

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)



ASHAIMAN MUNICIPAL ASSEMBLY

MEDIUM TERM DEVELOPMENT PLAN 2018-2021

**PREPARED BY:
MPCU**

November 2017

ACKNOWLEDGEMENT

The Ashaiman Municipal Assembly wishes to express its foremost gratitude to all those who helped in the production of this Municipal Medium Term Development Plan 2018-2021, especially the Municipal Planning Coordinating Unit (MPCU) and the Plan Preparation Team which played a lead role, individuals and institutions which were consulted, as well as those who provided useful data.

Secondly, the Assembly is expressing its appreciation to the Presiding Member, the Assembly Members, Zonal Councilors, Heads of Departments, Traditional Authorities and Opinion Leaders who had to spend part of their precious time to help administer the questionnaires, and participated in the public forums. In fact, without their cooperation it would not have been possible to collate an updated Municipal Profile and to ascertain the Municipal development problems and prescribe measures aimed at mitigating problems to the achievement of the needs and aspirations of the people.

This Plan has strategically been prepared to facilitate the achievement of our vision of becoming 24-hour modern livable city. During the plan period, processes for transformation of the municipality will begin which will lead to massive job creation.

The successful implementation of this plan will depend on effective collaboration of all stakeholders including Development Partners and private investors in the area of Public Private Partnership. I therefore call on all to support the implementation of the plan to ensure comprehensive development of the municipality.

I wish to commend the MPCU who worked tremendously to make sure that the plan is prepared in line with the statutory guidelines.

**MUNICIPAL CHIEF EXECUTVE
HON. ALBERT BOAKYE OKYERE**

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LIST OF ACRONYMS

AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Progress Report
ASHMA	Ashaiman Municipal Assembly
CB&DP	Community Business and Development Programme
CBOS	Community- Based Organizations
CSOs	Civil Society Organizations
DACF	District I Assemblies Common Fund
DP	Development Planning
DFID:	Department for International Development
DPs:	Development Partners
EU:	European Union
FBOs	Faith- Based Organizations
GH¢	Ghana Cedis
GPRS	Ghana Poverty Reduction Strategy
GoG	Government of Ghana
GSS:	Ghana Statistical Service
HIV	Human Immune Virus
ICT	Information Communication Technology
IGF	Internally Generated Funds
JHS:	Junior High School
KVIP	Kumasi Ventilated Improved Pit
Km ² :	Kilometers Square
L.I:	Local Government Instrument
M&E	Monitoring and Evaluation
MCE	Municipal Chief Executive
MPCU	Municipal Planning Coordinating Unit
MTDP	Medium Term Development Plan
MMTD	Municipal Medium Term Development plan
MPCU	Municipal Planning Coordinating Unit
MAC	Municipal Aids Commission
MSHAP	Multi-Sectoral HIV/AIDS Program
NGOs	Non Governmental Organizations
OPD:	Out Patient Department.
PHC:	Population Housing Census
PPP:	Public Private Partnership
POCC:	Potential, Opportunities, Constraints and challenges
PM&E	Project Monitoring and Evaluation
SIF	Social Investment Fund
SIT	Social Investment Transfer
SMEs	Small and Medium Scale Enterprises
SHS:	Senior High School
TMA	Tema Municipal Assembly
TDC	Tema Development Corporation
TAMSUF	Tema/Ashaiman Slum Up-grading Fund Board
UPRP	Urban Poverty Reduction Programme

EXECUTIVE SUMMARY

The Ashaiman Municipal Assembly was established by the Legislative Instrument (LI) 1889, on 30th November 2007. The Ashaiman Municipal Assembly has staff strength of 365 people (made up of 218 GoG staff and 147 IGF paid staff). The Assembly acts as the administrative body that prepares and implements policies, projects and programs towards development of the municipality.

The municipality has a total land area of 30.2kilometers square, and a population size of 261,298, with annual population growth rate of 4.6%. The population density of the Municipality as at the year 2010 was 9,395 persons /km² and increased to 12,855 persons /km² as at the year 2017.

Ashaiman had a sex ratio of 96.4 in 2010 and remained constant for 2017, which means that there are about 96 males to every 100 females in the municipality. The average households' size as at 2017 is 5.01 which indicate an upsurge from 3.7 in 2010.

The Municipal Assembly vision is to become a 24-hour modern livable city. The Municipal Assembly mission is to improve the living standards of its citizenry through effective planning and resource mobilization, in collaboration with all stakeholders to provide general socio-economic infrastructure and basic services in an environmentally sustainable manner. Among the Municipal Assembly functions, includes the allocation of public resources, approval of plans for residential, and commercial purposes, and hub for development planning in consonance with state and non-state institutions.

The core values that support the vision, shape the culture, and reflect the value of the Assembly are Teamwork, Honesty, Excellence, Commitment, Ownership, and Professionalism.

The Municipal Assembly current initiative is to promote the construction of high rise buildings that would contribute to make efficient economic use of the scare lands space, give face lift to the municipality and eliminate slum emergence.

Currently the municipality has 21 communities, 23,289 houses, 68,325 households, 20 health facilities, 502 educational facilities (kindergarten to Senior High School), one water body (dam site), one main road with feeder roads, 5 market centers, one refuse transfer point (presby junction), 6049 of the population are physically challenged, 55 people are beneficiaries from the LEAP programme, and about 95% of the population has access to potable water.

The municipality has public toilet doted across the communities, and few household toilet facilities. 78681 cases of malaria were recorded in 2016, and out of 2424 people that were tested for HIV in 2015, 394 people were confirmed positive. It is estimated that there are over fifty (50) different ethnic groups resident in the municipality.

The Four Year Medium Term Development Plan (2018-2021) of the Ashaiman Municipal Assembly was prepared by the Plan Preparation Team set up from the Municipal Planning Coordinating Unit (MPCU). The plan was prepared in collaboration with stakeholders including the traditional authorities and communities, CBOs, CSOs, NGOs, and FBOs. One issue worthy of note

is that the plan adequately captured the views and perceptions of all segments of the municipality particularly the vulnerable and excluded sections (physically/visually impaired, women and children).

The MTDP plan 2018-2021 is based on the National Medium-Term Development Policy Framework's (NMTDPF) five development dimensions. The projects and programmes in the plan have been prepared under the four main goals as contained in the NMTDPF which are; Build Prosperous Society, Create Opportunities for All, Safeguard The Natural Environment and Ensure a Resilient Built Environment and Maintain A Stable, United And Safe Society.

The development programmes in the plan aims to achieve the following by the year 2021;

- Improved Security and Safety
- Improved Environmental Sanitation
- Improved Human Resource Development
- Enhanced Spatial Development Controls
- Regeneration of the CBD
- Improved Local Economic Development And Create Job Opportunities
- Enhanced road and transport infrastructure
- Improved Internal Revenue Mobilization
- Establishment of Sister City Relationships
- Improved ICT infrastructure

Key development intervention outlined in the plan to be executed during the plan period are not limited to the following; construction of modern market, construction and maintenance of road network, construction of factories, construction of modern lorry terminal, expansion of public basic schools, establishment of technical and vocational school, interventions to enhance agriculture production, construction of police post, construction of municipal clinic and other facilities.

Key considerations for the selection of project into the 2018-2021 MTDP include the following parameters: Assembly's prioritized needs during the Needs Assessment meetings held at the various locations with non-state actors and other stake holders, On-going projects from the previous plans, Governments priority areas, Governments Special projects, Emergency projects, and Projects that have the potential to generate revenues.

Within the next four year (2018-2021), the Assembly will continue to pull resources together to achieve the ambitious goals and targets it had set in the Plan. The participation and engagement of citizens in decision-making is the hallmark of democracy and will therefore be encouraged at all levels.

