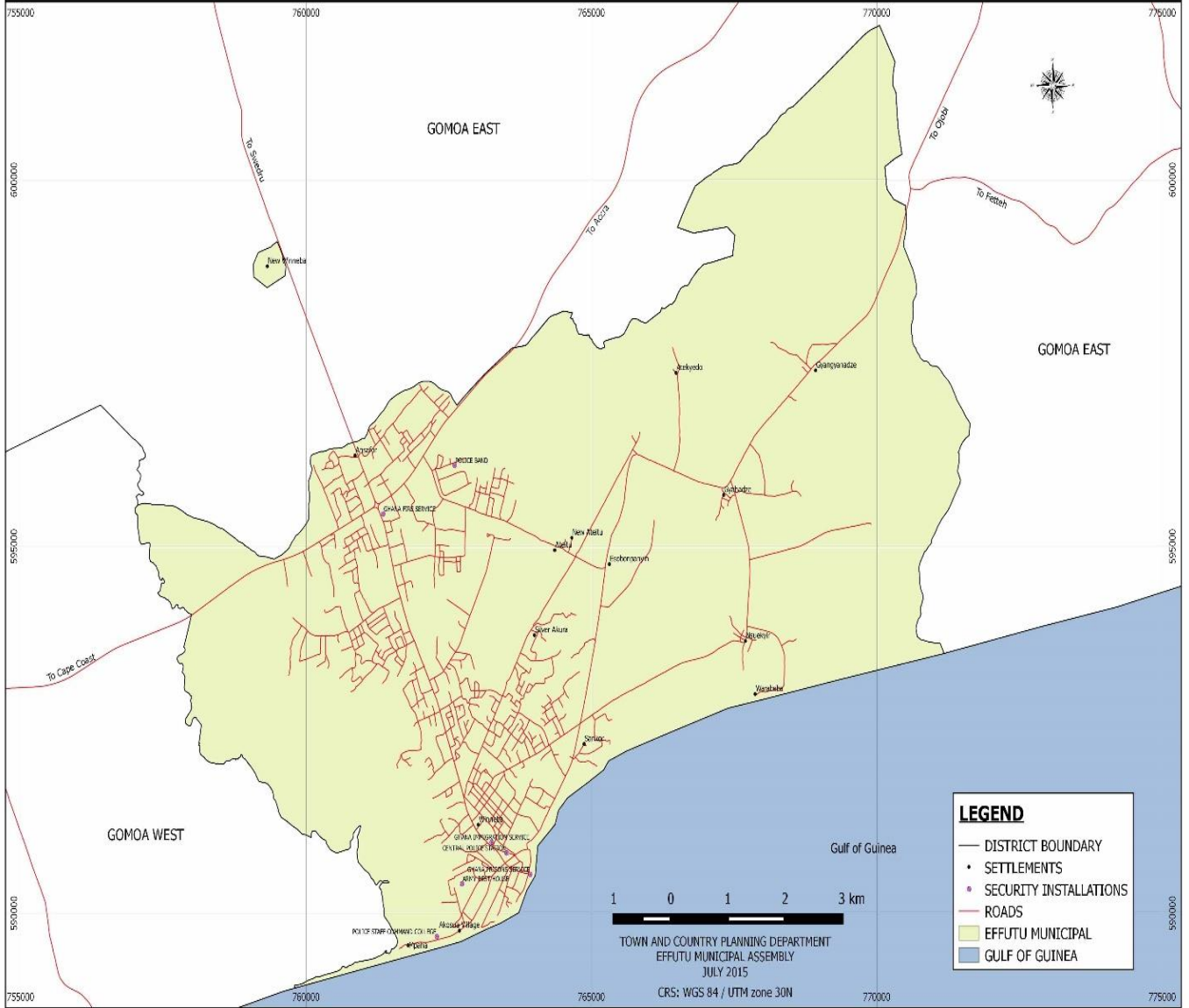


Figure 1.6: Map of Ghana Showing Effutu Municipality

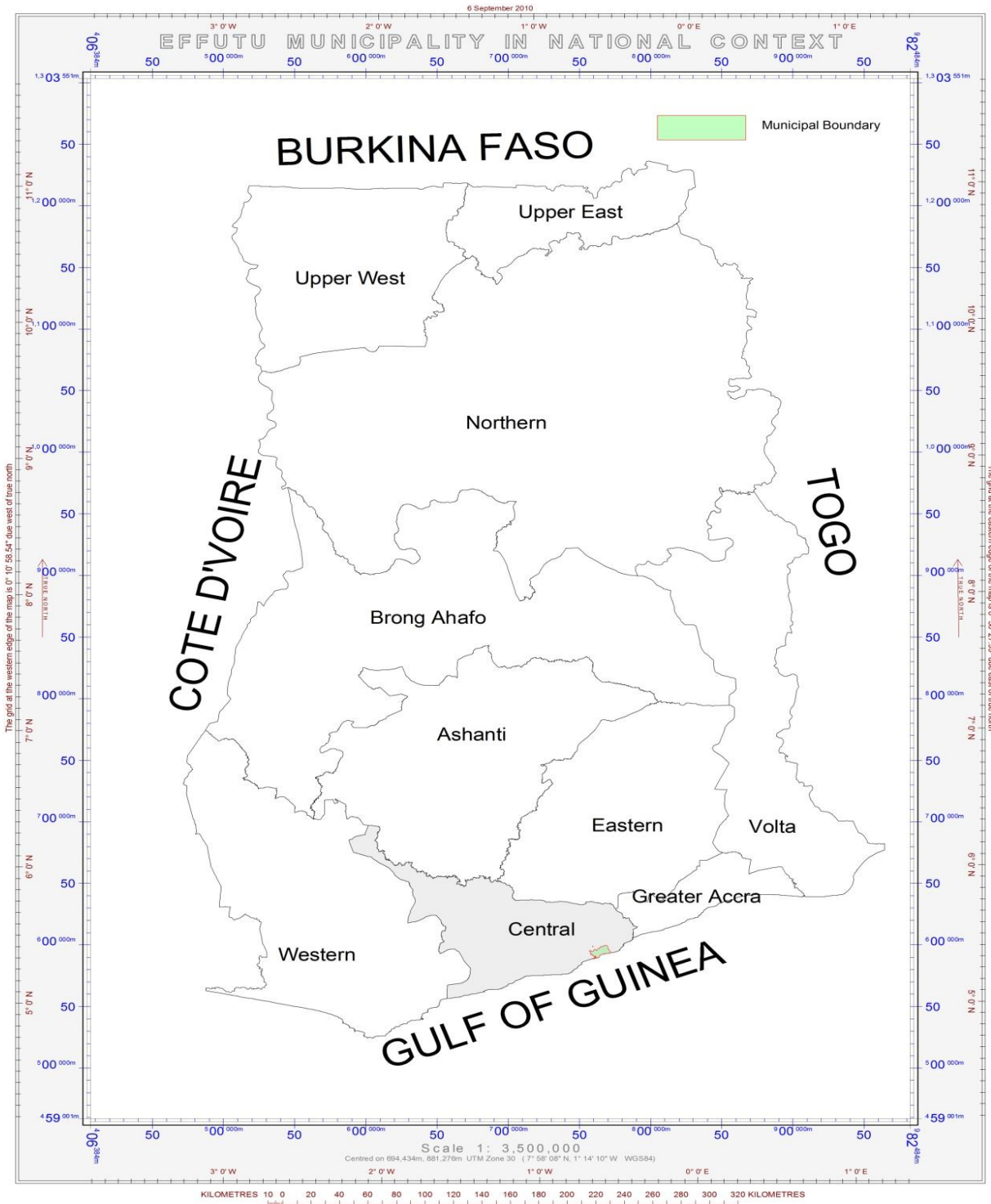


Figure 1.7: Map of Central Region Showing Effutu

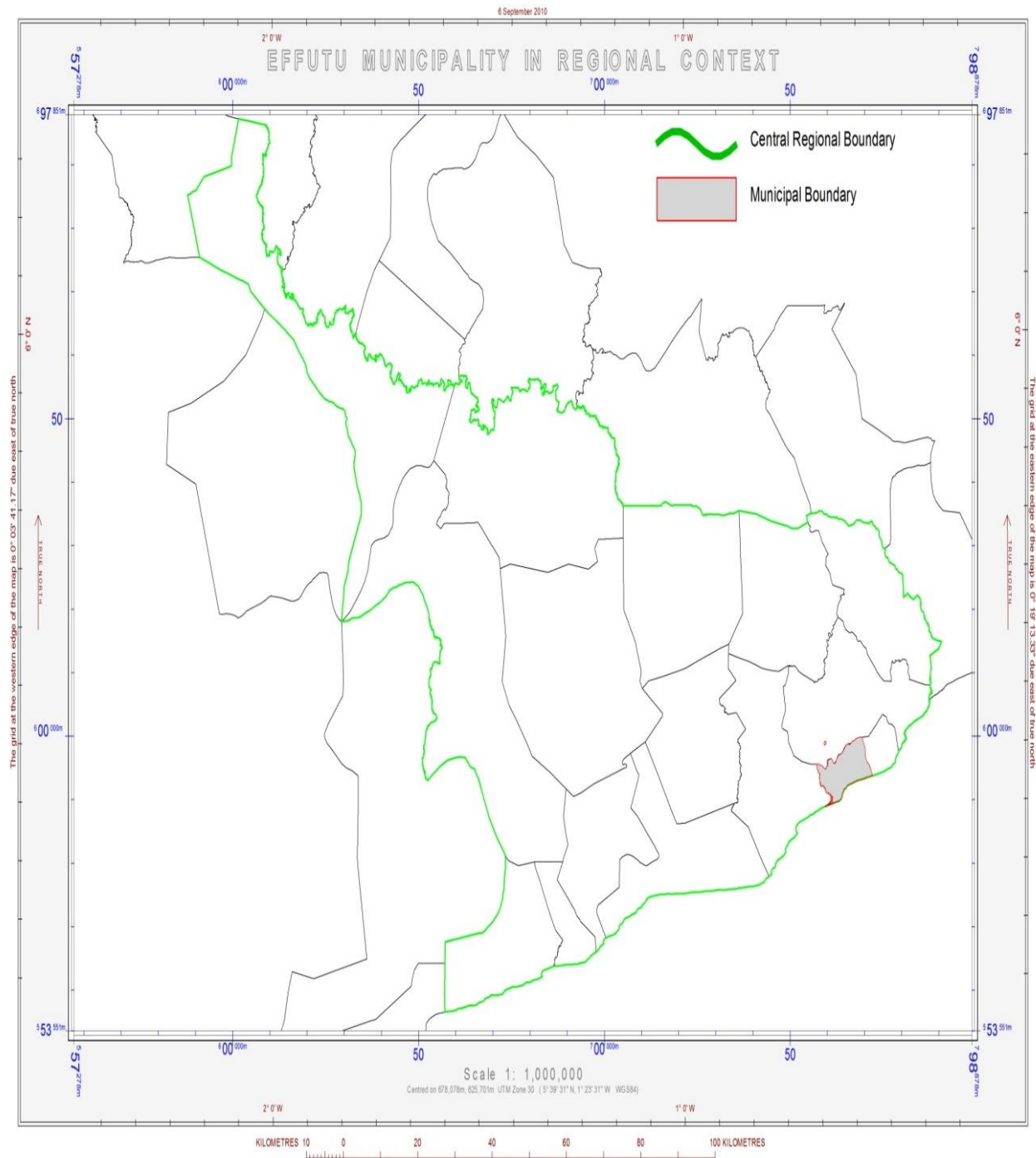
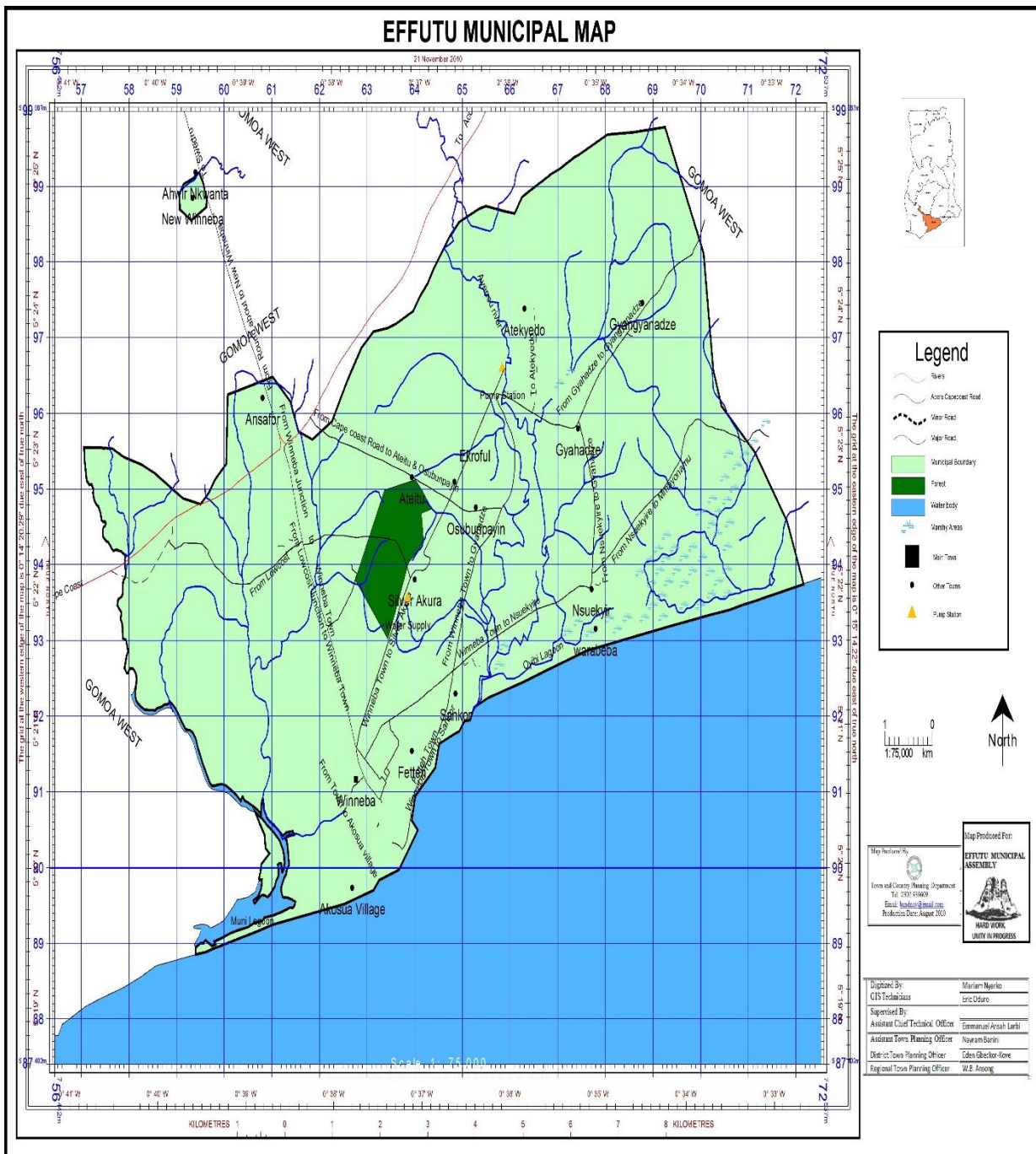


Figure 1.8: Effutu Municipal Map showing settlements



1.8 Ethnicity

The Municipality is mainly inhabited by the Effutus who are among the Guan speaking group of the country. Minority groups in the area include the Ewes and Gomoas beside, Fanti is widely spoken.

1.9 Religion

According to the 2010 PHC, Christianity is the dominant religion which constitutes about 85% in the Municipality. Among the Christian religious affiliations, Pentecostal/Charismatic denomination constitutes 34.1 percent, other Christian faith constitutes 23.4 percent, Protestants 18.7% and the Catholics constitute 8.4 percent.

The Islamic faith according to the census constitutes 4.1 percent whilst the Traditional Religion constitutes 1.2 percent.

1.10 Culture

The Municipality has one paramount seat located at Winneba. The Effutu Traditional Council has 77 shrines and groves, with the most popular shrine being Penkye-Otu which is located at Penkye. It is known that it served as a pathfinder for the indigenous people when they migrated from the northern part of Ghana to the present day location. The famous Aboakyer Festival derived its existence from the annual sacrifices made to Penkye Otu. Human sacrifices were initially offered to it every year. But with time, the people detested the practice and petitioned to it to substitute animals with human beings.

Following the acceptance of the petition, an antelope was suggested as an alternative and it must be presented alive. The search for the antelope every year culminated in the Aboakyer Festival. Penkye-Otu is, thus, the mighty god behind the festival. The festival gives the people the opportunity to reaffirm their commitment and allegiance to their god and King. It is also the greatest source of attraction to tourists.

1.11 The Municipal Economy

The major economic activities in the Municipality are wholesale/retail trade, services, manufacturing, salt mining (white gold), fishing, crop farming and agro-processing. Manufacturing, wholesale/retail and related work are the leading economic activities and they employ about 41.5% of the working population in the Municipality; whilst agriculture and fishing employing 16.1 percent of the working population. These are followed by services and salt mining along the coast of Winneba and Warabebe.

The fishing industry is very prominent in the coastal communities at Winneba, Akosua Village and Warabeba in the Municipality. Inland fishing is yet to receive the needed attention since there is growing demand for fresh water fish especially Tilapia. This sector constitutes a tremendous opportunity in the Municipality for Investors for both local and export markets.

The wholesale/retail trade such as cloths and edibles also employs a substantial number of the active population. About 16 percent of the active population is engaged in this sector and large proportions are located in Winneba. The service sector is largely dominated by banking, insurance, hotel, information and Tele-communication providers. The contribution of the manufacturing sector is enormous; these include ceramics, pottery, and basic chemical production, block manufacturing etc. The proportion of the active population engaged in this sector is 14.4%. The contribution of the salt mining and quarrying sector is marginal and employs only 0.9% of the working population in the Municipality. There is tremendous potential in the agro-processing sector such as grains and cereal processing, which is yet to receive the needed investment for the socio-economic development of the Municipality.

However, most of the economic activities agents operate in the informal sector, making the sector's contribution enormous. The informal sector engages about 80 percent of the working population and therefore needs to be integrated in the formal sector for the development of the local economy in the Municipality.

1.12 Agriculture

1.12.1 Fishing

Fishing activity is carried out along the coasts of Eyipey, Aboadze, Penkye, Warabeba and Akosua village. The major source of fish harvest is marine fish; in addition to this source are lagoons and rivers. The system of ocean fishing is by motorized canoe and the main marine fish produced include; Frigate mackerel, Horse Mackerel, King fish, herrings, tuna, Sea Bream lobsters, shrimps and octopus. There are 409 registered canoes and of this number, 290 are with outboard motors. There are five fish processors associations in the Municipality with elected executives, constitution and bank account. Most of fish caught by fishermen are smoked by the these processors to reduce post-harvest losses.

The main types of fresh water fish produced include Tilapia and Mudfish. Tilapia is increasingly becoming a delicacy and well patronized by customers in Hotels and Restaurants. However, its commercial production is yet to be fully exploited and marketed. Local Entrepreneurs are encouraged to venture into this sector as there is increased demand and has potential to become national delicacy for tourists.

1.12.2 Crop Production

Crop production is the second major economic activity in the Municipality; especially in the smaller settlements such as New Winneba, Gyangyenadze, Gyahadze, Osubonpanyin and Ateitu. Major food crops/vegetables cultivated include maize, cassava, pepper, okro, tomatoes and groundnuts. Exotic vegetables like cabbage, sweet pepper, onions, carrot tinda and ravaya are also produced for the local and export markets.

The Municipality basically lies within the coastal savanna belt. This vegetation is suitable for the cultivation of vegetables such as pepper, tomatoes, okro, garden eggs onions, exotic vegetables (cabbage, carrot tinda, ravaya etc) and groundnuts. Rainfall figures for the Municipality are quite low. The annual rainfall ranges from 400mm – 500mm.

The rainfall seasons are short and unreliable therefore do not favor the cultivation of tree crops such as cocoa, oil palm and citrus. However, with the application of appropriate farming technologies and good timing, maize and cassava which are the staple food crops for the people could be promoted on a large scale. Some new cassava varieties which were introduced by MOFA under the Root and Tuber Improvement and Marketing Project (RTIMP) to some selected farmers in the Municipality in 2008 – 2009 are performing very well. These varieties are Bankyehema, Nkabom, Esambankye and Afisiafi.

The rivers within the Municipality, Ayensu and Gyahadze have the potential of being used for extensive vegetable cultivation during the dry season. Other streams that traverse the Municipality with high potential for all year round vegetables cultivation for both local and export markets are Ntakufam and Omanyi streams. Also the use of underground water for irrigation could be exploited for the same purpose.

The Municipality is sandwiched by Gomoa West which has large expanse of arable land. Farmers in the Effutu Municipality have therefore availed themselves of this opportunity to farm on adjacent Gomoa lands. The Municipality therefore has the potential to become a major vegetable producer to feed the surrounding major markets in Swedru, Accra, Mankessim and Kasoa.

Figure 1.9: Effutu Municipal Map showing Rivers and streams

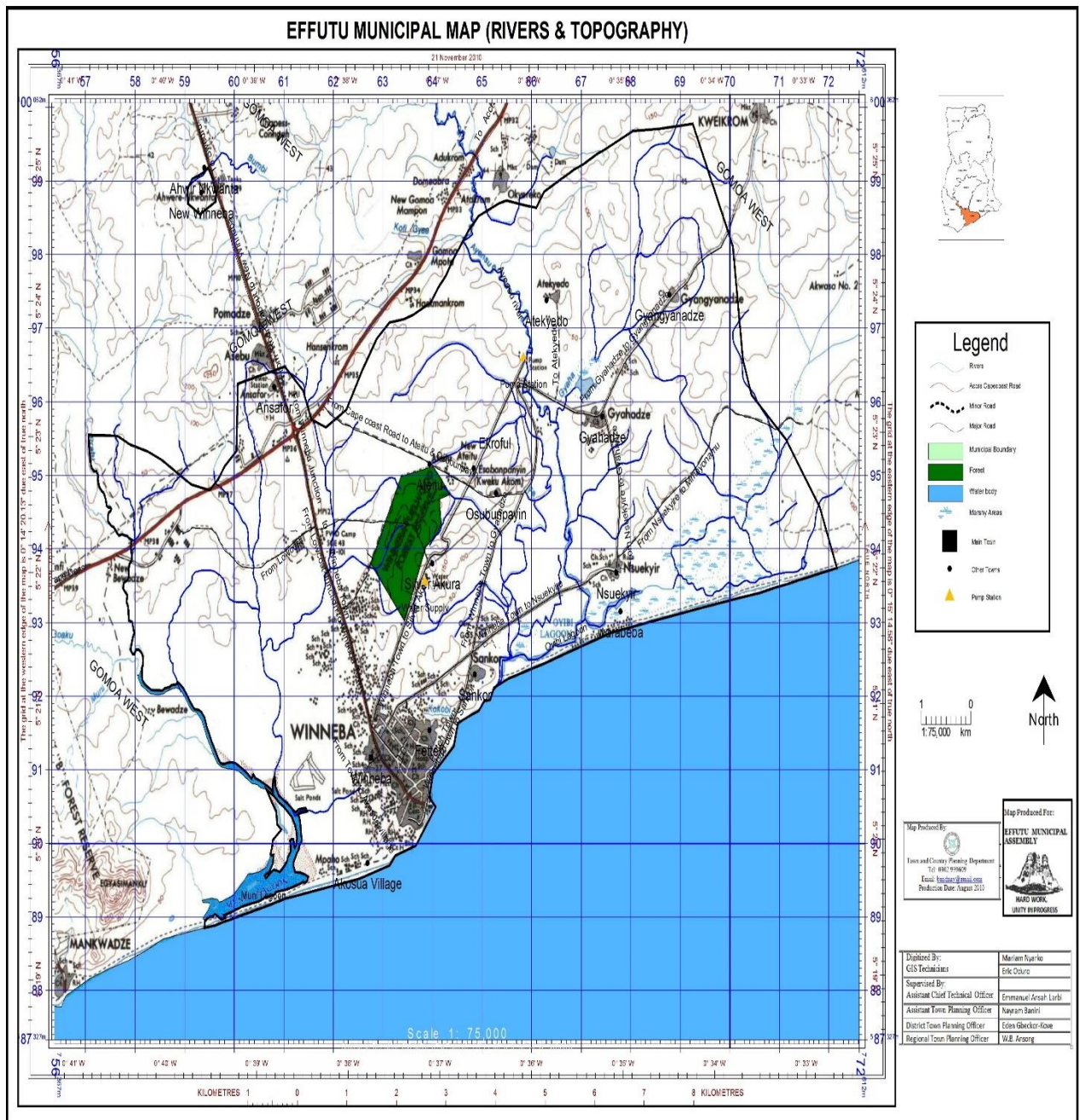


Table 1.25 shows the production levels of food crops from 2014-2017. The productions of Maize and Cassava have been increasing with corresponding increasing number of hectares over the years.

It is however necessary to modernize agriculture to ensure intensification of crop production hence the need for the provision of irrigation facilities and to encourage block farming in the Municipality.

Vegetable cultivation indicates that the Municipality has comparative advantage in the cultivation of vegetables and has high potential for job creation in the Municipality.

Table 1.26: Food Crops – Annual Production Levels (2014-2017)

Year crop type	2014			2015			2016			2017		
	Area (ha)	Yield (mt/ha)	Production (Qty/bag)	Area (ha)	Yield (mt/ha)	Production (Qty/bag)	Area (ha)	Yield (mt/ha)	Production (Qty/bag)	Area (ha)	Yield (mt/ha)	Production (Qty/bag)
Cassava			5900			6000			6500			8000
Yam			-			-			-			-
Plantain			-			-			-			-
Maize			1360			1355			1350			1300
Okro			920			960			950			980
Sweet potato			400			450			370			200
Groundnuts			400			400			380			350
Cowpea			-			-			-			-
Sweet pepper			450			500			540			540

Source: Municipal MOFA Office

1.12.3 Livestock Production

Animal production involves the extensive and intensive systems of animal rearing. Majority of the farmers are involved in the extensive system of animal production whilst small proportion of the farmers practices intensive system.

The main constraints facing the livestock sector include;

1. Moderate incidence of animal diseases.
2. Inadequate staff for disease surveillance.
3. Inadequate credit facilities for farmers
4. Low adoption rate of improved practices
5. Inadequate improved breeds.
6. Low patronage of Veterinary Services

The extension service-farmer ratio is 1:450 in the Municipality

Table 1.27: Animals – Annual Production Levels (2014-2017)

Year	2014	2015	2016	2017
Goat	15000	16000	16700	17000
Sheep	6000	8000	8500	9000
Pig	100	350	600	930
Cattle	2000	1750	1500	1200

Source: Municipal MOFA Office

Table 1.28: Birds – Annual Production Levels (2014-2017)

Year	2014	2015	2016	2017
Duck	1040	1250	15000	1600
Turkey	-	-	-	-
Ostrich	-	-	-	-
Guinea fowl	100	210	300	450
Fowls	36000	44000	35000	6000

Source: Municipal MOFA Office

1. 12.4 Household Income and Expenditure Analysis

Table 1.29: Household Income for 12 Months

Income Levels	No. Hhds	Percent	Amount	Average
Below Ghc500	101	8.74	50,500.00	
501 -1500	239	20.69	298,989.00	
1501 -2500	185	16.02	232,751.00	
2501 -3500	97	8.40	412,347.00	
3501 -4500	104	9.00	598,104.00	
4501 – 5500	69	5.97	500,319.00	
5501 -6500	37	3.20	323,787.00	
6501 -7500	61	5.28	625,311.00	
7501 and above	262	22.68	3,078,762.00	
Total	1155	100	6,120,870.00	1,324.86

Source: Field Survey (2017)

Table 1.28 shows the distribution of household income earned for the past 12 Months. The proportion of households that earned income of GH¢7,501 and above constitutes 22.7 percent. The survey revealed a high relationship between main occupation of households and income levels. Twenty-eight percent (28%) of the respondents of sampled population are public Servants. Respondents who earn incomes between GH¢501 to GH¢1,500 constitute 21 percent. The least proportion of respondents who earned GH¢5,501 to GH¢6500 constitutes 3 percent in the Municipality.

Table 1.30: Main Occupation

Occupation of Hhs	Frequency	Percent
Crop farming	200	17.32
Livestock farming	5	0.43
Fishing	111	9.61
Fish farming	5	0.43
Vegetable farming	145	12.55
Public Service	325	28.14
Trading	242	20.95
Artisan	53	4.59
None	69	5.97
Total	1155	100

Source: Field Survey (2017)

Table 1.29 shows the distribution of main occupation of the respondents. The main occupation of the Respondents are engaged in the Public Sector (28%). Trade and related activities constitute 21 percent of the respondents. The least proportions of persons engaged in Livestock farming and fishing as their main occupation constitute 0.86 percent of the respondents in the Municipality.

Table 1.31: Expenditure on Electricity

Expenditure Level	No. HHs	Percent	Amount
Below Ghc 500	731	62.07	365,500.00
501-1500	105	22.31	131,355.00
1501-2500	13	6.07	35,763.00
2501-3500	3	2.17	12,753.00
3501-4500	2	1.95	11,502.00
4501-5500	3	3.69	21,753.00
Ghc 6501- 7500	1	1.74	10,251.00
	858	100	588,877.00

Source: Field Survey (2017)

Table 1.30 shows distribution of expenditure on electricity. Majority (62.07%) of the households paid below GH¢500 on electricity in the past 12 months. This is followed by 22.31 percent that paid between Ghc501 and Ghc1500 on electricity in the same period. Households' expenditure on electricity between GH¢6501 and GH¢7500 on electricity in the past 12months constitute 1.74 percent.

Table 1.32: Expenditure on Rent/House

Expenditure on Rent	No. Hhs	Percent	Amount	Percentage
Below Ghc 500	292	25.28	146,000.00	50.8
Ghc 501-1500	78	6.75	97,578.00	33.9
Ghc 1501-2500	5	0.43	13,755.00	4.8
Ghc 2501-3500	3	0.26	12,753.00	4.4
Ghc 3501-4500	1	0.09	5,751.00	2.0
Ghc 7501 and above	1	0.09	11,751.00	4.1
Total	380	32.90	287,588.00	100

Source: Field Survey (2017)

Table 1.32 shows the distribution of respondents' expenditure on rent in the Municipality. Analysis of the field survey revealed that about 25.3 percent of the respondents spent GH¢500 and below on rent in the past 12 months. Using the respondents as a proxy for household expenditure on rent in Municipality, one-third of the respondents spent GH¢500 and less on rent.

Less than 1 percent of the respondents spent GH¢15,001 and more on rent.

On the contrary 0.09% of households spent between GH¢7,501 and above on rent over the past 12 months in the Municipality. The survey did not however investigate the number and nature of accommodation respondents occupied. The high proportion of persons spend below GH¢500 on rent. An explanation to this is that many residential facilities are being used as hostels for students.

Table 1.33: Expenditure on Cloths

Expenditure Level	No.Hhs	Percentage	Amount
Below Ghc 500	863	55.17	431,500.00
Ghc 501-1500	138	22.07	172,638.00
Ghc 1501-2500	38	13.37	104,538.00
Ghc 2501-3500	6	3.26	25,506.00
Ghc 3501-4500	2	1.47	11,502.00
Ghc 4501 -5500	2	1.85	14,502.00
Ghc 6501-7500	1	1.31	10,251.00
Ghc 7501 and above	1	1.5	11,751.00
Total	1051	100	782,188.00

Source: Field Survey (2017)

Table 1.33 shows the distribution of households' income expenditure on clothing in the Municipality. The survey revealed that most households spent part of their income on cloths. The majority of households (55.17%) spent about GH¢500 on clothing for the past one year. One percent (1.31%) of households also spent between GH¢6,501 and GH¢7,500 in the past 12 months for cloths in the Municipality.

Table 1.34: Household Expenditure on Transport

	No.hhs	percent	Amount
Below Ghc500	797	55.00	398,500.00
501-1500	155	26.75	193,905.00
1501-2500	24	9.11	66,024.00
2501-3500	8	4.69	34,008.00
Ghc 6501-7500	2	2.83	20,502.00
Ghc 7501 and above	1	1.62	11,751.00
Total	987	100	724,690.00

Source: Field Survey (2017)

The field survey revealed that 55 percent of households spent below GH¢500 on transport in the past 12 months. The least households expenditure between GH¢7,501 and above on transport constitutes 1.62 percent.

Table 1.35: Household Expenditure on Communication

Expenditure levels	No .		Amount
	Hhs	percent	
Below Ghc500	653	44.59	326500
501-1500	174	29.73	217674
1501-2500	35	13.14	96285
2501-3500	11	6.39	46761
3501-4500	2	1.57	11502
4501-5500	1	0.99	7251
5501-6500	3	3.59	26253
Total	879	100	732226

Source: Field Survey (2017)

Table 1.35 shows the distribution of household expenditure on communications in the Municipality. The field survey revealed that 44.59 percent of households make their expenditure on communication. About twenty-one percent (20.73%) households spend their incomes between GH¢501 and GH¢1500 on communication.

Table 1.36: Expenditure on Remittances

Levels of Remittances	No. HHDs	Amount	% Remittance
Below GH¢500	397	198,500.00	60.2
501-1500	58	72,558.00	22.0
1501-2500	5	13,755.00	4.2
2501-3500	1	4,251.00	1.3
3501-4500	2	11,502.00	3.5
GH 4501-5500	1	7,251.00	2.2
GH¢ 6501-7500	1	10,251.00	3.1
GH¢7501 and above	1	11,751.00	3.6
Total	466	329,819.00	100.0

Source: Field Survey (2017)

The field survey indicated that some households made expenses on remittances from their incomes in the past 12 months. Table 1.36 shows the distribution of household expenditure on remittances. Sixty percent (60.20%) of households spend below GH¢500 of their incomes as remittances to families/relatives during the past 12 months in the Municipality. This was followed by 22 percent of households who spent between GH¢501 and GH¢1,500 in the past 12 months on remittances. One percent (1.3%) of households also remitted between GH¢2,501 and GH¢3,500 in the past 12months.

Table 1.37: House Expenditure on places of convenience

Expenditure levels	No. Hhs	Percent	Amount
Below Ghc 500	128	81.52	64000
Ghc 501-1500	6	9.56	7506
Ghc 1501-2500	1	3.5	2751
Ghc 2501-3500	1	5.42	4251
Total	136	100	78508

Source: Field Survey (2017)

The 2010 PHC revealed that 38.8 percent of households in the Municipality use public toilets as places of convenience. The field survey shows that about 82 percent of respondents spend their income for the use of public places of convenience. Table1.37 shows that 81.52 percent spent below GH¢500 for the use of places of convenience in the past 12months. 3.5 percent of households also spent between GH¢1,501 and GH¢2,500 over the same period in the Municipality.

Table 1.38: Household Expenditure on Funeral

Expenditure levels	No. hhs	Percent	Amount
Below 500	642	77.67	321000
501-1500	49	14.83	61299
1501-2500	5	3.33	13755
2501-3500	1	1.03	4251
3501-4500	1	1.39	5751
4501-5500	1	1.75	7251
Total	699	100	413307

Source: Field Survey (2017)

Table 1.38 shows the distribution of household income expenses on funerals in the Municipality. About 78 percent of households respondents spent their incomes below GH¢500 on funerals for the past 12 months. Close to 15 percent (14.83%) of households spent their incomes between GH¢501 and GH¢1,500 on funerals in the Municipality. About 1.03 percent household respondents spent between GH¢2,501 and GH¢3,500 of their income on funeral expenses.

Table 1.39: Households ever taken credit

RESPONSES	NO HHS	PERCENT
Yes	256	22.44
No	885	77.56
Total	1141	100

Source: Field Survey (2017)

A large proportion (77.56%) of households do not have access to credit facility in the Municipality. This could largely affect the ability of households to initiate new business or improve on existing ones in the Municipality. This could also affect the development of the local economy and job creation.

Table 1.40: Households Expenditure on Education

Expenditure levels	No.HHs	Percent	Amount
Below Ghc 500	449	24.49	224500
501- 1500	206	28.11	257706
1501- 2500	57	17.1	156807
2501-3500	15	6.96	63765
3501-4500	10	6.27	57510
4501-5500	5	3.95	36255
5501-6500	2	1.91	17502
6501-7500	2	2.24	20502
7501-8500	7	8.97	82257
Total	753	100	916804

Source: Field Survey (2017)

The field survey revealed that households' respondents' expenditure pattern on education in the Municipality. A high proportion of 28.11 percent of households spent between GH¢501 and GH¢1,500 on education in the past 12 months. Close to 25 percent (24.49%) of households spent below GH¢500 on education in the same period. About 2 percent (1.91%) of household spent between GH¢5,501 and GH¢6,500 on education in the past 12 months.

1.13 Tourism

Tourism's position as the world's largest industry has led to the widespread acknowledgment of the decisive role it plays in shaping the global economy and creating employment for many millions of people. More recently, attention has been focused on the impact of tourism in other spheres, particularly on the physical and socio-cultural environment of destination, creating new vitally important issues for consideration on the tourism agenda. As changing economic conditions, modified consumer behavior and new technologies have created new tourism markets and the further expansion of the industry. The impact of tourism has become increasingly pervasive.

Ghana is fast becoming a leading destination for Tourists and already government efforts are under way through the Ministry of Tourism and Ghana Tourist Board to develop and maintain this sector to become a major source of foreign exchange earner and employment.

By the strategic location of the Municipality, that is nearness to the capital city of the country, harnessing the existing opportunities for the development of the local economy cannot be overemphasized. The Municipality has several unique traditional festivals and cultural practices some of which include Aboakyer festival, Masqueraders festival, Shrines; traditional village cultures and monuments which are of interest to Tourists. The Municipal Assembly is therefore putting emphasis on the promotion of cultural and eco-tourism.