The four-year plan is expected to cost Five Hundred and Six Million, Eight Hundred and Twelve Thousand, three Hundred and one Ghana Cedis, and Sixteen Peswas (**GHC506,812,301.16**) and expected sources of funding include internal revenue generation, central government transfers,

development partners, and Public Private Partnership initiatives. The total revenue projected for the plan period is One Hundred and Twenty-One Million, Six Hundred and Forty Two Thousand, and Twenty-One Ghana Cedis Eighteen Peswas (GH¢**121,642,021.18**).

CHAPTER ONE

PERFORMANCE REVIEW/PROFILE/CURRENT SITUATION/BASELINE

1.0 Introduction

This chapter of the Ashaiman Medium Term Development Plan throws light on the Vision, Mission, Core Values, Goal, Motto, Establishment, and description of the functions of the Assembly. This chapter also presents the performance review of the previous Development Plan (2014-2017) as well as the profile of the Municipality on physical, demographic, environmental, economic, social services and spatial characteristics.

1.1 Vision

To become a modern 24-hour livable city by safeguarding in the long term social, environmental and economic wellbeing of the people; improving the living conditions through education and information technology; acknowledging critical relationships in housing, transportation, security, good environmental health, water and sanitation, jobs among the others.

1.2 Mission

The Ashaiman Municipal Assembly exists to improve the living standards of its citizenry through effective planning and resource mobilization, in collaboration with all stakeholders to provide general socio-economic infrastructure and basic services in an environmentally sustainable manner

1.2.1 Core Values of the Assembly

The Ashaiman Municipal Assembly's core values direct the process of the Assembly's growth and development. The core values relate to how the Assembly deals with its beliefs about people and work.

The core values that support the vision, shape the culture, and reflect the value of the Assembly are:

1. **Teamwork:** - Listening to and respecting each other whilst working together to achieve mutually beneficial results.
2. **Honesty:-** Being open and honest in all our dealings and maintaining the highest integrity at all times
3. **Excellence:** - Always doing what we say we will and striving for excellence and quality in everything we do.
4. **Commitment:** - Working with urgency and commitment to be successful from individual and assembly's perspectives.
5. **Ownership:** - Taking ownership of our communities' needs and being accountable for delivering professional service.

6. **Professionalism:** - At all times we act with integrity, providing quality service, being reliable and responsible.

1.3 Goal

To harness both human and physical resources for the development of social and economic infrastructure to increase employment and productivity in order to raise the standard of living of the people in the municipality

1.4 Motto

Unity, Patriotism and Development

1.5 Establishment

The Legislative Instrument (LI) 1889 of 30th November 2007 established the Ashaiman Municipal Assembly.

1.6 Functions of the Ashaiman Municipal Assembly

The Assembly's functions are basically derived from the statues and Legislative Instruments (LIs) that established the Ashaiman Municipal Assembly.

The Assembly exercise political and administrative authority in the municipality, and provides guidance, give direction to and supervise other administrative authorities in the municipality. The Assembly by law is mandated to perform the following;

- (a) Be responsible for the overall development of the municipality;
- (b) Formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the municipality;
- (c) Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- (d) sponsor the education of students from the municipality to fill particular manpower needs of the municipality especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
- (e) Initiate programmes for the development of basic infrastructure and provide municipal works and services in the municipality;
- (f) Be responsible for the development, improvement and management of human settlements and the environment in the municipality;
- (g) In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the municipality;
- (h) Ensure ready access to courts in the municipality for the promotion of justice;
- (i) act to preserve and promote the cultural heritage within the municipality;

The Ashaiman Municipal Assembly is by law responsible for the overall development of the municipality. It is charged with the task of revenue mobilization, preparation/formulation of plans,

programmes, projects and budget and promotion of development activities within the municipality. The Executive Committee chaired by the MCE performs the executive functions of the Assembly. The Presiding Member is not part of the Executive Committee of the Assembly. A survey of the municipal indicates that eleven decentralized departments exist in the Assembly.

1.7 Performance Review of the MTDP (2014-2017) under Ghana Shared Growth and Development Agenda (GSGDA 1I)

In consultation with selected relevant stakeholders including sub-structures as Zonal Councils, Head of decentralized and non-decentralized Departments, performance review of the Medium Term Development Plan for the period 2014-2017 was undertaken. Projects and activities in the various thematic areas have been highlighted and shortfalls in implementation in the planned period have been identified as summarized in table 1.1.

Table 1.1: Performance Review of the MTDP (2014-2017)

Period	Thematic Area: Transparency And Accountable Governance						
	Objective: Enhance Civil Society And Private Sector Participation In Governance						
	Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2014	Remark
2014	Management and administration	General administration	Construction of zonal council offices	0	3	0	Not implemented as a result of inadequate funding
			Organize training workshop for zonal councils	4	4	1	Fully implemented.
			Organise capacity building workshop for Assembly staff	25	9	3	Fully implemented.
			Construction of quarters for Assembly Staffs	0	2	0	Not implemented as a result of inadequate funding
		Planning budgeting, monitoring and Evaluation	Prepare 4No. annual actions plan	4	1	1	Fully implemented.
			Prepare 1No. MESSAP	1	0	0	Not implemented as a result of inadequate funding.
			Prepare 4No. annual progress reports	4	1	1	Fully implemented.
			Prepare 1No. MTDP and 1No. M&E plan	2	1	1	Fully implemented.
	Management and administration	Human Resource	Construction of court buildings	1	1	0	Not implemented as a result of inadequate funding
			Construction of police posts	3	2	1	Fully implemented.
			Undertake Police patrol	-	50%	8%	Ongoing, Police night patrols was undertaken throughout the year
		Finance	Organize tax education campaign	4	5	2	Fully implemented.
			Identify new sources of revenue	13	10	7	Ongoing, 7 new sources of revenue were identified.
			Construct market stores	1	2	0	Not implemented as a result of inadequate funding.
Organize training for revenue collectors	1	1	1	Fully implemented.			
Revalue property rate	1	1	1	Fully implemented.			
Period	Thematic Area: Human Development, Productivity And Employment						
	Policy Objective: Support Other Social Intervention Programs						
	Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2014	Remark
2014	Social services delivery	Environmental health and	Construction of institutional toilet facilities	10	4	0	Not implemented. No toilet facility was constructed as a result of inadequate funding

	sanitation services	Construction of household toilet facilities	38	500	10	Ongoing, 10 additional landlords constructed toilets facilities attached to their houses
		Undertake mass sensitization to educate the public to build household toilets	600	25000	500	Ongoing, Through the support of the PRISTO project, only 500 people were sensitized
		Undertake screening of food vendors	4,000	5000	5098	Fully implemented.
		Sensitize the public on hygiene	7000	4500	600	Ongoing. 600 people were sensitized on hygiene by the EHOs
Social services delivery	Education, youth and sports	Sensitize the public on the constitution of Ghana	12,000	15000	2000	Ongoing. 2000 people were sensitized.
		Formation of school clubs	300	90	30	Fully implemented.
		Organise and educate the public on electoral process	25,000	20000	52000	Fully implemented.
	Education, youth and sports and library services	Organise my first day at school	1200	338	300	Fully implemented.
		Sensitization workshop on administration for heads of basic schools and all circuit supervisors	20	12	8	Fully implemented.
		Organize INSET on child centered activity in their lesson delivery on circuit basis	3	18	10	Fully implemented.
		Supply children with dual writing desk	1000	325	300	Ongoing
		Supply KG tables and chairs for children	100	100	80	Fully implemented.
		Construct classroom blocks for basic schools	2	3	2	Fully implemented.
		Meeting on extending instructional hours to make up for loss during break periods	10	10	4	Fully implemented.
		Construct gender friendly urinals	0	1	1	Fully implemented.
		Organise regular follow-up visits to evaluate pupils reading performance	350	84	4 visits / month	Fully implemented.
		Train and upgrade all basic level teachers on test items preparation	889	250	300	Fully implemented.
		Organise science, technology and mathematics innovative education (STMIE) for students	54	21	30	Fully implemented.
		Education of JHS 3 candidates on examination malpractice	0	1050	1000	Fully implemented.
		Establishment of literacy classes	18	30	4	Fully implemented.
		Recruitment of learners for literacy education	275	394	400	Fully implemented.
		Organize training workshop for literacy facilitators	4	4	1	Fully implemented.
		Monitor activities of literacy classes	4	4	1	Fully implemented.
		Organize art clinics in selected basic schools	0	8	4	Fully implemented.
Organize art and craft exhibition	0	4	2	Fully implemented.		

			Formation of culture groups	5	10	2	Fully implemented.
		Public health service and management	Advocate for the construction of CHPS compounds	0	2	0	Not implemented as a result of inadequate funding
			Train sub-district teams, Community Health Officers, community volunteers and CHC to provide approved services	5	2	0	Not implemented as a result of inadequate funding
			Carryout monitoring and supervision visits to all health facilities	7	14	4	Fully implemented.
			Carryout antenatal care and supervised delivery	2	50	10	Fully implemented.
			Follow-up on HIV positive pregnant women in the community by assigning every consenting positive mother to a community health nurse.	20	50	5	Fully implemented.
			Distribute malaria insecticide nets	8000	10,000	11,200	Fully implemented.
			Social welfare and community development	Give bi-monthly support to LEAP beneficiaries	34	56	56
		Train youth in bead making and batik production		400	300	50	Fully implemented.
		Case work with families		181	183	151	Fully implemented.
		Inspection of early child development centers		29	40	10	Fully implemented.
		Inspection and monitoring of NGOs		5	9	8	Fully implemented.
		Re-integration of abandoned and missing children with their families		25	35	32	Fully implemented.
		Assistance to PWDs		34	62	24	Fully implemented.
Period	Thematic Area: Human Development, Productivity And Employment						
	Policy Objective: Support Other Social Intervention Programs						
	Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2015	Remark
2015	Social services delivery	Environmental health and sanitation services	Construction of institutional toilet facilities	10	4	1	Ongoing, 1 toilet facility constructed for government cluster of schools
			Construction of household toilet facilities	38	500	20	Ongoing, 20 household toilet facilities were constructed under GAMA
			Undertake mass sensitization to educate the public to build household toilets	600	25000	7000	Ongoing. An estimated 7000 households and landlords were sensitized on the need to construct toilets
			Undertake screening of food vendors	4,000	5000	4380	Fully implemented.
			Sensitize the public on hygiene	7000	4500	10000	Fully implemented.
	Social services delivery	Education, youth and sports	Sensitize the public on the constitution of Ghana	12,000	15000	31,000	Fully implemented.
			Formation of school clubs	300	90	10	Fully implemented.

		Organise and educate the public on electoral process	25,000	20000	52,000	Fully implemented.
EDUCATION						
Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2015	Remark
Social services delivery	Education, youth and sports and library services	Organise my first day at school	1200	338	350	Fully implemented.
		Sensitization workshop on administration for heads of basic schools and all circuit supervisors	20	12	10	Fully implemented.
		Organize INSET on child centered activity in their lesson delivery on circuit basis	3	18	10	Fully implemented.
		Supply children with dual writing desk	1000	325	300	Fully implemented.
		Supply KG tables and chairs for children	100	100	50	Fully implemented.
		Construct classroom blocks for basic schools	2	3	2	Fully implemented.
		Meeting on extending instructional hours to make up for loss during break periods	10	10	10	Fully implemented.
		Construct gender friendly urinals	0	10	7	Fully implemented.
		Organise regular follow-up visits to evaluate pupils reading performance	350	84	7 visits / month	Fully implemented.
		Train and upgrade all basic level teachers on test items preparation	889	250		Fully implemented.
		Organise science, technology and mathematics innovative education (STMIE) for students	54	21		Fully implemented.
		Education of JHS 3 candidates on examination malpractice		1050		Fully implemented.
		Social services delivery	Education, youth and sports and library services	Establishment of literacy classes	18	30
Recruitment of learners for literacy education	275			394	600	Fully implemented.
Organize training workshop for literacy facilitators	4			1	1	Fully implemented.
Monitor activities of literacy classes	4			4	2	Fully implemented.
Social service delivery		Organize art clinics in selected basic schools	0	8	4	Fully implemented.
		Organize art and craft exhibition	0	4	2	Fully implemented.
		Formation of culture groups	5	10	2	Fully implemented.

HEALTH									
Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2015	Remark			
Social service delivery	Public health service and management	Advocate for the construction of CHPS compounds	0	2	0	Fully implemented.			
		Train sub-district teams, Community Health Officers, community volunteers and CHC to provide approved services	5	2	0	Not implemented as a result of inadequate funding			
		Carryout monitoring and supervision visits to all health facilities	7	14	4	Fully implemented.			
		Carryout antenatal care and supervised delivery	2	50	10	Fully implemented.			
		Follow-up on HIV positive pregnant women in the community by assigning every consenting positive mother to a community health nurse.	20	50	5	Fully implemented.			
		Distribute malaria insecticide nets	8000	10,000	11,200	Fully implemented.			
		COMMUNITY DEVELOPMENT AND SOCIAL WELFARE							
		Give bi-monthly support to LEAP beneficiaries	34	56	56	Fully implemented.			
		Train youth in bead making and batik production	400	300	300	Fully implemented.			
		Case work with families	181	183	183	Fully implemented.			
		Inspection of early child development centers	29	40	40	Fully implemented.			
		Inspection and monitoring of NGOs	5	9	9	Fully implemented.			
		Re-integration of abandoned and missing children with their families	25	35	35	Fully implemented.			
		Assistance to PWDs	34	62	62	Fully implemented.			
Social service delivery	Social welfare and community services	Create jobs for the youths	1,500	700	2500	Fully implemented.			
		Organize Training for the youths in employable skills	1000	300	500	Fully implemented.			
		Improve disabled access to public services	4	8	2	Fully implemented.			
		Organize Training for the Women in employable skills	200	500	750	Fully implemented.			

Period	URBAN ROADS							
	Thematic Area: Infrastructure, Energy And Human Settlement							
2015	Objective: Integrate Landuse, Transport, And Development Planning And Service Provision							
	Infrastructure development and management	urban roads and transport services	Surfacing works	0.82%	3.0	2.0	Fully implemented.	
			Resealing	2.19	2.0	0.9	Fully implemented.	
			Pothole patching	6,500	6000	5500	Fully implemented.	
			Culvert construction	17	5	2	Fully implemented.	
			Construct drains	12.44	1.0	4.0	Fully implemented.	
Period	Thematic Area: Enhancing Competitiveness Of Ghana's Private Sector							
	Objective: To Improve Private Sector Competitiveness Domestically And Globally							
2016	Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achieve ment 2016	Remark	
	Economic Development	Trade, Industry and Tourism services	Registration of new business individual (MSE's)	0	150	100	On-going	
			Enhance the capacity of businesses to adopt technology	0	25	16	On going	
			Facilitate Access to credit by MSE's	0	25	5	Not fully implemented, Waiting for funds to progress	
			Provide assistance for the business association	0	10	5	On going	
			Support expansion of businesses to create jobs (individual groups)	0	160	105	On going	
	Economic Development	Trade, industry and tourism services	Identify more tourist sites	0	1	1	Not fully implemented. Tourist site identified but yet to be developed	
			Development of tourist sites	0	1	0	Not implemented	
			Organizing art clinics in selected basic schools	5	2	1	Fully implemented.	
			Organizing art and craft exhibition	2	2	1	Fully implemented.	
			At least 50 groups will be identified and formation of new groups will be encouraged annually	50	30	10	Fully implemented.	
			Train youth in bead making and batik production	50	150	0	Not implemented due to Lack of funds	
			Traditional food bazaar	2	2	2	Fully implemented.	