1.13.1 Cultural Tourism

1.13.1.1 Aboakyer Festival

The Aboakyer (Deer Hunt) festival is among the most popular festivals in Ghana. It is an annual festival which is celebrated by the Chiefs and people of Effutu traditional area. Due to its uniqueness, it draws a large crowd of visitors far and near including foreigners to join in the

celebration. It is perhaps the only traditional festival in Ghana that attracts most local tourists to witness the celebration. It is celebrated in the last week of April or the first week of May with its climaxed on first Saturday of May.

The spectacle of hunting for and catching a live deer in the wild with bare hands without the use of weapons or hunting tools symbolizes its unique characteristics. What makes it more attractive is the competition between the two Asafo Companies characterized with traditional war songs and dances. There is also peculiar dance of the Effutu Women known as ‘Akosua Dontoba and Owambir’ and their fancy traditional dresses providing cultural display.

Penkye Otu, the principal fetish for which reason the festival is celebrated and is believed to be the custodian and guardian of the Effutu state. The annual sacrifices and consultations to renew the mystical strength and the show of royalty by the Effutus resulted in the celebration of the festival yearly.

1.13.1.2 Masquerades Festival

The Masquerading festival has become a popular festival for the Effutus. This is marked with parades, and display as well as competition among the federations. The celebration is characterized by wearing of costumes and colorful dresses with brass band music, brisk dancing and Stilt Walkers through the principal streets of Winneba. The two major days for the festival are 31st December and 1st January each year. The competitions among the Federations result in the election of a winner. This is popularly referred to as Champions Parade on 1st January to marks the climax of days campaigns through the streets in the town. The colorful display by all age groups through the streets brings with it the euphoric atmosphere of the town.

Prior to the ‘Champions Parade’, the four federations, known as Number 1, Number 2, Number 3 and Number 4 rehearsed thoroughly to win championship

1.13.1.3 Sacred Groves and Shrines

There are several sacred groves and shrines scattered throughout the Municipality. The most notable shrine is Penkye Otu. The shrines are believed to serve as protection and sources of spiritual power upon consultation and performance of sacrifices.

Table 40 shows the list of gods, their location and functions

Table 1.41: List of some Gods and Shrines:

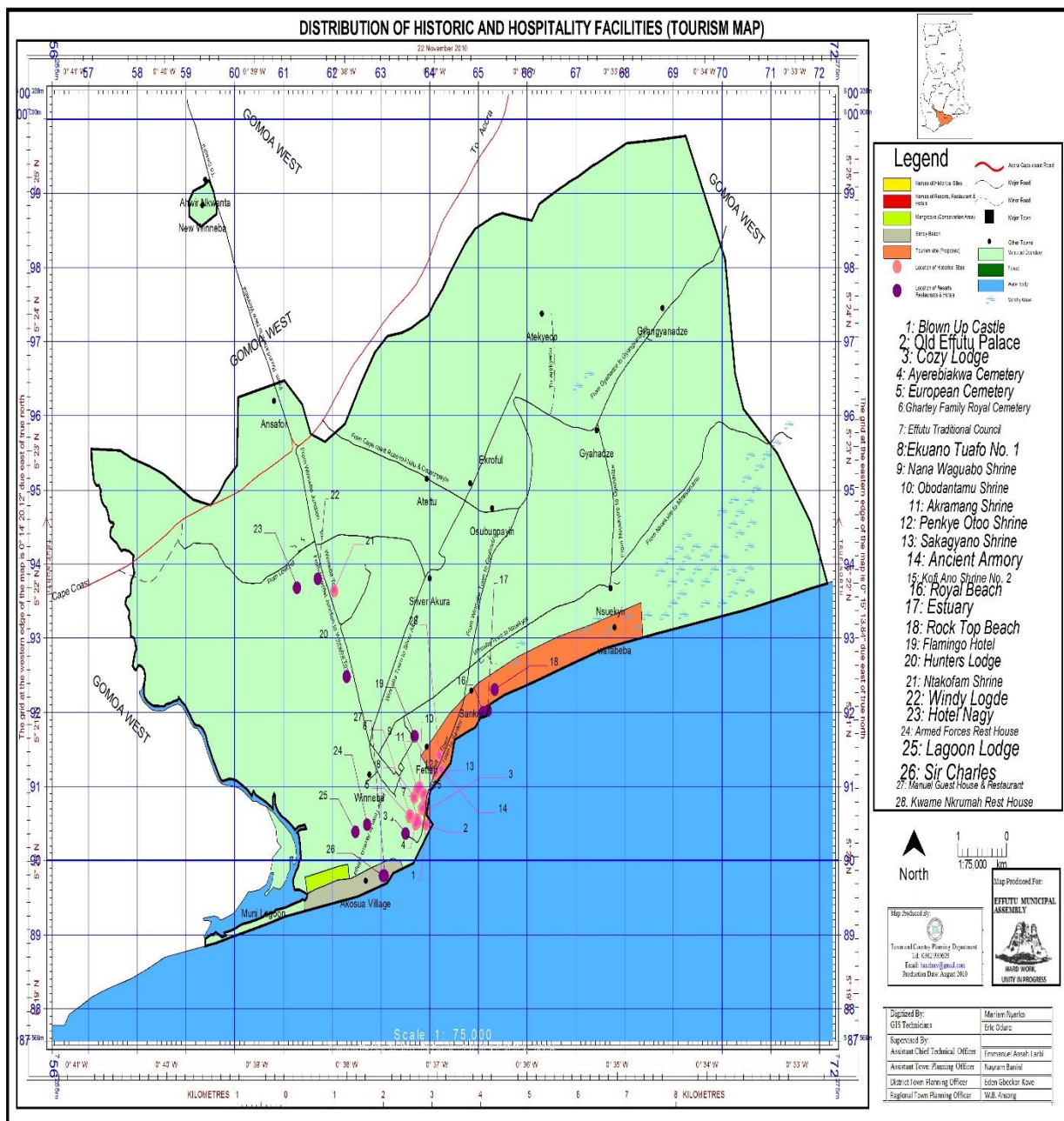
No	Shrine	Location	Function
1	Ntakorfam	Low Cost; near KMH	Gate Keeper
	Muni	Akosua Village	Receiver of visitors
2	Ayensu	Sankor	Spiritual cleansing of chiefs
4	Akraman	Osamkam	Prevents disasters and calamities
5	Obodantamu	Eguaboano	Pronounces justice for evil doers
6	Apa-Sekum	Alatakokodo	Receives the Deer (Aboakyir) at festival
7	Eguabo	Eguaboano	Source fertility for barren women

Source: Field Survey (2017)

1.13.2 Eco-Tourism Sites

The most notable Eco-Tourism site is the Muni Lagoon in Winneba which is a sanctuary for migratory birds who come there to escape the biting winters and darkness of the Arctic and Antarctic. The birds go back after the winter. There is also the Estuary of the Ayensu River and Gyahadze.

Figure 1.10: Map showing Tourism Attraction sites



1.13.2.1 Investment Potentials

The Municipality is endowed with immense investment potentials that are yet to be fully tapped. Recognizing the fact that investment is the key to development of any growing economy, the Municipal Assembly is committed to turning the Municipality into a prime investment, Science, education and Research destination. The Municipality is sandwiched with vast stretches of arable land from Gomoa East suitable for commercial farming in non-traditional export crops like pineapple, cashew, cassava, vegetables and maize. There exist a huge potential for livestock

production and poultry farming. Inland fishing, marine fishing and fish processing are yet to be fully exploited to provide employment to a large majority of the people in the Municipality. Enormous opportunities also exist for the construction of shopping malls.

There is enormous potential for cold storage and preservation as well as the export of exotic fish species like lobsters and shrimps. The Municipality has the potential for the development of salt industries along the Coast. The Municipality is also endowed with large deposits of clay, offering the opportunities for brick and tile and ceramics industries.

With Accra becoming congested as a result of industrial and commercial activities, Winneba which lies on the proposed dual carriage way from Yamoransa to Kasoa in the Central Region is strategically placed and ideal for satellite industrial and residential/estates development. Thus Winneba and its environs can serve as alternative industrial and residential development base to Accra. The proximity of Winneba to Accra provides a favourable investment environment in terms of easy access to Government business and offices. This also offers opportunity for real estate development to support the provision of more residential and industrial units and also as private hostel facilities to ease student accommodation pressure on the tertiary educational institutions in Winneba. In addition, as a result of the Oil find at Cape Three Point which is located at the Eastern corridor of the Municipality, there exists an opportunity for the development of hotels, and the promotion of the hospitality/cannery industry in general.

The undeveloped sandy beaches fringed with Coconut trees provide investment potentials for the development of holiday-facilities.

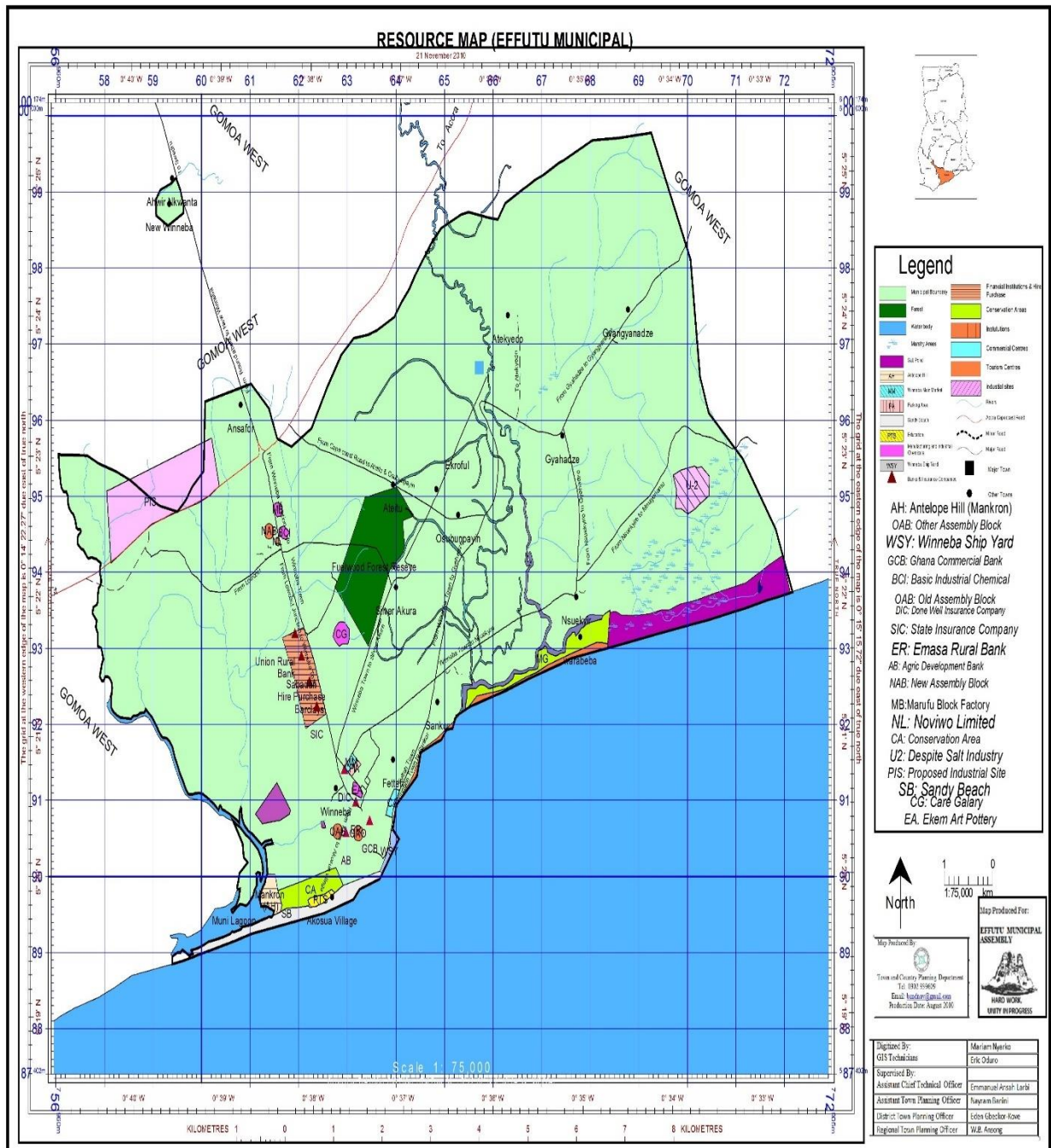
1.13.2.2 Investment Incentives

The Municipality offers attractive packages for prospective investors. The Municipal Assembly provides assistance to investors to acquire land and ensure proper tenancy agreement. The Municipal Assembly also facilitates the provision of utility services and other required infrastructure to industrial sites quickly and efficiently. The Assembly is also ready to offer selective local tax reductions for a maximum period of five years.

There is the opportunity for joint ventureship with the Municipal Assembly or assistance in matching with partners of choice. The Municipal Assembly has almost all the decentralized departments to the benefits of investors in the area of business consultations.

Thus the Municipality is strategically located and well equipped with the requisite infrastructure and services for private enterprises to thrive and provides great investment opportunities in industry, agriculture and mineral exploitation and tourism.

Figure 1.11: Effutu Municipal Resource Map



1.14 Health

A healthy nation is a wealthy nation. Quality health delivery is one of the priority areas of the Effutu Municipal Assembly. The Municipal Health Directorate is one of the critical and relevant departments in the Municipality. It is one of the decentralized departments that collaborate effectively with other departments and agencies for a multi-sectoral delivery of health services in

the Municipality. It is mandated to perform specific technical functions for the total improvement of the health status of the people of the Effutu Municipality.

The core functions of the health directorate are; Municipal health planning including community participation; intersectoral coordination and collaboration in health delivery; Municipal health administration and management of all community health programmes; monitoring and implementation of both clinical and public health services; capacity development of health personnel through sustainable and continuous training; integrated disease surveillance and response and monitoring and evaluation of Municipal health programmes.

1.14.1 Health Infrastructure

There are twelve (12) public and private health facilities in the Effutu Municipality. There are five (5) hospitals; two (2) Government Hospitals and three (3) private hospitals (Otoo Memorial Hospital, Klimovic Hospital and One Christian Health Association of Ghana (CHAG) Hospital (Baptist Hospital) all located within Winneba. There is one (1) Quasi- clinic (UEW Clinic) and one (1) maternity home (private), one (1) health centre and four Community Health Planning Services (CHPS) compounds. The Community Health Nurses Training School runs a two-year certificate and 3-year diploma programmes to train community health nurses who provide preventive health services to mostly rural communities in Ghana.

Table 1.42: Distribution of Health Facilities in the Municipality

Type of Facility	Public	Private	CHAG	QUASI-GOV.	TOTAL
Hospital	2	2	1		5
Health Center/Clinic	1			1	2
CHPS Compound	4				4
Maternity Home		1			1
Community Health Nurses Training School	1				1
Total	7	3	1	1	12

Source: Municipal Health Service,

Though health facilities in the Municipality are adequate, access to some of the facilities is impeded by poor roads. The top five prevalent diseases in the Municipality are: malaria, upper respiratory tract infections, hypertension/heart disease, typhoid and gynecological disorders.

Table 1.43: List of Health Facilities in the Municipality

No.	Name of Facility	Type of facility	Location
1	Municipal Hospital	Public	Winneba
2.	Winneba Health Centre	Public	Winneba
3	Gyangyenadze CHPS Zone	Public	Gyangyenadze
4	Nsuekyir CHPS	Public	Nsuekyir
5	University of Education Clinic	Quasi-public	Winneba
6	Klimovic Memorial Hospital	Private	Winneba
7	Baptist Hospital	Private	Sankor
8	Otoo Memorial Hospital	Private	Winneba
9	Bethel Maternity Home	Private	Winneba
10	Trauma and specialist hospital	Public	Winneba
11	Zongo CHPS Compound	Public	Zongo
12	Ansaful CHPS compound	Public	Ansaful

Source: Municipal Health Directorate: 2017

Table 1.44: Public Health Staffing in the Municipality

Staff Category	Health Facility				
	Hospital	Clinic	CHNTS	Health centre	CHPS
Doctor	7	1	0	0	0
Dental surgeon	1	0	0	0	0
Pharmacist	2	0	0	0	0
Medical assistants	2	1	0	1	0
Professional nurses	38	1	0	3	0
Tutors	0	0	18	0	0
Midwives	19	0	0	2	0
Health extension workers (NYEP)	24	3	2	6	1
Auxiliary nurses	10	0	3	24	2
Para medical staff	94	4	26	4	0
Casual workers	31	0	6	1	0
Rotation nurses	8	0	0	0	0
Totals	236	10	55	41	3
Grand Total	345				

Source: Municipal Health Directorate: 2010

Table 1.45: Private Health Staffing in the Municipality

Staff Category	Health Facility			
	Hospital	Clinic	Maternity	CHPS
Doctor	3	0	0	0
Dental surgeon	0	0	0	0
Pharmacist	0	0	0	0
Medical assistants	1	0	0	0
Professional nurses	7	0	1	0
Health extension workers (NYEP)	2	0	0	0
Auxiliary nurses	13	0	0	0
Para medical staff	37	0	8	0
Casual workers	8	0	4	0
Rotation nurses	0	0	0	0
Total	71	0	13	0
Grand total	84			

Source: Municipal Health Directorate: 2010

There are Four Hundred and Eleven (411) health staff in the various health facilities in the Municipality. This is made up of 335 for public and 76 for the private facilities. The adequate cadre of health personnel with the requisite skill mix required for quality health care delivery in the Municipality is generally considered to be minimal. The Private health facility staffing is inadequate and requires urgent attention for the sector for quality health delivery in the Municipality.

Table 1.46: Infant Mortality Trend

Year	2014	2015	2016	2017
Mortality				
<1 deaths	47	42	38	28
<5 deaths	76	86	70	64

Source: Health Service:

Table 1.47: Trend of Top Ten Causes of OPD Morbidity in the Municipality 2014-2017

NO.	DISEASE	2014	%	2015	%	2016	%	2017	%	Total cases	%
1	MALARIA	33,877	69.50	54,991	77.46	65,943	52.88	162,458	40.53	317,269	49.17
2	ARI	3030	6.22	2362	3.33	13,983	11.21	58918	14.70	78,293	12.13
4	HYPERTENSION	3199	6.56	2,466	3.47	11,476	9.20	45,648	11.39	62,789	9.73
3	RH'TISM & JOINT PAINS	1134	2.33	1990	2.80	6175	4.95	46,168	11.52	55,467	8.60
6	SKIN DISEASE	2065	4.24	1710	2.41	5860	4.70	23,820	5.94	33,455	5.18
5	ANAEMIA	1557	3.19	2247	3.17	6072	4.87	22,596	5.64	32,472	5.03
7	DIARRHEA	-		590	0.83	5939	4.76	16,846	4.20	23,375	3.62
8	INTERNAL WORMS	809	1.66	2,781	3.92	3658	2.93	10,221	2.55	17,469	2.71
9	DIABETES	1373	2.82	1319	1.86	3805	3.05	9658	2.41	16,155	2.50
10	ACUTE EYE INFECTION	1700	3.49	536	0.76	1803	1.45	4471	1.12	8,510	1.32

Source: Municipal Health Directorate:

1.14.2 Disease Burden

Malaria tops in all reported cases of Out-patient department morbidity, causes of inpatient admissions and causes of in-patient mortality and under five morbidity and mortality in the Municipality.

Table 1.46 lists ten causes of morbidity in the Municipality. Malaria infection recorded an average of 49.17% throughout the years. Malaria remains the leading cause of morbidity in the Municipality. It recorded 77% of all outpatient (OPD) causes of morbidity in the hospital in 2015. In 2017, malaria recorded a reduction rate of 40% and was still highest of all the outpatient attendance. It is therefore the major cause of death and a significant cause of adult morbidity, as well as the leading cause of loss of productivity hours due to illness in the Municipality. Environmental sanitation management and education at the household level needs to be taken seriously as preventive measure.

Another emerging but worrying cause of morbidity in the Municipality is Acute Respiratory Infection (ARI). It is second to Malaria and it recorded an average of 12% in all the years with the highest incidence in 2017. In 2017, 58,928 incidents were recorded representing 14% of all outpatient (OPD) causes of morbidity.

The doctor patient ratio for the Municipality is (1:4,536) while the nurse patient ratio for the Municipality is 1:534. The Municipal hospitals offers a variety of health care services, including HIV/AIDS counseling, VCT & PMTCT. The health centres provide medical care and communicable disease control, family planning, reproduction services, health/nutrition and post-natal services. Other community health services include; Environmental Health Education, and adolescent health services.

Outline of scope of services of the Municipal hospitals include:

- Inpatient and Outpatient
- X-Ray
- Ultra Sound
- Laboratory Services
- Dental Services
- Eye Services
- General Surgery

- Obstetrics and Gynaecology
- Trauma Services
- Family Planning Services
- Antenatal and Post Natal Care
- Chest Clinic
- Counseling and Testing (VCT)
- Psychiatry Unit
- Diabetic Unit
- ART for PLWHA
- Catering Services
- Mortuary Services
- Laboratory Services
- Dental Services
- Eye Services
- General Surgery
- Obstetrics and Gynaecology
- Trauma Services.

Table 1.48: Trend of HIV Cases in the Municipality: 2014-2017

Year	2014	2015	2016	2017
No. tested	3,670	2,334	6,361	4,185
No. positive	335	196	254	126

Source: Municipal Health Directorate: 2010

1.15 Environmental Health and Sanitation

Water is life and Sanitation is a way of life. Both are crucial for improving the quality of life and health. Despite all efforts by the Assembly to ensure clean and pleasant physical environment, the state of sanitation in the Municipality, however, cannot be described as good. As a result of inadequate resources for waste management, refuse collection from premises has been inefficient and has led to indiscriminate disposal of refuse into drains, the beaches and along the streets; creating serious environmental problems. Sanitation coverage is less than 30% in the Municipality. Most houses are built without proper sanitary facilities compelling a number of inhabitants to rely on few public toilets some of which are in a very poor state. Such pressing situations has caused most of the people to resort to open defecation at the beaches destroying their aesthetic values and immense revenue potentials. The constraints militating against good sanitation in the Municipality has been identified as inadequate funding, poor planning, ignorance and unwillingness of the rural and urban communities to incur cost on sanitation services.

Environmental Health and Sanitation is an essential factor contributing to the Health, Productivity and Welfare of people in the Municipality. Health statistics indicate that most diseases reported at the OPD are sanitary related. Thus in 2014, 77% of all reported OPD cases of the top ten diseases is malaria related ailment.

The objective of the Municipal Environment Health Unit is to develop and maintain a clean, safe and pleasant physical environment in all settlements to promote the social, economic and physical well-being of the population as pertains in the Environmental Sanitation Policy of the Ministry of Local Government and Rural Development (MLGRD).

The Principal Components of the environmental sanitation unit include;

1. Solid Waste Management
2. Excreta (liquid waste) Management
3. Storm Water Drainage and Sullage Conveyance
4. Environmental Sanitation Education and enforcement management
5. Special Industrial Waste Management
6. Control of Pests and Vectors diseases

7. Food hygiene
8. Disposal of the dead
9. Control of Stray animals
10. Inspection and enforcement of sanitary regulations
11. Monitoring and Observance of environmental standards

1.15.1 Solid Waste Management

A survey conducted in 2010 revealed that 60% of the solid waste generated in the Municipality is organic; consisting of paper, food materials and animal waste. The survey also revealed that 39% of the solid waste was generated from inorganic materials made up of glass, plastic and metals and 1% of the solid waste is being generated from bio-medical/hazardous waste. By this there is an opportunity for the generation of bio-gas or organic fertilizer for farmers in the Municipality. There are however challenges in solid waste management in the Municipality, these include: lack of appropriate landfill site which has resulted in crude dumping and a large number of unapproved dumping sites. There are inadequate refuse dump sites in public institutions in the Municipality and this poses a threat to public health. About 87% of all public institution's dump sites are unapproved.

In an effort to improve sanitation conditions in the Municipality, the Assembly in collaboration with Zoomlion Ghana Ltd has distributed 1300 waste bins to facilitate house to house collection of solid waste. (THE ELECTRONIC SYSTEM).

1.15.2 Excreta (Liquid Waste) Management

The Municipality is faced with serious challenge with excreta or liquid Waste Management. The minimum household/compound facilities are VIP, KVIP and Ecosan. However, a survey (2010) revealed that only 15% out of 17,121 houses in the Municipality have approved types of toilets. According to the 2010 PHC, more than 61% of the houses in the Municipality are without toilets, thus, majority of the population patronize the use of few public toilets some of which are in a very poor condition for usage. Such a pressing situation has caused most of the people to resort to open defecation at bushes, refuse dumps and at the beaches hence the need for education for the construction of household toilets and provision of public toilets (schools without toilets). Another major challenge for

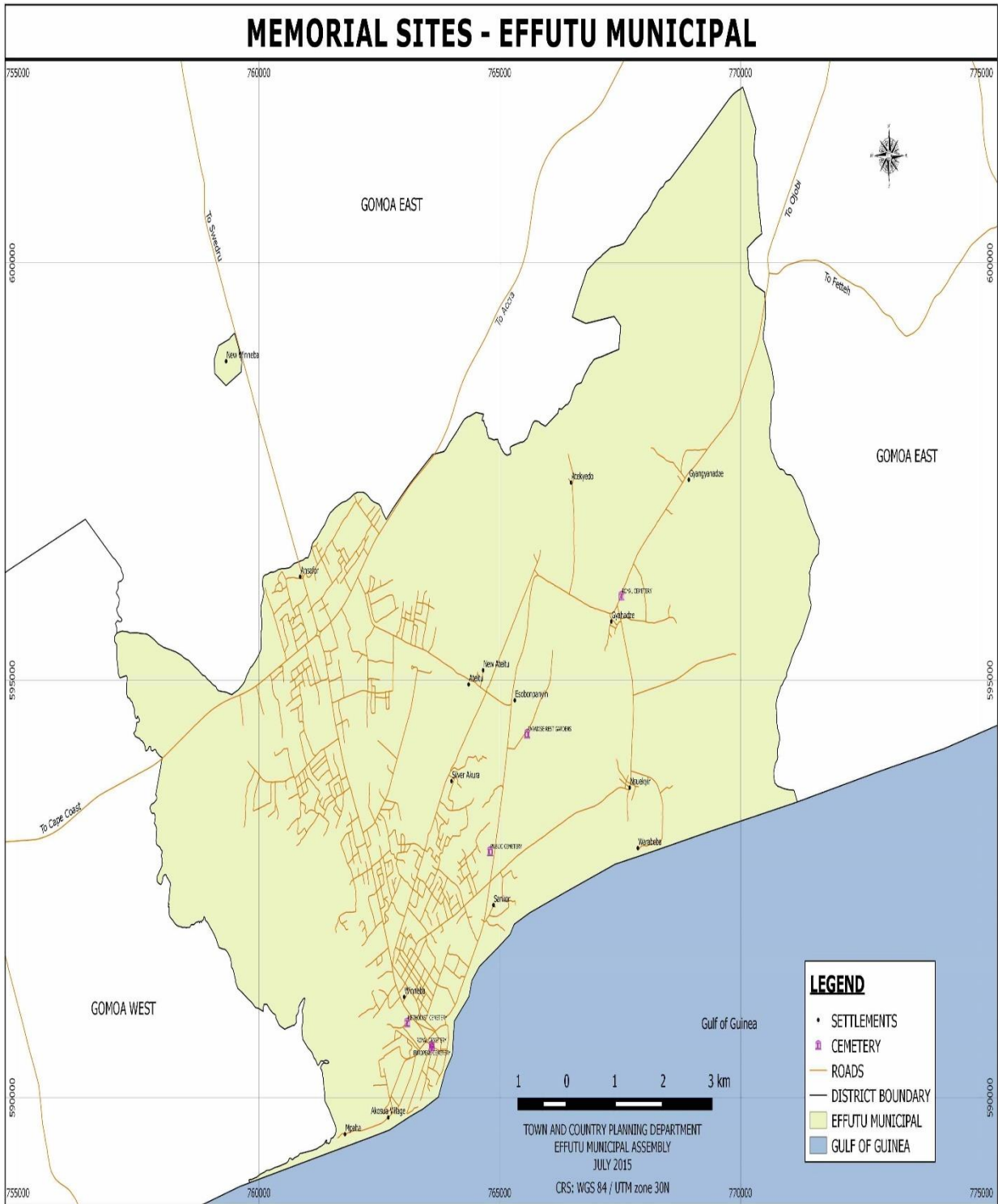
the Municipality is the methods of disposal of Liquid Waste in the Municipality. The current final disposal site is unacceptable and the need to construct stabilization ponds or biodigester for disposal and treatment of liquid waste in the Municipality. The Municipality has 16 km length of streets and 14 km length of the streets are without drains which cause much flooding during raining season.

Three major primary streams namely; Ntakofam stream, Abasraba stream and the Omanyi stream traversed through the Municipality. These streams are without storm drains and therefore cause intensive flooding during raining season.

1.15.3 Cemeteries

The Municipal public cemetery which was acquired since 1940 at Sankor is full and plans to acquire a new site at Gyahadze is far advanced.

Figure 1.12: Effutu Municipal Memorial sites



1.15.4 Equipment and Logistic Supplies

Adequate and timely provision of equipment and logistics tend to facilitate waste management. The Municipal Environmental and Sanitation Department has 15 (10M³) Containers, 4 Skips, 1 tractor, 1 roll-on-off truck and 1 Cesspool emptier. However, there is the need for 10 (10M³) additional containers, one (1) compactor, 1 mower, 4000 household containers, 100 standing containers as waste receptacle along the major streets for efficient waste management. Irregular and untimely supply of logistics hinder effective and efficient waste management.

Figure 1.13: Map showing distribution of Sanitation facilities

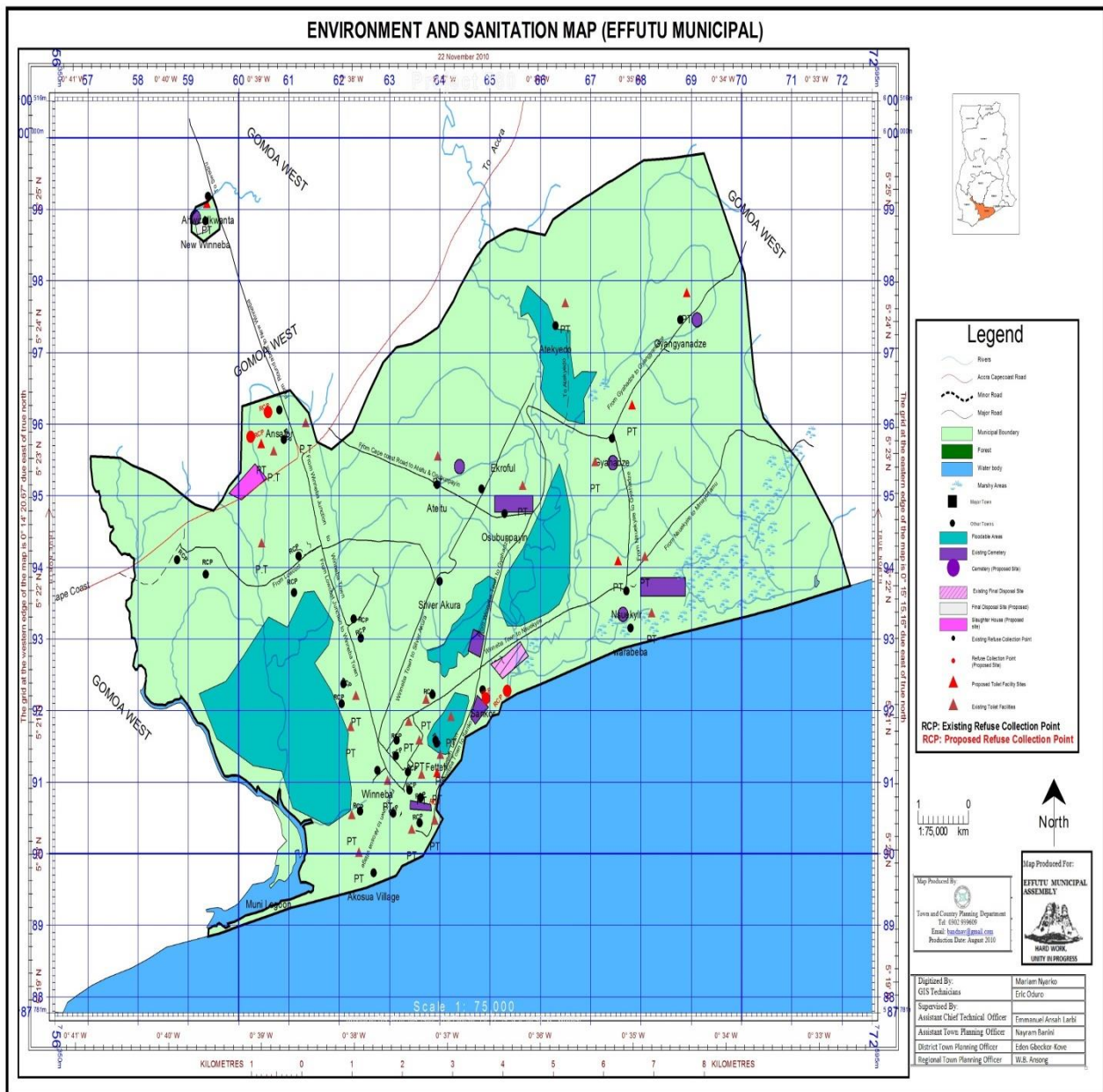
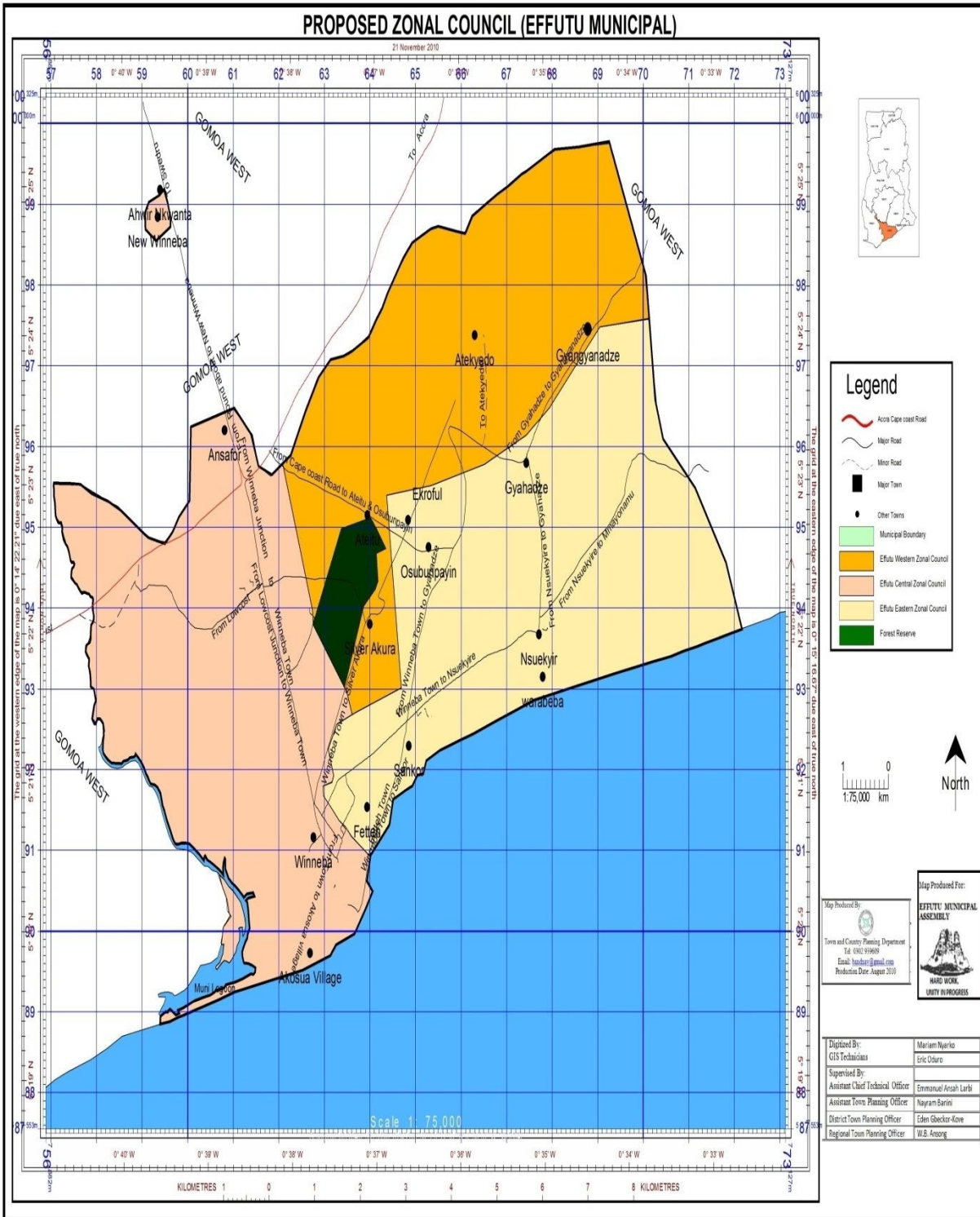


Figure 1.14: Map showing Zonal Councils and Boundaries



1.16 Cross Cutting Issues

1.16.1 Gender Mainstreaming

In recent times, most especially in the developing countries such as Ghana, gender inequality has been a major obstacle to these societies. Study has proven that women are not valued in many such communities and they do not get equal chances as men. Also, in terms of social power, it is believed that women live in the men's world and as such have no right.

Gender mainstreaming is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes in any area and at all levels to make gender more sensitive.

As required by the guidelines in the preparation of the Municipality Medium Development Plan under the Ghana Shared Growth and Development Agenda (GSGDAII), the Municipal Assembly is committed to Mainstreaming Gender issues in all the development activities of the Municipality. This is also in fulfillment of the United Nations Millennium Development Goals (MDG's); "goal 3" "promote gender equality and to enhance economic and social participation of women, above all concerning education.