Thematic Area: Accelerated Agricultural Modernization And Sustainable Natural Resource Management							
Objective: To Improve Agricultural Productivity							
Period	Programmes	Sub-programme	Broad Project/Activity	Baseline (2013)	DMTDP Target	Achievement 2017	Remark
2017	Economic Development	Agriculture services and management	Organize workshop for 10 Agric. Staff and 20 farmers in non-traditional livestock (grass cutter, Rabbit) and poultry production.	0	30	2	On going
			Carry out 460 farm, home & monitoring visits by AEAs/MAOs/DDA	0	200	120	On going
			Organization of quarterly Agricultural Forum.	0	4	0	Expecting funds
			Demonstration on diet fortification for 50 members of 2 HIV positive groups by December, 2015	0	50	0	Not implemented due to Lack of funds
			Organize nutrition and diet improvement programme for 5 women groups	0	5	0	Not implemented due to Lack of funds
			Promote the growing of selected traditional and exotic vegetables for domestic use by training 60 farmers.	0	60	0	Not implemented due to Lack of funds
			Train 4 poultry farmer groups on bio-security and avian flu	0	4	0	Not implemented due to Lack of funds
			Train 25 farmers on record Management	0	25	0	Not implemented due to Lack of funds
			Promote the use of manure to improve soil fertility	0	40	10	ongoing
			Organize quarterly training for Municipal Dep't of Agric. Staff on Agriculture as a business	0	4	0	Not implemented due to Lack of funds
			Organize demonstration on proper handling and use of Agro chemicals for 120 vegetables farmers in the Municipality	0	40	0	Not implemented due to Lack of funds
			Train 20 vegetables farmers on post-harvest management and farm Sanitation.	0	20	0	Not implemented due to Lack of funds
			Organize inspection and selection of 2015 best Municipal, Regional and National farmers.	0	1	0	Not implemented due to Lack of funds
			Organize 12 staff Training/ monthly general meetings	0	12	0	Not implemented due to Lack of funds
			Undertake 20 Hectares Agra grain Rice seed multiplication programme	0	20	5	ongoing

1.8 Statement of Revenue and Expenditure

This section deals with the analysis of the revenue and expenditure pattern of the Municipal Assembly from 2014 to 2017.

Table 1.2: Statement On Income And Expenditure Of The Ashaiman Municipal Assembly

PERSONNEL EMOLUMENTS (WAGES AND SALARIES)							
Year	Requested as planned (A)	Approved as per ceiling (B)	Released (C)	Deviations		Actual expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	2,096,828.40	2,096,828.40	1,548,642.56	0.00	548,185.84	1,548,642.56	0.00
2015	2,782,765.02	2,745,766.06	2,325,271.02	36,998.96	420,495.04	2,325,271.02	0.00
2016	2,844,481.00	3,502,081.00	2,397,783.36	(657,600.00)	1,104,297.64	2,397,783.36	0.00
2017	3,306,516.33	3,507,763.27	1,921,798.03	(201,246.94)	1,585,965.24	1,921,798.03	0.00
CAPITAL EXPENDITURES/ASSETS							
Year							
2014	2,905,731.92	2,905,731.92	1,821,856.07	0.00	1,083,875.85	1,821,856.07	0.00
2015	3,960,343.23	3,093,708.63	3,770,936.86	866,643.60	(677,228.23)	3,770,936.86	0.00
2016	7,421,090.71	5,550,669.27	6,790,026.86	1,870,421.44	(1,239,357.59)	6,790,026.86	0.00
2017	16,258,176.87	12,470,443.57	4,838,909.26	3,787,733.30	7,631,534.31	4,838,909.26	0.00
GOODS AND SERVICES							
Year							
2014	1,558,505.00	4,212,277.63	1,689,875.35	(2,653,772.63)	2,522,402.28	1,689,875.35	0.00
2015	1,188,707.43	6,157,396.98	1,760,266.09	(4,968,689.55)	4,397,130.89	1,760,266.09	0.00
2016	2,192,611.19	6,157,396.98	2,133,958.20	(3,964,785.79)	4,023,438.78	2,133,958.20	0.00
2017	11,949,947.95	6,298,666.64	4,935,944.22	5,651,281.31	1,362,722.32	4,935,944.22	0.00

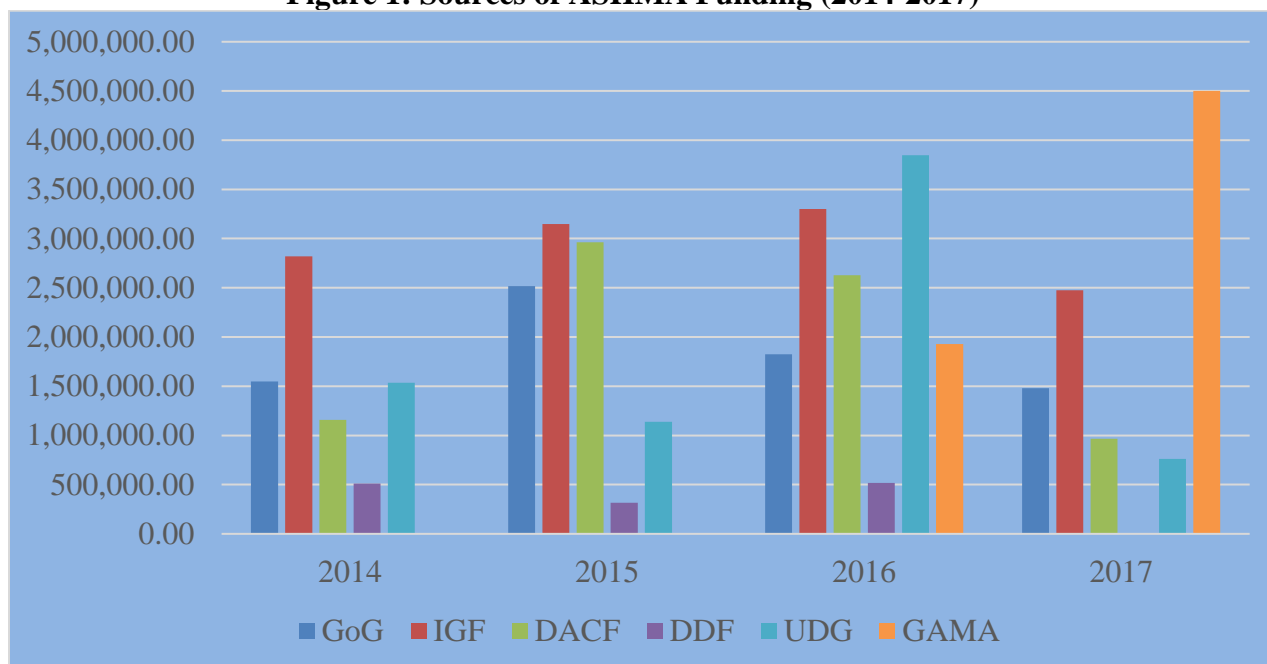
From the table 1.2, it can be seen that though there exist variation in annual figures, the Assembly received releases for all the four years for salaries, capital expenditure, and goods and services. Further readings shows that all incomes received for wages and salaries, capital expenditure, and good and services were all spent, thus showing a zero variance for amounts released and actual expenditure.

Though frequent releases were made for the four years, observations indicates that the Assembly only received an amount higher than the approved ceiling in 2015 and 2016 for Capital expenditure. That is, with planned amount of GHC 7,421,090.71, and a subsequent approved ceiling of GHC 5,550,669.27, the release received for the capital expenditure summed as GHC 6,790,026.86 for 2016. The remaining years (2014, 2015, and 2017) all received releases were less than the approved ceiling and planned expenditure.

Table 1.3: Sources Of Financial Resources For Ashaiman Municipal Assembly

Sources	2014			2015			2016			2017		
	Approved	Actual received	Variance	Approved	Actual received	Variance	Approved	Actual received	Variance	Approved	Actual received	Variance
GoG	1,741,443.40	1,548,642.56	192,800.84	3,724,716.97	251,831.59	120,640.02	2,319,081.00	1,824,046.76	495,034.24	2,590,264.06	1,478,381.22	1,111,882.84
IGF	3,370,363.59	2,818,196.36	552,167.23	3,422,257.75	3,147,070.93	275,186.82	3,499,011.19	3,300,452.01	198,559.18	4,525,006.27	2,476,028.37	2,048,977.90
DA CF	2,611,092.21	1,157,394.81	1,453,697.40	4,097,467.34	2,961,219.55	1,136,247.79	4,344,857.31	2,627,760.58	1,717,096.73	3,835,920.56	965,572.90	2,870,347.66
DD F	422,935.00	510,479.77	(87,544.77)	422,935.00	316,663.00	106,272.00	937,497.00	518,133.00	419,364.00	746,297.00	--	746,297.00
UD G	1,026,323.33	1,536,029.45	(509,706.12)	2,038,163.63	1,138,674.61	899,489.02	3,702,593.71	3,846,176.24	(143,582.53)	4,152,016.68	760,000.00	3,392,016.68
GA MA	--	--	--	0.00	0.00	0.00	2,000,000.00	1,930,174.32	69,825.68	5,700,000.00	4,500,000.00	1,200,000.00
Tot al	9,172,157.53	7,570,742.95	1,601,414.58	13,705,540.69	10,081,944.04	2,537,835.65	16,803,040.21	14,046,742.91	2,756,297.47	21,549,504.57	10,179,982.49	11,369,522.08

Figure 1: Sources of ASHMA Funding (2014-2017)



It can be inferred from figure 1 that the Assembly received funding from 6 major sources for its administration and implementation of projects for the four year plan period (2014-2017). With the exception of DDF which was not yet received for the 2017 year, the Assembly received funding from the other 5 major sources. However, the full implementation of projects could not be achieved because of the inability to receive all planned and approved funding estimates.

It can be seen that whiles Government of Ghana (GoG) centralized funding support as received for the four years was always higher than the World Bank funding (DDF) which focuses on capacity building of staff, the Internally Generated Fund (IGF) on the other hand out-performed

the GoG receipts throughout the four years period. Part of the increasing IGF performance can be associated to the measures kept in place by the Assembly to control traffic and the introduction of on-street parking, issuance of conditional permits for development of infrastructure, regularization of emerging markets, and frequent citizens engagement on the payment of property rates among others to facilitate maintenance of public goods and the Assembly services delivery.

It can also be ascertained that Development Partners support, particularly from the World Bank (UDG and GAMA) releases were at their peak in 2016 and 2017 respectively. Though the GAMA project commenced in 2015, major releases were done in the year 2016 and 2017 towards the construction of household and institutional toilet facilities for schools.

1.9 Key Issues/Problems Encountered During the Implementation of the MTDP

- **Implementation of Some Programme and Projects outside the Plan**

The Municipality over the years saw the implementation of some projects and activities which were not in the Medium Term Development Plan. This was due to the fact that the Assembly received some donor interventions which were not envisaged during the preparation of the plan. Also government policy directions during the plan period warranted the need to execute some few projects outside the plan.

- **Monitoring of Development Projects**

Monitoring of development projects had faced periodic challenges due to unavailability of means of transport and other logistics that are needed to carry effective and frequent projects monitoring. Again preference were made for monitoring of physical projects as against non-physical due to availability of required data and commitment of the departmental heads.

- **Inadequate funds**

The projects and activities set out to be implemented during the plan period was based on forecast inflows of the Assembly. However, most of the projected funds especially the internally generated funds, central government transfers-such as District Assemblies Common Fund, were not realised as projected hence some of the projects were not implemented.

- **Inadequate collaboration between departments and the Assembly**

Most of the departments do not reveal the expected revenue from the various sources for implementation of the activities. And at times they are not forthcoming with the expected reports on the implementation status of their programmes. This makes it difficult to prepare accurate and submit progress reports on time.

1.10 Lessons Learnt from implementation of DMTDP 2014-2017

- **Setting of Realistic Targets**

In all the Assembly was able to implement about 62% of the projects outlined in the 2014-2017 Programme of Action. The short fall in the implementation target is basically due to setting the targets beyond the means of the Assembly's resources. Per this experience the Assembly would do realistic revenue forecasting to be able to ascertain the expected inflows to guide the number of projects envisaged to be implemented.

- **Ineffective functioning of the sub-structures**

The sub-municipal structures are unable to perform their functions effectively due to funding and infrastructure challenges. They also seem to be ignorant about the provisions in the medium term plan due to their limited participation in the planning process. For this reason, conscious effort would be made to extensively get the participation of the zonal council members in the preparation of the plan. Also, the zonal councils were not resourced enough to implement their projects as contained in the plan. Efforts would therefore be made to fully implement the ceded revenue concept to resource the Zonal Councilors and build their capacity to support the implementation of their programmes and activities.

- **Monitoring of development projects**

During the period under review, it was observed that most monitoring activities of the Assembly were mostly concentrated on physical projects with limited attention on non-physical projects.

- **Inadequate funds**

The projects and activities set out to be implemented during the plan period was based on forecast inflows of the Assembly. However, most of the projected funds especially the internally generated funds, central government transfers-such as District Assemblies Common Fund, were not realised as projected hence some of the projects were not implemented. In this regard, the Assembly will put in place measures to increase revenue collection and also employ other projects funding mechanisms such as Public Private Partnership Initiatives to close the funding gap.

1.11 Analysis of Existing Situation and Compilation of Municipal Profile

1.11.1 Background/History

Ashaiman was founded by one Nii Amui who migrated to the area from Tema in the 17th Century. He named his new settlement “Ashaiman” (or Ashai’s town). He was later joined by two of his brothers (Nii Ashai and Nii Oko). The area where Nii Amui settled is presently called Mantseman, while Nii Oko’s settlement is present may Moneomaanyi. Later other migrants from the AMA area to the east of Tema came to settle in Ashaiman. The area where they settled is present Lebanon-a suburb of Ashaiman.

Ewes from the Volta Region were among the earliest migrants who settled in the area. Currently, Ashaiman is a home to people from many ethnic groups. It is estimated that there are over fifty (50) different ethnic groups resident in Ashaiman. The construction of Tema harbour and the railway line in the 1950s, contributed to the migration of people to the area in search of jobs and who found residence in the cheap accommodation that Ashaiman provided.

1.11.2 Institutional Capacity Needs

The Ashaiman Municipal Assembly is made up of 27 Assembly Members comprising 1 Presiding Member, the Municipal Chief Executive and the Member of Parliament. The municipality has 7 Zonal Councils with 17 electoral areas. Each electoral committee has a 5-member unit committee. Each Zonal Council has been provided with office accommodation to perform their duties.

The Assembly has a fully equipped MPCU; a well-functioning Public Relations and Complaints committee and executive committee with its various sub- committees. With the exception of the education and health department, and rent control all other departments of the assembly are housed within the municipal assembly office complex. Notwithstanding this, office spaces allocated to most departments are small which results in congestion which affects productivity. Most the offices are well equipped with office logistics with a few offices not being adequately equipped.