Gender mainstreaming is therefore aimed at promoting gender equitable planning, programming and decision making to ensure sustainable development in the Municipality. Women in the Municipality are generally discriminated against in all facets of economic, social and political sphere of live. Sustainable development cannot be achieved with women being marginalized in the Municipality. Specific interventions to empower women in the Municipality are to ensure the promotion of the informal sector with which women form the grater majority as well as encouraging the female gender to participate in local governance in decision-making in the Municipality.

1.16.2 Climate Change

Climate change has become global concern and the nature and impact has never been harsh until recent times/generation. The impact of this global phenomenon needs global awareness with local action initiated by Local Authorities. Climate change is known to be influenced by human activities as opposed to those occurring in biophysical environments without human influence. In most recent times

the scientific consensus on climate change is that, human activity is very likely the cause for the rapid increase in global average temperatures over the past several decades. The impact of this global climate change is affecting communities, societies, biodiversity and the entire eco-systems. However, the impact on poorer communities is expected to be severe as it triggers hunger, conflicts and diseases.

The coastal environment is being the most vulnerable and facing significant ecological and socio-economic impacts which are worsening the poverty situation along the coast of Ghana.

1.16.3 Possible Impacts of climatic change in the Municipality

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

1. Marine ecosystem and coastal zone infrastructure:

Some of the consequences of global climate change along the coastline 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 mangrove ecosystem, destruction of coastal wetlands and beaches along with their associated economic and social importance such as being sites for migratory water birds, risk to life, structures and property, loss of habitat of several species including marine turtles, reduction eco-tourism potential etc.

i. Biodiversity/Ecological

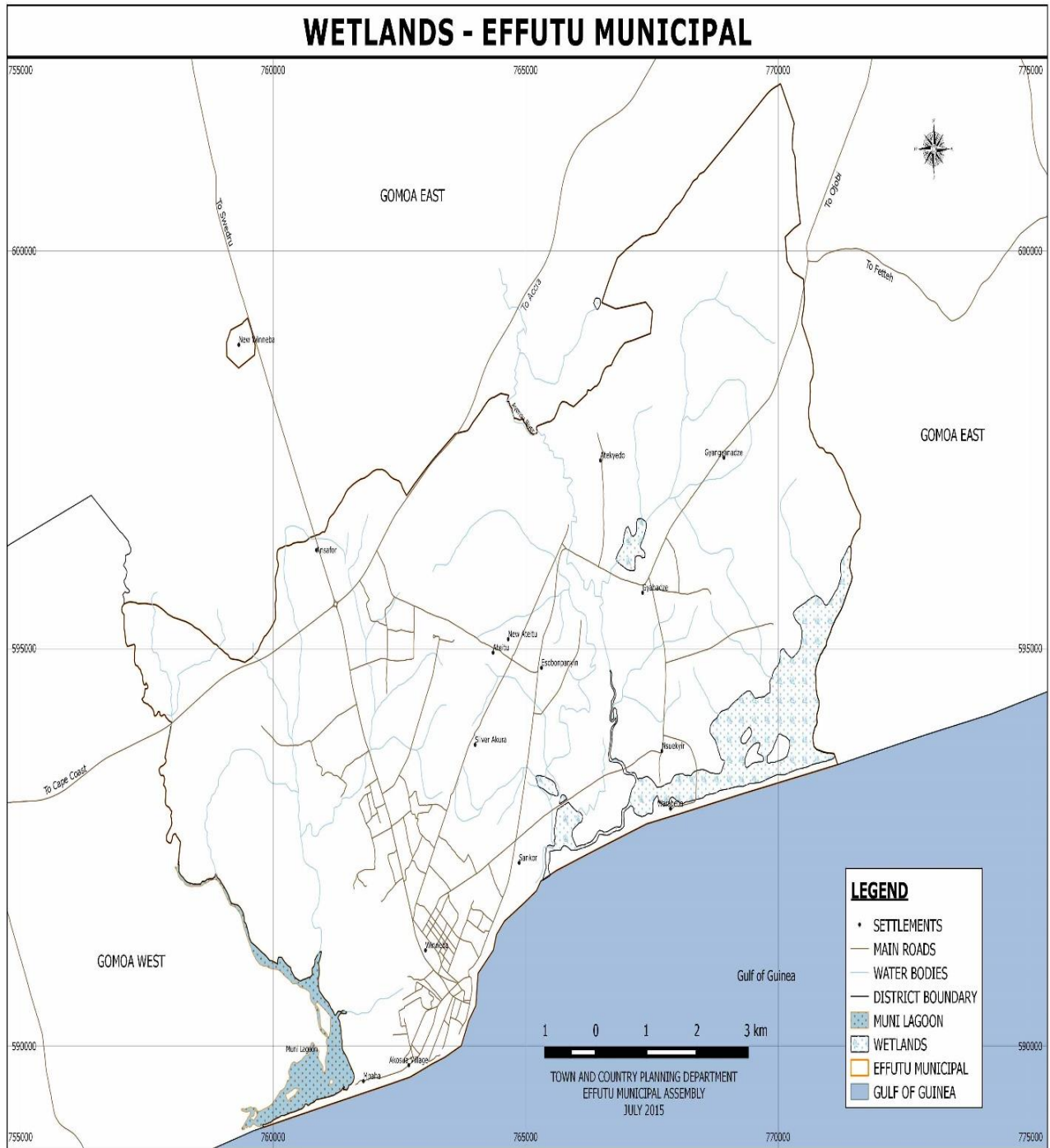
Biodiversity will suffer with respect to possible reduction in biological productivity, alteration of flora and fauna, loss of biodiversity etc. The ecological impacts of sea level rise is the coastal erosion as this results into washing away of sandy beaches which serve as the breeding sites for the marine turtles.

The disappearance of mangrove ecosystems also promotes the coastal erosion and low fishery productivity as the spawning grounds of the fishery resources are destroyed.

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 fishing activities, reduction in underground water levels, drying up river courses etc.

Figure 1.15: Effutu Municipal Wet Lands



iii. Socio-Economic Impact

The socio-economic resilience of the coastal communities are impaired as income and revenue from eco-tourism, fishing are woefully affected rendering the populace impoverished and 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) and Reducing Emissions from Deforestation and forest Degradation (REDD) thus developing and implementing climate adaptation strategies.

Key Development Issues

1. In all the disability categories 32 percent are physically disabled
2. Three percent (3%) of the disabled persons are located in Winneba
3. Two percent (2%) of PWDs with sight impairments are unemployed
4. PWDs who have no education constitute 37% in the Municipality
5. The proportion of PWDs who attended basic education constitutes 40% whilst 13% attended post-secondary
6. The proportion with sight impairments who had basic education constitutes 59%
7. The female population with PWDs constitutes 56.7 percent % in the Municipality
8. There is High incidence of HIV/AIDS in the Municipality
9. Inadequate and irregular supply of premix fuel
10. Lack of investors to revamp abandoned fish ponds at Atakyedo
11. High cost of fishing gears and outboard motors
12. Lack of fish landing bay/facilities
13. Inadequate cold storage facilities
14. Use of unapproved fishing methods e.g. dynamites/explosives and lighting
15. Encroachment of water bodies, including Ramsar Site
16. Destruction of nets by foreign fishing trawlers and strong ocean currents.
17. The use of unapproved fishing nets especially (lagoon fishing) which depletes fish stock
18. Lack of irrigation facilities
19. Low use of improved technologies and practices in agric products
20. High post-harvest losses
21. Low level of interest and motivation of youth to venture into Agriculture

22. Misuse/application of agro-chemicals
23. Inadequate credit facilities for livestock production
24. Unreliable rainfall pattern
25. Inadequate and untimely release of funds for agriculture activities prior to farming seasons
26. There are more visually impaired (42%) in the disability category in the Municipality

Policy Interventions

1. Provide disability friendly facilities at all public and private buildings to facilitate movement of PWDs in the Municipality.
2. Provide financial support for PWDs to enable them to be economically active
3. Provide teaching and learning aids for public basic specialized institutions
4. Encourage parents to enroll children with disabilities in schools
5. Provide scholarships for students with disabilities in all levels of higher learning.
6. Ensure Policy Advocacy and Enabling Environment.
7. Co-ordination and management of Decentralized Response.
8. Prevention and Behavioural Change Communication
9. Prevent the incidence of HIV/AIDs
10. Ensure adequate availability of HIV/AIDs medications/treatment
11. Educate citizens to attend all health facilities in the Municipality.
12. Private health facilities should be encouraged to engage professional health practitioners.
13. Community-Let Total Sanitation (CLTS) education should be scaled out to cover all communities.
14. Implement and sustain Campaign for Accelerated Reduction of Maternal Mortality in Africa (CARMMA) Project in the Municipality to reduce Maternal Mortality

CHAPTER TWO

DEVELOPMENT ISSUES

2.0 Introduction

This chapter presents the various development priorities of the Municipality under each of the five development dimensions of Agenda for Jobs, 2018-2021. In order to achieve a meaningful developmental progress there was a need to appreciate the prevailing developmental challenges, prioritize them through broad stakeholders analysis aimed at meeting the needs and aspirations of the target population. It is in this light that, the Municipality development issues and priorities were identified through socio-economic survey, institutional, and key informant interview and problem identification workshops were organized in all the four zonal in the Municipality to solicit their views, suggestions and contributions to serve as the plan baseline input. These issues have been documented and subsequent analysis made to determine their inter-relationship.

On the basis of the identified developmental problems, aspirations and issues resulting from the general overview and assessment, prevailing conditions, previous performance analysis as well as the themes and objectives of the Medium Term Development Policy Framework, these common sectorial gaps has been identified to serve as a guide in the Municipality developmental challenges.

2.1 HEALTH

The Health sector of the Municipality although has chalked many successes in terms of quality health services still faces problems that hinder their smooth operation. These include:

- Inadequate equipment and logistics for quality health delivery
- Inadequate residential accommodation for staff
- Inadequate medical personnel at the community clinics
- High prevalence rate of Malaria,
- Operation of unlicensed chemical sellers and drug pedlars
- High prevalence rate of HIV.

2.2 Educational Needs

The major problems faced by the educational sector are listed below:

- Inadequate classroom blocks and libraries for studies
- Schools under trees still persist in the system, especially at the kindergarten level.
- Insufficient accommodation for teachers and office staff
- Inadequate text books, Teaching and Learning Materials (TLM)
- The need to provide more dormitories, laboratory blocks, hostels and libraries for second cycle schools in the Municipality
- Inadequate furniture for pupils
- Low teacher motivation
- Parental/Guardian irresponsibility's.

2.3 KEY ENVIRONMENTAL ISSUES

- Indiscriminate dumping of refuse especially around water bodies which leads to its pollution
- Frequent bush burning of both the savannah belt and the forest areas leading to loss of fertile lands
- Over grazing in certain parts by large numbers of cattle.
- Air pollution as a result of vehicular emission and dust intrusion from numerous feeder roads.

- Inadequate final dumping sites and waste containers in most parts of the Municipality
- Burning of wood for charcoal, especially in the rural communities.
- Seasonal floods at parts of Winneba.
- Long seasonal drought.
- Bush fires.

2.4 Infrastructure

- Some roads in the Municipality are in bad shape
- Uneven distribution of potable water in the rural communities
- Poor drainage system leading to flooding

- Inadequate hygienic household latrines
- Unequal distribution of electricity power in the Municipality
- Unreliable electric power supply (regular power fluctuation)

2.5 AGRICULTURE

- Inadequate credit facilities for farmers in the Municipality
- Farm tracks and roads leading to most farms in the Municipality are in bad shape
- High post-harvest losses
- Environment degradation as a result of bush fires, lumbering and others
- Inadequate supply of farm inputs to farmer
- Inadequate storage facilities leading to low pricing of farm produce
- Poor marketing systems and structures
- Nonexistence of irrigational facilities
- Inadequate extension services supplied to farmers in the Municipality.
- Unreliable supply of pre-mix fuel
- Inadequate fish storage facilities

2.6 Rural Enterprise And Private Sector Development

- Poorly organized rural enterprises in the Municipality
- Inadequate machines for production purposes
- Limited credit facilities for small scale enterprises in the Municipality
- Poor marketing linkages for small and medium scale enterprises in the Municipality
- Poor and inadequate market facilities
- High literacy rate.

2.7 Analysis of Community/ Town and Area Council Needs and Aspirations

The needs and aspirations of the people of Effutu Municipality were compiled through field visits to sample communities' views and dialogue with opinion leaders, Assembly members, Zonal Council members and staff of the Councils in the Municipality. The outcomes of the data gathered were ranked

based on the perceptions of the representatives of the Councils. The output is presented on the table below.

2.8 Prioritized Issues

Observations

Three out of the four Zonal councils pointed out that drainage and employment are the critical challenges confronting their very existence, whilst the rural communities under Essuekyir zonal council made a case for clinic and employment as their major challenges. It is not out of place for the urban centres not to bother about the existence of health facilities because they can boast of two public and three private hospitals and other health facilities. Poor drainage facilities remain a huge challenge for the urban centres leading to seasonal flooding in most parts of the municipality. It is therefore imperative for the municipality to redirect its attention for the provision of health facilities in Winneba-rural. One common challenge running through all the four Zonal councils is lack of employment affecting the lives of the people which needed immediate attention. Non-existence of employment opportunities continue to remain a mirage over the years in the country leading to increase number of graduate and non-graduate unemployment with its accompanying agitation. The municipality is eager to take advantage of conducive environment created by government and its policies in the areas of one Municipalone factory, planting for food and jobs creation, planting for jobs and investment, one constituency one million dollar and Zongo Development Fund. The municipality is more than ready to partner with both indigenous and foreign partners in the form of Public Private Partnership (PPP) arrangement to set up industries to open up job opportunities for the teeming unemployment. Talks are far advance with Chinese Business Consortium to set up large scale industries and businesses in the municipality to support governments' agenda of job creation and to reduce the incidence of unemployment. This will also help to curb rural-urban migration and youth unemployment. The Municipality in its quest to combat water problem is in close contact with Ghana Water Company Limited to extend water supply to new settlements and unsupplied rural communities.

Summary of Key Development Issues

Various diagnostic fora organized at the Zonal councils have been compiled as a summary of key developmental issues affecting the Municipality from the perspectives of community members, Council members and staff, departments, private sector operators, NGOs/CSOs and other stakeholders. The list of issues is presented in the table below.

Table 2.1 SUMMARY OF KEY DEVELOPMENT ISSUES OF GSGDA II

MTDPF PILLARS	DEVELOPMENT ISSUES
Ensuring and sustaining Macro-Economic stability	<ul style="list-style-type: none"> • Poor development of tourist centres • Lack of light industrial centres • Poor formation and growth of small and medium enterprise (SMEs) • Inadequate access to credit for productive activities eg agro-processing, salt mining, SMEs <ul style="list-style-type: none"> • Low revenue base <p>Inadequate market centres</p> <p>Lack credit facilities</p> <p>Poorly organized rural enterprises in the Municipality</p> <p>Poorly organized SBAs/rural enterprises in the Municipality</p> <p>Lack of industries and artisan village</p> <p>Poor saving habit for small scale businesses</p> <p>Inadequate machines for production purposes</p> <p>Poor marketing linkages for small and medium scale enterprises in the Municipality</p> <p>Poor and inadequate market facilities</p> <p>High literacy rate especially among the feminine groups</p> <p>Low employable skills.</p> <p>unfairly distribution of development projects</p> <p>low level of community participation in government policies and programmes</p> <p>low recovery rate of loans</p>

	<ul style="list-style-type: none"> •
Human development, productivity and employment	<ul style="list-style-type: none"> • Poor water supply system • High rate of youth unemployment • Low retention rate of trained teachers • High rate of teenage pregnancy • High illiteracy rate • Inadequate access to education in the Municipality (pre-school, Basic, JSS, SSS, Vocational and Technical) • inadequate access to quality health services • Lack of employable skills for the youth
Transparent and Accountable Governance	<ul style="list-style-type: none"> • Weak sub-Municipality structures • Poor parental care • Inadequate capacity of departments of the DA to function effectively • Child trafficking and child labour • Land and chieftaincy dispute • Apathy on part of the citizenry
Enhancing competitiveness of Ghana private sector	<p>High rate of land disputes</p> <p>Poor marketing linkages for small and medium scale enterprises in the Municipality</p> <p>Poor and inadequate market facilities</p> <p>High literacy rate especially among the feminine groups</p> <p>Low employable skills.</p> <p>unfairly distribution of development projects</p> <p>low level of community participation in government policies and programmes</p> <p>low recovery rate of loans</p>
Accelerated Agricultural modernization and agro-	<p>Inadequate credit facilities for farmers in the Municipality</p> <p>Farm tracks and roads leading to most farms in the Municipality are in bad shape</p>

<p>based industrial development</p>	<p>High post-harvest losses Inadequate farm machinery Lack of farm inputs supply and subsidy Environment degradation as a result of bush fires, lumbering and others Inadequate supply of farm inputs to farmer Inadequate storage facilities leading to low pricing of farm produce Poor marketing systems and structures Non existence of irrigational facilities Inadequate extension services support to farmers in the Municipality. Unreliable supply of pre-mix fuel Inadequate fish storage facilities Poor environmental conditions in communities Deforestation and environmental degradation due to indiscriminate felling of trees for wood fuels</p>
<p>Infrastructure and human settlement</p>	<p>Most of the roads in the Municipality are in bad shape Inadequate road network to link other communities. Inadequate hygienic household latrines Unreliable/unequal electric power supply in the Municipality Poor water supply system in the major towns including the Municipality capital. Lack of staff accommodation.</p>

A short-list of issues from the analysis of needs and aspirations of the communities and Councils was compiled and harmonized with emerging issues from the Municipality departments, private sector operators in the Municipality and gaps identified from the performance review of the Municipality in the implementation of the previous plan. The outcomes were subjected to further analyses using a set of criteria. These include various impact on poverty reduction in the Municipality, generate growth in

the Municipality, strong linkage with other sectors of the local economy and environmentally sustainable.

Based on the set of criteria above, the stakeholders prioritized issues identified from the communities and Town/Area Councils, Municipality departments, private sector operators, and analysis of the space economy, environmental concerns, civil society groups/NGOs and a host of others. The outcome of the analyses is harmonized development issues categorized under the five thematic areas development policy framework, namely; Private Sector Competitiveness, Human Resource Development and Good Governance and Civic Responsibility.

Harmonisation of Community needs and aspirations with Identified Development Problems/Issues from review of performance review

No	Community needs and aspirations	Identified key development issues	SCORE
1	Construction of drains	Inadequate drainage / Poor drainage systems within the Municipality	2
2	Road rehabilitation	Most of the roads in the Municipality are in bad shape	2
3	Employment/Job creation (Ceramics)	Lack of jobs for the youth	2
4	Educational support (Scholarships)	Inadequate support for brilliant but needy students and special needs students	2
5	Construction of public Toilets	Inadequate places of convenience	2
6	Provision of refuse containers	Poor sanitation service delivery	2
7	Construction of Hospitals	Low pace of CHPS zone expansion in the rural areas	2
8	Market rehabilitations	Lack of fish landing facilities	2
9	Provision of street lights	Inadequate street lighting	2
10	Expansion of pipe borne water	Inadequate water supply	2
11	Fish farming	Lack of investors for revamping abandoned fish ponds at Atekyedo	2
12	Poultry farming	Inadequate credit facilities for livestock production	2
13	Expansion of electricity	Inadequate electricity at the rural areas	2
14	Provision of security	Low police to citizen ratio	2
15	Construction of Teachers' quarters	Inadequate support for brilliant but needy students and special needs students	2
16	Support for vegetable farmers	Inadequate and untimely release of funds for agriculture	2
17	Construction of community Library/ ICT	Inadequate libraries within the Municipality	2
18	Construction of KGs	Inadequate Educational infrastructure for KGs	1
	Total score		35/18=1.99

Table 2.2: Identified Development Issues under GSGDA II and Agenda for Jobs

GSGDA II :2014-2017		AGENDA FOR JOBS: 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENTIONS	ISSUES
Ensuring and sustaining Macro-Economic stability	<ul style="list-style-type: none"> • Poor development of tourist centres • Lack of light industrial centres • Poor formation and growth of small and medium enterprise (SMEs) • Inadequate access to credit for productive activities e.g. agro-processing, salt mining, SMEs 	<p>Economic Development</p>	<ul style="list-style-type: none"> • Underdeveloped salt potential of the Municipality • Undeveloped tourism potentials in the Municipality • Poor transfer of technology to generate growth in productive sectors of the municipal economy • Great number of youth without employable skills (in agro-processing, Alternative Livelihood Programmes, fishing industry, salt production, tourism etc.) • Poorly organized rural enterprises in the Municipality • Inadequate machines for production purposes • Poor marketing linkages for small and medium scale enterprises in the Municipality • Poor and inadequate market facilities

<p>Human development, productivity and employment</p>	<ul style="list-style-type: none"> ● Poor environmental conditions in communities ● Poor water supply system ● High rate of youth unemployment ● Low retention rate of trained teachers ● High rate of teenage pregnancy ● High illiteracy rate ● Inadequate access to education in the Municipality (pre-school, Basic, JSS, SSS, Vocational and Technical) ● inadequate access to quality health services 	<p>Social Development</p>	<ul style="list-style-type: none"> ● Great number of youth without employable ● Child trafficking and child labour ● Inadequate access to education in the Municipality (pre-school, Basic, JSS, SSS, Vocational and Technical) ● High fertility rate with its attendant large family sizes ● Migration of the youth to urban centres ● Seasonal nature of fishing and crop farming ● Prevalence of teenage pregnancy ● High incidence of HIV/AIDS ● Chieftaincy and land disputes ● Dilapidated school structures ● Inadequate classroom blocks and libraries for studies
<p>Transparent and Accountable Governance</p>	<ul style="list-style-type: none"> ● Weak sub-Municipality structures ● Poor parental care 	<p>Governance, Corruption and Public Accountability</p>	<ol style="list-style-type: none"> 1. Inadequate awareness of community members on developmental issues, policies of the MA 2. Poor participation of the citizenry in decision making, planning and implementation of activities of the MA

	<ul style="list-style-type: none"> • Inadequate capacity of departments of the DA to function effectively • Child trafficking and child labour • Land and chieftaincy dispute • Apathy on part of the citizenry 		<ol style="list-style-type: none"> 3. Weak sub-Municipality structures 4. Chieftaincy and land disputes 5. High crime rate at certain spots 6. Apathy on the part of the citizenry.
Enhancing competitiveness of Ghana's private sector	<ul style="list-style-type: none"> • Low revenue base • Inadequate market centres • Lack of employable skills for the youth • Poor saving habit for small scale businesses • High rate of land disputes • Lack of industries and artisan village • Lack credit facilities • Poorly organized rural enterprises in the Municipality 	Economic Development	<ul style="list-style-type: none"> • Underdeveloped salt potential of the Municipality • Undeveloped tourism potentials in the Municipality • Poor transfer of technology to generate growth in productive sectors of the municipal economy • Great number of youth without employable skills (in agro-processing, Alternative Livelihood Programmes, fishing industry, salt production, tourism etc.) • Poorly organized rural enterprises in the Municipality • Inadequate machines for production purposes • Poor marketing linkages for small and medium scale enterprises in the Municipality • Poor and inadequate market facilities

<p>Accelerated Agricultural modernization and agro-based industrial development</p>	<ul style="list-style-type: none"> • Inadequate credit facilities for farmers in the Municipality • Farm tracks and roads leading to most farms in the Municipality are in bad shape • High post-harvest losses • Inadequate farm machinery • Lack of farm inputs supply and subsidy • Environment degradation as a result of bush fires, lumbering and others • Inadequate supply of farm inputs to farmer • Inadequate storage facilities leading to low pricing of farm produce • Poor marketing systems and structures 	<p>Environment, Infrastructure and human settlement</p>	<ol style="list-style-type: none"> 1. Inadequate access to credit for productive activities e.g. agro-processing, horticultural crop production for export 2. Inadequate cold storage facilities 3. 4. Indiscriminate dumping of refuse especially around water bodies which leads to its pollution 5. Frequent bush burning leading to loss of fertile lands 6. Over grazing in certain parts of the Municipality by large numbers of cattle. 7. Air pollution as a result of vehicular emission and dust intrusion from numerous feeder roads. 8. Inadequate final dumping sites and waste containers in some parts of the Municipality 9. Seasonal floods 10. Long seasonal drought.

	<ul style="list-style-type: none"> • Non-existence of irrigational facilities • Inadequate extension services support to farmers in the Municipality. • Unreliable supply of pre-mix fuel • Inadequate fish storage facilities 		<ol style="list-style-type: none"> 11. Uneven distribution of potable water in the Municipality 12. Inadequate hygienic household latrines 13. Inadequate farm tracks and roads leading to most farms in the Municipality are in bad shape 14. High post-harvest losses 15. Environment degradation as a result of bush fires, lumbering and others 16. Inadequate supply of farm inputs to farmer 17. Inadequate storage facilities leading to low pricing of farm produce 18. Poor marketing systems and structures 19. Non-existence of irrigational facilities 20. Inadequate extension services support to farmers in the Municipality
Infrastructure and human settlement	<ul style="list-style-type: none"> • Most of the roads in the Municipality are in bad shape 	Environment, Infrastructure and human settlement	<ol style="list-style-type: none"> 1. 2. Inadequate classroom blocks and libraries for studies

	<ul style="list-style-type: none"> • Inadequate road network to link other communities. • Inadequate hygienic household latrines • Unreliable/unequal electric power supply in the Municipality • Poor water supply system in the major towns including the Municipality capital. • Lack of staff accommodation. 		<ul style="list-style-type: none"> • Most of the roads in the Municipality are in bad shape • Inadequate road network to link other communities. • Inadequate hygienic household latrines • Unreliable/unequal electric power supply in the Municipality • Inadequate cold storage facilities • Poor water supply system in the major towns including the Municipality capital. <ol style="list-style-type: none"> 1. Lack of staff accommodation
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Adopted Development Dimensions and Issues of MTDP of the Municipality

S/N	DMTDP DIMENSIONS	ADOPTED ISSUES
1.	Economic Development	<ol style="list-style-type: none"> 1. Slow economic growth 2. Revenue under performance due to leakages and loopholes, among others 3. Narrow tax base 4. Weak expenditure management and budgetary controls 5. High and unsustainable public-sector wage bill 6. Increasing public debt 7. Increasing government budget deficits 8. Weak link between the medium-term policies/plans and the budget 9. Decline of non-traditional exports 10. Limited availability and accessibility of economic data 11. Limited number of skilled industrial manpower 12. Lack of contiguous land for large scale industrial development 13. Distressed but viable industries 14. Severe poverty and underdevelopment among peri-urban and rural communities 15. Limited local participation in economic development 16. Inadequate access to affordable credit 17. Limited access to credit by SMEs 18. Predominant informal economy

		<ol style="list-style-type: none"> 19. Lack of legislation for consumer protection 20. Poor marketing systems 21. High cost of production inputs 22. Inadequate development of and investment in processing and value addition 23. Low application of technology especially among smallholder farmers leading to comparatively lower yields 24. Low level of irrigated agriculture 25. Seasonal variability in food supply and prices 26. Erratic rainfall patterns 27. Encroachment of designated irrigation sites 28. Ineffective gender and disability engagement in irrigation 29. High cost of conventional storage solutions for smallholder farmers 30. Lack of database on farmers 31. Inadequate agribusiness enterprise along the value chain
2.	Social Development	<ol style="list-style-type: none"> 1. Poor quality of education at all levels 2. Teacher absenteeism and low levels of commitment 3. Inadequate use of teacher-learner contact time in schools 4. Low participation in non-formal education 5. Low participation of females in learning of science, technology, engineering and mathematics 6. Inadequate and inequitable access to education for PWDs and people with special needs at all levels

		<ol style="list-style-type: none"> 7. Educational system focused on merely passing exams 8. Poor linkage between management processes and schools' operations 9. Gaps in physical access to quality health care 10. Inadequate emergency services 11. Poor quality of healthcare services 12. Unmet health needs of women and girls 13. Increased cost of healthcare delivery 14. Inadequate capacity to use health information for decision making at all levels 15. Inadequate and inequitable distribution of critical staff mix 16. Wide gaps in health service data 17. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 18. High stigmatization and discrimination of HIV and AIDs 19. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups 20. High incidence of HIV and AIDS among young persons 21. Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) 22. Prevalence of hunger in certain areas 23. Household food insecurity 24. Prevalence of micro and macro-nutritional deficiencies 25. Weak nutrition sensitive food production systems
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		<p>26. Infant and adult malnutrition</p> <p>27. Increased incidence of diet-related non-communicable diseases</p> <p>28. High fertility rate among adolescent</p> <p>29. Unmet need for adolescents and youth sexual and reproductive health services</p> <p>30. Inadequate coverage of reproductive health and family planning services</p> <p>31. Inadequate financial support for family planning programmes</p> <p>32. Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates</p> <p>33. Inadequate sexual education for young people</p> <p>34. Increasing trend of irregular and precarious migration</p> <p>35. Absence of relevant data on net migration in Ghana</p> <p>36. Brain drain and waste</p> <p>37. Growing economic disparities</p> <p>38. Increased barriers for regular migration</p> <p>39. Human trafficking</p> <p>40. Internal displaced persons</p> <p>41. Inappropriate management of freshwater resources</p> <p>42. Poor agricultural practices which affect water quality</p> <p>43. Surface mining, desertification,</p> <p>44. Negative impact of climate variability and change</p> <p>45. Widespread pollution of surface water</p> <p>46. Non-availability of reliable and comprehensive data</p>
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		<p>47.Improper protection and development of water resources</p> <p>48.Increasing demand for household water supply</p> <p>49.Inadequate maintenance of facilities</p>
3.	Environment, Infrastructure and Human Settlements	<ol style="list-style-type: none"> 1. Loss of forest cover 2. Poor demarcation of conservation areas 3. Encroachment of conservation areas 4. Inadequate capacity of relevant institutions 5. Increasing loss of endangered species 6. Illegal farming and harvesting of plantation timber Forest fires 7. Inadequate staff 8. -Weak enforcement of regulations 9. Insufficient logistics to maintain the boundaries of protected areas 10. Environmental degradation 11. Upsurge in illegal mining, otherwise known as “galamsey” 12. Destruction of forests and farmlands, 13. Pollution of water bodies 14. Weak enforcement of the relevant environmental and mining laws and regulations 15. Poor compensation to affected communities, 16. Unaccounted financial flows of mineral revenues 17. Increase in truancy, especially among school-going males in mineral-rich communities. 18. Threat to the peace, stability and socio-economic development of the country.

		<ol style="list-style-type: none"> 19. Worsened environmental pressures in both the coastal and marine zones. 20. Vulnerability of coastal zone to the impact of climate change 21. Potential rise in sea level resulting in wetland flooding, 22. Contamination of agricultural soil, loss of habitat, wiping away of entire communities 23. Improper disposal of solid and liquid waste 24. Inadequate engineered landfill sites and waste water treatment plants 25. Impact of plastic on terrestrial, aquatic and marine ecosystems 26. Improper management of E- waste 27. Concerns of air and noise pollution especially in urban areas 28. Incidence of acute respiratory illness caused by air pollution 29. Emissions from poorly maintained vehicles, 30. Ineffective enforcement of noise regulations also continues to be a problem 31. Weak collaboration between stakeholder institutions 32. Incidence of wildfire 33. Inappropriate farming practices 34. Indiscriminate use of weedicides 35. Over exploitation and inefficient use of forest resources 36. Illicit trade in forest and wildlife resources 37. Low economic and institutional capacity to adapt to climate change and undertake mitigation actions 38. Inadequate inclusion of gender and vulnerability issues in climate change actions 39. Inadequate institutional capacity to access global funds
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		<ul style="list-style-type: none"> 40. Vulnerability and variability to climate change 41. Loss of trees and vegetative cover 42. Degraded landscapes 43. Weak legal and policy frameworks for disaster prevention, preparedness and response 44. Poor quality and inadequate road transport network 45. Inadequate investment in road transport infrastructure provision and maintenance 46. Inefficiencies in the procurement, management and supervision of contracts 47. Rapid deterioration of roads 48. Weak enforcement of road traffic regulations 49. High incidence of road accidents 50. Poor quality ICT services 51. Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services 52. Inadequate ICT infrastructure across the country 53. Limited utilisation of relevant research outputs 54. Limited collaboration between public research institutions and businesses on product, service and process innovation 55. Over dependence on hydro generation sources 56. Low contribution of renewable energy in the generation mix 57. Low utilisation of bio-fuels for energy 58. High generation cost of renewable energy 59. High dependence on wood fuel
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		<ul style="list-style-type: none"> 60. Low utilisation of waste as an energy resource 61. Difficulty in the extension of grid electricity to remote rural and isolated communities 62. Poor coordination among state institutions 63. Lack of regulation of contractor conduct and performance 64. Poor management practices on construction sites 65. Proliferation of sub-standard construction materials and products 66. Poor safety, health and environmental management
4.	Governance, Corruption and public Accountability	<ul style="list-style-type: none"> . Relatively weak capacity of governance institutions 1. Ineffective sub- Municipal structures 2. Weak ownership and accountability of leadership at the local level 3. Poor service delivery at the local level 4. Weak capacity of local governance practitioners 5. Poor coordination in preparation and implementation of development plans 6. Poor linkage between planning and budgeting at national, regional and Municipal levels 7. Weak spatial planning capacity at the local level 8. Inadequate exploitation of local opportunities for economic growth and job creation 9. Limited capacity and opportunities for revenue mobilization 10. Limited implementation of fiscal decentralisation policy 1. Overlapping functions among public sector institutions 2.Limited modernization and the use of technology in public sector 3.Undue interference in the functioning of public sector institutions 4.Insufficient public service delivery

		<ul style="list-style-type: none"> 5. Poor work ethic 6. Lack of linkage between human resource planning and pay administration in the public service 7. Poor record keeping <ul style="list-style-type: none"> 1. Weak coordination of the development planning system 2. Ineffective monitoring and evaluation of implementation of development policies and plans 3. Inadequate financial resources <ul style="list-style-type: none"> 1. Weak collaboration among security agencies. 2. Weak relations between citizens and law enforcement agencies. 3. Low professionalism of the service
5.	Ghana and the International Community	<ul style="list-style-type: none"> Absence of clearly articulated policy and strategy for Ghana's engagement within the global community 2. Weak service delivery by missions 3. Politicization of appointments 4. Inability to attract the right staff mix 5. Inadequate training of staff 6. Lack of constant review of Ghana's foreign policy positions 7. Limited leverage of Ghanaian culture in the international arena 8. Threats of global terrorism

		<ol style="list-style-type: none">9. Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)10. Political instability globally11. Internal conflicts and contestation
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2.12. Potentials, Opportunities, Constraints and Challenges

The Municipality is abounded with opportunities and potentials but there are constraints and challenges that need to be overcome to enable the Municipality accelerate the pace of development.

The details of the potentials, opportunities, constraints and challenges (POCC) of the Municipality are presented under the thematic areas of the Medium-Term Development Policy Framework of 2018-2021 as follows:

Two major Opportunities that the Municipality can take advantage in the advancement of its development policy agenda are Oil and gas and the Land Use Planning and Management Project (LUPMP). Oil and gas industry offers a lot of opportunities for which the Municipality has to position itself in terms of building the human capital as well as related activities to tap into these numerous opportunities. The LUPMP seeks to implement Spatial Development Framework options in the Kasoa-Winneba corridor of which the Municipality is a beneficiary. Its implementation will promote discipline in land use and development management in the Municipality.

Summary of the vision for the Kasoa-Winneba Corridor under the SDF is that, support for Agriculture should continue to be the main priority while accepting the upsurge of urbanization. Thus, there is also a need to respond positively to further urban and industrial development, but with an equally strong emphasis on developing a ‘hi-tech’ and ‘green’ economy and environment.

The Kasoa – Winneba Corridor has a unique contribution to the progress of Ghana. The SDF will enable this potential to be better focused, and for all the participants to adopt and implement a spatial strategy which will optimize the opportunities.

2.10 Potentials, Opportunities, Constraints and Challenges Matrix

Table 2.3: Economic development

ADOPTED ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Uncoordinated local economic development activities	<ul style="list-style-type: none"> - Large informal sector - Availability tourist sights - Available Human Resource - Existence of Business Advisory Centre - Strategic location 	<ul style="list-style-type: none"> - Available Human resources - PPP - Existence of Ghana tourist board 	<ul style="list-style-type: none"> - Inadequate entrepreneurial skills - Lack of desire policy direction - Over reliance on sole proprietorship 	<ul style="list-style-type: none"> - Lack of funds and logistics
Undeveloped commercial sites e.g. markets, lorry stations	<ul style="list-style-type: none"> - Existence of undeveloped market - Existence of undeveloped lorry parks - Existence of undeveloped satellite markets - Increasing demand for goods and services (*high propensity to spend* e.g. student population) - Strategically located 	<ul style="list-style-type: none"> - Proximity to major market centres such as Accra, Swedru, Mankessim for ease of commodity flow - Good roads 	<ul style="list-style-type: none"> - Limited financial resources - Unfavourable land tenure systems - Uncoordinated business activities 	<ul style="list-style-type: none"> - Irregular and inadequate flow of funds - Existence of competing Markets e.g. Swedru, Accra, Mankessim, Kasoa - Land dispute - Unfavourable micro-economic indices e.g. exchange rate, inflation etc.
Unscientific valuation of properties	<ul style="list-style-type: none"> - Available commercial and residential properties - Easy identification, access and assessment of properties 	<ul style="list-style-type: none"> - Access to land valuation authority 	<ul style="list-style-type: none"> - Unrealistic market values of commercial and private properties - Inaccurate assessment of property rate and business fee/license - Delay in issuance of building permits 	<ul style="list-style-type: none"> - Over centralization of land valuation authority - High cost of property valuation

			<ul style="list-style-type: none"> - Unwillingness to acquire building permit - Inadequate education on building documentation and permit acquisition - Non classification of residential and commercial establishments - Lack of technical personnel 	
Low IGF Generation	<ul style="list-style-type: none"> - Existence of booming informal sector - Adequate revenue collectors - Existence of residential and commercial facilities - Existence of financial institutions 	<ul style="list-style-type: none"> - Existence of PPP arrangement - Existence of Utility services 	<ul style="list-style-type: none"> - Low motivated revenue collectors - Unwillingness on the part of the citizens to pay - Inadequate pay point - Inability to collect rates at night - Inadequate logistics - Poor debt and creditor management system - 	<ul style="list-style-type: none"> - Unfriendly business environment - Frequent interruption of power supply - High unemployment - High poverty rate
Inadequate revenue database	<ul style="list-style-type: none"> - Available skilled personnel - Available ICT facilities - Available office space 	<ul style="list-style-type: none"> - Available software - Available IT consultants 	<ul style="list-style-type: none"> - Unwillingness to accept new technologies - Difficulty in exciting detailed information for businesses 	<ul style="list-style-type: none"> - High cost of software - High cost of external IT consultancy services
Limited engagement of private sector	<ul style="list-style-type: none"> - Undeveloped leisure centres 	<ul style="list-style-type: none"> - Existing of Public Private Partnership Act. 	<ul style="list-style-type: none"> - Lack of Information 	<ul style="list-style-type: none"> - Low interest by private sector to partner with Assembly.