Table 1.4: Staff List By Department/Unit (GOG)

Department	Qualification	Age	Sex		Available	Required	Backlog/ Gap
			M	F			
Administration							
Co-ord. Director	Masters Public Admni.	54	1		1	1	
Assist. Director I	Msc. HR Dev't. & Post Grad. Cert. in Public Admin.	42,39	1	1	2	3	
Assist. Director IIA	Post Grad Cert. in Public Admin., BA Management	45, 36,30	1	2	3		
Assist. Director IIB	BA ARTS, BBA MGT.	36,26	1	1	2		
Human Resource Unit							
H R Manager	Masters Local Govt. Admin / Organization	44		1	1	2	
Assist. HR Manager	BBA Human Resource BSC Management	30, 37		2	2		

Registry							
Prin. Executive Officer	HND Marketing	31,32	1	1	2	1	
Srn. Executive Officer	HND Marketing HND SEC.& MGT Studies	30,33		2	2		
Higher Exec. Officer	GCE A/L	37	1		1	1	1
Secretary/Typist							
Steno. Secretary	Steno. Secretary	50		1	1	2	
Steno. Grade I/ Grade II	Stenographer Grade I Stenographer Grade II	55,40		2	2		
Typist Grade I	Diploma	33		1	1	2	1
Radio							
Sterno. GRD II/ Radio Operator I	SSCE/NOVET	34		1	1	1	
Procurement/Stores							
Assist. Procurement officer	BBA&BSE Procurement	39	1		1	3	2
Principal Store Keeper	B.A ARTS	49	1		1	1	
Budget							
Chief Budget Analyst	MSC. ECONS	58		1	1	1	
Budget Analyst	MSC Local Econs. Devt. BBA, B.ED, B.A		2	2	4	3	
Internal Audit							
Prin. Internal Auditor	B.Com	38		1	1	1	
Internal Auditor	BSC Accounting	47	1		1	2	
Assist. Internal Auditor	BSC Admin. (Accounting)	33		1	1		
Internal Auditor (Trainee)	BSC Accounting ICAG, HND Accounting	40,33,35,28	2	2	4		
Local Govt. Inspectorate							
Prin. Local Govt. Insp.	Ordinary Level	50		1	1		
Development Planning							
Prin. Devt. Plann. Off.	BA Social Science	45	1		1	1	
Assist. Devt. Plann. Officer	BA Integrated Dev't. Studies	33, 38	1	1	2	4	2
Transport							
Driver Grade I	SSCE	41	1		1	20	16
Driver Grade II	MSCL	48	1		1		
Driver Grade III	MSCL	56,28	2		2		
City Guards							
Deputy Chief Metro. Guard	MSCL	56	1		1		
SEN. Supervisory Metro Guard	MSCL, GCE/O'LEVEL, NVTI	56,45,49	2	1	3		
Watchman							
Watchman	Primary School	44	1		1	24	23
Statistics							
Chief Tech. Off. /Statis. Assist. I	Ordinary Level	55	1		1	2	1
Assist. Statistician	BSC Statistics/Physics	32	1		1	2	1
MGT. INFOR. SYSTEM/ICT							
Assist. Programmer	BSC Computer Science	33		1	1		
Finance							
Prin. Accountant	Chartered/ MBA	44		1	1	3	2
Srn. Accountant	Master Acc./Finance B.Com, BA Acc., HND Acc.	49,48,40,54,4 2		5	5	5	
Accountant	BBA Accounting	54		1	1		

Assist Accountant	HND Accounting, BSC Admin. BSC Accounting	37,36,42,34	3	1	4		
Prin. Account. Techn.	GCE A-Level	57	1		1		
Junior Accounts Techn.	Diploma In Social Work	57		1	1		
Revenue							
Srn. Revenue Superintendent	MSCL O Level	55,54,49,	3	1	4	5	1
Rev. Superintendent	MSCL	57	1		1	4	
Higher Revenue Insp.	O'Level, SSCE, MSCL, BECE	37,37,44,50,3 3,30,42	1	6	7		
Rev. Inspector	MSCL	46	1		1	8	7
Works							
Assist. Engineer	MSC. BSC	35	1		1	9	7
Engineer	BSC	33	1		1		
QTY. Surveyor	BSC Building	38	1		1	4	3
Srn. Techn. Engineer	HND Building Technology, HND, Industrial Maintenance	38,32,38,36	4		4	4	
Technician Engineer	HND Building Technology	42	1		1	4	3
Srn. Technician Officer	BBA MGT. Studies	54	1		1	3	2
Technical Officer I	CTC	38	1		1	2	1
Env. Hlth/waste Mgt.							
Env. Hlth Analyst/C.E.H. Techno.	M.A Env. Science	55	1		1	3	2
C.E.H.Assist.	Health Cert.	57,60,54,55,5 7,54,54	6	1	7		
P.E.H.Assist.	Health Cert.	60,39,38,35,4 1,39	2	4	6		
EHO	Diploma	33	1		1	10	9
S.E.H.Assist.	Health Cert	52,36,32,34,3 9,39,32,33,34 ,43,31,31	2	1 0	12		
E. Health Assistant	Dip. in Env. Hlth, Env. Hlth Cert./BSC Public Hlth., Env. Hlth Cert., AHPCE	32, 30, 36, 31,34, 31, 28,36	3	5	8		
Labourer	N/A	45,44	2		2		
Social Welfare and Com. Development							
Prin. Social Dev. OFF.	BA Social Works/Psychology BA Sociology	45,53	2		2	1	
Chief Social Dev. Assist	Diploma in Development	55		1	1		
Social Dev. Officer	BA Political Science Diploma in Youth Dev. BA Sociology/Psychology, BBA Accounting, BBA Sociology/Econs, BA Int. Dev. Studies	43;50,36.33,3 5,30, 36	2	5	7	2	
Srn. Social Dev. Officer	BA Economics/Sociology, BFA Degree	38, 54	1	1	2		
Assist. Social Dev. Officer	BSc. BA BA Geography & Rural Dev.	36, 32	2		2		
Srn. Assist. Social Dev. Officer	Diploma in Youth Development	41		1	1		
Com. Dev. Officer	Post Graduate Certificate	34, 31, 31, 32	4		4		

	B.A, BED, BA Econs, BBA, Diploma.						
Srn. Mass Education Officer	Diploma in Comm. Development	55	1		1		
Mass Education Officer	HND, Diploma,	32,30,38, 37	3	1	4		
Social Dev. Assist	Certificate in Social Works	39		1	1	4	2
Srn. Social Dev. Assist.	DBS Secretaryship	33		1	1		
Assist. Comm. Dev. Officer	NVTI, Diploma, Advance Certificate	41, 39, 42		3	3		
Com. Dev. Assist.	Diploma	46	1		1		
Assist. Child Care Officer	SSCE	38		1	1		
Child Care Assistant	BECE	33		1	1		
Cleaner	SSCE	33		1	1		
Agric Department							
Director of Agric.	MPIL SOIL Science/ BSC Agric.	59	1		1		
Chief Prod. Agric. Officer	MSC Agric.	54	1		1	2	1
Srn. Agric. Officer	BSC Agric. MSC	36, 60, 54		3	3	4	1
Srn. Agric. Extension Off.	NAT. Diploma	36		1	1		
Chief Technical Officer	Diploma	51	1		1	2	1
Steno. Secretary, Steno. Grade II	BED. MGT., NVTI/Steno Grade II	49, 35		2	2	5	3
TO II/Technical Officer	Cert. Agric. Cert. Animal Hlth.		1	2	3	22	19
Technician Engineer	HND	30	1		1	5	4
STO/Production Off.	Diploma	39	1		1	6	5
Executive Officer	SSCE	45	1		1	1	
Messenger	SSCE	38	1		1		
Night Watchman	BECE	45	1		1		
Cleaner	BECE	35		1	1		
Town & Country Planning							
Technical Officer	NVTI GD I, NVTI GRD I	41, 46	2		2	4	2
Urban Roads Department							
SRN. Engineer	BSC Civil Engineering	37	1		1	2	1
Chief Tech. Engineer	C.T.C II	55	1		1	3	
Assist. Chief Tech. Engineer	HND, Certificate Civil Engineering	48, 41	1	1	2		
Steno. Grade I & II	BBA HR, Stenographer Sec.	41, 41		2	2	3	1
Srn. Executive Officer	BA MGT. Studies	33		1	1	1	
Trade							
Business Advisor	Business Administration	52	1		1	5	4
Co-ops Officer	BSC Accounting	37	1		1	2	
Assist Co-ops Officer	SHS	34		1	1		

Inference from the table above on staffing capacity shows that there are a number of backlog which indicate inadequate number of GoG staff to deliver on the Assemblies core mandates. In filling the gaps, a number of staffs have been engaged on IGF to support key areas such as sanitary/ sanitation, administration, taskforce, and revenue mobilization. It can be seen that the major backlog exist in the Transport Department and Security (Watchmen).

1.5 ASHMA'S Official Logistics to Support MTDP Implementation

No.	Type Of Vehicle	Reg. No.	Chassis No.	Age (years)	Mft Date	User Dept.	Present Condition
1	Nissan Pick Up	Gc 669-10	Mntvcd40z0028357	5	2008	Finance	Road Worthy
2	Nissan Pick Up	Gc 670-10	Mntvcd40z0027971	5	2008	Works	Road Worthy
3	Nissan Pick Up	Gl 935-13	Adnchgd22z00312	2	2010	Works	Road Worthy
4	Nissan Pick Up	Gl 936-13	Adnchgd22z0031233	2	2010	Revenue Unit	Road Worthy
5	Nissan Pick Up	Gt 6962-15	Adncud22z0048	10	2012	Administration	Road Worthy
6	Nissan Pick Up	Gt 6963-15	Adncpud22z0048209	10	2012	Administration	Road Worthy
7	Nissan Patrol	Gn 1971-11	Inticsy61z0579878	4	2009	Administration/ Mce	Road Worthy
8	Ford Everest	Gb 842-12	Mncls4d10bw317653	4	2009	Administration/ Mcd	Road Worthy
9	Nissan Urvan	Gr 6753 H	-	26	1989	Revenue	Under Repair
10	Mitsubishi Pick Up	Ge 3880 Y	Mmbtnk7706f034643	8	2006	City Guard	Road Worthy
11	Mitsubishi Pick Up	Gv 480 E	Inmmynk140vp001518	26	1986	Revenue Unit	Break Down
12	Mitsubishi Pick Up	Gr 7412 G	Ink140tp0v082	26	1986	M.O.H	Break Down
13	Mahindra Pick Up	Ge 9205 Z	Sn4bkc82a13393	7	2008	Task Force	Under Repair, Engine, And Minor Body Works
14	Leyland Commet	Gv 2044 C	Xlrl4t35w0l064383	29	1986	Waste Mgt	Under Repairs-Baseplate, Chassis Frame, Bodyworks, And Spraying
15	Aslock Leyland	Gn 7371-13	Mbia3ktcj3crrvg3287	2	2010	Waste Mgt	Road Worthy
16	Aslock Leyland	Gn 7359-13	Mbia3ktcj3crrtg4692	2	2010	Waste Mgt	Road Worthy
17	Aslock Leyland	Gn 7437-13	Mbai3ktcj3rrwg234	2	2010	Waste Mgt	Road Worthy
18	Farm Tractor	Gv 6277-V	Ar81153	13	2006	Waste Mgt	Road Worthy
19	Suzuki Motorbike	M-15-Gr 3606	Tf125-171621	1/3	2014	Despatch	Road Worthy
20	Batter Motorbike	M-14-Gv116	-	7/12	2014	Despatch	Road Worthy

It can be inferred from the table above on ASHMA vehicles that, there are available 20 vehicles that are used in running day-to-day administration of the Assembly and its programmes and projects implementation. Though 3 of the vehicles were under repair at the time of preparation of this plan, the remaining 17 were functional. However, the 20 vehicles have proven inadequate since monitoring and supervision exercises are sometimes challenged or postponed as a result of releasing / assigning vehicles to other official duties. As a result, public transports are engaged for

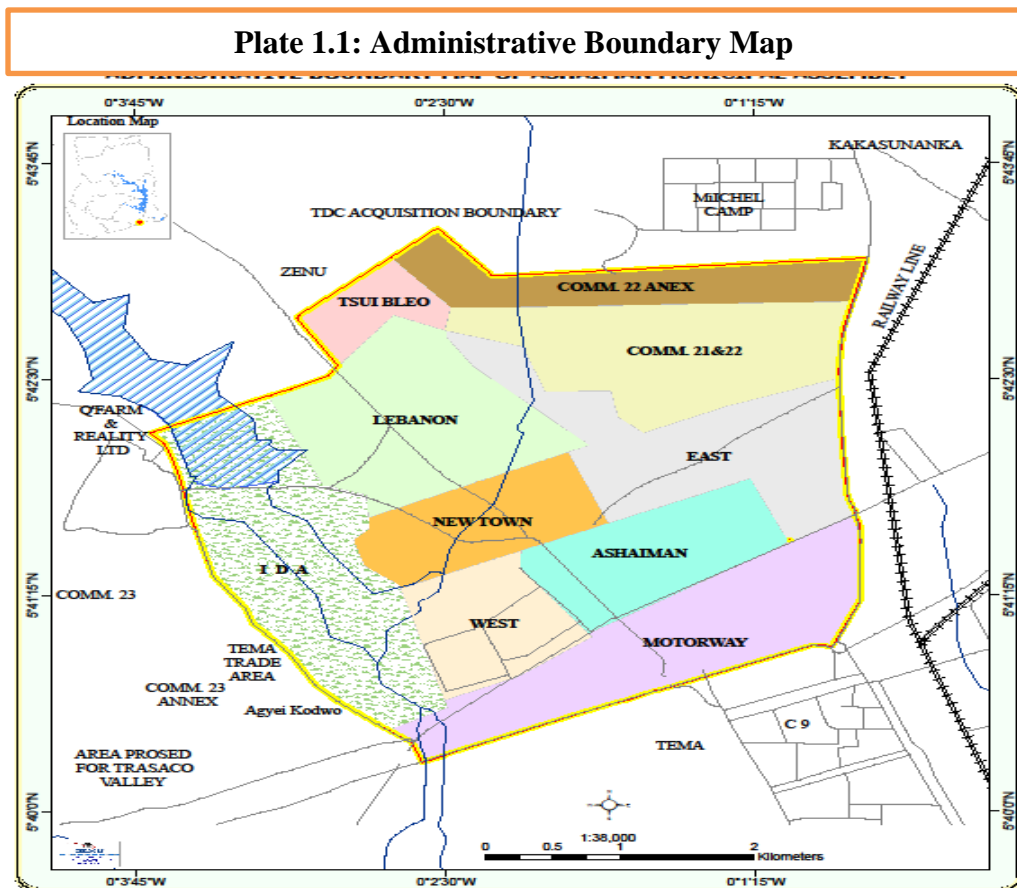
activities that involves participatory monitoring of projects and participation in programmes outside the district.

Other administrative logistics that are available and would be used to support the plan implementation and evaluation include 39 desktop computers, 27 printers, 10 laptops, 60 office tables, and 60 office chairs.

1.11.3 Physical and Natural Environment

1.11.3.1 Location and size

The Ashaiman Municipal Assembly is located about four kilometres north of Tema and about 30km from Accra, the capital of Ghana. Whiles Tema is situated on the Greenwich meridian with the 0° Ashaiman falls within latitude 5° 42' North and longitude 0° 01' West. It covers an area of about 30.2 sq. Km and shares boundaries on the North and east with Kpon-Katamanso District Assembly, on the South and West with the Tema Municipal Assembly.



1.11.3.2 Biodiversity, Climate Change, Green Economy and Environment in General

1.11.3.3 Soils

The soils are mostly sandy clays suitable for the cultivation of vegetables: okro, peppers, cabbage and cucumber the major vegetables produced in urban gardens. Most crop farmers in Ashaiman therefore cultivate crops and market them to surrounding restaurants and hotels.