	<ul style="list-style-type: none"> - Huge Investment Potentials - Large estate development market - Undeveloped lorry parks 			<ul style="list-style-type: none"> - Limited identification of key investment opportunities
Absence of one-stop information center for Entrepreneurs	<ul style="list-style-type: none"> - Existence of SBAs and SBEs in the Municipality. - Strategic location of the Municipality to attract Investors. - Functional Committee (SPGE) representing the business community in the Assembly. 	<ul style="list-style-type: none"> - Proximity to the National Capital - Presence of Internet and Telephone facilities - Available electricity - Presence of Financial Institutions. 	<ul style="list-style-type: none"> - Inadequate office Accommodation. - Absence of NBSSI Offices. - Absence of organized labour in the informal sector - Inadequate database on the composition of the Informal sector. 	<ul style="list-style-type: none"> - Large number of unskilled labour force - Lack of funding
Ineffective and inefficient billing system	<ul style="list-style-type: none"> - Available ICT infrastructure - Available skilled personnel - Willingness and awareness of rate payers to pay - High literacy level of the Municipality - On-going street naming and property addressing systems 	<ul style="list-style-type: none"> - Engage PPP - Existence of government street naming policy 	<ul style="list-style-type: none"> - Slow process of capturing addresses - Untimely distribution of bills - Difficulty in enforcing payment of defaulters - High default rate - Weak feedback mechanism 	<ul style="list-style-type: none"> - Lack of national identification system - Poor addressing system
Inefficient revenue administration systems	<ul style="list-style-type: none"> - Full complement of management staffs 	<ul style="list-style-type: none"> - Constant availability of value books for MLGRD 	<ul style="list-style-type: none"> - Inadequate supervision and monitoring 	<ul style="list-style-type: none"> -

	<ul style="list-style-type: none"> - Available bank and financial institution - Existence of gazzetted fees - Availability of value books 	<ul style="list-style-type: none"> - Sister-Municipalnetwork collaboration 	<ul style="list-style-type: none"> - Role conflict in revenue collection - High recurrent expenditure against capital expenditure 	
Lack of Tourism Products and Tourism Infrastructure	<ul style="list-style-type: none"> - The existence of beaches and Hotels. - Celebration of Traditional Festivals. - Existence of Bird sanctuary at Muni Lagoon. - Existence of traditional Shrine sites. 	<ul style="list-style-type: none"> - Existence of wetland (e.g. Ramsar site) - Nearness to the International Airport - First class road linking Accra and Winneba - Existence of Zoil to clean up Beaches. 	<ul style="list-style-type: none"> - Undeveloped tourist Sites - Poor sanitation along the beaches 	<ul style="list-style-type: none"> - Lack of funding for Tourism development - High cost hotel charges - Lack of Tourism Information centres.
High level of unemployment	<ul style="list-style-type: none"> - Existence of large labour Force. - Suitable coast line for the development of salt industry. - Availability of arable Lands located in the neighboring Districts e.g. Agona and Gomoa East - N.V.T.I presence for the training of youth 	<ul style="list-style-type: none"> - Policy on youth employment in the Municipality (NYEP) exists. - Existence of MASLOC in the Municipality. - Arable lands for crop and vegetable cultivation 	<ul style="list-style-type: none"> - Lack of data base on the unemployed - Limited job opportunities 	<ul style="list-style-type: none"> - Large number of youth without appropriate skills. - Inadequate skilled training centres and Models - Lack of funding for the establishment of Skilled training Centres.

Table 2.6: Environment, Infrastructure and Human Settlement

ISSUES/PROBLEMS	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate Drainage system (e.g. lack of storm drains)	<ul style="list-style-type: none"> - Availability of good road network. - The sea serving as the outfall for the primary drains. 	<ul style="list-style-type: none"> - Existence of Hydrological Department in the Region - Government support for road construction and rehabilitation. 	<ul style="list-style-type: none"> - Poor outfall for final discharge of run-off water into the sea at the lagoon. 	<ul style="list-style-type: none"> - Inadequate funds from Central Government.
Inadequate sanitation service delivery system.	<ul style="list-style-type: none"> - Availability of Manpower. - Existence of Private Waste Management Companies (e.g. Zoomlion, Zoil). 	<ul style="list-style-type: none"> - Existence of Multinational Development Agencies (e.g. DANIDA, GTZ). 	<ul style="list-style-type: none"> - Unwillingness to incur cost on sanitation services by the public. - Poor planning for Sanitation management by stakeholders. 	<ul style="list-style-type: none"> - Inadequate logistical support by the Central Government.
Haphazard infrastructure development	<ul style="list-style-type: none"> - Existence of Town and Country Planning Department, - Existence of Functional Statutory Planning Committee. 	<ul style="list-style-type: none"> - Existence of Land Use Planning & Management Project (LUPMP) & LAP - Existence of Land Title - Registration Office. 	<ul style="list-style-type: none"> - Chieftaincy disputes - Indiscipline on the part of developers. - Land litigation - Poor institutional coordination for administration 	<ul style="list-style-type: none"> - Lack of funding for the preparation of land schemes - Inter boundary dispute.
Inadequate transport infrastructure	<ul style="list-style-type: none"> - Existence of base map - Availability of Grader 	<ul style="list-style-type: none"> - Existence of MiDA's Land Title Registration Project/LAP 	<ul style="list-style-type: none"> - Encroachment on roads layouts by Private developers 	<ul style="list-style-type: none"> - Absence of department of urban roads in the Municipality.

	<ul style="list-style-type: none"> - Availability of Technical expertise 	<ul style="list-style-type: none"> - Existence of Government Institutions and Agencies (e.g. Highways, Feeder Roads) 	<ul style="list-style-type: none"> - Inadequate funding to Retrace and construct proposed roads. 	<ul style="list-style-type: none"> - Inadequate funding for road construction
Low level of interest and motivation of youth in Agriculture	<ul style="list-style-type: none"> - Availability of arable land. - Availability of technical know-how, - Availability of inputs, 	<ul style="list-style-type: none"> - Existence MOFA, MIDA, - Availability of funds - Existence of block forming project - Existence of youth in Agric programme 	<ul style="list-style-type: none"> - Chieftaincy disputes - Inadequate capital - Low prices for agric products - High cost of inputs - Low incomes of farmers 	<ul style="list-style-type: none"> - Lack of irrigation dumps and Facilities - Politicization of agric production - Lack of investors' interest in Agriculture Sector
Lack of irrigation facilities	<ul style="list-style-type: none"> - Abundant water bodies - Availability of arable lands - Existence of Extension Officers. - Existence of work force. 	<ul style="list-style-type: none"> - Available irrigation pumps and sprinklers - Support from MOFA, , and Investors 	<ul style="list-style-type: none"> - Inadequate local Capital. - Chieftaincy disputes - Land litigation. 	<ul style="list-style-type: none"> - Drying of water bodies - Inadequate capital support for irrigation project - Land litigation.
Inadequate storage facilities (e.g. crips, cold stores etc.)	<ul style="list-style-type: none"> - Availability of land, building materials, labour, electricity 	<ul style="list-style-type: none"> - Existence of DACF, MOFA, - Support from investors. 	<ul style="list-style-type: none"> - Chieftaincy disputes - Inadequate local capital 	<ul style="list-style-type: none"> - Land disputes

	<ul style="list-style-type: none"> - Availability of Seed Company. 			<ul style="list-style-type: none"> - Inadequate and untimely release of DACF, Donor funds etc.
Lack of landing sites	<ul style="list-style-type: none"> - Availability of site. - Availability of Building materials and labour. 	<ul style="list-style-type: none"> - Existence of Fisheries Commission - Support from Investors - Government commitment to the fishing sector. 	<ul style="list-style-type: none"> - Land dispute 	<ul style="list-style-type: none"> - Land disputes - Lack of commitment from Government. - Inadequate funding for the sector.
Inadequate capital for aqua culture	<ul style="list-style-type: none"> - Availability of land - Availability of Fresh Water bodies. - Availability of Technical Staff - Availability of Market, local capital 	<ul style="list-style-type: none"> - Existence of Investors - Existence of MOFA and Fisheries Commission - Availability of hatchery. - Availability of export market. 	<ul style="list-style-type: none"> - Low income of farmers - lack of local capital, low prices of fish - Lack of storage facilities 	<ul style="list-style-type: none"> - Land disputes - Lack of investors - Inadequate support from government agencies - High cost of inputs.
Unreliable rainfall pattern.	<ul style="list-style-type: none"> - Availability of farm land - Availability of Water bodies for irrigation system. 	<ul style="list-style-type: none"> - Rain harvest for Irrigation. - Available water bodies for dams 	<ul style="list-style-type: none"> - Lack of facilities for rain harvest and irrigation 	<ul style="list-style-type: none"> - Poor rainfall distribution - Irregular rainfall pattern - Unsuitable soil type.
Unploughable Agricultural lands (e.g. rocky land, stumps)	<ul style="list-style-type: none"> - Availability of lands, - Availability of tractors, 	<ul style="list-style-type: none"> - Availability of bulldozers and caterpillars, 	<ul style="list-style-type: none"> - Chieftaincy disputes - Lack of local capital 	<ul style="list-style-type: none"> - Land disputes - Low Investment in Agriculture

	<ul style="list-style-type: none"> - Availability of technical Staff. (MOFA) 	<ul style="list-style-type: none"> - Availability of DACF, MOFA, MiDA, Investors - Government commitment to Agric mechanization. 	<ul style="list-style-type: none"> - Rocky lands, large stumps and clayey soils 	
Inadequate capital for poultry production	<ul style="list-style-type: none"> - Existence of Investors. - Availability of land. - Availability of Technical skills. - Availability of local market and capital. - Availability of consumer preference 	<ul style="list-style-type: none"> - Existence of Investors. - Existence of MOFA. - Availability of Hatchery. - Existence of Export market. - High import Taxes on imported poultry products - Existence of Pomadze Poultry Farm (under divestiture). 	<ul style="list-style-type: none"> - Chieftaincy disputes - Lack of local capital - Lack of storage facilities - High Cost of inputs - Low income of farmers 	<ul style="list-style-type: none"> - Lack of investors - Inadequate support from government agencies - Existence of Competitive Markets.
Inadequate and untimely release of credit facilities for Agriculture	<ul style="list-style-type: none"> - Availability of financial Institutions. - Availability of Credit unions micro financial institutions. 	<ul style="list-style-type: none"> - Existence of MASLOC, MiDA, MOFA, SIF 	<ul style="list-style-type: none"> - High loan default rate - High rate of Poverty - Misapplication of credit - Institutional weakness in loan administration. 	<ul style="list-style-type: none"> - Politicization of credit facilities - Untimely release of credit - high interest rate

Social Development

ISSUES/PROBLEMS	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate Educational infrastructure	<ul style="list-style-type: none"> - Availability of land. - Availability of labour - Availability of Children of School going age. 	<ul style="list-style-type: none"> - Willingness of UEW to provide school infrastructure - Existence of NGOs, CBOs and Philanthropists. 	<ul style="list-style-type: none"> - Inadequate funds - Lack of maintenance of school infrastructure - Encroachment of school lands. 	<ul style="list-style-type: none"> - Land disputes - Inadequate office accommodation for GES. - Irregular and untimely release of funds from Development Partners (DPs) and Central Government. - Lack of access for People With Disabilities (PWDs).
Inadequate human resource with the requisite skill-mix	<ul style="list-style-type: none"> - Existence of health Infrastructure. - Existence of middle level staff for further training. 	<ul style="list-style-type: none"> - Proximity to Accra (Strategic location) - Construction of modern hospital complex. 	<ul style="list-style-type: none"> - Inadequate funds to sponsor existing staff for further training. - Inadequate accommodation for Health Staff. - Inadequate health specialized units. 	<ul style="list-style-type: none"> - Inadequate Funds. - Lack of motivation - Unwillingness of staff to accept posting to the Municipality.

			<ul style="list-style-type: none"> - Inadequate accommodation for health personnel. - Inadequate equipment. 	
Low enrolment rate along the fishing and rural communities	<ul style="list-style-type: none"> - Existence of school Infrastructure. - Available school lands for infrastructural development - Available trained teachers - Existence of UEW - Available Sponsorship for teacher trainees. 	<ul style="list-style-type: none"> - Existence of School Feeding Programme. - Existence of Capitation grant - Available and adequate Trained Teachers - Government policy on Compulsory kindergarten (KG) attendance. - Existence of NGOs and CBOs (e.g. PLAN Ghana and Challenging Height). - Existence of philanthropists. 	<ul style="list-style-type: none"> - Inadequate school Infrastructure. - Inadequate teaching and learning Materials (e.g. Core textbook) - High absenteeism of teachers during instruction hours. - Nonfunctioning of SMC - Weak institutional arrangement for school feeding programme in the Municipality. - Poor attitude of parents towards 	<ul style="list-style-type: none"> - untimely and inadequate release of capitation grant - Non-inclusion of school feeding programme at JHS level affecting retention rate.

		<ul style="list-style-type: none"> - Willingness of trained teachers accepting postings to the Municipality. - Existence of Development Partners (e.g. EU/CBRDP) - Existence of DACF and GETFUND. 	<p>education (not adhering to the FCUBE)</p> <ul style="list-style-type: none"> - Poor attendance to PTA meetings. 	
Lack of ICT and Library facilities in schools	<ul style="list-style-type: none"> - Availability of human Resource - Availability of textbooks - Existence of University Libraries. - Availability of land - Availability of library books 	<ul style="list-style-type: none"> - Existence of NGOs, CBOs, FBOs and philanthropists. - Availability of ICT training centres - Willingness of NGOs, CBOs, FBOs and philanthropists to donate library books and computers. 	<ul style="list-style-type: none"> - Insecure school compounds - Land disputes - Inadequate Funding - Absence of library personnel - Non availability of Electricity in schools. - Pilfering of books - Lack of reading culture. 	<ul style="list-style-type: none"> - High knowledge gap of Pupils. - High cyber fraud (Sakawa) - Use of old school Infrastructure Drawings infrastructure designs.

<p>Low patronage of Non-Formal Education Programme</p>	<ul style="list-style-type: none"> - Existence of Non-Formal Education Division - Availability of Non-Formal Education Centres 	<ul style="list-style-type: none"> - Free tuition - Improved communication skills - Existence of training facilities 	<ul style="list-style-type: none"> - Inadequate learning centres at the community. - Inadequate public knowledge in Non-formal education division - Lack of self-motivation 	<ul style="list-style-type: none"> - High adult illiterate population - Inadequate Funding - Inadequate Logistics - Family responsibilities. - Absenteeism
<p>Unfriendly infrastructure for People With Disabilities (PWDs).</p>	<ul style="list-style-type: none"> - Existence of personnel who can design facilities for PWDs. - Existence of technical personnel - Existence of public infrastructures 	<ul style="list-style-type: none"> - Existence of personnel to teach the PWDs. - Existence of NGOs, CBOs, FBOs and philanthropist - Existence of special allowances for PWDs. 	<ul style="list-style-type: none"> - Lack of disability facilities in schools and public places. - Discrimination towards PWDs. 	<ul style="list-style-type: none"> - Cultural practices that work against PWDs - Limited employment opportunities - Religious beliefs
<p>Poor attitude of people towards the environment</p>	<ul style="list-style-type: none"> - Existence of mass communication facilities (e.g. community radios.) - Existence of Environmental Science Personnel 	<ul style="list-style-type: none"> - Existence of Waste Management Company (e.g. Zoomlion, Zoil) - Existence of tree planting programmes. 	<ul style="list-style-type: none"> - Destruction of vegetation. - Improper waste disposal. - Indiscriminate sand winning. 	<ul style="list-style-type: none"> - Inadequate technical personnel. - Poor enforcement of environmental laws and regulations. - High Pollution of water bodies

	<ul style="list-style-type: none"> - Existence of waste management facility. - Availability of expertise to undertake educational programmes on environmental issues. 	<ul style="list-style-type: none"> - Existence of Government Institutions and Agencies. 	<ul style="list-style-type: none"> - Inadequate funding for waste management. 	
Inadequate public cemetery sites	<ul style="list-style-type: none"> - Availability of land - Availability of technical personnel. 	<ul style="list-style-type: none"> - Existence of laws that enjoy Assemblies to own and manage public cemeteries. 	<ul style="list-style-type: none"> - Land dispute - Inadequate Funds for the development of public cemetery 	<ul style="list-style-type: none"> - Inadequate Funds. - Chieftaincy dispute. - Boundary dispute
Limited water distribution network system	<ul style="list-style-type: none"> - Existence of water treatment Plant - Availability of water bodies 	<ul style="list-style-type: none"> - Existence of development partners (e.g. DANIDA, GTZ etc). - Existence of Government. Agencies and Institutions. 	<ul style="list-style-type: none"> - Inadequate funds - Frequent busting of water lines due to old network 	<p>Inadequate funds for extension of distribution Network.</p> <p>Inadequate funds for Water Company.</p> <p>Improper Infrastructure development.</p>
High level of child trafficking and child labour.	<ul style="list-style-type: none"> - Existence of NGOs, CBOs and FBOs - Availability of orphanages 	<ul style="list-style-type: none"> - Existence of Capitation Grant, School Feeding and free School uniforms. - Existence of National 	<ul style="list-style-type: none"> - High Poverty levels. - Ignorance among community members. - Child trafficking and labour 	<ul style="list-style-type: none"> - Inadequate social Workers. - Inadequate Funds to combat child trafficking - Low enforcement of Laws on Child trafficking.

	<ul style="list-style-type: none"> - Existence of community radios for mass education. 	<ul style="list-style-type: none"> - Youth Employment Programme - Existence of laws on child trafficking and labour. 		
High TB defaulter rate	<ul style="list-style-type: none"> - Existence of community radio stations. - Existence of Expertise. - Existence of Health facilities. 	<ul style="list-style-type: none"> - Availability of Funds - Availability of Logistics - Existence of Expertise 	<ul style="list-style-type: none"> - High level of Stigmatization. - Non-compliance to medications. - Socio-cultural Belief 	<ul style="list-style-type: none"> - High level of Stigmatization - Inadequate Funds
Inadequate support for HIV/AIDS prevention activities/intervention in the municipality	<ul style="list-style-type: none"> - Existence of expertise - Existence of community radio stations 	<ul style="list-style-type: none"> - Policy of free treatment - Existence of in-service training - Availability of funds - Existence of NGO/CBO etc 	<ul style="list-style-type: none"> - Existence of stigmatization and discrimination - Inadequate funding 	<ul style="list-style-type: none"> - Inadequate fundings - Lack of funds
Increasing incidence of communicable and non communicable diseases	<ul style="list-style-type: none"> - Availability of Health facilities. - Logistics available. - Existence of community radio stations. - Existence of expertise. 	<ul style="list-style-type: none"> - Existence of Logistics - Existence of in service training. - Policy of free treatment - Availability of funds. 	<ul style="list-style-type: none"> - Poor personal attitudes - Poor sanitation - Existence of stigmatization and discrimination 	<ul style="list-style-type: none"> - Inadequate Funds - Inadequate Logistics - Increase taste for foreign and junk food

	<ul style="list-style-type: none"> - Existence of Community Health Nursing Training School 		<ul style="list-style-type: none"> - Poor health seeking behavior in inhabitants 	
Inadequate places of convenience.	<ul style="list-style-type: none"> - Availability of land. - Availability of expertise - Availability of labour - Availability of building materials. - Existence of bye-laws. - Availability of funds 	<ul style="list-style-type: none"> - Existence of National policy and laws. - Existence of Agencies. - Availability of funds 	<ul style="list-style-type: none"> - Reluctance by landlords/ladies low level of law enforcement and bye laws. 	<ul style="list-style-type: none"> - Inadequate information on appropriate Technology
Poor quality of care in both public and private health facilities.	<ul style="list-style-type: none"> - Availability of Health facilities. - Existence of training programmes - Existence of health Professionals 	<ul style="list-style-type: none"> - Training - Availability of funds - Existence of Health Institutions. - Existence of protocols 	<ul style="list-style-type: none"> - Innate attitude of health Staff. - Inadequate Funds. - Inadequate Logistics 	<ul style="list-style-type: none"> - Inadequate Funds - Inadequate Logistics - Inadequate monitoring and supervision activities
Inadequate community level surveillance of communicable diseases	<ul style="list-style-type: none"> - Existence of community based surveillance volunteers 	<ul style="list-style-type: none"> - Existence of spiritual/healing camps 	<ul style="list-style-type: none"> - Lack of funds - Low voluntarism spirit among 	<ul style="list-style-type: none"> - Lack of funds - Inadequate community support

	<ul style="list-style-type: none"> - Availability of Expertise - Favorable community system 	<ul style="list-style-type: none"> - Existence of in service training system 	<ul style="list-style-type: none"> community members 	<ul style="list-style-type: none"> - Lack of support from other organizations e.g. NGOs FBOs and CBOs
High Malaria OPD cases in the Municipality	<ul style="list-style-type: none"> - Existence of Health facilities 	<ul style="list-style-type: none"> - Support from NGOs to provide mosquito nets 	<ul style="list-style-type: none"> - Poor environmental sanitation - Unwillingness of people to sleep under treated mosquito nets 	<ul style="list-style-type: none"> - Loss of man hours due to high incidence of malaria cases.
High drop-out /low coverage on expanded programme on immunization	<ul style="list-style-type: none"> - Availability of Health facilities. - Availability of Expertise - Availability of Logistics 	<ul style="list-style-type: none"> - Existence of National Policy. - Existence of Expertise - Existence of Logistics - Existence of Funds. 	<ul style="list-style-type: none"> - Social beliefs that interfere with health care. - High Poverty levels 	<ul style="list-style-type: none"> - Inadequate Expertise - Inadequate funds - Inadequate support from community systems
Low Intermittent Preventive Treatment (IPT3)	<ul style="list-style-type: none"> - Availability of Health facilities. - Availability of Expertise - Availability of Logistics 	<ul style="list-style-type: none"> - Existence of National Policy. - Existence of Expertise - Existence of Logistic 	<ul style="list-style-type: none"> - Social beliefs that interfere with health care. - High Poverty levels 	<ul style="list-style-type: none"> - Inadequate Expertise
Inadequate number of critical human resource with requisite skills e.g. midwives, doctors	<ul style="list-style-type: none"> - Existence of health facilities - Existence of community health Nurses training school 	<ul style="list-style-type: none"> - Support from Municipal Assembly - Existence of National Policies 	<ul style="list-style-type: none"> - High cost of training - Unwillingness of health authorities to release staff for training 	<ul style="list-style-type: none"> - Lack of funds - Lack of financial support from authorities

	<ul style="list-style-type: none"> - Municipal Assembly support 			
Low family planning acceptor rates in the municipality	<ul style="list-style-type: none"> - Existence of health facilities - Availability of Expertise - Existence of community Health Nursing Training school - Availability of family planning commodities 	<ul style="list-style-type: none"> - Availability of private pharmacy and chemical sellers - Existence of NGO, FBOs on CBOs 	<ul style="list-style-type: none"> - Inadequate spousal support for family planning - Availability of other family planning commodities in the market 	<ul style="list-style-type: none"> - Cost of family planning products - Proximity to health facilities - Inadequate supply of family planning commodities

Corruption, Governance and Public Accountability

ISSUES/PROBLEMS	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Inadequate office and residential accommodation for health	<ul style="list-style-type: none"> - Existence of full complement of Departments - Availability of Raw materials (e.g. sand and stone) land - Availability of governments lands - Availability of public servants. - Availability of skill labour and technical men. 	<ul style="list-style-type: none"> - Access to Architects - Engineers from Cape Coast - Existence of private developers 	<ul style="list-style-type: none"> - Land litigation - Inadequate funds. - Inadequate/weak relationship with private estate developers 	<ul style="list-style-type: none"> - High cost and unpredictable prices of building materials - Inadequate and untimely release of GoG/Donor funds.
Weak administrative Monitory and Evaluation mechanism	<ul style="list-style-type: none"> - Full complements of Department and Agencies - Available office accommodation - Available skilled personnel - Full complement of Municipal Planning and Co-ordinating Unit (MPCU) 	<ul style="list-style-type: none"> - Existence of Decentralization policy - Existence of policy on Civil and Local Government Service 	<ul style="list-style-type: none"> - Inadequate vehicle - Inadequate and untimely release of funds - Inadequate monitoring and evaluation logistics 	<ul style="list-style-type: none"> - Inadequate and untimely release of funds for Monitoring and Evaluation programme

<p>Inadequate office equipment/logistics/supplies for effective Health delivery in the Municipal E.g. computers, printers, internet etc</p>	<ul style="list-style-type: none"> - Full complements of units under the directorate - Availability of skilled personnel 	<ul style="list-style-type: none"> - Existence of NGOs - Existence of health facilities - Availability of IGF from the health facilities 	<ul style="list-style-type: none"> - Lack of financial support from GoG - Lack of administrative will 	<ul style="list-style-type: none"> - Inadequate support from the Regional Health Directorate - Low IGF from the Health Facilities
<p>Low participation of women in governance</p>	<ul style="list-style-type: none"> - Large population of women. - A lot of women with basic education background - Existence of women organization within communities and churches - Existence of NGOs, CBOs and FBOs. - Existence of Assembly sub-committee for Women and Children 	<ul style="list-style-type: none"> - Existence of government Institution. - Policy on girl child. - Existence of Non-Formal Education. - Existence of government policy on women in Government. 	<ul style="list-style-type: none"> - Inadequate funds - Lack of confidence in women seeing themselves as leaders. - Socio cultural roles of women 	<ul style="list-style-type: none"> - Developmental challenge facing the girl child as she grows through adolescence - Inadequate sponsorship schemes. - Discrimination against women. - Existence of religious beliefs. - Existence of socio cultural practices
<p>High level of ignorance among the citizens in the Municipality on government policies and programmes</p>	<ul style="list-style-type: none"> - NCCE personnel available in the municipality to be used for education 	<ul style="list-style-type: none"> - Availability of the mass media e.g. Radio stations 	<ul style="list-style-type: none"> - Lack of logistics. - Chieftaincy dispute. - High level of Apathy 	<ul style="list-style-type: none"> - Inadequate funding. - Absence of International

	<ul style="list-style-type: none"> - Information Service Department available to complement public education - Existence of political parties and organization groups. - Existence of government Institutions and Agencies. 	<ul style="list-style-type: none"> - Existence of the University. - Availability of funds - Existence of government - Institution and Agencies. 	<ul style="list-style-type: none"> - Low level of revenue mobilization - Inadequate accommodation. 	<p>NGOs in the Municipality for sensitization education</p> <ul style="list-style-type: none"> - Untimely release of DACF.
Low level of Revenue Mobilization	<ul style="list-style-type: none"> - Available Revenue staff - Existence revenue source (e.g. Hotels, Bars, hostels, housing estates, markets) - Weekly market days 	<ul style="list-style-type: none"> - Existence of Valuation division - Existence of Telecommunication Companies - Existence of Estate developers 	<ul style="list-style-type: none"> - Unwillingness of public to pay tax - Weak institutional arrangement in Revenue Collection - Low remuneration of Revenue staff - Ungazzated bye-laws - Low literacy rate of Revenue staff - Inadequate database on Tax Payers 	<ul style="list-style-type: none"> - Low caliber of revenue staff - Unvalued properties

<p>Poor liaison role between Assembly Members and the Electorates</p>	<ul style="list-style-type: none"> - Existence of government Institution and Agencies (e.g. NCCE) - Literate Assembly Members. - The compact nature of the municipality (i.e. closeness of communities). - Availability of information Service and Non-Formal Education Units. 	<ul style="list-style-type: none"> - Availability of Information Van for public announcement and education. - Existence of community radios. 	<ul style="list-style-type: none"> - Dormant Unit Committees. - Absence of Remuneration for Assembly Members. - Inadequate funding. - Low participation and apathy of citizenry in local Governance. 	<ul style="list-style-type: none"> - Inadequate ex-gratia for Assembly Members. - Unattractive condition of service for the Assembly Members. - No supervision of the Assembly Members to make them accountable to the people.
<p>High child trafficking/children in worse form of child labour</p>	<ul style="list-style-type: none"> - Presence of women and children's desk at the Municipal Assembly - Existence of Social Welfare, CHRAJ, (DOVSU) and police - Law enforcement agencies - Existence of NGO (Challenging Heights) 	<ul style="list-style-type: none"> - Children's Act - International NGOs e.g. UNICEF - Retention of children in School - Existence of Orphanage (Rafiki in Gyahadze) 	<ul style="list-style-type: none"> - Increasing number of broken homes - Single parenthood and female heading households - Ignorance on the effect of child abuse. - Corporal punishment in schools 	<ul style="list-style-type: none"> - Inadequate Logistical support from the Central government. - Irresponsible parenting

<p>High incidence of poverty level in the Municipality.</p>	<ul style="list-style-type: none"> - Existence of sea for Fishing. - Existence of arable land for Farming. - Existence of agriculture - Extension Officers - Existence of educational institutions 	<ul style="list-style-type: none"> - Availability of ready markets. - Existence of Financial Institutions and Credit Unions to offer credit facilities. - Employment avenues - Existence of government interventions. 	<ul style="list-style-type: none"> - Ignorance - Unwillingness of the youth to go into Agriculture and other employment avenues - Low prices agric products - Inadequate storage facilities. - High cost of inputs. - Poor attitude towards work 	<ul style="list-style-type: none"> - High expenditure on Funerals - High loan defaulter rate - Difficulty in access to Credit. - Inadequate fund poverty for reduction interventions. - Insecurity in Agriculture
<p>High neglect of children</p>	<ul style="list-style-type: none"> - Existence of Orphanages - Existence of NGOs CBOs, FBOs (e.g. Challenging Heights) - Existence of Government Institutions. 	<ul style="list-style-type: none"> - Existence of Children's' Act - Existence of NGOs and other stakeholders. 	<ul style="list-style-type: none"> - Poor family planning practices - High Poverty levels. - Ignorance on the effect of the neglect of children. - High rate of teenage Pregnancy - Parental Irresponsibility - Non-Enforcement of child right laws 	<ul style="list-style-type: none"> - Full enforcement of the FCUBE - Inadequate logistics - Inadequate funding

Ghana and the International Community

ISSUES/PROBLEMS	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Limited leverage of Ghanaian culture in the international arena	<ul style="list-style-type: none"> - Existence of sister city relationship. - Large number of Winneba citizens in the diaspora - Availability of assembly's website. 	<ul style="list-style-type: none"> - Celebration of colourful and most populous annual Aboakyir festival - Existence of internationally acclaimed Winneba Youth Choir - Annual display of group masquerades. 	<ul style="list-style-type: none"> - Lack funding to support various groups. 	<ul style="list-style-type: none"> - Chieftaincy disputes. - Internal conflict among two Asafo Aboakyir group
Threats of global terrorism	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Existence of police and staff training school - Strong collaboration among security agencies 	<ul style="list-style-type: none"> - Lack of funds to support security agencies. - Weak security control and checks at our borders 	<ul style="list-style-type: none"> - Non-existence of modern gadgets to track terrorist - Inadequate logistical support by the Central Government. - Influx of Fulani's and foreigners
Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)	<ul style="list-style-type: none"> - Existence of migration service in the municipality 	<ul style="list-style-type: none"> - Existence of police and staff training school - Strong collaboration among security agencies 	<ul style="list-style-type: none"> - Lack of funds to support security agencies. - Weak security control and checks at our borders 	<ul style="list-style-type: none"> - Non-existence of modern gadgets to track terrorist - Inadequate logistical support by the Central Government. - Influx of Fulani's and foreigners
Underutilization of opportunities to	<ul style="list-style-type: none"> - Existence of sister city relationship 	<ul style="list-style-type: none"> - Existence of Ghana missions abroad - Celebration of annual 	<ul style="list-style-type: none"> - Low collaboration between local political heads and missions. 	<ul style="list-style-type: none"> - Chieftaincy dispute - Conflict among participating asafo groups

promote regional and international relations	<ul style="list-style-type: none"> - Availability of foreign missions - Availability of Technical expertise 	<ul style="list-style-type: none"> - Existence of Government Institutions and Agencies (e.g. Highways, Feeder Roads) 		
Limited participation of local authorities in international affairs	<ul style="list-style-type: none"> - Existence of sister city relationship - Availability of foreign missions - Availability of Technical expertise 	<ul style="list-style-type: none"> - Existence of Ghana missions abroad - Celebration of annual - Existence of Government Institutions and Agencies (e.g. Ministry of Foreign Affairs) 	<ul style="list-style-type: none"> - Poor networking by local authorities - Low collaboration between local political heads and missions. 	<ul style="list-style-type: none"> - Chieftaincy dispute - Conflict among participating asafo groups
Limited participation by the diaspora in development	<ul style="list-style-type: none"> - Existence of sister city relationship - Availability of foreign missions - Availability of Technical expertise 	<ul style="list-style-type: none"> - Functional assembly's website - Existence of Ghana missions abroad - Celebration of annual - Existence of Government Institutions and Agencies (e.g. Highways, Feeder Roads) 	<ul style="list-style-type: none"> - Lack of engagement of citizens in the diaspora - Low collaboration between local political heads and missions. 	<ul style="list-style-type: none"> - Non-existence of advertisement to market potentials of the municipality - Chieftaincy dispute - Conflict among participating asafo groups

Summary of POCC Analyses

1. Lack of irrigation facilities can be addressed by tapping or damming Ntakorfam and Ayensu streams to support vegetable growers and ensure all year farming in the Municipality.
2. Inadequate storage facilities could be overcome by constructing storage facilities
3. There is the need to construct landing site to support fishing industry in the municipality.
4. Unreliable rainfall pattern –There are enough water bodies in the Municipality that can solve the unreliable rainfall pattern problem through dredging and damming.
5. The unploughable agriculture lands can be addressed through the use of modern technologies.
6. Inadequate capital for aquaculture can be addressed by linking farmers to credit institutions.
7. Inadequate capital for poultry production can be addressed capacity building and credit facilities.
8. Inadequate and irregular supply of premix fuel can be address through strengthening the existing institutional arrangements.
9. High cost of fishing gears and outboard motors can be address through strengthening the existing institutions.
10. Low level of interest and motivation of the youth in Agriculture can be solved whipping up their interest in agriculture.
11. The use of unapproved fishing methods can be addressed through enforcement of existing regulations/bye-law

Prioritize POCC Analysis

Upon subjecting the identified developmental challenges, aspirations and issues to POCC analysis, as well as the themes and objectives of the Medium Term Development Policy Framework, this section provides the various developmental strategies of the Municipality under each of the five pillars of the Medium Term Development Policy Framework as well as the difference specific sectors constituting the themes.

2.11 Sustainable prioritized issues as categorized under themes and goals

Economic Development

Strategic Goal	Sub- Goal	Focus Areas	Adopted sustainable prioritised issues
Build a prosperous society	Accelerate economic growth	<ol style="list-style-type: none"> 1. Strong and resilient economy 2. Strong and resilient economy 3. Private Sector Development 4. Agriculture and Rural Development 5. Fisheries and Aquaculture Development 6. Tourism and Creative Arts Development 	<ol style="list-style-type: none"> 1. Slow economic growth 2. Revenue under performance due to leakages and loopholes, among others 3. Narrow tax base 4. Weak expenditure management and budgetary controls 5. High and unsustainable public-sector wage bill 6. Increasing public debt 7. Weak link between the medium-term policies/plans and the budget 8. Decline of non-traditional exports 9. Limited availability and accessibility of economic data 10. Limited number of skilled industrial manpower 11. Distressed but viable industries 12. Severe poverty and underdevelopment among peri-urban and rural communities 13. Limited local participation in economic development 14. Inadequate access to affordable credit 15. Limited access to credit by SMEs 16. Poor marketing systems 17. High cost of production inputs 18. Inadequate development of and investment in processing and value addition 19. Low application of technology especially among smallholder farmers leading to comparatively lower yields

			<ul style="list-style-type: none"> 20. Low level of irrigated agriculture 21. Seasonal variability in food supply and prices 22. Erratic rainfall patterns 23. Encroachment of designated irrigation sites 24. High cost of conventional storage solutions for smallholder farmers 25. Lack of database on farmers 26. Inadequate agribusiness enterprise along the value chain 27. Lack of youth interest in agriculture 28. Lack of credit for agriculture 29. Inadequate access to land for agriculture production 30. Low level of husbandry practices, 31. Low productivity and poor handling of livestock/ poultry products 32. Weak extension services delivery 33. Low levels of private sector investment in aquaculture (small-medium scale producers) 34. High cost of aquaculture inputs 35. Over-exploitation of fisheries resources 36. Weak involvement of communities in fisheries resource management 37. Poor tourism infrastructure and Service 38. Low skills development 39. Unreliable utilities
SOCIAL DEVELOPMENT			
Create Opportunities For All	Increase social services for all manner of people	<ul style="list-style-type: none"> 1. Education and Training 2. Health and Health Services 	<ul style="list-style-type: none"> 1. Poor quality of education at all levels 2. Teacher absenteeism and low levels of commitment 3. Inadequate use of teacher-learner contact time in schools

		<ol style="list-style-type: none"> 3. Food and Nutrition Security 4. Population Management 5. Water and Sanitation 6. Poverty and Inequality 7. Child and Family Welfare 8. The Aged 9. Gender Equality 10. Social Protection 11. Disability and Development 12. Employment and Decent Work 13. Youth Development 14. Sports and Recreation 	<ol style="list-style-type: none"> 4. Low participation in non-formal education 5. Low participation of females in learning of science, technology, engineering and mathematics 6. Inadequate and inequitable access to education for PWDs and people with special needs at all levels 7. Educational system focused on merely passing exams 8. Poor linkage between management processes and schools' operations 9. Gaps in physical access to quality health care 10. Poor quality of healthcare services 11. Unmet health needs of women and girls 12. Increased cost of healthcare delivery 13. Inadequate capacity to use health information for decision making at all levels 14. Wide gaps in health service data 15. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 16. High stigmatization and discrimination of HIV and AIDs 17. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups 18. High incidence of HIV and AIDS among young persons 19. Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms) 21. Prevalence of hunger in certain areas 20. Household food insecurity 21. Prevalence of micro and macro-nutritional deficiencies 22. Weak nutrition sensitive food production systems 23. Infant and adult malnutrition
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			<ul style="list-style-type: none"> 24. Increased incidence of diet-related non-communicable diseases 25. High fertility rate among adolescent 26. Unmet need for adolescents and youth sexual and reproductive health services 27. Inadequate coverage of reproductive health and family planning services 28. Inadequate financial support for family planning programmes 29. Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates 30. Inadequate sexual education for young people 31. 34. Increasing trend of irregular and precarious migration 32. 35. Absence of relevant data on net migration in Ghana 33. Brain drain and waste 34. Growing economic disparities 35. Increased barriers for regular migration 36. Human trafficking 37. Internal displaced persons 38. Inappropriate management of freshwater resources 39. Poor agricultural practices which affect water quality 40. Negative impact of climate variability and change 41. Non-availability of reliable and comprehensive data 42. Improper protection and development of water resources 43. Increasing demand for household water supply 44. Inadequate maintenance of facilities 45. Unsustainable construction of boreholes and wells 46. River bank encroachment 47. Inadequate access to water services in urban areas
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			<p>48. Poor quality of drinking water</p> <p>54. Poor collection, treatment and discharge of municipal and industrial wastewater.</p> <p>49. Frequent outbreak of oral-faecal diseases (eg cholera and typhoid)</p> <p>50. Occurrence of wastewater flooding</p> <p>51. Presence of faecal matter on urban agricultural produce</p> <p>52. Low levels of material for re-use and recycling</p> <p>53. High prevalence of open defecation</p> <p>54. High user fee for sanitation services</p> <p>55. Poor sanitation and waste management</p> <p>56. Unsustainability of sanitation and health services</p> <p>57. Low level of investment in sanitation sector</p> <p>58. Poor hygiene practices</p> <p>59. .Inadequate policy and institutional coordination and harmonization in sanitation and hygiene services delivery</p> <p>60. Poor planning and implementation of sanitation plans</p> <p>61. Unequal spatial distribution of the benefits of growth</p> <p>62. 68.Rising inequality among socio-economic groups and between geographical areas</p> <p>63. Lack of policies to cater for children in specific conditions such as child trafficking, “streetism”, and child online protection</p> <p>64. Ineffective inter-sectoral coordination of child protection and family welfare</p> <p>65. Poor quality of services for children and families</p> <p>66. Weak capacity of caregivers</p>
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			<ul style="list-style-type: none"> 67. Limited coverage of social protection programmes targeting children 68. Limited opportunity for the aged to contribute to national development 69. Inadequate care for the aged 70. Lack of gender-sensitivity in addressing the needs of the aged 71. Unfavourable socio-cultural environment for gender equality 72. Gender disparities in access to economic opportunities 73. Weak social protection systems 74. Inadequate and limited coverage of social protection programmes for vulnerable groups 75. Ineffective coordination of social protection interventions 76. Negative perceptions and attitudes towards PWDs 77. Ignorance of PWDs personal rights 78. High unemployment rate amongst PWDs 79. Perceived low levels of skills and education of persons with disabilities 80. Low participation of Persons with disability in decision making 81. Lack of physical access to public and private structures for PWDs 82. Inadequate of education on accessibility standards 83. Inadequate support for special education for PWDs 84. Absence of special learning aids for PWDs 85. Limited access to education among PWDs 86. Low self-esteem and self-confidence among PWDs
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			<p>87. Poor living conditions of PWDs</p> <p>88. Lack of reliable employment and labour data for policy decision-making, monitoring and evaluation</p> <p>89. High levels of unemployment and under-employment amongst the youth</p> <p>90. Mismatch between training and the needs of the labour market</p> <p>91. Increasing incidence of casualization of employment</p> <p>92. High disability unemployment</p> <p>93. High exploitation of labour</p> <p>94. Inadequate infrastructure and services for the informal sector</p> <p>95. Poor documentation on the informal sector</p> <p>96. Low levels of technical and vocational skills</p> <p>97. Lack of entrepreneurial skills for self-employment</p> <p>98. Inadequate apprenticeship opportunities</p> <p>99. Little opportunity to renew and upgrade skills and technology</p> <p>100. Limited opportunities for youth involvement in national development</p> <p>101. Youth unemployment and underemployment among rural and urban youth</p> <p>102. Youth engaged in hazardous environmental practices</p> <p>103. Lack of effective participation of the youth in politics and electoral process</p> <p>104. High incidence of violence and crime</p>
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			<p>105. Limited respect of the rights of youths</p> <p>106. Lack youth patriotism and volunteerism among the youth</p> <p>107. Inadequate and poor sports infrastructure</p> <p>108. Inappropriate and poor maintenance of sporting and recreational facilities</p> <p>109. Lack of provision for sports and recreational needs in the development of communities</p> <p>110. Encroachment on designated sports and recreational lands</p> <p>111. Absence of disability, child and aged friendly facilities</p> <p>112. Limited community level sports and recreational activities</p> <p>113. Low participation of Persons With Disabilities (PWDs) in sports</p> <p>114. Declining interest in locally organized sports by general public</p> <p>115. Weak institutions for marketing and promotion of locally organized sports</p> <p>116. Weak public private sector collaboration in sports development</p>
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS			
Safeguard the natural environment and ensure a resilient built environment	Protecting our natural built	<p>1. Protected Areas</p> <p>2. Mineral Extraction</p> <p>3. Coastal and Marine Area Erosion</p> <p>4. Environmental Pollution</p>	<p>1. Loss of forest cover</p> <p>2. Poor demarcation of conservation areas</p> <p>3. Encroachment of conservation areas</p> <p>4. Inadequate capacity of relevant institutions</p> <p>5. Increasing loss of endangered species</p> <p>6. Illegal farming and harvesting of plantation timber Forest fires</p> <p>7. Inadequate staff</p>

		<p>5. Deforestation, Desertification and Soil Erosion</p> <p>6. Climate Variability and Change</p> <p>7. Disaster Management</p> <p>8. Transport Infrastructure, Road, Rail, Water and Air</p> <p>9. Information Communication Technology (ICT)</p> <p>10. Science, Technology and Innovation</p> <p>11. Energy and Petroleum</p> <p>12. Construction Industry Development</p> <p>13. Drainage and Flood Control</p> <p>14. Infrastructure Maintenance</p> <p>15. Land Administration and Management</p>	<p>8. -Weak enforcement of regulations</p> <p>9. Insufficient logistics to maintain the boundaries of protected areas</p> <p>10. Environmental degradation</p> <p>11. Destruction of forests and farmlands,</p> <p>12. Pollution of water bodies</p> <p>13. Weak enforcement of the relevant environmental and mining laws and regulations</p> <p>14. Poor compensation to affected communities,</p> <p>15. Threat to the peace, stability and socio-economic development of the country.</p> <p>16. Worsened environmental pressures in both the coastal and marine zones.</p> <p>17. Vulnerability of coastal zone to the impact of climate change</p> <p>18. Potential rise in sea level resulting in wetland flooding,</p> <p>19. Contamination of agricultural soil, loss of habitat, wiping away of entire communities</p> <p>20. Improper disposal of solid and liquid waste</p> <p>21. Inadequate engineered landfill sites and waste water treatment plants</p> <p>22. Impact of plastic on terrestrial, aquatic and marine ecosystems</p> <p>23. Improper management of E- waste</p> <p>24. Concerns of air and noise pollution especially in urban areas</p> <p>25. Incidence of acute respiratory illness caused by air pollution</p> <p>26. Emissions from poorly maintained vehicles,</p>
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		<p>16. Human Settlements and Housing</p> <p>17. Rural Development</p> <p>18. Urban Development</p> <p>19. Zongo's and Inner Cities Development</p>	<p>27. Ineffective enforcement of noise regulations also continues to be a problem</p> <p>28. Weak collaboration between stakeholder institutions</p> <p>29. Incidence of wildfire</p> <p>30. Inappropriate farming practices</p> <p>31. Indiscriminate use of weedicides</p> <p>32. Over exploitation and inefficient use of forest resources</p> <p>33. Illicit trade in forest and wildlife resources</p> <p>34. Low economic and institutional capacity to adapt to climate change and undertake mitigation actions</p> <p>35. Inadequate inclusion of gender and vulnerability issues in climate change actions</p> <p>36. Inadequate institutional capacity to access global funds</p> <p>37. Vulnerability and variability to climate change</p> <p>38. Loss of trees and vegetative cover</p> <p>39. Degraded landscapes</p> <p>40. Weak legal and policy frameworks for disaster prevention, preparedness and response</p> <p>41. Poor quality and inadequate road transport network</p> <p>42. Inadequate investment in road transport infrastructure provision and maintenance</p> <p>43. Inefficiencies in the procurement, management and supervision of contracts</p> <p>44. Rapid deterioration of roads</p> <p>45. Weak enforcement of road traffic regulations</p> <p>46. High incidence of road accidents</p> <p>47. Poor quality ICT services</p>
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			<p>48. Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services</p> <p>49. Inadequate ICT infrastructure across the country</p> <p>50. Limited utilization of relevant research outputs</p> <p>51. Limited collaboration between public research institutions and businesses on product, service and process innovation</p> <p>52. Over dependence on hydro generation sources</p> <p>53. Low contribution of renewable energy in the generation mix</p> <p>54. Low utilization of bio-fuels for energy</p> <p>55. High generation cost of renewable energy</p> <p>56. High dependence on wood fuel</p> <p>57. Low utilization of waste as an energy resource</p> <p>58. Difficulty in the extension of grid electricity to remote rural and isolated communities</p> <p>59. Poor coordination among state institutions</p> <p>60. Lack of regulation of contractor conduct and performance</p> <p>61. Poor management practices on construction sites</p> <p>62. Proliferation of sub-standard construction materials and products</p> <p>63. Poor safety, health and environmental management practices at construction sites</p> <p>64. Recurrent incidence of flooding</p> <p>65. Poor waste disposal practices</p> <p>66. Poor drainage system</p> <p>67. Silting and choking of drains</p> <p>68. Uncovered drains</p> <p>69. Poor landscaping</p>
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			<p>70. Poor and inadequate maintenance of infrastructure</p> <p>71. Protracted Land disputes</p> <p>72. Indiscipline in the purchase and sale of land</p> <p>73. Disparities in access to infrastructure and service provision between urban and rural settlements</p> <p>74. Weak enforcement of planning and building regulations</p> <p>75. Inadequate spatial plans for regions and MMDAs</p> <p>76. Inadequate human and institutional capacities for land use planning</p> <p>77. Scattered and unplanned human settlements</p> <p>78. Inadequate incentives and capacity for private sector involvement in housing delivery</p> <p>79. High rate of rural-urban migration</p> <p>80. Poor and inadequate rural infrastructure and services</p> <p>81. Unregulated exploitation of rural economic resources</p> <p>82. Wide digital divide between urban and rural dwellers</p> <p>83. Poor infrastructure to catalyze agriculture modernization and rural development</p> <p>84. Congestion and overcrowding in urban areas</p> <p>85. Urban sprawl</p> <p>86. Growth of slums</p> <p>87. Urban concentration in coastal zone</p> <p>88. Rapid urbanization, resulting in urban sprawl</p> <p>89. Proliferation of slums</p> <p>90. Deteriorating conditions in slums</p> <p>91. Weak enforcement of legal frameworks to tackle slum development</p>
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			92. Limited investments in social programmes for Zongo's and inner cities
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY			
	Hold public responsible and accountable in an open governance	<ol style="list-style-type: none"> 1. Democratic Governance 2. Local Government and Decentralization 3. Public Institutional Reform 4. Public Policy Management 5. Human Security and Public Safety 6. Corruption and Economic Crimes 7. Law and Order 8. Civil Society, and Civic Engagement 9. Attitudinal Change and Patriotism 10. Development Communication 11. Culture for National Development 	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance institutions 2. Ineffective sub- Municipal structures 3. Weak ownership and accountability of leadership at the local level 3. Poor service delivery at the local level 4. Weak capacity of local governance practitioners 5. Poor coordination in preparation and implementation of development plans 6. Poor linkage between planning and budgeting at national, regional and Municipal levels 7. Weak spatial planning capacity at the local level 8. Inadequate exploitation of local opportunities for economic growth and job creation 9. Limited capacity and opportunities for revenue mobilization 10. Limited implementation of fiscal decentralization policy 11. . Overlapping functions among public sector institutions 12. Limited modernization and the use of technology in public sector 13. Undue interference in the functioning of public sector institutions 14. Insufficient public service delivery 15. Poor work ethic 16. Lack of linkage between human resource planning and pay administration in the public service 17. Poor record keeping

			<p>18. Weak coordination of the development planning system</p> <p>19. Ineffective monitoring and evaluation of implementation of development policies and plans</p> <p>20. Inadequate financial resources</p> <p>21. Weak collaboration among security agencies.</p> <p>22. weak relations between citizens and law enforcement agencies.</p> <p>23. Low professionalism of the service</p> <p>24. Weak monitoring and regulation of private security firms</p> <p>25. Overcrowding in custodial facilities and inadequate rehabilitation centres</p> <p>26. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)</p> <p>27. Incidence of narcotic trafficking, abuse of drug and psychotropic substances</p> <p>28. Inadequate community and citizen involvement in public safety</p> <p>29. High rate of recidivism</p> <p>30. High perception of corruption among public office holders and citizenry</p> <p>31. Low transparency and accountability of public institutions</p> <p>32. Misappropriation of funds by public office holders</p> <p>33. Abuse of discretionary powers</p> <p>34. Perceived corruption of the legal system</p> <p>35. Poor documentation and record keeping</p> <p>36. Abuse of human rights by security personnel</p>
GHANA AND THE INTERNATIONAL COMMUNITY			

		International Relations	<ol style="list-style-type: none"> 1. Relatively weak capacity of governance institutions 2. Ineffective sub- Municipal structures 3. Weak ownership and accountability of leadership at the local level 4. Poor service delivery at the local level 5. Limited implementation of fiscal decentralization policy 6. Limited modernization and the use of technology in public sector 7. Undue interference in the functioning of public sector institutions 8. Insufficient public service delivery 9. Poor record keeping
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CHAPTER THREE

3.0 MUNICIPAL DEVELOPMENT PROJECTIONS, ADOPTED GOALS, POLICY OBJECTIVES AND STRATEGIES

3.1 Key Development projections in the Municipality

The Municipality Medium Term Development Policy Framework has been prepared to:

- a. Ensure accelerated and sustainable economic growth
- b. **A continued focus on Agriculture and Fishing to provide food and jobs:** both traditional/subsistence and capital intensive that was the basis for the MTDP 2014-2017.
- c. **regularize and provide infrastructure for new settlements, and encouraging industries:** the proximity to Accra and with Kasoa seen as a “choked” town, Winneba has the comparative advantage to be the hub of industrial activities.
- d. **A focus on the creation of a green and eco-tourist and to adopt climate change adaptive strategies.** These would be done by protecting the natural environment and encouraging tourist facilities, hi-tech parks, educational and other conforming institutions to be located in the area.
- e. Promotion of gender equity, protection and empowerment of the vulnerable and excluded
- f. Promote participation in decision making and implementation

Medium-Term Development Goal

The goal of the Municipality is to improve quality of life of the people through accelerated access to quality education and health care delivery systems, vigorous expansion of social, economic and security infrastructure and activities, as well as improve agricultural production in the context of a sound and sustainable environmental management practices within a broader grassroots participation in decision making in the development planning and implementation process.

The broad strategic goal of the MTDPF is therefore anchored on the following thematic areas:

- i. Economic development
- ii. Social development
- iii. Environment, infrastructure and human settlements
- iv. Governance, corruption and public accountability
- v. Ghana and the international community

Objectives and Strategies of the MTDPF 2018-2021

Objectives

The Municipal Assembly has outlined objectives and strategies to achieve the goal as adopted in the thematic areas of the MTDPF under the Long-Term National Development Policy Framework (LTNDPF, 2018-2057)

3.2 Matrices: Medium-Term Development Policy Framework, 2018 – 2021

Economic Development

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. STRONG AND RESILIENT ECONOMY	<ul style="list-style-type: none"> • Revenue underperformance due to leakages and loopholes, among other causes • Narrow tax base 	Ensure improved fiscal performance and sustainability	<p><u>Enhance Revenue Mobilization</u></p> <p>Eliminate revenue collection leakages (SDG Targets 16.5, 16.6, 17.1)</p> <p>Strengthen revenue institutions and administration (SDG Target 16.6)</p> <p>Review existing legislation and all administrative instructions regarding Non-Tax Revenue/Internally Generated Funds (NTR/IGF) to develop an IGF Policy (SDG Targets 17.1, 17.3)</p> <p>Diversify sources of resource mobilization (SDG Targets 17.1, 17.3)</p>	EMA Revenue collectors Audit Service	SDG 16, 17 AU 1, 4, 9, 20
	<ul style="list-style-type: none"> • Weak expenditure management and budgetary controls 		<p><u>Strengthen Expenditure Management</u></p> <p>Strengthen and strictly enforce the Public Financial Management Act,</p>		

	<ul style="list-style-type: none"> • High and unsustainable pay on workers on IGF pay-roll 	<p>2016 (Act 921) (SDG Targets 16.5, 16.6, 17.4)</p> <p>Enact Fiscal Responsibility Law (FRL) (SDG Targets 16.5, 16.6, 17.1, 17.4) Establish a Fiscal Stability Council (SDG Targets 16.6, 16.7)</p> <p>Strictly enforce the provisions of the Public Procurement Act, 2016 (Act 914), especially with regard to sole sourcing (SDG Targets 12.7, 16.6)</p> <p>Extend and strengthen the GIFMIS system across all MDAs and MMDAs (SDG Targets 16.5, 16.6)</p>		<p>AU 4, 20</p>
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FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Increasing public debt • Increasing government budget deficits • Inadequate assessment of policy impact on firms and households 		<p><u>Ensure Effective Debt Management</u></p> <p>Conduct and publish a Debt Sustainability Analysis (DSA) (SDG Target 17.4)</p> <p>Pursue an effective debt-management strategy to ensure debt sustainability, including a self-financing debt strategy in developing and managing capital projects (SDG Target 17.4)</p> <p>Ensure accountability in the use of state resources (SDG Targets 16.6, 17.4)</p>	<p>EMA Budget Department</p>	<p>SDG 16, 17</p> <p> </p> <p>AU 4, 20</p>
	<ul style="list-style-type: none"> • Weak link between medium-term policies/plans and the Budget 		<p><u>Strengthen capacity for economic management</u></p> <p>Strengthen economic planning and forecasting (SDG Targets 11.a, 17.18, 17.19)</p> <p>Build and sustain District and sub-district capacity for microeconomic planning and development (SDG Targets 11.a, 17.18, 17.19)</p>	<p>EMA Finance Department Planning Unit Statistical Service Budget Unit</p>	<p>SDG 11, 16, 17</p> <p> </p> <p>AU 1, 4</p>

<ul style="list-style-type: none"> • Weak capacity for policy management and coordination • Limited availability and accessibility of economic data • Poor coordination among agencies responsible for economic management 		<p>Strengthen collaboration between key state agencies in charge of economic management (SDG Targets 16.6, 17.14)</p> <p>Enhance the production and dissemination of disaggregated data (SDG Target 17.18)</p> <p>Strengthen data interoperability within the National Statistical System (SDG Target 17.18)</p>		
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FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
2. INDUSTRIAL TRANSFORMATION	<ul style="list-style-type: none"> • High cost of electricity • Inadequate and unreliable electricity supply 	2.1 Ensure energy availability and reliability	2.1.1 Re-align the electricity tariff structure in support of industrial development (SDG Targets 7.1, 9.1, 9.2) 2.1.2 2.1.3 Identify and boost the long-term generation of base load power at the lowest possible cost configuration (SDG Target 7.b) 2.1.4 Ensure the necessary investment to upgrade, renew, and expand the power transmission and distribution network (SDG Targets 7.a, 7.b) Tackle the corporate governance deficiencies in the energy sector that contribute to inefficiency, waste, and poor services (SDG Targets 16.6, 16.7)	Department of Trade and Industry	SDG 7, 9, 16 AU 4,5,7,9

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<input type="checkbox"/> Limited supply of raw materials for local industries from local sources	2.2 Enhance production and supply of quality raw materials	<ul style="list-style-type: none"> • Provide incentives for the production and supply of quality raw materials for industry (SDG Targets 2.3, 2.c, 12.1, 12.2) • Introduce a programme of support for agro-processing through the cultivation of selected agricultural raw materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice (SDG Targets 2.3, 2.4, 2.c) • Support recycling and reprocessing of industrial waste to extend the industrial value chain as well as create a new raw material base for industries (SDG Target 12.5) • Collaborate with industry, especially the beverage industry, to replace imported raw materials with local ones (SDG Target 9.b) 	EMA	SDG 2, 9, 12 AU 4, 5, 7, 9
	<input type="checkbox"/> Limited numbers of skilled	2.4 Ensure improved skills development for industry	<ul style="list-style-type: none"> • Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4) 	EMA BAC National Vocational	SDG 4, 9, 17

	personnel industrial		<ul style="list-style-type: none"> • Develop in collaboration with trade unions a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency (SDG Target 17.18) • Transform the apprenticeship training model from a supply-driven • approach to a market-demand model (SDG Targets 4.3, 4.4, 4.7) • Create an information portal and set up a task force to assist the youth and artisans in making their products and services visible on a local, national, and global scale (SDG Target 9.c) 	Training Institute	AU 2, 4,5,7,9
	Lack of contiguous land for large-scale industrial development	2.5 Improve access to land for industrial development	<ul style="list-style-type: none"> • Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector-specific industrial enclaves, and enterprise free zones SDG Target 9.2) • Support the development of existing and new industrial clusters and manufacturing enclaves, with a renewed focus on value addition, skills development and job creation (SDG Target 9.2) 	Ministry of Lands and Natural Resources Ministry of Trade and Industry Lands Commission Land Use and Spatial Planning Authority	SDG 9 AU 4,5,7,9

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Distressed but viable industries • Severe poverty and underdevelopment among peri-urban and rural communities • Limited local participation in economic development 	2.6 Pursue flagship industrial development initiatives	<ul style="list-style-type: none"> • Build competitiveness of existing industries by supporting them with a stimulus package (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) • Implement One district, One factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) • Implement strategic anchor industrial initiatives (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c) • Introduce industrial subcontracting exchange to link SMEs with largescale enterprises (SDG Targets 9.2, 9.3) 	Ministry of Trade and Industry Ministry of Employment and Labour Relations Ministry of Business Development	SDG 9 AU 1, 4,5,7,9
3. PRIVATE SECTOR DEVELOPMENT	<ul style="list-style-type: none"> • Inadequate access to affordable credit • Low domestic saving rate 	3.1 Enhance business enabling environment	<ul style="list-style-type: none"> • Establish electronic register for business legislation, regulations and processes which should lead to providing a complete repository of business laws and transparency for investors (SDG Targets 16.6, 16.10) 	Department of Trade and Industry Finance Department	SDG 9, 10, 12, 16, 17 AU 4,5,20

			<ul style="list-style-type: none"> • Conduct periodic review of business regulations to ensure significant reduction in cost and volume of regulatory compliance (SDG Target 10.5) • Develop a web portal for business regulations (SDG Target 9.c) • Establish regulatory reform units to conduct Regulatory Impact Assessments (RIA) across government institutions (SDG Targets 16.6, 17.14) • Reform the tax system to reduce the burden on businesses and create opportunities for business expansion (SDG Targets 16.6, 17.5, 17.14) • Develop communication, advocacy and public-private dialogue to enhance the inclusive and open process of stakeholder engagement (SDG Targets 12.8, 16.7, 17.17) • Institute effective commercial dispute mechanisms in support of private sector 		
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			growth and development (SDG Targets 16.3, 16.b)		
	<ul style="list-style-type: none"> • High cost of capital, • Limited availability of medium- and long-term financing 	3.2 Improve business financing	<ul style="list-style-type: none"> • Establish an Industrial Development Fund (IDF) to finance critical private sector industrial initiatives (SDG Targets 8.10, 9.3) • Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs (SDG Target 8.3) • Strengthen oversight responsibilities for privately-financed micro finance institutions (SDG Targets 8.3, 9.3) 	EMA	<p>SDG 2, 8, 9, 16</p> <p>AU 1,4,9,20</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	Limited access to credit for SMEs	3.3 Support entrepreneurs and SME development	<ul style="list-style-type: none"> • Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6) • Launch a comprehensive National Entrepreneurship and Innovation Plan (NEIP) to support start-ups and early-stage business with financing and business development services including incubator hubs and business accelerator services (SDG Targets 8.3, 8.5, 8.6) • Tackle the currently poor management of entrepreneurship training • infrastructure and facilities across the district (SDG Target 8.6) • Expand the venture capital market to cover start-up businesses and SMEs (SDG Targets 8.10, 9.3) • Mobilize resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3) • Merge the YEA and YES to consolidate public resources in the provision of entrepreneurship training and business development services (SDG Targets 4.4, 8.3, 8.5, 8.6, 8.b, 16.6) 	EMA BAC Development Planning	SDG 4, 8, 9, 16, 17 AU 1,4,5

			<ul style="list-style-type: none"> • Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17) 		
		3.4 Enhance domestic trade	<ul style="list-style-type: none"> • Develop modern markets and retail infrastructure in the district to enhance domestic trade (SDG Target 17.15) 	EMA ppp	SDG 16,17

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	Predominantly informal economy	3.5 Formalize the informal economy	<ul style="list-style-type: none"> • Digitally record all properties (state and non-state) in a centralized national database (SDG Target 17.18) • Deepen the reach of financial services and improve financial literacy, especially among the youth and women in the informal economy (SDG Target 5.a) • Improve access to finance for informal economy operators and agricultural enterprises in rural areas, and strengthen consumer financial protection (SDG Targets 8.10, 9.3) 	EMA Statistical Service	SDG 5, 8, 9, 16, 17 AU 1,4,5
	Poor corporate governance	3.6 Promote good corporate governance	<ul style="list-style-type: none"> • Ensure that corporate entities treat all their stakeholders in a fair and just manner (SDG Targets 16.b, 17.16) 	EMA	SDG 16, 17

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
AGRICULTURE AND RURAL DEVELOPMENT	<ul style="list-style-type: none"> Poor marketing systems High cost of production inputs 	Promote a demand-driven approach to agricultural development	<ul style="list-style-type: none"> Facilitate capacity building in negotiations, standards, regulations and skills development in contracting for actors along the value chain (SDG Targets 4.4, 17.) Ensure implementation of the Ghana Commercial Agriculture Project (GCAP) to link both smallholder and commercial producers to industry (SDG Targets 2.3, 2.c) Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3) Facilitate and support the establishment of stakeholder-controlled marketing companies for grains and selected products, including a Cashew Marketing Authority (SDG Target 9.3) Promote and expand organic farming to enable producers to access growing world demand for organic products (SDG Targets 2.3, 12.2) 	Department of Agriculture	SDG 2, 4, 9, 12, 17 AU 1,3,4,5,20

	Inadequate development of and investment in processing and value addition	4.2 Ensure improved public investment	<ul style="list-style-type: none"> • Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1) • • Design and implement needs-based technical assistance and extension support (SDG Target 2.a) • Introduce District Chamber of Agriculture, Commerce and Technology (DCACT) with the mandate to promote agribusiness through an enhanced interface between the private and public sectors at district level (SDG Target 16.6) • Support the development of at least two exportable agricultural • commodities in the district (SDG Targets 1.1, 1.2, 17.11) • Create District Agriculture Advisory Services (DAAS) to provide advice on productivity enhancing technologies (SDG Targets 2.3, 2.a ,16.6) 	Department of Agriculture EMA	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20
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FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Low application of technology especially among smallholder farmers leading to comparatively lower yields • Low proportion of irrigated agriculture • Seasonal variability in food supply and prices • Erratic rainfall patterns • Encroachment on designated irrigation sites • Ineffective engagement of women and people with disabilities in irrigation 	4.3 Improve production efficiency and yield	<ul style="list-style-type: none"> • Establish modalities and regulatory frameworks for production of seed/planting materials, and other agro inputs, (SDG Targets 2.5, 2.a) • Increase investment in research and development of climate resilient, high yielding disease and pest resistant, short duration crop varieties, taking into account consumer health and safety (SDG Targets 2.1, 2.a, 2.4) • Reinvigorate extension services (SDG Target 2.a) • Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4) • Intensify and increase access to mechanization along the agriculture value chain (SDG Targets 2.3) • Promote commercial and block farming (SDG Targets 2.3, 2.4) • Support the development of both public and private sector large-scale irrigation schemes (SDG Targets 2.4, 17.17) • Develop systems to harvest excess water for irrigation (SDG Targets 2.4 and 12.2) • Develop and promote appropriate and affordable and modern irrigation technologies for all agro-ecological zones (SDG Targets 2.4, 12.2) • Promote the use of solar and wind energy for irrigation (SDG Target 7.2) 	Department of Agriculture Environmental Protection Agency,	SDG 1, 2, 5, 7, 10, 12, 16, 17 AU 1,3,4,5,20

	<ul style="list-style-type: none"> • High cost of energy for irrigation 		<ul style="list-style-type: none"> • Advocate for differential energy pricing for irrigation schemes (SDG Targets 2.3, 2.a) • Secure land title for designated irrigation sites (SDG Target 16.6) • Mainstream gender and disability issues in irrigated agriculture (SDG Targets 1.4, 5.1, 10.2, 10.3) • Develop policies and legal regime, and appropriate tenure arrangements for irrigation facilities (SDG Target 16.6) • Develop the capacity of farmers to use meteorological information (SDG Target 12.8) 		
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	<ul style="list-style-type: none"> • Poor storage and transportation systems • Poor farm-level practices • High cost of conventional storage solutions for smallholder farmers 	4.4 Improve postharvest management	<ul style="list-style-type: none"> • Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3) • Provide incentives to the private sector to invest in post-harvest activities (SDG Target 17.17) • Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative (SDG Targets 1.2, 1.4, 2.3, 2.4, 2.a, 2.c, 8.3, 9.3, 9.4) 	Department of Agriculture	SDG 1, 2, 8, 9, 11, 12, 16, 17 AU 5
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FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<p>Lack of database on farmers</p> <p>Limited insurance for farming activities</p> <p>Inadequate agribusiness enterprise along the value chain</p> <p>Low transfer and uptake of research findings</p> <p>Limited application of science and technology</p> <ul style="list-style-type: none"> • Ageing farmer population • Lack of youth interest in agriculture 	<p>4.5 Enhance the application of science, technology and innovation</p> <p>Promote agriculture as a viable business among the youth</p>	<ul style="list-style-type: none"> • Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations (SDG Targets 2.4, 2.c, 5.b, 9.c, 17.8) • Improve the effectiveness of Research-Extension-Farmer Liaison Committees (RELCs) and integrate the concept in the agriculture research system to increase participation of end users in technology development (SDG Target 2.a) • Establish a database on all farmers, drawn from the national identification system (SDG Targets 16.9, 17.18) • Promote insurance schemes to cover agriculture risks (SDG Targets 8.10, 10.5) • Disseminate information on weather and prices (SDG Target 12.8) • Support youth to go into agricultural enterprise along the value chain (SDG Targets 2.1, 2.3, 8.6) • Develop and implement programmes to attract youth into off-farm activities such as handling, processing, packaging and transportation (SDG Targets 1.1, 2.1, 2.3, 8.6) 	<p>Department of Agriculture EMA</p> <p>Department of Agriculture</p>	<p>SDG 2, 5, 8, 9, 10, 12, 16, 17</p> <p>AU SDG 1, 2, 4, 8</p> <p>AU 1,3,4,5,20 1,3,4,5,20</p>

	<ul style="list-style-type: none"> • Inadequate start-up capital for the youth • Lack of credit for agriculture • Inadequate access to land for agriculture production 		<ul style="list-style-type: none"> • Provide financial support for youth by linking them to financial • institutions for the provision of start-up capital (SDG Target 8.3) • Design and implement special programmes to build the capacity of the youth in agricultural operations (SDG Target 4.4) • Support the youth to have access to land (SDG Target 1.4) 		
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FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
5. FISHERIES AND AQUACULTURE DEVELOPMENT	<ul style="list-style-type: none"> • Weak extension services delivery • Low levels of private sector investment in aquaculture (small- and medium-scale producers) • High cost of aquaculture inputs 	5.1 Ensure sustainable development and management of aquaculture	<ul style="list-style-type: none"> • Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) • Provide consistent and quality extension service delivery (SDG Target 2.a) • Implement extensive fish farming programmes (SDG Targets 2.1, 2.3) • Design and implement a flagship intervention (SDG Targets 2.1, 2.3, 4.4, 16.6) • Design and implement a new youth employment module (SDG Targets 2.1, 2.3, 4.4, 16.6) • (SDG Target 14.b) Develop aquaculture parks and promote construction of culturing facilities (hatcheries, laboratories and fish feed mills) to reduce postharvest losses (SDG Target 12.3) • Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mari-culture (SDG Target 14.4) 	Department of Fisheries	SDG 2, 4, 12, 14, 16 AU 6, 7
	<ul style="list-style-type: none"> □ Over-exploitation of fisheries resources 	5.2 Ensure sustainable development and	<ul style="list-style-type: none"> • Promote marine conservation and protection in a sustainable manner (SDG Targets 14.1, 14.2, 14.c) • Improve fisheries infrastructure to attract private sector investment (SDG Target 14.4) 	Department of Fisheries and Aquaculture Development	SDG 9, 12, 14 AU 6, 7

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
6. TOURISM AND CREATIVE ARTS DEVELOPMENT	<ul style="list-style-type: none"> • Poor tourism infrastructure and services • Low skills development • High hotel rates • Unreliable utilities 	6.1 Diversify and expand the tourism industry for economic development	<ul style="list-style-type: none"> • Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) • Promote public-private partnerships for investment in the sector (SDG Target 17.17) • Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9) • Mainstream tourism development in district development plans (SDG Target 8.9) • Develop palace museums to preserve national culture and promote tourism in the communities (SDG Targets 8.9, 12.b) • Institute preventive measures to curtail emerging threats to tourism, particularly sex tourism (SDG Target 8.9) • Promote the establishment of tourism clubs in all educational institutions (SDG Target 12.b) 	BAC Traditional Authorities	SDG 8, 12, 17 AU 4,16

SOCIAL DEVELOPMENT

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. EDUCATION AND TRAINING	<p>Poor quality of education at all levels</p> <p>High number of untrained teachers at basic level</p> <p>Teacher absenteeism and low levels of commitment</p> <p>Inadequate use of teacher-learner contact time in schools</p> <p>Negative perception of technical and vocational education and training (TVET)</p> <p>Low participation in non-formal education</p> <p>Low participation of females in learning of science, technology, engineering and mathematics</p> <p>Inadequate and inequitable access to education for PWDs and people with special needs at all levels</p> <p>Educational system focused on merely passing exams</p>	<p>1.1 Enhance inclusive and equitable access to, and participation in quality education at all levels</p>	<ul style="list-style-type: none"> • Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1) • Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) • Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 4.1) • Accelerate implementation of the policy of 60:40 admission ratio of science to humanities students at tertiary level (SDG Target 17.6) • Facilitate implementation of language policy • Expand infrastructure and facilities at all levels (SDG Target 4.a) 	<p>Department of Education Scholarship Secretariat, GES, GETFund,</p>	<p>SDG 4, 9, 13, 16, 17</p> <p>AU 2, 18</p>

	<p>Inadequate funding sources for education</p>	<p>Ensure sustainable sources of financing for education</p>	<ul style="list-style-type: none"> • Explore alternative funding sources for non-formal education (SDG Target 17.3) • Create space for the involvement of the private sector in education financing and service delivery, including promoting PPP in the delivery of education services (SDG Target 17.17) 		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
2. HEALTH AND HEALTH SERVICES	<ul style="list-style-type: none"> • Gaps in physical access to quality healthcare • Inadequate emergency services • Poor quality of healthcare services • Unmet need for mental health services • Unmet health needs of women and girls • Increased cost of healthcare delivery • Inadequate financing of the health sector 	2.1 Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	<ul style="list-style-type: none"> • Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6) • Expand and equip health facilities (SDG Target 3.8) • Revamp emergency medical preparedness and response services (SDG Target 3.d) • Adopt and implement strategy for development of local pharmaceutical production (SDG Targets 3.8, 3.b) • Strengthen the district and sub-district health systems as the bedrock of the national primary healthcare strategy (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.4, 3.6, 3.7, 3.8, 16.6) • Scale up the integration of traditional medicine in the health service delivery system (SDG Targets 1.4, 3.8, 3.b, 16.6) • Improve medical supply chain management system (SDG Targets 3.8, 3.b, 16.6) • Accelerate implementation of the mental health strategy (SDG Targets 3.4, 3.5, 16.6) • Ensure enactment and implementation of legislative instrument for the Mental Health Act. (SDG Targets 3.4, 16.6) • Ensure gender mainstreaming in the provision of healthcare services (SDG Targets 1.4, 5.c) 	GHS, DHS, MoH, NHIS,	SDG 1, 3, 5, 9, 10, 16 AU 3

			<ul style="list-style-type: none">• Promote use of ICT and e-health strategies in healthcare delivery (SDG Targets 9.c, 16.6)• Strengthen the National Health Insurance Scheme (NHIS) (SDG Targets 1.3, 3.c)• Effectively implement the health financing strategy (SDG Targets 1.3, 3.c, 16.6)• Improve the use of ICT in health insurance and facility management (SDG Targets 3.8, 9.c)		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<input type="checkbox"/> Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	2.3 Reduce disability morbidity, and mortality	<ul style="list-style-type: none"> • Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2) • Intensify implementation of Malaria Control Programme (SDG Target 3.3) • Strengthen prevention and management of malaria cases. (SDGs Targets 3.3, 16.6) • Implement the non-communicable diseases (NCD) control strategy (SDG Targets 3.4, 3.b) • Strengthen rehabilitation services (SDG Target 16.6) • Intensify polio eradication efforts (SDG Target 3.2) • Accelerate implementation of the national strategy for elimination of yaws, leprosy, buruli ulcer, filariasis and neglected tropical diseases (SDG Target 3.3) • Review and scale-up Regenerative Health and Nutrition Programme (RHNP) (SDG Target 2.2) • 2.3.11 Strengthen Integrated Disease Surveillance and Response (IDRS) at all levels (SDG Target 16.6) 	GHS, DHS, MoH, NHIS, Narcotics Control Board, FDA, NPC, NHIS, Ghana AIDS Commission, PPAG, N&MC	SDG 2, 3, 16 AU 3

	<ul style="list-style-type: none"> • High HIV and AIDS stigmatization and discrimination • Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among vulnerable groups <ul style="list-style-type: none"> • High incidence of HIV and AIDS among young persons • Periodic shortages of HIV and AIDS commodities (ARVs, test kits, condoms) 	<p>2.4 Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups</p>	<ul style="list-style-type: none"> • Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7) • Intensify education to reduce stigmatization (SDG Target 3.7) Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7) • Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3) • Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3) • Ensure access to antiretroviral therapy (SDG Target 3.8) Support local production of antiretroviral therapy (ART) commodities (SDG Target 3.b) 	<p>GAC, GHS, DHS, MoH, NHIS,</p>	<p>SDG 3 AU 3</p>
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
4. POPULATION MANAGEMENT	<p>Weak management of population issues</p> <p>High fertility rate among adolescents</p> <p>Unmet need for adolescent and youth sexual and reproductive health services</p> <p>Inadequate coverage of reproductive health and family planning services</p>	4.1 Improve population management	<ul style="list-style-type: none"> • Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 16.6, 17.14) • Intensify public education on population issues at all levels of society (SDG Target 3.7) • Develop reliable system for the collection, compilation, analysis and dissemination of relevant and timely demographic data (SDG Target 17.18) • Restructure and reposition Births and Deaths Registry (SDG Target 16.6) 	<p>NPC, NDPC, GSS, MoE, MoH, GES, GHS, RIPS (UG)</p>	<p>SDG 3, 5, 16, 17</p> <p>AU 1, 17,18</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
5. WATER AND ENVIRONMENTAL SANITATION	<ul style="list-style-type: none"> • High unaccounted-for water • Increasing demand for household water supply • Poor planning for water at MMDAs • Inadequate maintenance of facilities • Unsustainable construction of boreholes and wells • Inadequate policy and institutional coordination and harmonisation in water service delivery <ul style="list-style-type: none"> • Inconsistencies and conflicts in implementation of legislation regulating 	5.1 Improve access to safe and reliable water supply services for all	<ul style="list-style-type: none"> • Reduce system and commercial losses (SDG Targets 6.4, 6.b) • Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3) • Provide mechanised boreholes and small-town water systems (SDG Target 6.1) • Improve water production and distribution systems (SDG Targets 6.4, 6.5) • Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17) • Revise and facilitate District Water and Sanitation Plans (DWSPs) within MMDAs (SDG Target 16.6) • Build capacity for development and implementation of sustainable plans for all water facilities (SDG Targets 6.a, 17.9) 	EMA Ministry of Sanitation and Water Resources, and Sanitation Directorate, CWSA, CONIWAS, MMDAs, Ghana Water Company, Water Resources Commission, FDA,	SDG 6, 15, 16,17 AU 1, 7, 12,20

	<p>decentralised development systems in water sector</p> <ul style="list-style-type: none"> • Delay in implementing plans for water sector • River bank encroachment • High load of sediment and nutrients in surface water • Inadequate access to water services in urban areas • Poor quality of drinking water 		<ul style="list-style-type: none"> • Develop capacity to implement the Ghana Drinking Water Quality Management Framework (SDG Target 6.a) • Enforce buffer zone policy (SDG Target 16.6) • Harmonise implementation of legislation regulating decentralised systems in the water sectors (SDG Targets 16.6, 17.14) • Develop the Water for All programme, in line with SDG 6 (SDG Target 6.1) • Set up mechanisms and measures to support, encourage and promote water harvesting (SDG Target 6.a) • Enhance public awareness of sustainable water resources management and build their capacity in practice (SDG Target 6.b) • Strengthen institutional capacity for water resources management (SDG Targets 6.a, 16.6) • Develop payment for ecosystem services for water resource management (SDG Targets 6.5, 15.a) • Restore degraded rivers, wetlands and lakes (SDG Target 6.6) 		
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			<ul style="list-style-type: none"> Promote conduct of regular assessments of effluents in river bodies to control pollution (SDG Target 6.3) 		
	<p>Low levels of material for re-use and recycling</p> <p>High prevalence of open defecation</p> <p>High user fee for sanitation services</p> <p>Poor sanitation and waste management</p> <p>Unsustainability of sanitation and health services</p> <p>Low level of investment in sanitation sector</p> <p>Poor hygiene practices</p> <p>Inadequate policy and institutional coordination and harmonisation in sanitation and hygiene services delivery</p> <p>Poor planning and</p>	5.2 Enhance access to improved and reliable environmental sanitation services	<p>5.2.1 Develop innovative financing mechanisms and scale up investments in sanitation sector (SDG Targets 17.3, 17.5)</p> <p>5.2.2 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17)</p> <p>5.2.4 Promote Community Total Sanitation Campaign (SDG Target 6.2)</p> <p>5.2.5 Increase and equip front-line staff for sanitation (SDG Target 6.b)</p> <p>5.2.6 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)</p> <p>5.2.7 Monitor and evaluate implementation of sanitation plan (SDG Target 16.6)</p> <p>5.2.8 Encourage private sector investment in recycling and recovery plants to move towards elimination of the plastic and electronic waste menace (SDG Targets 6.3, 6.a, 12.5)</p> <p>5.2.9 Provide public education on solid waste management (SDG Target 12.8)</p> <p>5.2.10 Improve sanitation sector institutional capacity (SDG Targets 6.a, 16.6)</p>	Ministry of Sanitation and Water Resources, GWCL, Water Resources Commission, MLGRD, CWSA	<p>SDG 6, 11, 12, 16, 17</p> <p>AU 1, 4, 7, 10,20</p>

	<p>implementation of sanitation plans Inconsistencies and conflicts in the implementation of legislation regulating the decentralised system in sanitation sectors</p>		<p>5.2.11 Enhance implementation of the Polluter Pays Principle in waste management (SDG Target 6.3) 5.2.12 Expand disability-friendly and gender-friendly sanitation facilities (SDG Target 6.2) 5.2.13 Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b) 5.2.14 Develop and implement strategies to end open defecation (SDG Target 6.2) 5.2.15 Improve management of waste disposal sites to control greenhouse gas emissions (GHGs) (SDG Target 11.6) 5.2.16 Enforce national laws and regulations on importation of hazardous and other waste in line with Basel Convention (SDG Targets 16.6, 16.b) 5.2.17 Develop a policy to encourage eco-labelling of products and commodities (SDG Target 16.6)</p>		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Poor collection, treatment and discharge of municipal and industrial wastewater • Frequent outbreak of oral-faecal diseases (e.g. cholera and typhoid) • Occurrence of wastewater flooding • Presence of faecal matter on urban agricultural produce 	5.3 Promote efficient and sustainable wastewater management	<p>5.3.1 Develop and implement sewerage masterplans, including faecal sludge management and waste treatment facilities for all human settlements (SDG Targets 6.2, 6.3, 16.6)</p> <p>5.3.2 Promote recycling and safe re-use of wastewater (SDG Targets 6.3, 6.a, 12.5)</p> <p>5.3.3 Promote the use of waste-to-energy technologies (SDG Target 7.1)</p> <p>5.3.4 Attract private sector to invest in wastewater management (SDG Target 17.17)</p> <p>5.3.5 Improve liquid waste management (SDG Targets 6.3, 6.a, 6.b)</p>	Ministry of Sanitation and Water Resources, Water Resources Commission, Water Research Institute, MMDAs, CERSGIS, SADA, EPA,	SDG 6, 7, 12, 16, 17 AU 1, 4, 5, 7,12

6. POVERTY AND INEQUALITY	<p>High incidence of poverty Disparity in rate of decline of poverty across the country and among different population groups</p> <ul style="list-style-type: none"> • Unequal spatial distribution of the benefits of growth 	6.1 Eradicate poverty in all its forms and dimensions	<ul style="list-style-type: none"> • Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4) • Empower vulnerable people to access basic necessities of life (SDG Target 1.4) • Strengthen the capacity of oversight institutions regarding poverty reduction (SDG Target 16.6) 	GSS, GHS, MOGCSP, MoF, MLGRD, Dept. of Social Welfare,	SDG 1, 16 AU 1,17,
	<input type="checkbox"/> Rising inequality among socio-economic groups and between geographical areas	6.2 Reduce income disparities among socio-economic groups and between geographical areas	<ul style="list-style-type: none"> • Accelerate the establishment of special development authorities for selected areas (SDG Target 1.b) • Expand social and economic infrastructure and services in rural and poor urban areas (SDG Targets 9.1, 11.a) • Improve business development services including investment plans to facilitate local economic development and private sector participation (SDG Targets 17.5, 17.17) 	GSS, GHS, MGCSP, MoF, MLGRD, Dept. of Social Welfare,	SDG 1, 9, 11, 17 AU 1,17,

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
7. CHILD AND FAMILY WELFARE	<ul style="list-style-type: none"> • Lack of policies to cater for children in relation to specific conditions such as trafficking, streetis and online hazards • Ineffective inter-sectoral coordination of child protection and family welfare • Poor quality of services for children and families • Weak capacity of caregivers • Limited coverage of social protection programmes targeting children 	7.1 Ensure effective child protection and family welfare system	<ul style="list-style-type: none"> • Develop policies to address issues of child trafficking, and other neglected conditions (SDG Targets 8.7, 16.2) • Mainstream child protection interventions in development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2) • Establish an inter-sectoral framework for collaboration, implementation and accountability for child protection and family welfare issues (SDG Targets 8.7, 16.2, 16.6) • Strengthen capacity of government institutions and CSOs for advocacy and implementation of child protection and family welfare policies and programmes (SDG Targets 8.7, 16.2, 16.6) • Decentralise Department of Children for effective coordination and implementation of interventions (SDG Targets 16.2, 16.6) • Develop child protection management information system (SDG Target 17.18) • Expand social protection interventions to reach all categories of vulnerable children (SDG Targets 1.3, 5.4, 10.4) • Institute a framework for developing the capacity of caregivers (SDG Target 5.4) • Promote implementation of policies that increase enrolment and retention in schools 	MoGCSP, DoC, MOC, MoE, MLGRD, MMDAs, LGS, NDPC, DSW, LGS, academia, CSOs, MoF, DCD, traditional authorities, religious institutions, CSOs, NCCE	SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18

	<ul style="list-style-type: none"> • Low awareness of child protection laws and • policies • Weak enforcement of laws and rights of • children 		<p>such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)</p> <ul style="list-style-type: none"> • Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3) 		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
CHILD AND FAMILY WELFARE	<ul style="list-style-type: none"> • Limited access to justice for children in conflict with the law • Abuse and exploitation of children engaged in hazardous forms of labour • Poorly resourced correctional facilities • Inadequate professional staff assisting with reformation of children in correctional centres 	7.2 Ensure the rights and entitlements of children	7.2.1 End harmful traditional practices such as female genital mutilation and early child marriage. (SDG Targets 5.3, 16.2, 16.3) 7.2.2 Enhance inclusion of children with disability and special needs in all spheres of child development (SDG Targets 4.5, 4.a, 10.2, 11.2) 7.2.3 Increase access to education and educational materials for orphans, vulnerable children and children with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 7.2.4 Introduce District Integrated Social Services Programmes for children, families and vulnerable adults (SDG Target 10.2) 7.2.5 Promote justice for children, including reforming child panels, setting up family courts and strengthening capacity of correctional facilities and caregivers (SDG Target 16.3) 7.2.6 Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 5.3, 16.2, 16.3)	MoGCSP, Ghana Police Service, Ghana Prisons Service, DSW, DoC, DCD, Ministry of Local Government, CSOs, FBOs, traditional authorities MoF, Judicial Service, , GES, National Disability Council, media	SDG 4, 5, 10, 11, 16 AU 1,18

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
9. GENDER EQUALITY	□ Unfavourable socio-cultural environment for gender equality	9.1 Attain gender equality and equity in political, social and economic development systems and outcomes	<ul style="list-style-type: none"> • Institute gender-responsive budgeting and training on gender • equality in civil and public services (SDG Target 5.c) • Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2) • Mainstream gender in the curriculum at basic level of schooling (SDG Target 5.c) 	MCRA, National House of Chiefs, MoJAGD, MOGCSP, MELR, Parliament, MOE, GES, NCPD, Regional Houses of Chiefs, MLGRD, CSOs, Labour Department and other stakeholders	SDG 5, 10, 16, 17 AU 1,2,3,17,20
	Gender disparities in access to economic opportunities	9.2 Promote economic empowerment of women	<ul style="list-style-type: none"> • Reintroduce and enforce the administrative directive on reservation of 30% of poverty alleviation funds of MMDAs to service women's enterprises (SDG Target 5.c) • Ensure at least 50% of MASLOC funds allocated to female applicants (SDG Target 5.c) • Introduce interventions to ensure women have equal access to land title (SDG Targets 1.4, 5.a) • Reform tax system to reduce the burden on vulnerable persons, including, head porters (<i>kayayei</i>) (SDG Target 5.c) Improve access to education, health and skills training in income-generating activities for vulnerable persons including head porters (<i>kayayei</i>) (SDG Targets 3.8, 4.5) 	MLNR, MLGRD, MoF, MASLOC, MOTI, MOH, MOE, MELR, MOFA, MOJAGD, Parliament, Lands Commission, Ministry of Chieftaincy and Religious Affairs, MoGCSP, MMDAs, private sector, NGOs, GRA, NCCE, Ministry of Information, NBSSI,	SDG 1, 3, 4, 5, 8, 10 AU 1, 3, 17,20

			<ul style="list-style-type: none"> • Enact and enforce legislation to ensure fair pay, conditions of service, and promotions in both formal and informal economy (SDG Targets 8.8, 10.4) • Encourage women artisans and other tradespeople including farmers to form associations for easy access to information and other forms of support (SDG Targets 1.4, 5.c) 	AGI, Labour Department and other stakeholders	
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
10. SOCIAL PROTECTION	<p>Weak social protection systems</p> <p>Inadequate and limited coverage of social protection programmes for vulnerable groups</p> <p>Ineffective coordination of social protection interventions</p> <p>Lack of sustainable funding</p>	10.1 Strengthen social protection, especially for children, women, persons with disability and the elderly	<ul style="list-style-type: none"> • Mainstream social protection into sector plans and budgets (SDG Targets 1.3, 10.4) • Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4) • Institute effective and accurate means of identifying and enrolling beneficiaries (SDG Target 1.3) • Strengthen access for vulnerable groups to justice, rights, and entitlements (SDG Targets 1.4, 16.3) • Strengthen education and awareness against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16.b) • Promote viable and sustainable economic livelihood schemes for vulnerable people, 	<p>MoGCSP, MoE, MoH, MoF, MLGRD, MoA, NPC, GSS, MMDAs, LGSS, CSPA, Ghana AIDS Commission, NGOs, DPs, NGOs, DPs</p>	<p>SDG 1, 2, 5, 8, 9, 10, 11, 14 16, 17</p> <p>AU 1, 2, 17,18</p>

			<p>including fisher folk (SDG Targets 1.4, 2.3, 14.b)</p> <ul style="list-style-type: none"> • Establish effective institutional arrangements for implementation of national social protection policy (SDG Targets 5.c, 16.6) • Develop and implement social policies to revive the extended family system (SDG Target 5.4) • Develop and implement productive and financial inclusion alongside the LEAP cash grant to facilitate graduation of LEAP beneficiaries from the cash transfer programme (SDG Targets 8.10, 9.3) 		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
11. DISABILITY AND DEVELOPMENT	<ul style="list-style-type: none"> • Inadequate opportunities for persons with disabilities to contribute to society • Weak implementation of legislation and policies on the Rights of Persons with Disability • Exclusion and discrimination against PWDs in matters of national development • Negative perceptions and attitudes towards PWDs 	Promote full participation of PWDs in social and economic development	<ul style="list-style-type: none"> • Ensure passage of legislative instruments for implementation • of Mental Health Act, 2012 (Act 846) and Disability Act, 2006 (Act 715) (SDG Targets 3.4, 16.3, 17.14) • Resource National Council on Persons with Disability (NCPD) to perform its functions effectively (SDG Target 16.6) • Decentralise NCPD fully to district level to coordinate issues of disability (SDG Target 16.6) • Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6) • Generate a database on PWDs (SDG Target 17.18) • Promote participation of PWDs in national development (SDG Targets 10.2, 16.7) • Create avenues for PWDs to acquire credit or capital (SDG Targets 1.4, 8.10) 	MoGCSP, NCPD, and MoE, GFD, CSOs, MDAs, MMDAs, DPs, NCCE, AESL, LUSPA, MoH, MoC, NVTI	SDG 1, 3, 8, 10, 16, 17 AU 1, 2, 3, 4, 11, 12, 17, 18

	<ul style="list-style-type: none">• Ignorance of PWDs personal rights• High unemployment rate among PWDs				
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
12. EMPLOYMENT AND DECENT WORK	<p>Lack of reliable employment and labour data for policy decision making, monitoring and evaluation</p> <p>Lack of objective national productivity measurement</p> <ul style="list-style-type: none"> High levels of unemployment and under-employment among the youth <p>Mismatch between training and the needs of the labour market</p> <p>Increasing incidence of casualisation of employment</p>	<p>12.1 Improve human capital development and management</p>	<ul style="list-style-type: none"> Promote and enforce deeper and wider application of local content and participation laws (SDG Target 17.15) Introduce mandatory job impact assessment (SDG Targets 8.3, 17.15) Create equal employment opportunities for PWDs (SDG Target 8.5) Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4) Regulate the job market and encourage the formal and informal economy to create decent employment (SDG Targets 8.3, 8.5) Strengthen capacity of informal labour unions to engage in social dialogue (SDG Targets 16.6, 16.7) Build capacity of informal economy (SDG Target 8.3) 	<p>MELR, Labour Department, Department of Factories Inspectorate, FWSC, MDPI, NVTI, YEA, ICCS, OIC, NPRA, COTVET</p>	<p>SDG1, 4, 8, 9, 16, 17</p> <p>AU 1, 2, 4, 11, 12, 17, 18,20</p>

<p>13. YOUTH DEVELOPMENT</p>	<ul style="list-style-type: none"> • Limited opportunities for youth involvement in national development • Weak coordination of youth-related institutions and programmes • Youth unemployment and underemployment among rural and urban youth • Youth engaged in hazardous environmental practices 	<p>13.1 Promote effective participation of the youth in socioeconomic development</p>	<ul style="list-style-type: none"> • Support the youth to participate in modern agriculture (SDG Target 8.6) • Mainstream youth development in national development policies, programmes and projects across all sectors (SDG Target 16.7) • Build the capacity of the youth to discover opportunities (SDG Targets 4.4, 4.b) • Ensure the creation of youth desks in MMDAs for the youth to access reliable labour market information (SDG Targets 16.6,16.7) • Strengthen key national institutions including NYA and YEA to effectively discharge their mandates (SDG Target 16.6) • Build integrated youth centres in all districts to serve as an information hub for youth development (SDG Targets 16.6, 16.7) • Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3) • Develop and implement apprenticeship and employable skill training for out-of- 	<p>EMA, YES, GSS,</p>	<p>SDG 4, 8, 16, 17</p> <p>AU 1, 2, 4, 5,18</p>
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			<p>school youth and graduates (SDG Targets 4.4, 8.6)</p> <ul style="list-style-type: none">• Facilitate access to credit for the youth (SDG Target 8.10)• Ensure participation of youth in appropriate environmental practices (SDG Targets 16.7)		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
14. SPORTS AND RECREATION	<ul style="list-style-type: none"> • Weak capacity for sports development and management • Low participation of persons with disability (PWDs) in sports • Declining interest in locally organised sports by general public • Weak institutions for marketing and 	14.2 Build capacity for sports and recreational development	<ul style="list-style-type: none"> • Build capacity of sports managers, trainers, and trainees (SDG Target 16.6) • Establish educational and training centres for sports administration and management (SDG Target 16.6) • Provide adequate logistics and equipment for sports competition (SDG Target 9.1) • Strengthen organisation of domestic competitive sporting events at all levels (SDG Target 16.6) • Promote formation of sports clubs in all communities and educational institutions (SDG Target 4.7) • Strengthen agencies and sporting federations to develop and promote various sporting disciplines (SDG Target 16.6) 	EMA NSC MOE GES	SDG 4, 5, 9, 16, 17 AU 1, 2, 9,10, 20

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
1. PROTECTED AREAS	<p>Poor demarcation of conservation areas</p> <p>Inadequate capacity of relevant institutions</p> <p>Increasing loss of endangered species</p>	<p>1.1 Expand forest conservation areas</p>	<p>1.1.1 Re-survey and demarcate forests with permanent concrete pillars (SDG Targets 6.6, 15.1, 15.2, 15.b)</p> <p>1.1.2 Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare species. (SDG Targets 2.5, 2.a, 15.5, 15.7)</p> <p>1.1.3 Promote alternative sources of livelihood, including provision of bee-hives to forest fringe communities (SDG Target 15.c)</p> <p>1.1.4 Strengthen Forestry Commission and related institutions to effectively implement the National Environmental Protection Programme (NEPP) and the Environmental Action Plan (EAP). (SDG Targets 16.6)</p> <p>1.1.5 Map and assign conservation status through bye-laws to mangrove forests, wetlands and sensitive marine areas in district spatial plans (SDG Targets 14.1 14.2, 14.3, 14.5, 15.9)</p>	<p>Forestry Commission, EMA Fisheries Commission, NCCE, CCM</p>	<p>SDG 2, 6, 11, 12, 13, 14, 15, 16, 17</p> <p>AU 7,12</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Poor agricultural practices which affect water quality • Surface mining and desertification • Negative impact of climate variability and change • Widespread pollution of surface water • Non-availability of reliable and comprehensive data • Inadequate protection and development of water resources 		<p>Integrate water resources planning in national and sub-national development planning (SDG Targets 6.5, 15.9)</p> <p>Undertake tree planting along banks of all major water bodies and tributaries to reduce silting and pollution from human activities (SDG Targets 6.5, 6.6)</p> <p>Set up permanent security posts at major water treatment plants (Barekesse, Daboase, and Owabi) (SDG Target 6.6)</p> <p>Explore and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers) (SDG Targets 6.5, 6.6, 6.a, 6.b)</p> <p>Map and assign conservation status to wetlands (SDG Targets 6.6, 15.1)</p> <p>Enforce appropriate legislation to protect wetlands (SDG Targets 6.6, 15.1)</p> <p>Strengthen involvement of local communities in management of wetlands (SDG Target 6.b)</p> <p>Regulate harvesting of wetland resources (SDG Targets 14.4, 14.6)</p>	<p>EMA Meteorological Authority, CERSGIS, SADA, Hydrological Services Department, MOEP, Lands Commission, EPA, LUSPA, MESTI, Energy Commission</p>	

4. COASTAL AND MARINE AREA EROSION	<p>Vulnerability of coastal zone to the impact of climate change</p> <p>Potential rise in sea level resulting in wetland flooding</p> <p>Contamination of agricultural soil, loss of habitat, destruction of entire communities</p>	<p>4.1 Reduce coastal erosion</p>	<p>4.1.1 Promote investment in hard control structures including gabions and boulders (SDG Targets 10.b, 17.5)</p> <p>4.1.2 Promote mangrove forest replanting and planting of other vegetative cover to contain erosion (SDG Target 15.2)</p> <p>4.1.3 Control sand mining along beaches (SDG Targets 14.2, 14.5)</p> <p>4.1.4 Strengthen the participation of local communities in sustainable coastal management practices. (SDG Targets 6.b, 15.c)</p> <p>4.1.5 Prepare and implement an Integrated Coastal Zone Management (ICZM) Plan (SDG Targets 14.2, 14.5)</p>	<p>MLGRD, MESTI, EPA, MoFAD, GMA, NDPC, LC, MLNR, MMDAS, CSOs, MOTCCA, NDPC, Fisheries Commission, academia, LUSPA, CERSGIS, NCCE,</p>	<p>SDG 6, 10, 14, 15, 17</p> <p>AU 7,12</p>
	<p>Worsened environmental pressures in both the coastal and marine zones</p> <p>Depletion of marine resources</p> <p>Loss of unique coastal habitat and ecosystems</p>	<p>4.2 Conserve marine areas</p>	<p>4.2.1 Enact appropriate legislation to protect mangrove forests, wetlands and marine areas from degradation (SDG Targets 6.6, 15.1, 15.2)</p> <p>4.2.2 Establish a Coastal Zone Commission with strong stakeholder participation. (SDG Targets 6.b, 16.7, 17.16, 17.17)</p>	<p>MLGRD, MESTI, EPA, MoFAD, GMA, NDPC, LC, MLNR, MMDAS, CSOs, MOTCCA, NDPC, Fisheries Commission, academia, LUSPA, CERSGIS, NCCE,</p>	<p>SDG 6, 14, 15, 16, 17</p> <p>AU 7,12</p>

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
5. ENVIRONMENTAL POLLUTION	<p>Improper disposal of solid and liquid waste</p> <p>Inadequate engineered landfill sites and wastewater treatment plants</p> <p>Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems</p> <p>Improper management of e-waste</p> <p>Air and noise pollution, especially in urban areas</p> <p>High incidence of acute respiratory illness caused by air pollution</p> <p>Emissions from poorly maintained vehicles</p>	<p>5.1 Reduce environmental pollution</p>	<p>Promote science and technology in waste recycling and waste-to-energy technologies (SDG Targets 6.a, 7.1, 12.5)</p> <p>Promote the use of environmentally friendly methods and products (SDG Targets 9.4, 12.4, 17.7)</p> <p>Intensify public education on noise pollution (SDG Target 16.10)</p> <p>Intensify enforcement of regulations on noise and air pollution, including open burning (SDG Targets 11.6, 16.b)</p> <p>Promote cleaner production and consumption technology and practices (SDG Targets 9.4, 12.1, 12.a)</p> <p>Enforce environmentally sound management of chemicals and all waste throughout their life cycle (SDG Target 12.4)</p> <p>Protect sensitive areas from pollution and contamination, especially groundwater sources and intake of public water supplies (SDG Targets 6.3, 6.6)</p> <p>Ensure companies, especially large and transnational companies, conform to sustainable practices (SDG Target 12.6)</p> <p>Review and enforce laws on marine resource exploitation (SDG Target 14.2)</p>	<p>MESTI, DVLA, EPA, MC, LC, Chamber of Mines, AGI, MMDAs, CSOs, academia, PEF, Energy Commission, Fisheries Commission</p>	<p>SDG 3, 6, 7, 9, 11, 12, 14, 16, 17</p> <p>AU 1,7, 11,12</p>

	Ineffective enforcement of noise regulations		5.1.10 Enforce Hazardous and Electronic Waste Control and Management Act 2016, (Act 917) (SDG Targets 3.9, 6.3, 16.b)		
6. DEFORESTATION, DESERTIFICATION AND SOIL EROSION	Weak collaboration between stakeholder institutions High incidence of wildfires Inappropriate farming practices	6.1 Combat deforestation, desertification and soil erosion	6.1.3 Promote training, research-based and technology-led development for sustainable forest and wildlife management. (SDG Targets 14.a, 15.2, 15.9) 6.1.4 Ensure enforcement of National Wildfire Management Policy and local bye-laws on wildfire (SDG Targets 16.6, 16.b) 6.1.6 Enact and enforce Legislative Instrument on tree tenure (SDG Targets 15.2, 16.6) 6.1.7 Develop efficient energy technologies (SDG Targets 7.1, 7.3, 7.a)	Forestry Commission, EPA, Lands Commission	SDG 2, 7, 11, 14, 15, 16, 17 AU 7, 11,12, 20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<ul style="list-style-type: none"> • Indiscriminate use of weedicides • Over-exploitation and inefficient use of forest resources • Illicit trade in forest and wildlife resources 	6.2 Promote sustainable use of forest and wildlife resources	<ul style="list-style-type: none"> • Promote alternative livelihoods, including eco-tourism, in forest fringe communities. (SDG Target 15.1) • Enact and enforce strict and punitive legislation for wildlife crimes, including poaching and trafficking (SDG Targets 15.7, 15.c, • Promote information dissemination to both forestry institutions and the general public. (SDG Targets 12.8, 16.6) • Improve incentives and other measures to encourage users of • environmental resources to adopt less exploitative and nondegrading practices in agriculture (SDG Target 15.b) • Promote the use of Lesser Used Species (LUS) (SDG Target 15.1) • Promote the development of viable forest and wildlife-based industries and livelihoods (SDG Target 15.1) 	MESTI, Forestry Commission, EPA, National Biosafety Authority, NDPC, academia, CSOs, MOJAGD, MLNR, WRC, NCCE, MOF, private sector, Lands Commission	SDG 6, 12, 14, 15, 16 AU 7, 11,12

7. CLIMATE VARIABILITY AND CHANGE	<ul style="list-style-type: none"> • Low economic capacity to adapt to climate change • Low institutional capacity to adapt to climate change and undertake mitigation actions • Inadequate inclusion of gender and vulnerability issues in climate change actions • Inadequate institutional capacity to access global funds <p>Vulnerability to climate change</p>	7.1 Enhance climate change resilience	<ul style="list-style-type: none"> • Collaborate with international partners to have more access to the Green Climate Fund (\$30 billion Global Fund) for climate change purposes (SDG Targets 13.a, 16.8) • Promote and document improved, climate-smart, indigenous agricultural knowledge (SDG Targets 2.4, 16.6) • Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6) • Develop coordinated response to climate change challenges through linkages between research, industry and government (SDG Targets 13.2, 16.6) • Manage climate-induced health risks (SDG Targets 1.5, 16.6) • Develop climate-responsive infrastructure (SDG Target 9.1) • Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2) 	MOFA, EPA, MESTI, CSIR, MMDAs, CSOs, Hydrological Services Department, FC, GIDA, MOFA, COCOBOD, FC, GMeT, NDPC, MOGCSP	SDG 1, 2, 9, 11, 13, 16 AU 3, 5, 7, 10, 12, 17
	Loss of trees and vegetative cover Degraded landscapes Inefficient energy use	7.2 Reduce greenhouse gases	<ul style="list-style-type: none"> • Accelerate implementation of Ghana REDD+ Strategy (2016-2036) (SDG Targets 11.7, 13.a, 16.6) • Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2) 	MESTI, EPA, GMeT, FC, MRH, MLNR, MLGRD, MOTCCA, NDPC	SDG 3, 11, 13, 15, 16

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
8. DISASTER MANAGEMENT	<input type="checkbox"/> Weak legal and policy frameworks for disaster prevention, preparedness and response	8.1 Promote proactive planning for disaster prevention and mitigation	8.1.1 Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3) 8.1.3 Implement gender sensitivity in disaster management (SDG Targets 1.5, 5.5) 8.1.4 Strengthen capacity of the National Disaster Management Organisation (NADMO) to perform its functions effectively (SDG Targets 3.d, 11.5, 11.b, 16.6)	NADMO, EPA, MLNR, MESTI, MRH, MLGRD, MMDAS, CSOs	SDG 1, 3, 5, 11, 13 AU 5, 7, 12, 17
9. TRANSPORT INFRASTRUCTURE (ROAD, RAIL, WATER AND AIR)	<ul style="list-style-type: none"> Poor quality and inadequate road transport network Inadequate investment in road transport infrastructure provision and maintenance 	9.1 Improve efficiency and effectiveness of road transport infrastructure and services	<u>Road Transport</u> <ul style="list-style-type: none"> Expand and maintain the municipal road network (SDG Targets 9.1, 11.2) Promote local content and participation in the provisions and award of contracts (SDG Target 17.15) 	EMA Roads and Highways	SDG 3, 7, 9, 11, 13, 16, 17 AU 1,10,20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
10. INFORMATION COMMUNICATION TECHNOLOGY (ICT)	<ul style="list-style-type: none"> • Low broadband wireless access • Poor quality ICT services • Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services • Inadequate online privacy and security of data 	Enhance application of ICT in national development	<ul style="list-style-type: none"> • Position the district as a national ICT hub (SDG Target 9.c) • Mainstream ICT in public sector operations (SDG Target 17.8) • Improve telecommunications accessibility (SDG Targets 9.c, 17.8) • Improve the quality of ICT services, especially internet and telephony (SDG Target 9.c) • Develop and maintain online database for all categories of properties and provide secure data access (SDG Target 16.10) • Develop and integrate identification coding schemes for landed properties and online tracking services for registered properties (SDG Target 16.10) 		

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
11. SCIENCE, TECHNOLOGY AND INNOVATION	<ul style="list-style-type: none"> • Limited utilisation of relevant research outputs • Limited collaboration between public research institutions and businesses on product, service and • process innovation 	<ul style="list-style-type: none"> ○ Mainstream science, technology and innovation in all socio-economic activities 	<ul style="list-style-type: none"> • Apply science, technology and innovation in implementation of policies, programmes and projects (SDG Target 17.8) • Scale up investments in research and development to find local solution to challenges (SDG Targets 9.5, 9.b, 17.17) • Promote necessary environment for strong partnership with research institutions, academia and industry including the technology commercialisation units at MESTI (SDG Targets 17.16, 17.17) 	MDAs, MMDAs, MESTI, CSIR, MoE, GES, NCTE,	SDG 9, 17 AU 1, 2, 4, 7, 12,17, 20

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
13. CONSTRUCTION INDUSTRY DEVELOPMENT	Weak classification and certification systems for the registration of contractors Lack of regulation of contractor conduct and performance Shortage of skilled construction workers Poor management practices on construction sites Poor enforcement of regulations and statutes Proliferation of sub-standard construction materials and products	13.1 Build a competitive and modern construction industry.	<ul style="list-style-type: none"> • Ensure quality in all aspects of construction (SDG Target 9.a) • Promote and stimulate the development and expansion of the Ghanaian construction industry (SDG Target 9.b) • Promote research in matters relating to the construction industry (SDG Targets 9.5, 9.b) • Establish and maintain a construction industry information system for Ghana (SDG Target 9.b) • Ensure accreditation and certification of skilled construction workers and construction site supervisors (SDG Target 9.a) Support technical education institutions and other professional bodies to train more human resources for the construction sector (SDG Targets 4.3, 4.4) 	MLGRD, Ministry of Works and Housing, Ministry of Roads and Highways, Ministry of Railway, Ministry of Transport, Ministry of Aviation, Land Use and Spatial Planning Authority, Built Environment Professional Organizations, MMDAs	SDG 4, 9, 16 AU 10, 11,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
14. DRAINAGE AND FLOOD CONTROL	<ul style="list-style-type: none"> • Recurrent incidence of flooding • Poor waste disposal practices • Poor drainage system • Silting and choking of drains • Uncovered drains • Poor landscaping 	Address recurrent devastating floods	<ul style="list-style-type: none"> • Construct storm drains in the district to address the recurrent devastating floods. (SDG Targets 9.a, 11.3) • Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) • Prepare and implement adequate drainage plans for the district (SDG Targets 11.3, 11.b) 	MLGRD, Ministry of Works and Housing, Ministry of Roads and Highways, MDAS and MMDAs, Built Environment Professional Organizations, MMDAs.	SDG 9, 11 AU 1, 2, 10, 12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
16. LAND ADMINISTRATION AND MANAGEMENT	<ul style="list-style-type: none"> • Cumbersome land acquisition process • Complex land tenure system • Inadequate, reliable and comprehensive data on land ownership • Speculative acquisition of land on large scale (land grabbing) • Protracted land disputes • Multiplicity of land laws • Outdated land policy • Indiscipline in the purchase and sale of land 	Develop efficient land administration and management system	<ul style="list-style-type: none"> • Promote creation of land banks for industrial and business parks and enclaves nation-wide (SDG Target 9.2) • Domesticate and implement fully the AU Framework Guidelines on Land Policy in Africa (SDG Targets 16.6, 17.15) • Promote gender equity in land reforms, management and land use planning. (SDG Targets 1.4, 5.a) 	MLGRD, MLNR, Lands Commission, Land Use and Spatial Planning Authority, Built Environment Professional Organizations, MMDAs	SDG 1, 5, 9, 12, 16, 17 AU 10, 11,12, 17
17. HUMAN SETTLEMENTS AND HOUSING	<ul style="list-style-type: none"> • Disparities in access to infrastructure and service provision between urban and rural settlements • Weak enforcement of planning and building regulations • Inadequate spatial plans for regions and MMDAs • Inadequate human and institutional capacities for land use planning 	Promote sustainable, spatially integrated, balanced and orderly development of human settlements	<ul style="list-style-type: none"> • Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16) • Fully implement National Spatial Development Framework (NSDF) (SDG Targets 16.6, 17.16) • Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a) • Strengthen the human and institutional capacities for effective land use planning and 	MESTI, MLGRD, LUSPA, MWH, MLNR, Lands Commission, Works Dept., GREDA, MoPln, MZD,	SDG 11, 16, 17 AU 1, 10, 12

	<ul style="list-style-type: none">• Scattered and unplanned human settlements		<p>management nationwide (SDG Targets 16.6, 16.a)</p> <ul style="list-style-type: none">• Support research and development in urban and regional planning (SDG Target 11.a)		
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
18. RURAL DEVELOPMENT MANAGEMENT	<p>High rate of rural-urban migration</p> <p>Poor and inadequate rural infrastructure and services</p> <p>Unregulated exploitation of rural economic resources</p> <p>Wide digital divide between urban and rural dwellers</p> <p>Poor infrastructure to catalyze agriculture modernization and rural development</p>	Enhance quality of life in rural areas	<ul style="list-style-type: none"> • Establish rural service centres to promote agriculture and agrobased industries (SDG Targets 2.a, 11.a) • Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a) • Provide basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities, low-cost housing. (SDG Targets 1.b, 6.1,6.2, 11.1, 11.a) • Fully implement the rural development policy (SDG Targets 1.b, 2.a, 11.1, 11a) • Facilitate sustainable use and management of natural resources that support the development of rural communities and livelihoods. (SDG Targets 11.3, 2.2) 	MLGRD, MLNR, Ministry of Works and Housing MMDAs, private sector developers, financial institutions	SDG 1, 2, 6, 10, 11, 12, 17 AU 1, 5, 10,12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
19. URBAN DEVELOPMENT MANAGEMENT	<p>Congestion and overcrowding in urban areas</p> <p>Urban sprawl Growth of slums Urban concentration in coastal zone</p> <p>Worsening urban air quality</p> <p>Rapid urbanization, resulting in urban sprawl</p> <p>Rapid growth of slums in cities and towns</p>	19.1 Promote resilient urban development	<ul style="list-style-type: none"> ▪ Establish special growth centres and urban networks, with spatially targeted investment interventions (SDG Targets 8.2, 11.a) ▪ Create structured metropolitan city regions around Accra, Kumasi and other metropolitan areas. (SDG Targets 11.3, 11.a) ▪ Implement district capital and small town improvement programme (SDG Targets 11.3, 11.a) ▪ Support District Assemblies to plan towards infrastructure provision (SDG Target 11.1) • Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b) • Mainstream security and disaster prevention into urban planning and management systems (SDG Target 11.b) • Create awareness on greening of human settlements (SDG Targets 11.7, 12.8) 	MLGRD, MLNR, Ministry of Works and Housing MMDAs, private sector developers, financial institutions	SDG 8, 11, 12, 17 AU 1, 10, 12

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
20. ZONGOS AND INNER CITY DEVELOPMENT	<p>Proliferation of slums Deteriorating conditions in slums</p> <p>Weak enforcement of legal frameworks to tackle slum development</p>	20.1 Improve quality of life in slums, Zongos and inner cities	<ul style="list-style-type: none"> • Develop and implement major slum renewal and redevelopment programmes (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c) • Strengthen and enforce the legal framework related to the prevention of slums (SDG Target 1.b) • Encourage the participation of slum dwellers in improving infrastructure facilities (SDG Target 11.1, 11.3) 	Ministry of Inner City and Zongo Development, MLGRD, other MDAs, MMDAs	<p>SDG 1, 10, 11, 17</p> <p>AU 1, 4, 10, 12</p>

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
1. DEMOCRATIC GOVERNANCE	Relatively weak capacity of governance institutions Politicisation and recurring threats of political violence	1.1 Deepen democratic governance	Strengthen independent governance institutions to perform their functions effectively (SDG Target 16.6)	NALAG	SDG 16 AU 11, 12, 13,15
2. LOCAL GOVERNMENT AND DECENTRALISATION	Weak implementation of administrative decentralization Ineffective sub-district structures Weak ownership and accountability of leadership at the local level Poor service delivery at the local level Weak capacity of local governance practitioners	2.1 Deepen political and administrative decentralisation	<ul style="list-style-type: none"> • Resolve discrepancies in inter-district boundary demarcation (SDG Target 16.1) • Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7) • Strengthen capacity of the Institute of Local Government Studies to deliver on its mandate (SDG Targets 16.6, 17.9) • Review the Local Government Service regime and practice (SDG Targets 16.6, 16.a) • Strengthen sub-district structures (SDG Targets 16.6, 17.9) 	MLGRD, NALAG Institute of Local Government Studies Ministry of Foreign Affairs and Regional Integration District Assemblies Common Fund, Local Government Service, NCCE	SDG 16,17 AU 11, 12,13

	<p>Poor coordination in preparation and implementation of development plans</p> <p>Poor linkage between planning and budgeting at national, regional and district levels</p>	<p>2.2 Improve decentralized planning</p>	<ul style="list-style-type: none"> • Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7) • Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9) • Create enabling environment for implementation of Local Economic • Development (LED) and Public-Private Partnership (PPP) policies at district level (SDG Targets 17.14, 17.17) 	<p>NDPC, MLGRD, NALAG Institute of Local Government Studies MMDAs, RCCs MoPln, District Assemblies Common Fund, Local Government Service, NCCE</p>	<p>SDG 16,17</p> <p>AU 11,12</p>
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FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	Weak spatial planning capacity at the local level Inadequate exploitation of local opportunities for economic growth and job creation		<ul style="list-style-type: none"> • Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a) 		
	Weak involvement and participation of citizenry in planning and budgeting Weak capacity of CSOs to participate effectively in public dialogue	2.5 Improve popular participation at regional and district levels	<ul style="list-style-type: none"> • Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) <ul style="list-style-type: none"> ▪ Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue (SDG Targets 16.7, 17.17) 	MLGRD, MMDAs, CSOs, NGOs and related institutions	SDG 16, 17 AU 11, 12
3. PUBLIC ACCOUNTABILITY	Weak sanction regimes Limited public and community ownership Low public interest in public institutions	3.1 Deepen transparency and public accountability	<ul style="list-style-type: none"> • Strengthen systems and structures for ensuring transparency and accountability in the management of public funds (SDG Targets 16.5, 16.6, 16.a) • Strengthen the sanctions regime inherent in public accountability mechanisms (SDG Targets 16.5, 16.6) 	Public Accounts Committee, NCCE, CHRAJ	SDG 16, 17 AU 11, 12, 13

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	Limited involvement of public in expenditure tracking		<ul style="list-style-type: none"> • Promote public interest in performance monitoring reports of public institutions (SDG Targets 16.6, 16.7) • Expand opportunities and structures for public and community ownership of information (SDG Targets 16.6, 16.7) • Enhance participatory budgeting, revenue and expenditure tracking at all levels (SDG Targets 16.6, 16.7) • Strengthen feedback mechanisms in public service delivery (SDG Targets 16.6, 16.7) • Accelerate enactment of the broadcasting law (SDG Target 16.10) • Strengthen partnership with the media to enhance cohesion on national issues (SDG Targets 16.10, 17.14, 17.17) 	Ministry of Information, Council of State, Peace Council, NMC, GJA, media houses, PRINPAG	

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
6. HUMAN SECURITY AND PUBLIC SAFETY	<p>Inadequate and poor quality equipment and infrastructure</p> <p>Politicization of the security services Weak collaboration among security agencies.</p> <p>Weak relations between citizens and law enforcement agencies. Low professionalism of the service</p>	6.1 Enhance security service delivery	<ul style="list-style-type: none"> • Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities (SDG Targets 16.6, 16.a) • Promote competitive remuneration to enable the security services to attract the best personnel (SDG Targets 16.6, 16.a) • Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10) • Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a) • Rehabilitate and increase number of custodial facilities and rehabilitation centres (SDG Target 16.1) 	EMA Ministry of Defence, Ministry of Interior, National Security,	SDG 16 AU 11,12, 13
7. CORRUPTION AND ECONOMIC CRIMES	<p>High perception of corruption among public office holders and citizenry Low transparency and accountability of public institutions</p>	7.1 Promote the fight against corruption and economic crimes	<ul style="list-style-type: none"> • Ensure continued implementation of the National Anticorruption Action Plan (NACAP) (SDG Targets 16.5, 16.b) • Pursue an effective campaign for attitudinal change (SDG Targets • 16.5, 16.7) 	MOJAGD, EOCO, FIC, Audit Service, Procurement Authority Public Accounts Committee, NCCE,	SDG 12, 16 AU 11,12, 13

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
9. CIVIL SOCIETY, AND CIVIC ENGAGEMENT	Media Ineffective advocacy strategies by relevant institutions responsible for public education Low capacity of the media for watchdog role	9.1 Improve participation of civil society (media, traditional authorities, religious bodies) in national development	<u>Civil Society Organisations</u> Create enabling legislative and economic environment in support of philanthropy for the vulnerable, weak and excluded, particularly women, children and PWDs (SDG Targets 1.3, 10.4, 17.17)	NCCE, MOE, Ministry of Information, GES, Ministry of Chieftaincy and	SDG 1, 10, 16,17 AU 11, 12,13
	Traditional authorities Inadequate involvement of traditional authorities in national development Weak traditional institutional mechanisms to provide alternative framework for settling chieftaincy disputes Negative cultural practices		<u>Traditional Authorities</u> <ul style="list-style-type: none"> Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17) Increase support to chieftaincy (SDG Targets 16.6, 16.a) institutions Strengthen National and Regional Houses of Chiefs to promote development (SDG Targets 16.6, 16.a) Continue the implementation of chieftaincy line of succession documentation (SDG Targets 16.6, 16.a) Involve traditional authorities in reform of negative cultural practices (SDG Targets 16.6,16.7, 16.a) 		

FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL /REGIONAL LINKAGES
	<p>Leadership succession and land disputes</p> <p>Religious bodies Inadequate involvement of religious bodies in national development</p>		<p><u>Religious Bodies</u></p> <ul style="list-style-type: none"> • Build capacity of religious bodies to promote religious tolerance (SDG Targets 16.7, 16.10, 17.14, 17.17) • Promote coordinated action involving religious bodies to ensure that there is respect for authority, honesty and integrity (SDG Targets 16.7, 16.10, 17.14, 17.17) • Engage religious bodies in the formulation and implementation of development programmes and projects. (SDG Targets 		

CHAPTER FOUR

DEVELOPMENT PROGRAMME OF ACTION (PoA)

4.0 Introduction

4.1 Plan Implementation

The Local Governance Act, 2016 (Act 936) designates each Assembly as the Planning Authority and mandates it to oversee the formulation and implementation of the Medium Term Development Plan under the Medium Term Development Policy Framework (MTDPF 2018-2021). As with previous Plans, this plan is beset with its share of anticipated constraints in its implementation such as inadequate human, financial and material resources. The tendency for Plan implementation failure if the Assembly over depends on external resources such as from the Central Government, Non-Governmental Organizations, bilateral and Multi-lateral Donor agencies which sometimes may either delay or not forthcoming. To overcome such unfortunate circumstance, 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 and to compliment local efforts.

This chapter deals with broad Municipal Development Programmes for the planned period with indicative financial Plan under the development dimensions of the Medium-Term Development Policy Framework for 2018-2021.

Table 4.1: Composite Programme of Action (PoA 2018-2021)

NO	ACTIVITIES	LOCATIO N	TIME FRAME				Indicative budget	Indicators	SOURCE OF FUNDING		IMPLEMENTIN G AGENCIES	
			1 ND YR	2 ND YR	3 RD YR	4 TH YR			IGF/DACF	GOG/ Others	Lead	Collab.
1.	Construction of market complex	Winneba	---	---	---	---	8,000,000.00	Market complex constructed		8,000,000.00	GoG	EfMA/DPS/UDG/DDF
2.	Sensitize the youth on the prospects of commercial agriculture and other employment opportunities	Mun. Wide	---	---	---	---	20,000.00	Youth on the prospects of commercial agriculture and other employment opportunities Sensitized	20,000.00		GOG	EfMA/DPS/DDF/UDG
3.	Promotion of Tourism	Mun. Wide	---	---	---	---	20,000.00	Tourism upheld	20,000.00			DPs/EfMA
4.	Promotion of aqua-culture within the municipality	Mun. wide	---	---	---	---	50,000.00	Aqua-culture within the Municipality promoted	50,000.00		EfMA	Zoomlion
5.	Form farmer groups and link them to financial institution and market	Mun. wide	---	---	---	---	10,000.00	Farmer groups , financial institution and market formed	10,000.00		EfMA	UDG/DDF/DPs
6.	Provide alternative livelihood for fisher folks	Mun. Assembly	---	---	---	---	10,000.00	Alternative livelihood for fisher folks provided	10,000.00		DPs	EfMA/UDG
7.	Provision of 5no.10 seater passenger shells, provision of revenue post and erection of bollards (pillars to prevent	W'ba. junction	---	---	---	---	130,000.00	5no.10 seater passenger shells, provision of revenue post and erection of bollards (pillars to prevent		130,000.00	EfMA	DPs

	stopping and parking by the Accra – Cape Coast high way) at Winneba junction lorry park							stopping and parking by the Accra – Cape Coast high way) at Winneba junction lorry park provided				
8.	Extension of electricity, water, provision of 4no. fire extinguishers, provision of a lairage and procurement of one big sized deep freezer to the abattoir	Seed company	---	---	---	---	136,000.00	Electricity, water, Extent, 4no. fire extinguishers provided, lairage provided and one big sized deep freezer to the abattoir procured		136,000.00	EfM A	GTZ/DPs/ GoG
9.	Provide improve fish processing and conversation facilities to reduce post harvesting loses	Muni. wide	---	---	---	---	80,000.00	Fish processing and conversation facilities to reduce post harvesting loses improve and provided	80,000.00		GoG	EfMA/DP s/ DUR
10.	Support for Self Help projects of communities	Muni. wide	---	---	---	---	100,000.00	Self Help projects of communities supported	100,000.00		EfM A	DPs /Zoo mlion
11.	Facilitate and Monitor Goat and Coconut projects	Muni. wide	---	---	---	---	25,000.00	Goat and Coconut projects monitored	25,000.00		GoG	DPs/DUR
12.	Procurement of vaccines for Livestock/pets	Muni. wide	---	---	---	---	10,000.00	Vaccines for Livestock/pets procured	10,000.00		EfM A	DPs
13.	Provision of counterpart funding Rural Enterprises Programme	Muni. wide	---	---	---	---	20,000.00	Counterpart funding Rural Enterprises Programme provided	20,000.00		MA	DDF/UD G / DPs

14.	Provision for Local Economic Development (LED)	Muni. wide	---	---	---	---	40,000.00	Local Economic Development (LED) provided	40,000.00		Agric	EfMA
15.	Expand municipal hospital theater	Municipal hospital	---	---	---	---	50,000.00	Municipal hospital theater expanded	50,000.00		Agric	EfMA
16.	Provision of cardio insulator	Municipal hospital	---	---	---	---	100,000.00	Cardio insulator provided	100,000.00		DPs	PPP
17.	Provision of trolleys	Municipal hospital	---	---	---	---	20,000.00	Trolleys provided	20,000.00		Agric	EfMA/DPs
18.	Provision of hospital beds	Municipal hospital	---	---	---	---	20,000.00	Hospital beds Provided	20,000.00		EfMA	DPs
19.	Resourcing of CHPS compound	Muni. wide	---	---	---	---	20,000.00	CHPS compound resourced	20,000.00		Fishes	EfMA
20.	Provision of toilet facilities along the beach	Muni. wide	---	---	---	---	80,000.00	Toilet facilities along the beach provided	80,000.00		Agric	EfMA
21.	Provision of street light and extension of electricity to newly developed areas	Muni. wide	---	---	---	---	30,000.00	Street light and extension of electricity to newly developed areas provided	30,000.00		Agric	EfMA
22.	Renovation of schools within the municipality	Muni. wide	---	---	---	---	40,000.00	Renovation of schools within the municipality	40,000.00		Agric	EfMA/DPs
23.	Construction of two additional CHPS compounds	Winneba	---	---	---	---	300,000.00	Two additional CHPS compounds constructed	300,000.00		EfMA	UDG/DD F/ DPs

24.	Extension of water in the rural areas	Gyahadze/G yangyanadze/Essuakyir	-	-	-	-	50,000.00	Water in the rural areas extended	50,000.00		EfM A	DPs
25.	Organize 15 community durbars on child right and danger for child abuse	Muni. wide	-	-	-	-	22,000.00	15 community durbars on child right and danger for child abuse organized	22,000.00		EfM A	Dps/NBS SI
26.	Construction of 2 new schools at Agyaa lodge/gyatekrom	Gyatekrom/Agyaa lodge	-	-	-	-	400,000.00	2 new schools at Agyaa lodge/gyatekrom constructed	400,000.00		EfM A	DPs/Co-opertives/ NBSSI
27.	Adopt strategies to mitigate or curb child trafficking	Muni. wide	-	-	-	-	10,000.00	Strategies to mitigate or curb child trafficking adopted	10,000.00		EfM A	GTB/TAs/ DPs
28.	Expand LEAP within the Municipality	Muni. wide	-	-	-	-	10,000.00	LEAP within the Municipality expanded	10,000.00		EfM A	GTB/TAs/ DPs
29.	Provide for people with disability and the vulnerable	Muni. wide	-	-	-	-	40,000.00	People with disability and the vulnerable provided	40,000.00		DPs	EfMA
30.	Expand the maternity block at the Winneba health center	Municipal hospital	-	-	-	-	50,000.00	Maternity block at the Winneba health center expanded	50,000.00		EfM A	NBSSI/M oTI
31.	Expansion of Zongo CHPS compound to provide maternity services	Abasraba/Zongo	-	-	-	-	30,000.00	Zongo CHPS compound to provide maternity services Expanded	30,000.00		EfM A	CWSA/D Ps

32.	Support the construction of Household toilets	Muni. wide	---	---	---	---	40,000.00	Construction of Household toilets supported	40,000.00		EfM A	MoE/DDF
33.	Construct 12 Institutional latrines	Muni. wide	---	---	---	---	300,000.00	12 Institutional latrines constructed	150,000.00	150,000.00	EfM A	MoE/DPs
34.	Procure 1 Cesspool Emptier	Central Admini.	---	---	---	---	250,000.00	1 Cesspool Emptier procured	250,000.00		EfM A	MoE/DPs
35.	Intensification of Door-Door services	Muni. wide	---	---	---	---	40,000.00	of Door-Door services intensifiid	40,000.00		EfM A	NGOs/Cbos/ DPs
36.	Acquisition of 24ltr dustbin (400)	Central Admini.	---	---	---	---	50,000.00	24ltr dustbin (400) acquired	50,000.00		EfM A	MoE/DPs
37.	Procurement of 40no, 10m ² communal refuse containers	Central Admini.	---	---	---	---	20,000.00	40no, 10m ² communal refuse containers procured	20,000.00		EfM A	MoE/DPs
38.	Construction of 1No 6 - Unit Classroom Block at ACM School at Sankor Winneba	Sankor	---	---	---	---	250,000.00	1No 6 - Unit Classroom Block at ACM School at Sankor Winneba constructed		250,000.00	T&C P	DPs
39.	Procurement of 2no. Royal Jungle motor cycle	Central Admini.	---	---	---	---	40,000.00	2no. Royal Jungle motor cycle procured	40,000.00		SMC	EfMA

40.	Support Community Water and Sanitation programmes	Muni. wide	---	---	---	---	20,000.00	Community Water and Sanitation programmes supported	20,000.00		EfM A	DPs
41.	Educational Sponsorship	Muni. Wide	---	---	---	---	20,000.00	Educational Sponsorship	20,000.00		EfM A	MoH
42.	Provide support for education, sports and cultural programmes	Muni. Wide	---	---	---	---	20,000.00	Support for education, sports and cultural programmes provided	20,000.00		EfM A	CWSA/D Ps
43.	Provide support for HIV/AIDS and other infectious diseases	Muni. Wide	---	---	---	---	10,000.00	Support for HIV/AIDS and other infectious diseases provided	10,000.00		DPs	EfMA
44.	Provide support for NID programmes	Muni wide	---	---	---	---	10,000.00	support for NID programmes provided	10,000.00		MoE	EfMA
45.	Provide Support for Malaria control programmes	Muni. Wide	---	---	---	---	10,000.00	Support for Malaria control programmes provided	10,000.00		MoE	EfMA
46.	Provision for Waste Management Services	Muni. Wide	---	---	---	---	10,000.00	Waste Management Services provided	10,000.00		DPs	EfMA
47.	Sanitation Improvement Package (SIP)	Muni. wide	---	---	---	---	100,000.00	Sanitation Improvement Package (SIP)	100,000.00		EfM A	DPs
48.	Support the education and economic activities of People with Disability	Muni. Wide	---	---	---	---	15,000	Education and economic activities of People with Disability supported	15,000		GW CL	GoG/DPs

49.	Registration of all Assembly lands	Muni. Wide	---	---	---	---	40,000.00	all Assembly lands registered	40,000.00		DPs	EfMA/Challenging Heights/Plan Ghana
50.	Rezoning of lands in the Municipality		---	---	---	---	20,000.00	Lands in the Municipality Rezoned	20,000.00		MoH	EfMA
51.	Grading of access roads	Muni. Wide	---	---	---	---	200,000.00	Access roads Graded	200,000.00		MoH	EfMA
52.	Construction of drains	Kojo-beedu	---	---	---	---	250,000.00	Drains constructed	250,000.00		GAC	EfMA/NGOs/CBOs
53.	Construction of roads within the Municipality	Muni. Wide	---	---	---	---	500,000.00	Roads within the Municipality constructed	500,000.00		GAC	EfMA
54.	Grading and opening up of 2.0km Cape-Coast-Winneba By-Pass link roads and construction of 4 No. Culverts and 0.5km U-drains	Winneba	---	---	---	---	600,000.00	Opening up of 2.0km Cape-Coast-Winneba By-Pass link roads and construction of 4 No. Culverts and 0.5km U-drains graded		600,000.00	MoH	EfMA
55.	Provision of speed ramps at Zongo	Zongo	---	---	---	---	10,000.00	Speed ramps at Zongo provided	10,000.00		MoH	EfMA/DPS
56.	Dredge, desilt and open up stagnant water along the bye-pass (a UDG4 sub-project) into the Ntakofam stream	Low cost/ntakorfam	---	---	---	---	40,000.00	Dredge, desilt and open up stagnant water along the bye-pass (a UDG4 sub-project) into the Ntakofam stream	40,000.00		MoH	EfMA/DPS

57.	Excavation/Desilting and re-alignment of 1.5km Zongo stream channel and adjoining stream bodies at Winneba		---	---	---	---	150,000.00	Excavation/Desilting and re-alignment of 1.5km Zongo stream channel and adjoining stream bodies at Winneba Excavated /Desilted and re-aligned		150,000.00	NHIS	EfMA
58.	Creation of lorry parks/stations	Muni. wide	---	---	---	---	25,000.00	Lorry parks/stations created	25,000.00		MOF A	EMA/DPS
59.	Create children's parks /recreational centres	Muni. wide	---	---	---	---	25,000.00	Children's parks /recreational centres created	25,000.00		TCP	EMA/DPS
60.	Construction of police post for rural communities	Rurals	---	---	---	---	80,000.00	Police post for rural communities constructed	80,000.00			EMA/DPS
61.	Extension of electricity to 8 basic school's Municipal wide	Muni. Wide	---	---	---	---	50,000.00	Electricity to 8 basic school's Municipal wide extended	50,000.00			EMA/DPS
62.	Create arable land banks	Muni. wide	---	---	---	---	20,000.00	Arable land banks created	20,000.00			EMA/DPS
63.	Develop 2 small irrigation facilities to mitigate the effect of climate variability	Winneba	---	---	---	---	150,000.00	2 small irrigation facilities to mitigate the effect of climate variability developed	60,000.00	90,000.00		EMA/DPS
64.	Provide for the conversation of the hunting grounds and Ramsar site	Winneba	---	---	---	---	25,000.00	Conversation of the hunting grounds and Ramsar site provided	25,000.00			EMA/DPS

65.	Pillaring of the muni lagoon and the core zones	Muni Lagoon	---	---	---	---	20,000.00	muni lagoon and the core zones pillared	20,000.00	19,000.00	SRW SP	EMA/SR WSP
66.	Acquire site for cemetery	Winneba	---	---	---	---	20,000.00	Site for cemetery acquired	20,000.00			EMA/DPS
67.	Acquisition of land for final disposal site	Winneba	---	---	---	---	50,000.00	Land for final disposal site acquired	50,000.00			EMA/DPS
68.	Construct culvert at Yepimso	Yepimso	---	---	---	---	150,000.00	Culvert at Yepimso constructed	150,000.00			EMA/DPS
69.	Construction of bio digester	Winneba	---	---	---	---	800,000.00	Construction of bio digester		800,000.00		EMA/DPS
70.	Desilting of major drains	Muni. wide	---	---	---	---	30,000.00	Major drains desilted	30,000.00			EMA/DPS
71.	Support for road works	Muni. Wide	---	---	---	---	20,000.00	Road works supported	20,000.00			EMA/DPS
72.	Provision for EPA procedures and processes	Central Admini.	---	---	---	---	15,000.00	EPA procedures and processes provided	15,000.00			EMA/DPS
73.	Provision for Physical Developmental control activities in the Municipality	Muni. Wide	---	---	---	---	20,000.00	Physical Developmental control activities in the Municipality provided	20,000.00		GOG	EMA/DPS
74.	Office Renovation And Construction Of Ancillary Facilities	Decentralize d departments	---	---	---	---	200,000.00		200,000.00		MoH	EfMA/DPS
75.	Construction of Office Accommodation	Decentralize d departments	---	---	---	---	500,000.00	Office Accommodation constructed	500,000.00		MoH	EfMA/DPS

76.	Provision of Official Vehicle/ Motor Bike	Decentralized departments	---	---	---	---	150,000.00	Official Vehicle/ Motor Bike provided	150,000.00		MoH	EfMA/DPS
77.	Provision of Staff Accommodation	Central Admini.	---	---	---	---	150,000.00	Staff Accommodation provided	150,000.00		MoH	EfMA/DPS
78.	Construction of security post on the bye-pass for revenue mobilization and security	Muni. Wide	---	---	---	---	25,000.00	Security post on the bye-pass for revenue mobilization and security constructed	25,000.00		MoH	EfMA/DPS
79.	Provision of Office Furniture	Central Admini.	---	---	---	---	200,000.00	Office Furniture provided	200,000.00	90,000	MoH	EfMA/DPS
80.	Recruitment of staff for other departments	Various offices	---	---	---	---	20,000.00	Staff other department recruited	20,000.00	-	MoH	EfMA/DPS
81.	Improvement of Lighting system in some decentralized department	Muni. wide	---	---	---	---	20,000.00	Lighting system in some decentralized department improved	20,000.00		EfMA	DPs
82.	Construction of KGs in the Municipality	Muni. wide	---	---	---	---	600,000.00	KGs in the Municipality constructed	600,000.00		EfMA	DPs
83.	Provision 750 pieces of dual desk for basic schools	Muni. wide	---	---	---	---	100,000.00	750 pieces of dual desk for basic schools provided	100,000.00		EfMA	DPs
84.	Provision of 240 hexagonal tables for basic schools within the municipality	Muni. wide	---	---	---	---	100,000.00	240 hexagonal tables for basic schools within the municipality provided	100,000.00	-	Judicial Serv.	DPs

85.	Establish 4 zonal satellite offices for social welfare / comm. development	Muni. wide	---	---	---	---	12,000.00	4 zonal satellite offices for social welfare / comm. development established	12,000.00		EfM A	DPs
86.	Establish meteorological office in the municipality	Muni. wide	---	---	---	---	25,000.00	meteorological office in the municipality established	25,000.00		ILO/ NBS SI	EfMA/DP s
87.	Facilitate the enforcement of laws on forest and wildlife	Muni. wide	---	---	---	---	5,000.00	Enforcement of laws on forest and wildlife facilitated	5,000.00	-	NCC E	EfMA/DP s
88.	Promote conservation education within the municipality	Muni. wide	---	---	---	---	10,000.00	Conservation education within the municipality promoted	10,000.00	-	EfM A	UDG/DPs
89.	Capacity building of revenue staff	Central admin.	---	---	---	---	20,000.00	Capacity building of revenue staff	20,000.00	-	EfM A	DPs
90.	Capacity building of drivers	Various offices	---	---	---	---	20,000.00	Capacity building of drivers	20,000.00	-	EfM A	DPs/DDF
91.	Provision of safe for the finance office	Central admin.	---	---	---	---	15,000.00	Safe for the finance office provided	15,000.00		EMA	DPs
92.	Enforce fisheries bye-laws and regulations	Muni. Wide	---	---	---	---	5,000.00	Fisheries bye-laws and regulations enforced	5,000.00		EfM A	DPs
93.	Procurement of suction hose for the cesspit emptier	Muni. wide	---	---	---	---	20,000.00	Suction hose for the cesspit emptier procured	20,000.00		GoG	DPs/EfM A

94.	Acquisition of Insurance and Road worthy certificate payments	Central admin.	---	---	---	---	20,000.00	Insurance and Road worthy certificate payments acquired	20,000.00		EfM A	UDG/DD F/ DPs
95.	Maintenance and Rehabilitation of Official vehicles and Grader	Central admin.	---	---	---	---	250,000.00	Official vehicles/Grader Rehabilitated and Maintained	250,000.00		EfM A	UDG/DD F/ DPs
96.	Research into increasing number of pauper cases	Muni. wide	---	---	---	---	15,000.00		15,000.00		EfM A	NCCE/N GOs/Plan Ghana
97.	Procurement of computers and accessories	Central admin.	---	---	---	---	70,000.00	Computers and accessories Procured	70,000.00		EfM A	DPs
98.	Intensification of radio talk shows	Community radio (Radio Peace)	---	---	---	---	10,000.00	Radio talk shows intensified	10,000.00		EfM A	NADMO/ DPs/ NGOs/Pla n Ghana
99.	Institutional training for four staff a year	Muni. wide	---	---	---	---	32,000.00	Four staff trained a year	32,000.00		EfM A	DDF/UD G /DPs
100.	Four Orientation/training programmes per quarter for staff	Muni. wide	---	---	---	---	30,000.00	Four programmes per quarter for staff Oriented/trained	30,000.00		EfM A	DDF/UD G /DPs
101.	Compensation of Staff	Decentralized staff	---	---	---	---	2,000,000.00	Staff Compensated	2,000,000.00		EfM A	DDF/UD G /DPs
102.	Completion of Assembly Office Complex (first floor)	Low cost	---	---	---	---	200,000.00	Assembly Office Complex (first floor) completed	200,000.00		EfM A	DDF/UD G /DPs

103.	Rehabilitation works on 5no. Assembly's Staff Bungalows	Low cost	---	---	---	---	100,000.00	5no. Assembly's Staff Bungalows rehabilitated	100,000.00		EfM A	DDF/UD G /DPs
104.	Human Resource Development- Capacity Building Grant	Central admin.	---	---	---	---	50,000.00		50,000.00	-	EfM A	DDF/UD G /DPs
105.	Construction of 1no. 2Bedroom Semi-Detached Self-contained Teachers Bungalow	Ndaama	---	---	---	---	200,000.00	1no. 1Bedroom Semi-Detached Self-contained Teachers Bungalow constructed	200,000.00	-	EfM A	DDF/UD G /DPs
106.	Construction of 5 No. 2-Bedroom self-contained apartment - ground floor of 3-storey Nurses flat (phase I)	Ndaama	---	---	---	---	500,000.00	5 No. 2- Bedroom self-contained apartment - ground floor of 3-storey Nurses flat (phase I) constructed	500,000.00	-	EfM A	MoE/DPs
107.	Procure Consultancy service for Engineering Designs and contraction supervision for sub-project	Muni. wide	---	---	---	---	70,000.00	Consultancy service for Engineering Designs and contraction supervision for sub-project procured	70,000.00		EfM A	MoH/DPs
108.	Procure 10 motor bikes for field staff	Muni. wide.	---	---	---	---	100,000.00	10 motor bikes for field staff procured	100,000.00		EfM A	Zoolion/D Ps
109.	Purchase of projector, photo copier and laptop computer for Agric department	Agric	---	---	---	---	25,000.00	Projector, photo copier and laptop computer for Agric department purchased	25,000.00		EfM A	DDF/UD G /DPs
110.	Decentralized Departments Transfers - G&S	Muni. wide	---	---	---	---	280,000.00			280.000. 00	EfM A	DDF/UD G /DPs

111.	Provision for equipment and logistics	Muni. wide	---	---	---	---	50,000.00	Equipment and logistics Provided	50,000.00		EfM A	DPs/NGO s
112.	Provision for NALAG activities	Muni. wide	---	---	---	---	50,000.00	NALAG activities provided	50,000.00		EfM A	DPs/NGO s
113.	Provision for Contingency	Muni. wide.	---	---	---	---	600,000.00	Contingency provided	600,000.00		EfM A	DPs/NGO s
114.	Finance software for financial statement	Muni. wide.	---	---	---	---	15,000.00		15,000.00		EfM A	DPs/NGO s
115.	Billing software for computerized bills	Muni. wide.	---	---	---	---	15,000.00	Software for computerized bills billed	15,000.00		EfM A	DPs/NGO s
116.	Municipal Strategic Plans	Central Admini.	---	---	---	---	100,000.00		100,000.00		EfM A	DPs/NGO s
117.	Monitoring and Evaluation	Central Admini.	---	---	---	---	40,000.00		40,000.00		EfM A	DPs/NGO s
118.	Recurrent Expenditure	Central Admini.	---	---	---	---	100,000.00		100,000.00		EfM A	DPs/NGO s
119.	Provide support for Disaster Prevention and Management	Muni. wide	---	---	---	---	25,000.00	Disaster Prevention and Management provided supported	25,000.00		EfM A	DPs/NGO s

120.	MP's Constituency Support Projects	Muni. wide	---	---	---	---	100,000.00		100,000.00		EfM A	DPs/NGOs
121.	Completion of the Street Naming and Property Addressing System	Muni. wide	---	---	---	---	150,000.00	Street Naming and Property Addressing System completed	150,000.00		EfM A	DPs/NGOs
122.	Provide for the Celebration of National and Local events	Muni. wide	---	---	---	---	50,000.00	Celebration of National events and Local events provided	50,000.00		EfM A	DPs/NGOs
123.	Motivation of staff	Various dept.	---	---	---	---	40,000.00	Staff motivated	40,000.00		EfM A	DPs/NGOs
124.	Modify environmental and Sanitation bye-laws on sand winning	Muni. wide	---	---	---	---	5,000.00	Environmental and Sanitation bye-laws on sand winning modified	5,000.00		EfM A	DPs/NGOs
125.	Registration of Non-Governmental Organization activities	Muni. wide					5,000.00	Non-Governmental Organization activities registered	5,000.00		EfM A	DPs/NGOs
126.	Registration and monitoring of day care centres	Muni. wide					5,000.00		5,000.00		EfM A	DPs/NGOs

4.2 Prioritization Programme Matrix

PROGRAMME	CRITERIA				Total Score	Rank
	Social impact	Economic impact	Environmental impact	Spatial impact		
Construction of multi-purpose market complex	2	3	2	1	8	1st
Sensitize the youth on the prospects of commercial agriculture and other employment opportunities	1	3	0	0	4	40th
Promotion of Tourism	2	3	1	1	7	4th
Promotion of aqua-culture within the municipality	1	3	0	0	4	42nd
Form farmer groups and link them to financial institution and market	0	3	0	0	3	66th
Provide alternative livelihood for fisher folks	0	3	0	0	3	66th
Provision of 5no.10-seater passenger sheds, provision of revenue post and erection of bollards (pillars to prevent stopping and parking by the Accra – Cape Coast high way) at Winneba junction lorry park	2	3	0	2	7	4th
Extension of electricity, water, provision of 4no. fire extinguishers, provision of a lairage and procurement of one big sized deep freezer to the abattoir	3	2	0	0	5	15th
Provide improve fish processing and conversation facilities to reduce post harvesting loses	0	3	0	0	3	66th
Support for Self Help projects of communities	3	2	0	0	5	15th
Facilitate and Monitor Goat and Coconut projects	0	3	0	0	3	66th
Procurement of vaccines for Livestock/pets	0	3	0	0	3	66th

Provision of counterpart funding Rural Enterprises Programme	1	3	0	0	4	42nd
Provision for Local Economic Development (LED)	1	3	0	0	4	42nd
Expand municipal hospital theater	3	1	0	0	4	42nd
Provision of cardio insulator	3	1	1	0	5	15th
Provision of trolleys	3	1	1	0	4	42nd
Provision of hospital beds	3	1	1	0	4	42nd
Resourcing of CHPS compound	3	1	1	0	5	15th
Provision of toilet facilities along the beach	2	1	3	0	6	10th
Provision of street light and extension of electricity to newly developed areas	2	0	0	3	5	15th
Renovation of schools within the municipality	3	0	0	0	3	66th
Construction of two additional CHPS compounds	3	1	0		4	42nd
Extension of water in the rural areas	3	1	1	0	5	15th
Organize 15 community durbars on child right and danger for child abuse	3	1	0	0	4	42nd
Construction of 2 new schools at Agyaa lodge/gyatekrom	3	1	1	0	5	15th
Adopt strategies to mitigate or curb child trafficking	3	1	0	0	4	42nd
Expand LEAP within the Municipality	3	2	0	0	5	15th
Provide support for people with disability and the vulnerable	3	2	0	0	5	15th
Expand the maternity block at the Winneba health center	3	1	0	0	4	42nd

Expansion of Zongo CHPS compound to provide maternity services	3	0	0	1	4	42nd
Support the construction of Household toilets	1	0	3	0	4	42nd
Construct 12 Institutional latrines	2	0	2	0	4	42nd
Procure 1 Cesspool Emptier	0	2	3	0	5	15th
Intensification of Door-Door services	2	2	3	0	7	4th
Acquisition of 24ltr dustbin (400)	0	0	3	0	3	66th
Procurement of 40no, 10m ² communal refuse containers	0	0	3	0	3	66th
Construction of 1No 6 - Unit Classroom Block at ACM School at Sankor Winneba	3	0	0	2	5	15th
Procurement of 2no. Royal Jungle motor cycle	3	2	0	0	5	15th
Support Community Water and Sanitation programmes	3	0	2	0	5	15th
Educational Sponsorship	3	0	0	0	3	66th
Provide support for education, sports and cultural programmes	3	0	0	0	3	66th
Provide support for HIV/AIDS and other infectious diseases	3	0	0	0	3	66th
Provide support for NID programmes	3	0	0	0	3	66th
Provide Support for Malaria control programmes	3	0	2	0	5	15th
Provision for Waste Management Services	2	0	3	0	5	15th
Sanitation Improvement Package (SIP)	0	0	3	0	3	66th
Support the education and economic activities of People with Disability	3	2	0	0	5	15th
Registration of all Assembly lands	3	0	2	2	7	4th

Rezoning of lands in the Municipality	0	0	0	3	3	66th
Grading of access roads	3	1	2	2	8	1st
Construction of drains	2	0	3	0	5	15th
Construction of roads within the Municipality	3	0	2	2	7	4th
Grading and opening up of 2.0km Cape-Coast-Winneba By-Pass link roads and construction of 4 No. Culverts and 0.5km U-drains	3	0	2	2	7	4th
Provision of speed ramps at Zongo	2	0	0	2	4	42nd
Dredge, desilt and open up stagnant water along the bye-pass (a UDG4 sub-project) into the Ntakofam stream	1	0	3	0	4	42nd
Excavation/Desilting and re-alignment of 1.5km Zongo stream channel and adjoining stream bodies at Winneba	1	0	3	1	5	15th
Creation of lorry parks/stations	2	3	0	1	6	10th
Create children's parks /recreational centres	3	0	0	2	5	15th
Construction of police post for rural communities	3	0	0	0	3	66th
Extension of electricity to 8 basic school's Municipal wide	3	0	0	0	3	66th
Create arable land banks	0	0	3	2	5	15th
Develop 2 small irrigation facilities to mitigate the effect of climate variability	0	3	0	0	3	66th
Provide for the conversation of the hunting grounds and Ramsar site	1	0	3	2	6	10th
Pillaring of the muni lagoon and the core zones	0	0	3	2	5	15th
Acquire site for cemetery	3	0	0	1	4	42nd

Acquisition of land for final disposal site	3	0	2	1	6	10th
Construct culvert at Yepimso	3	0	0	1	4	42nd
Construction of bio digester	3	0	1	0	4	42nd
Desilting of major drains	0	0	3	0	3	66th
Support for road works	3	1	0	1	5	15th
Provision for EPA procedures and processes	0	0	3	1	4	42nd
Provision for Physical Developmental control activities in the Municipality	0	0	2	3	5	15th
Office Renovation and Construction of Ancillary Facilities	3	0	0	0	3	66th
Construction of Office Accommodation	3	0	0	0	3	66th
Provision of Official Vehicle/ Motor Bike	3	0	0	0	3	66th
Provision of Staff Accommodation	3	0	0	0	3	66th
Construction of security post on the bye-pass for revenue mobilization and security	3	3	0	0	6	10th
Provision of Office Furniture	3	0	0	0	3	66th
Recruitment of staff for other departments	3	0	0	0	3	66th
Improvement of Lighting system in some decentralized department	3	0	0	0	3	66th
Construction of KGs in the Municipality	3	0	0	1	4	42nd
Provision 750 pieces of dual desk for basic schools	3	0	0	0	3	66th
Provision of 240 hexagonal tables for basic schools within the municipality	3	0	0	0	3	66th

Establish 4 zonal satellite offices for social welfare / comm. development	3	0	0	0	3	66th
Establish meteorological office in the municipality	2	0	3	0	5	15th
Facilitate the enforcement of laws on forest and wildlife	0	0	3	0	3	66th
Promote conservation education within the municipality	0	0	3	0	3	66th
Capacity building of revenue staff	0	3	0	0	3	66th
Capacity building of drivers	3	0	0	0	3	66th
Provision of safe for the finance office	3	0	0	0	3	66th
Enforce fisheries bye-laws and regulations	0	3	0	0	3	66th
Procurement of suction hose for the cesspit emptier	0	3	1	0	4	42nd
Acquisition of Insurance and Road worthy certificate payments	3	0	0	0	3	66th
Maintenance and Rehabilitation of Official vehicles and Grader	3	0	0	0	3	66th
Research into increasing number of pauper cases	3	0	0	0	3	66th
Procurement of computers and accessories	2	0	0	0	2	121st
Intensification of radio talk shows	2	0	0	0	2	121st
Institutional training for four staff a year	3	0	0	0	3	66th
Four Orientation/training programmes per quarter for staff	3	0	0	0	3	66th
Compensation of Staff	3	0	0	0	3	66th
Completion of Assembly Office Complex (first floor)	3	0	0	0	3	66th

Rehabilitation works on 5no. Assembly's Staff Bungalows	2	0	0	0	2	121st
Human Resource Development- Capacity Building Grant	3	0	0	0	3	66th
Construction of 1no. 2Bedroom Semi-Detached Self-contained Teachers Bungalow	3	0	0	0	3	66th
Construction of 5 No. 2- Bedroom self-contained apartment - ground floor of 3-storey Nurses flat (phase I)	3	0	0	0	3	66th
Procure Consultancy service for Engineering Designs and contraction supervision for sub-project	2	0	2	0	4	42nd
Procure 10 motor bikes for field staff	2	0	0	0	2	121st
Purchase of projector, photo copier and laptop computer for Agric department	3	0	0	0	3	66th
Decentralized Departments Transfers - G&S	3	0	0	0	3	66th
Provision for equipment and logistics	3	0	0	0	3	66th
Provision for NALAG activities	3	0	0	0	3	66th
Provision for Contingency	0	3	0	0	3	66th
Finance software for financial statement	0	3	0	0	3	66th
Billing software for computerized bills	0	3	0	0	3	66th
Municipal Strategic Plans	1	2	1	1	5	15th
Monitoring and Evaluation	2	2	2	2	8	1st
Recurrent Expenditure	0	3	0	0	3	66th
Provide support for Disaster Prevention and Management	3	0	2	0	5	15th
MP's Constituency Support Projects	3	0	0	0	3	66th
Completion of the Street Naming and Property Addressing System	0	0	0	3	3	66th
Provide for the Celebration of National and Local events	2	0	0	0	2	121st

Motivation of staff	2	0	0	0	2	121st
Modify environmental and Sanitation bye-laws on sand winning	1	0	3	0	4	42nd
Registration of Non-Governmental Organization activities	0	3	0	0	3	66th
Registration and monitoring of day care centres	3	2	0	0	5	15th

4.3 Indicative Financial Strategy

PROGRAMME	TOTAL COST 2018-2021	EXPECTED REVENUE					Gap	Summary of resource Mobilization Strategy	Alternative course of action
		GoG	IGF	Donor	Others	Total Revenue GH¢			
Improving economic base of the municipality by constructing multi-purpose market complex	8,510,000.00		10,000.00	8,500,000.00		8,510,000.00		Proposal to donors	PPP arrangement
Youth employment development programme	860,000.00	860,000.00						Submit beneficiary list for enrolment under new YEA modules	
Promotion of Tourism	420,000.00	70,000.00	350,000.00			40,000.00			PPP arrangement
Promotion of aqua-culture within the municipality	500,000.00	500,000.00				200,000.00			PPP arrangement
Planting for food and jobs programme	1,000,000.00	400,000.00		600,000.00		48,000.00			
Planting for job and investment	850,000.00	850,000.00							
Zongo Development Fund programme	800,000.00	800,000.00				65,000.00			
One MunicipalOne Factory	8,000,000.00	8,000,000.00				8,000,000.00			PPP arrangement
\$1.M One Constituency	4,500,000.00	4,500,000.00				1,000,000.00			
Ghana School feeding programme	4,000,000.00	4,000,000.00				128,000.00		Donor support	
Free SHS	14,000,000.00	14,000,000.00				14,000,000.00			

Livelihood Empowerment Against Poverty	1,885,000.00	1,800,000.00	85,000.00			65,000.00			
National Immunization Programme	88,000.00	65,000.00	18,000.00			48,000.00		Donor support	
National Malaria Control Programme	893,000.00	75,000.00	18,000.00	800,000.00		48,000.00		Donor support	
Youth Employment Agency	1,400,000.00	1,400,000.00				65,000.00			
National Builders Corp	3,280,000.00	3,200,000.00	80,000.00			80,000.00			
Empowering the Vulnerable and People with Disability	800,000.00	800,000.00				96,000.00			
Enhancing local economic development	418,000.00	360,000.00	58,000.00			65,000.00		Proposal to donors	
Increasing access to education	3,800,000.00	1,800,000.00	400,000.00	1,600,000.00		850,000.00			
Improving quality education	1,530,000.00	280,000.00	250,000.00	1,000,000.00		128,000.00			
improve health care delivery services	3,450,000.00	1,500,000.00	350,000.00	1,600,000.00		910,000.00		Donor support	
Increase access to road infrastructure development	10,800,000.00	4,000,000.00	800,000.00	6,000,000.00		2,180,000.00		Donor support	
Improving revenue base of the assembly	960,000.00	280,000.00	80,000.00	600,000.00		126,000.00			
Sanitation improvement programme	2,900,000.00	1,500,000.00	200,000.00	1,200,000.00		110,000.00			
Improve social services delivery e.g. Water supply	10,100,000.00	3,800,000.00	300,000.00	6,000,000.00		450,000.00		Donor support	Collaborate
Modernizing agricultural programme	3,400,000.00	2,400,000.00	400,000.00	600,000.00		360,000.00		Donor support	
Enhance service delivery by supporting other decentralize departments	2,300,000.00	400,000.00	650,000.00	1,250,000.00					
Capacity building programme	3,740,000.00	860,000.00	880,000.00	2,000,000.00		800,000.00			

CHAPTER FIVE

MUNICIPAL ANNUAL ACTION PLAN

5.0 Introduction

The Annual Action Plans for this Medium Term Development Plan are summarized in the Plan of operation as shown in table 4. The Plan of operation details out the various activities, locations, output indicators, time frame, budget/source of funding and implementing Agencies. The activities in annual action plans are phased into quarters. The criteria for selection of activities/projects to start from the first year are:

- (a) Projects that will generate income for the Assembly;
- (b) Projects that involve long implementation period.
- (c) Projects that will improve the socio-economic status of the majority of people.
- (d) Projects that will create enabling environment and
- (e) Projects that will enhance capacity building.

For some activities, the same physical inputs will be used. For example, the same LCD projector can be used to undertake activities such as awareness creation to enable farmers to adopt improved agronomic practices, public education on social accountability and create awareness and train communities on maintenance of facilities as well as vehicles for monitoring purposes. This implies that some equipment and materials need to be centralized at the Municipal Administration for use by the various Decentralized Department as well as Development partners. This will help to minimize cost.

The total budget for the planned activities is Twenty Eight Million, Five Hundred and Ten Thousand, Five Hundred Ghana Cedis (GH¢). The Municipal Assembly is expected to generate an amount of GH¢7,704,520; representing 27% from its Internally Generated Fund (IGF) and the Municipal Assemblies' Common Fund (DACF) for the plan implementation. It is also expected that an amount of GH¢20,805,980 (73) will be mobilized from Central Government and its development partners (MDA, World Bank, IDA, Plan Ghana, Challenging Heights, AfDB etc.) to support in the plan implementation for the period. Due to time and financial constraints, it may be necessary to roll certain activities/projects involving large sums of money into the next future planning period. Such activities/projects include construction of storm drains at Winneba Township, Rehabilitation of town roads, the construction of modern engineered land fill site etc. These are capital intensive projects and will need Central Government and other Multilateral Donors interventions.

5.1 ANNUAL ACTION PLAN FOR 2018

NO.	ACTIVITIES	LOCATI ON	TIME FRAME				Indicative budget	Indicators	SOURCE OF FUNDING		IMPLEMENTING AGENCIES	
			1 ND QTR	2 ND QTR	3 RD QTR	4 TH QT R			IGF/DACF	GOG/ Others	Lead	Collab.
3.	Compensation of Staff	Muni. wide	---	---	---	---	2,000,000.00,	Staff compensated		1,700,000.00,	GOG	EMA
4.	Construction of 1No 6 - Unit Classroom Block at ACM School at Sankor Winneba	Sankor	---	---	---	---	250,000.00	1No 6 - Unit Classroom Block at ACM School at Sankor Winneba Constructed		250,000.00	EMA	DPs
5.	Procurement of 2no. Royal Jungle motor cycle	Muni. wide	---	---	---	---	40,000.00	Royal Jungle motor cycle Procured	40,000.00		EMA	DPs
6.	Maintenance and Rehabilitation of Official vehicles and Grader	Central admin.	---	---	---	---	250,000.00	Official vehicles/Grader Rehabilitated and Maintained	250,000.00		EfMA	UDG/DDF/DPs
7.	Support for road works	Muni. Wide	---	---	---	---	20,000.00	Road works supported	20,000.00			EMA/DPs
8.	Completion of the Street Naming and Property Addressing System	Muni. wide	---	---	---	---	150,000.00	Street Naming and Property Addressing System Completed	150,000.00		EMA	DPs/DDF
9.	Furnishing of offices of the four zonal councils	Muni. wide	---	---	---	---	100,000.00	Offices of the four zonal councils provided			EMA	
10.	Completion of Assembly Office Complex (first floor)	Muni. wide	---	---	---	---	200,000.00	First floor of Assembly Office Complex Completed	200,000.00		EMA	
11.	Rehabilitation works on 5no. Assembly's Staff Bungalows	Domeabra /Low cost	---	---	---	---	100,000.00	5no. Assembly Staff Bungalows Rehabilitated	100,000.00		EMA	

12.	Support for Self Help projects of communities	Muni. wide	---	---	---	---	100,000.00	Self Help projects of communities supported	100,000.00		EMA	DPs
13.	Support Community Water and Sanitation programmes	Muni. wide	---	---	---	---	20,000.00	Community Water and Sanitation programmes supported	20,000.00		EMA	DPs
14.	Dredging and damming of Ntakorfam stream for vegetable farming. (Phase II)	Ntakorfam	---	---	---	---	40,000.00	Dredging and damming of Ntakorfam stream for vegetable farming. (Phase II) completed			EMA	DPs
15.	Procure 1 Cesspool Emptier	Central Admini.	---	---	---	---	250,000.00	1 Cesspool Emptier procured	250,000.00		EfMA	MoE/D Ps
16.	Facilitate and Monitor Goat and Coconut projects	Muni. wide	---	---	---	---	25,000.00	Goat and Coconut projects Facilitated and Monitored	25,000.00		EMA	DPs
17.	Procurement of vaccines for Livestock/pets	Muni. wide	---	---	---	---	10,000.00	Vaccines for Livestock/pets Procured	10,000.00		EMA	DPs
18.	Human Resource Development- Capacity Building Grant	Muni. wide	---	---	---	---	50,000.00	Capacity Building on Human Resource Development organized	50,000.00		DPs	EMA
19.	Construction of 1no. 1Bedroom Semi-Detached Self-contained Teachers Bungalow	Domeabra	---	---	---	---	200,000.00	1no. 1Bedroom Semi-Detached Self-contained Teachers Bungalow Constructed	200,000.00		DPs	EMA
20.	Completion of 1 No. ICT Centre with ancillary facility at Abasraba	Abasraba Should be deleted	---	---	---	---		1no. ICT Centre with ancillary facility at Abasraba completed			DPs	EMA

21.	Investment Service Cost for project Implementation	Muni. wide	---	---	---	---		Investment Service Cost for project Implementation provided			DPs	EMA
22.	Grading and opening up of 4.0km cape coast Winneba By- pass link roads and contraction of 4no. culverts and 0.5km U-drains	Muni. wide	---	---	---	---	600,000.00	3.9km cape coast winneba By- pass link roads and contraction of 4no. culverts and 0.5km U-drains Graded and opened		600,000.00	DPs	EMA
23.	Construction of 5 No. 2-Bedroom self-contained apartment - ground floor of 3-storey Nurses flat (phase I)	Domeabra	---	---	---	---	500,000.00	5 No. 2- Bedroom self-contained apartment - ground floor of 3-storey Nurses flat (phase I) Constructed		500,000.00	DPs	EMA
24.	Excavate to desilt and realign 1.5km Zongo stream channel and adjoining stream bodies	Muni. wide	---	---	---	---	150,000.00	Desilt and realign 1.5km Zongo stream channel and adjoining stream bodies Excavated		150,000.00	DPs	EMA
25.	Procure Consultancy service for Engineering Designs and contraction supervision for sub-project	Muni. wide	---	---	---	---	70,000.00	Consultancy service for Engineering Designs and contraction supervision for sub-project procured	70,000.00		DPs	EMA
26.	Provision for EPA procedures and processes	Central Admini.	---	---	---	---	15,000.00	EPA procedures and processes provided	15,000.00			EMA/D PS
27.	Procure 10 motor bikes for field staff	Muni. wide	---	---	---	---	10,000.00	10 motor bikes for field staff procured	100,000.00		DPs	EMA
28.	Purchase of projector, photo copier and laptop computer for Agric department	Muni. wide	---	---	---	---	25,000.00	projector, photo copier and laptop computer for Agric department procured	25,000.00		DPs	EMA
29.	Decentralized Departments Transfers - G&S	Muni. wide	---	---	---	---	280,000.00	Allocations to decentralized department transferred		280,000.00	DPs	EMA

30.	Provision for NALAG activities	Muni. wide	---	---	---	---	50,000.00	NALAG activities Provided		50,000.00	EMA	DPs
31.	Provision for equipment and logistics	Muni. wide	---	---	---	---	50,000.00	equipment and logistics Provided	50,000.00		EMA	DPs
32.	Provide for the Celebration of National events and Local events	Muni. wide	---	---	---	---	50,000.00	Celebration of National events and Local events provided	50,000.00		EMA	DPs
33.	Provision for Contingency	Muni. wide	---	---	---	---	600,000.00	Contingency Provided	600,000.00		EMA	DPs
34.	Sensitize the youth on the prospects of commercial agriculture and other employment opportunities	Muni. wide	---	---	---	---	20,000.00	Youth on the prospects of commercial agriculture and other employment opportunities sensitized	20,000.00		EMA	DPs
35.	Form farmer groups and link them to financial institution and market	Muni. wide	---	---	---	---	10,000.00	Farmer groups formed and link to financial institution and market	10,000.00		EMA	DPs
36.	Provision of 5no.10 seater passenger shells, provision of revenue post and erection of bollards (pillars to prevent stopping and parking by the Accra – Cape Coast high way) at Winneba junction lorry park	Muni. wide	---	---	---	---	130,000.00	5no.10 seater passenger shells, provision of revenue post and erection of bollards (pillars to prevent stopping and parking by the Accra – Cape Coast high way) at Winneba junction lorry park provided		130,000.00	EMA	DPs
37.	Provision of 4no. fire extinguishers, provision of a lairage and procurement of one big	Muni. wide	---	---	---	---	136,000.00	4no. fire extinguishers, provision of a lairage and procurement of one big sized deep freezer to the abattoir provided		136,000.00	EMA	DPs

	sized deep freezer to the abattoir											
38.	Financial software for financial statement	Muni. wide	---	---	---	---	15,000.00	Financial software for financial statement supported	15,000.00		EMA	DPs
39.	Billing software for computerized bills	Muni. wide	---	---	---	---	15,000.00	Billing software for computerized bills supported	15,000.00		EMA	DPs
40.	Training programmes for Staff Development	Muni. wide	---	---	---	---		Training programmes for Staff Development organized			EMA	DPs
41.	Municipal Strategic Plans	Muni. wide	---	---	---	---	100,000.00	Municipal Strategic Plans supported	100,000.00		EMA	DPs
42.	Monitoring and Evaluation	Muni. wide	---	---	---	---	40,000.00	Monitoring and Evaluation organized	40,000.00		EMA	DPs
43.	Provision of hospital beds	Muni. wide	---	---	---	---	20,000.00	Hospital beds provided	20,000.00		EMA	DPs
44.	Resourcing of CHPS compound	Muni. wide	---	---	---	---	20,000.00	CHPS compound resourced	20,000.00		EMA	DPs
45.	Educational Sponsorship	Muni. wide	---	---	---	---	20,000.00	Educational Sponsorship provided	20,000.00		EMA	DPs
46.	Provide support for education, sports and cultural programmes	Muni. wide	---	---	---	---	20,000.00	Support for education, sports and cultural programmes provided	20,000.00		EMA	DPs

47.	Provide support for HIV/AIDS and other infectious diseases	Muni. wide	---	---	---	---	10,000.00	Support for HIV/AIDS and other infectious diseases provided	10,000.00		EMA	DPs
48.	Provide support for NID programmes	Muni. wide	---	---	---	---	10,000.00	Support for NID programmes provide	10,000.00		EMA	DPs
49.	Provide Support for Malaria control programmes	Muni. wide	---	---	---	---	10,000.00	Support for Malaria control programmes provide	10,000.00		EMA	DPs
50.	Provision for Waste Management Services	Muni. wide	---	---	---	---	10,000.00	Waste Management Services provided	10,000.00		EMA	DPs
51.	Sanitation Improvement Package (SIP)	Muni. wide	---	---	---	---	100,000.00	Sanitation Improvement Package supported	100,000.00		EMA	DPs
52.	Fumigation	Muni. wide	---	---	---	---		Fumigation exercise supported			EMA	DPs
53.	Provision for Physical Developmental control activities in the Municipality	Muni. Wide	---	---	---	---	20,000.00	Physical Developmental control activities in the Municipality provided	20,000.00		GOG	EMA/D PS
54.	Celebration of Farmers Day	Muni. wide	---	---	---	---	30,000.00	Celebration of Farmers Day organized	20,000.00	10,000.00	EMA	DPs
55.	Provision of counterpart funding Rural Enterprises Programme	Muni. wide	---	---	---	---	20,000.00	Counterpart funding Rural Enterprises Programme provided	20,000.00		EMA	DPs
56.	Provision for Local Economic Development (LED)	Muni. wide	---	---	---	---	40,000.00	Local Economic Development (LED) provided	40,000.00		EMA	DPs
57.	Recurrent Expenditure	Muni. wide	---	---	---	---	100,000.00		100,000.00		EMA	DPs

58.	Capital Expenditure	Muni. wide	---	---	---	---	40,000.00		40,000.00		EMA	DPs
59.	Provide support for Disaster Prevention and Management	Muni. wide	---	---	---	---	25,000.00	Support for Disaster Prevention and Management provided	25,000.00		EMA	DPs
60.	Support the education and economic activities of People with Disability	Muni. wide	---	---	---	---	15,000.00	Education and economic activities of People with Disability supported	15,000.00		EMA	DPs
61.	MP's Constituency Support Projects	Muni. wide	---	---	---	---	100,000.00	MP's Constituency Projects supported	100,000.00		EMA	DPs
62.	Provision of toilet facilities along the beach	Muni. wide	---	---	---	---	80,000.00	Toilet facilities along the beach provided	80,000.00			
63.	Provision of street light and extension of electricity to newly developed areas	Muni. wide	---	---	---	---	30,000.00	Street light and extension of electricity to newly developed areas provided	30,000.00			
64.	Renovation of schools within the municipality		---	---	---	---	40,000.00	Schools within the municipality Renovated	40,000.00			
65.	Provision of institutional latrines	Muni. wide	---	---	---	---	100,000.00	Institutional latrines constructed	50,000.00	50,000.00	EfMA	MoE/D Ps
66.	Organize 15 community durbars on child right and danger for child abuse		---	---	---	---	22,000.00	15 community durbars on child right and danger for child abuse organized	22,000.00		EfMA	MoE/D Ps
67.	Adopt strategies to mitigate or curb child trafficking	Muni. wide	---	---	---	---	10,000.00	strategies to mitigate or curb child trafficking adopted	10,000.00		EfMA	MoE/D Ps
68.	Expand LEAP programmes within the Municipality	Muni. wide	---	---	---	---	10,000.00	LEAP programmes within the Municipality Expanded	10,000.00		EfMA	GTB/T As/DPs

69.	Support the construction of Household toilets	Muni. wide	---	---	---	---	40,000.00	Construction of Household toilets supported	40,000.00		EfMA	MoE/DF
70.	Roll out Door-Door services to cover	Muni. Wide	---	---	---	---	50,000.00	Door-Door services intensified				
71.	Acquisition of 24ltr dustbin (400)		---	---	---	---	50,000.00	24ltr dustbin (400) acquired	50,000.00		EfMA	MoE/D Ps
72.	Registration of all Assembly lands	Muni. wide	---	---	---	---	40,000.00	all Assembly lands registered	40,000.00		DPs	EfMA/ Challenging Heights/ Plan Ghana
73.	Construction of drains	Kojo-beedu	---	---	---	---	250,000.00	Drains constructed	250,000.00		GAC	EfMA/ NGOs/ CBOs
74.	Provision of speed ramps at Zongo	zongo	---	---	---	---	250,000.00	Speed ramps at Zongo provided	250,000.00		MoH	EfMA/ DPs
75.	Dredge, desilt and open up stagnant water along the bye-pass (a UDG4 sub-project) into the Ntakofam stream	Low cost/ Ntakofam	---	---	---	---	150,000.00	Dredge, desilt and open up stagnant water along the bye-pass (a UDG4 sub-project) into the Ntakofam stream		150,000.00	MoH	EfMA/ DPs
76.	Construction of police post for rural communities	Rurales	---	---	---	---	80,000.00	Police post for rural communities constructed	80,000.00			EMA/D PS
77.	Extension of electricity to 8 basic school's Municipal wide	Muni. Wide	---	---	---	---	50,000.00	Electricity to 8 basic school's Municipal wide extended	50,000.00			EMA/D PS
78.	Construction of 2no. KGs in the Municipality	Muni. wide	---	---	---	---	250,000.00	2no. KGs in the Municipality Constructed	255,000.00			EMA/D PS

79.	Provision 750 pieces of dual desk for basic schools	Muni. wide	---	---	---	---	100,000.00	750 pieces of dual desk for basic schools provided	100,000.00		EfMA	DPs
80.	Provision of 240 hexagonal tables for basic schools within the Municipality	Muni wide	---	---	---	---	100,000.00	240 hexagonal tables for basic schools within the municipality provided	100,000.00		Judicial Serv.	DPs
81.	Amend and enforce the Municipal bye-laws on sand winning	Muni. wide	---	---	---	---	40,000.00	Enforce the Municipal bye-laws on sand winning Amended	40,000.00			EMA
82.	Facilitate the enforcement of laws on forest and wildlife	Muni. wide	---	---	---	---	5,000.00	Enforcement of laws on forest and wildlife facilitated	5,000.00	-	NCCE	EfMA/DPs
83.	Promote conservation education within the municipality		---	---	---	---	10,000.00	Conservation education within the municipality promoted	10,000.00	-	EfMA	UDG/DPs
84.	Capacity building of revenue staff	Central admin.	---	---	---	---	20,000.00	Capacity building of revenue staff	20,000.00	-	EfMA	DPs
85.	Capacity building of drivers	Various offices	---	---	---	---	20,000.00	Capacity building of drivers	20,000.00	-	EfMA	DPs/DD F
86.	Provision of safe for the finance office	Central admin.	---	---	---	---	15,000.00	Safe for the finance office provided	15,000.00		EMA	DPs
87.	Support the acquisition and planting of 15,000 trees around 20 public schools to serve as fence walls, wind brakes and increase carbon sinks		---	---	---	---		Acquisition and planting of 15,000 trees around 20 public schools supported				
88.	Enforce fisheries bye-laws and regulations	Muni. Wide	---	---	---	---	5,000.00	Fisheries bye-laws and regulations enforced	5,000.00		EfMA	DPs

89.	Procurement of suction hose for the cesspit emptier	Muni. wide	---	---	---	---	20,000.00	Suction hose for the cesspit emptier procured	20,000.00		GoG	DPs/EfMA
90.	Research into increasing number of pauper cases	Muni. wide	---	---	---	---	15,000.00		15,000.00		EfMA	NCCE/NGOs/Plan Ghana
91.	Intensification of radio talk shows	Community radio (Radio Peace)	---	---	---	---	10,000.00	Radio talk shows intensified	10,000.00		EfMA	NADMO/DPs/NGOs/Plan Ghana
92.	Institutional training for four staff a year	Muni. wide	---	---	---	---	32,000.00	Four staff trained a year	32,000.00		EfMA	DDF/UDG/DPs
	TOTAL											

CHAPTER 6

IMPLEMENTATION, MONITORING AND EVALUATION

6.0 INTRODUCTION

One of the key tools in the project implementation processes is monitoring and evaluation. It is a tool purposely used to track progress of work and to undertake necessary corrective measures. This helps to keep implementers of the programmes and projects on their toes and ensure value for money. It is also to facilitate the tracking of the progress and effectiveness of the project and activity implementation system. It would also help to identify the bottlenecks in the system.

The action plan assigns responsibilities to specific stakeholders at various levels of the activity implementation to ensure accountability, effectiveness, transparency and value for money. The system which is an integral part of the Agenda for Jobs would focus on the following specific objectives: -

- Reinforcing institutional arrangements which will be given adequate capacity to enhance effective and efficient Monitoring and evaluation
- Mechanisms for Monitoring and evaluation would be strengthened and effectively coordinated.
- An efficient system would be evolved to generate relevant reliable and timely information.
- Establishment of an effective feedback mechanism
- Enhancing Participatory approach to Monitoring and Evaluation

6.1 Institutional Arrangements

There will be participatory approach to monitoring and evaluation including the following: -

- Office of the President
- Parliament
- Ministry of Local Government and Rural Development
- Local Government Service Secretariat
- Regional Coordinating Council

- Municipal Planning Co-coordinating unit
- NGOs
- Donor's
- Civil Society Organizations
- Beneficiary Communities, Assembly members, Town/Areas Councils, Unit Committees and Traditional Authorities

M & E Activities

ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
MTDP Evaluation					
Mid-term Evaluation	Start 15 th June 2018				MPCU
Terminal Evaluation	Start 15 th June 2018				MPCU
Participatory M&E	Bi- annually e.g. start 5 th of July bi- annually				MPCU
Implementation monitoring					
Monthly or Quarterly Field Visit	1 st Wednesday of every month or quarter				MPCU
Monthly or Quarterly Review Meetings	1 st Tuesday of every month or quarter				MPCU
APR preparation and dissemination					
Data collection	From 15 th January, annually				MPCU
Data collation	From 15 th January, annually				MPCU
Data analysis and validation	From 15 th January, annually				MPCU
Prepare Draft MDA APR	15 th January annually				MPCU
Organize Draft APR review workshop	20 January annually				MPCU
Final APR submitted to NDPC	End of January annually				MPCU
Dissemination of Municipal APR	From February, annually				MPCU

iii Quarterly and Annual Progress Reports Format

Title Page

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

Introduction

- i. Summary of achievements and challenges with the implementation of the DMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

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

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

6.1.2 Monitoring and Arrangement Evaluation Inputs

Monitoring will start as soon as actual implementation begins. The purpose of the Monitoring process is to see how well the projects are being executed and would throw a strong search light on the following critical issues on inputs and outputs i.e.: -

- Is the project being executed according to specification
- Is the project on schedule?
- Whether the outputs meet the desired standard

- Whether the inputs are delivered at the appropriate time and in the right quantities

The participating evaluation will also examine the following issues that have to do specifically with outcomes and inputs of the projects.

- Whether the project or programme is making progress towards achieving its objectives
- The level of impact on the beneficiary community members (men, women, children and the physically challenged)
- Whether the project meets the needs and aspirations of the beneficiaries.
- Whether those supposed to benefit from the project or programmes have had their wellbeing improved in accordance with the stated objectives and how.
- Whether there were some undesirable effects on the people
- Who has benefited from the programmes/projects and
- The extent of the ripple effects on other members of the community

Project/ Project Register

1. Programme/Project Name:
2. DMTDP Medium Term Goal:
3. Municipal Sector:
4. Project Description:
5. Project Location:
6. Contractor:
7. Budget, Source and type of Funding:
8. Date Started:
9. Expected Completion Date:
10. Contract Sum:
11. Expenditure to Date:
12. Project Implementation Status:

6.2 Dissemination and Communication Strategies

Communication strategy is meant to inform various stakeholders of the plan implementation processes. It is supposed to indicate the state of implementation, findings, successes, experiences, observations, challenges, weaknesses, impact, suggestions, results and

recommendations. The communication strategy has been put in place to address the above issues.

Variety of communication approaches will be used to reach out to all concerned in an appreciable manner. The institutions, organization and individuals whose responsibilities are crucial for the achievements of the goal of this plan are the Municipal Assembly, sector departments, the Regional Co-ordinating Council, Ministries, donors, civil society groups, Non-Governmental Organizations, Communities, socio-economic groups and individuals.

6.3 The Municipal Assembly

The Municipal Assembly as the planning authority is responsible for the plan implementation, communication and dissemination. The responsibility to communicate and disseminate the policies, plan and programmes is as important as its implementation. The Municipal Planning Co-ordination Unit (DPCU) are required to perform the following functions.

- Organize stakeholder' meetings to communicate the focus of the Municipal Assembly.
- Mobilization and provision of funds for the Plan implementation.
- 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.
- Provision of competent administrative and technical staff to facilitate the plan implementation.
- Identification of and due response to implementation bottlenecks that relate to conflict, legal concessional and administrative issues.
- Identification, invitation, persuasion and attracting potential investors by communicating the potentials the exist in the District.
- Facilitating effective information flow systems and feedbacks to enable all stakeholders to be part of the Plan implementation process.
- Ensure periodic revision of the Plan implementation, procedure and cost estimates in response to the changing circumstances.

6.3.1 Sector Department

The decentralized departments are the implementers and facilitators of the plan. By this, their involvement and knowledge of the plan implementation is very crucial. They are therefore expected to invest and share technical advice with the DPCU, Development Partner/NGOs, and other institutions. The relevant sector departments are required to provide objective comments and advise on technical feasibility of the Municipal Assembly, Community and Private Project. They are also to inform and discuss with the communities, Private Sector; and other Development Partners the policies and programmes of the Assembly Central Government and line Ministries to enable sound decision-making rational 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 plan programmes and projects.

6.4 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.

6.5 The Ministries/Agencies

The Ministries such as Ministry of Local Government and Rural Development (MLGRD), 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 communication the Plan to bilateral and donor agencies for the provision 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 organization into the District.

6.6 Non-Governmental Organization

As partner in developments, the 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. some of the NGOs operating in the Municipal should be invited to a stakeholder meeting to inform and share with them of efforts and resources. Their activities should therefore be coordinated by the Municipal Assembly to ensure effective and efficient mobilization and utilization of local and external resources.

6.7 The Communities

The communities who are primary stakeholder are keys to the Plan implementation. They are implementer, investors and beneficiaries of the plan. They need to be adequately informed about the policies, plans and programmes of Assembly and ensure their full participation in the plan terms of communal labour, financial contribution, local material and indigenous technical knowledge. They must be informed and involved at all stages of the plan 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 local initiatives and self-help efforts.

6.8 Socio-Economic Groups

Groups and associations such as Small Business Associations (SBAs) Small Business Enterprise (SBEs), Ghana Private Road Transport Union (GPRTU), Farmer-Based Organization; (FBOs) and Fishermen Associations should be informed and involved in the plan implementation process. They are responsible for the mobilization, co- ordination and implementing some aspects of development activities of the plan.

6.9 Individuals

The private sector has a major role to play with regard to transport, commerce, small industry, agriculture, tourism, natural resources 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 f or the private sector to participate in the Plan implementation.

Communication Activity Matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Meeting with political leadership	To get them appreciate the DMTDP	MCE, Presiding member, Assembly Members, MP	Meetings with audio visuals	15 th to 30 th January	MPCU
	To update them on the status of implementation		Round -table discussion and power point presentations	October to December	MPCU
Donors	To update them on the status of implementation	Donor Partners	Meetings, Reports, Round table discussion	Quarterly	MPCU
Regional coordinating council	To update them on the status of implementation	RM, RPCU	Reports, projects/programme inspection	quarterly	MPCU
National development planning commission	To update them on the status of implementation	NDPC	Reports and Meetings	quarterly	MPCU
Min. of Local gov't & Rural Development	To update them on the status of implementation	UDG & DDF secretaries MLGRD Minister	Reports and Meetings	quarterly	MPCU
Local Government Service Secretariat	To update them on the status of implementation	OHLGS	Reports and Meetings	quarterly	MPCU
Socio-Economic Groups	To brief members on status of projects and programmes	Traders, market women, artisans, etc.	Meetings, durbars	Quarterly	MPCU
	To create awareness on the DMTDP				
Non-Governmental Organization	To create awareness on the DMTDP	NGOs, Civil Societies, reports, meetings durbars	Meetings, reports	Periodically	MPCU