1.11.3.4 Geology

The area is underlain by the Precambrian rocks of the Dahomeyan formation: metamorphic rocks mainly consisting of granite, gneiss and schist probably derived from sedimentary layers. These rocky formations are weathered or decomposed at the surface with a thickness (of the weather component) not exceeding 12m in the area.

1.11.3.5 Relief

The area is generally flat and forms part of the Accra-Togo plains. However, there are isolated hills in the area but even these barely reach 65m high. The relief makes it easy for construction of roads and drains.

1.11.3.6 Climate and Vegetation

Ashaiman lies within the Accra-Togo plains, and therefore experiences a climatic condition that extends from the east coast of Ghana into Togo. Rainfall ranges from 730mm-790mm. The rainy season starts from April to July (the major season) and September to November (the minor season). Temperatures are high throughout the year. March –April is usually the hottest period with temperatures reaching 32°C during the day and 27°C at night. Cooler temperatures occur from May-September with a high of 27-29°C during the day and 22-24°C in the night. Humidity varies with the seasons with a height of 60-80% in the wet season and less than 30% in the dry periods. The vegetation consists of savannah grasses and shrubs due to the low rainfall regime. However, due to human activity, the natural vegetation no longer exists.

1.12 Water Security

The major river of the Ashaiman Municipal Assembly is the River Gbemi which runs across the municipality. Lying to the north-west is the Ashaiman Dam which serves as a source of water for agricultural activities. Generally, the municipality is well drained. Pipe-borne outside dwelling among households' remains the major source of drinking water. About 95% of the population has access to potable water

1.13 Natural and Man-Made Disasters

Ashaiman has well engineered drains along major roads in the township, drainage within the residential units is however very poor as there are no well-engineered drainage system. Surroundings within these units have therefore been marred with liquid waste compounding the

already existing problem of sanitation. Most of these drains along the major routes are also choked. It is therefore not surprising that the top-ten diseases reported at the OPD in Ashaiman were environmentally related. This situation pertains because Ashaiman is generally faced with uncontrolled development. Natural and man-made disaster situation in Ashaiman continues to affect the health and economic status of its citizens and can be a disincentive to potential investor. Some areas of the municipality (Newtown, Roman down, Middle East and Tulaku) suffer from flooding during periods of heavy rainfall. This is as a result of poor development control towards the prevention of building on waterways and near water bodies, attitude of residents throwing refuse in drains leading to frequent choking, inadequate attention by authorities to cleaning of drains, poor maintenance/ dredging of existing storm drains, and in adequate storm drains. Interventions have been received from the GAMA-SWP project for the construction of emergency drains to avert the situation.

1.14 Health Conditions

There are diseases outbreak (malaria, cholera and diarrhea) due to the unsanitary condition, and high incidence of HIV/AIDS and other sexually transmitted disease in Ashaiman due to inadequate education and sensitization, and sexual relationship to make a living

1.15 Food insecurity

The municipality receives inflow of agricultural produce from neighboring district, and lesser output is made by farmers in the Ashaiman Municipality due to inadequate farmlands and it's a result of the sale of farmlands to influential and estate developers by chief and land owners, and the situation is further challenged by Low crop yield due to change in climatic condition; most frequently flooding and long period of drought.

1.16 Manifestation of Poverty

There is a continuous Increased crime rates due to high rate of unemployment, Poor nature of roads which increase travel time thereby reducing productivity hours, Inadequate markets and trading facilities due to inadequate land space, Inadequate job opportunities for both skilled and unskilled labour due to high crime rates which scare away investors, and High cost of capital which put small businesses in constant web of debt.

1.16.1 Programmes for the Vulnerable and Excluded

People with disabilities, the aged, widows, orphans, women and children make up the vulnerable and excluded in society. This being imperative in Assembly needs urgent administrative attention. People in this category of society have an organized front in the municipality. There is the need to create a database on their number, activities and the implementation of possible measures that will cater for them adequately according to the focus of the government.

1.16.2 Vulnerability and Gender

Gender includes societal roles and responsibilities of men, women, boys and girls in the municipality.

Vulnerable and Gender Issues that the municipality includes Adolescent likely to become single parent, Adolescent girls, commercial sex workers and single mothers, and the elderly physically challenged and drug addicts

Over the years Government assisted in designing programmes to support the Vulnerable. Among these are;

1. The provision of Food Processing Machines to Women by the Ministry of Women and Children Affairs
2. The provision of micro-finance scheme that provides GH¢50.00 per person
3. The provision of funds to NGO through the Ghana Aids Commission, to implement various HIV and AIDS prevention activities
4. Support for some brilliant but needy students by the Assembly.
5. Social Inclusion Transfer (SIT) under the Urban Poverty Reduction Programme (UPRP)
6. Starting January 2008, the Government of Ghana through the Department of Social Welfare in the Municipal Assemblies started the implementation of the Livelihood Empowerment Against Poverty (LEAP) programme to assist the orphans and vulnerable children, aged /elderly (65 years and above) without support, severely disabled people who cannot work, very poor pregnant women with infants below the age of one year. These identified vulnerable people were to be supported with a monthly allowance between GH¢48.00, GH¢60.00, GH¢72.00 and GH¢15.00 depending on the number of people identified as vulnerable in a particular household. Payment is made to the beneficiaries' bi-monthly.

Currently, Ashaiman has 55 Orphans and Vulnerable Children (OVC's) and 15 poor households benefiting from the programme.

1.17 Natural Resource Utilization

The Gbemi stream and the dam site are the arable land under the irrigation development authority. It is the major natural resources the municipality can boost of and the land is mainly used for cultivation of food and rearing of farm animals. Green house farming can be established in this area due to the availability of a waste to energy project in the area which has a by-product as organic fertilizer. The dam itself is a suitable facility for tourism promotion in the municipality.

1.17.1 The Ashaiman Dam and its Potentials for Tourism Development

This dam is located at the outskirts of Ashaiman, sandwiched between the borders of Santeo and Zenu. The picturesque and uniqueness presented by this dam and its environs are so impressive. In dimension, the dam is said to be about 5.2 million cubic meters of water volume, taking its source from the Dzorwulu River, with a catchment area of 84.4 km². The area is however reduced due to massive encroachment and uncontrolled developments in Ashaiman and its suburbs.

Potentials

The dam and its environs offer very beautiful scenery and have a very high potential to attract tourists if properly developed into an integrated commercial resort and public park in partnership with the private sector and the traditional authorities. Identified potential side attractions include the fishery, poultry/ ostrich farm in this area. This is expected to bring a boom to the Municipal economy through increase in revenue and taxable economic growth. The cordial relationship between the Assembly and the traditional authorities could be improved to enhance effective collaboration.

Opportunities

- Private sector investors willing to invest in the area, through the injection of investible capital.
- There is a high potential for patronage.
- Favorable government /sectoral policies

Threats

- Uncontrolled encroachment of the catchment areas of the dam.
- Pollution of the water through dumping of solid and liquid wastes by people dwelling very close to the banks. This leads to a situation where the sustainability of the dam itself is threatened, including aquatic life and any future investments in the area.

1.18 Population

The population of Ashaiman Municipality according to the 2010 Population and Housing Census (PHC) data was 190,972. With an annual population growth rate of 4.6%, the population of the Ashaiman Municipality have been estimated to have increased to 261,298 as at the year 2017. It can be inferred that the annual population growth rate of the Municipality is less than that of the Greater Accra Region which records an increment of 4.8% annually.

1.18.1 Population Density

Population density refers to the number of people concentrated (distributed) within a radius of one kilometre square. The population density for the Ashaiman Municipality as at the year 2010 was 9,395 persons /km² and increased proportionally to 12,855 persons /km² as at the year 2017.

1.18.2 Population Projection

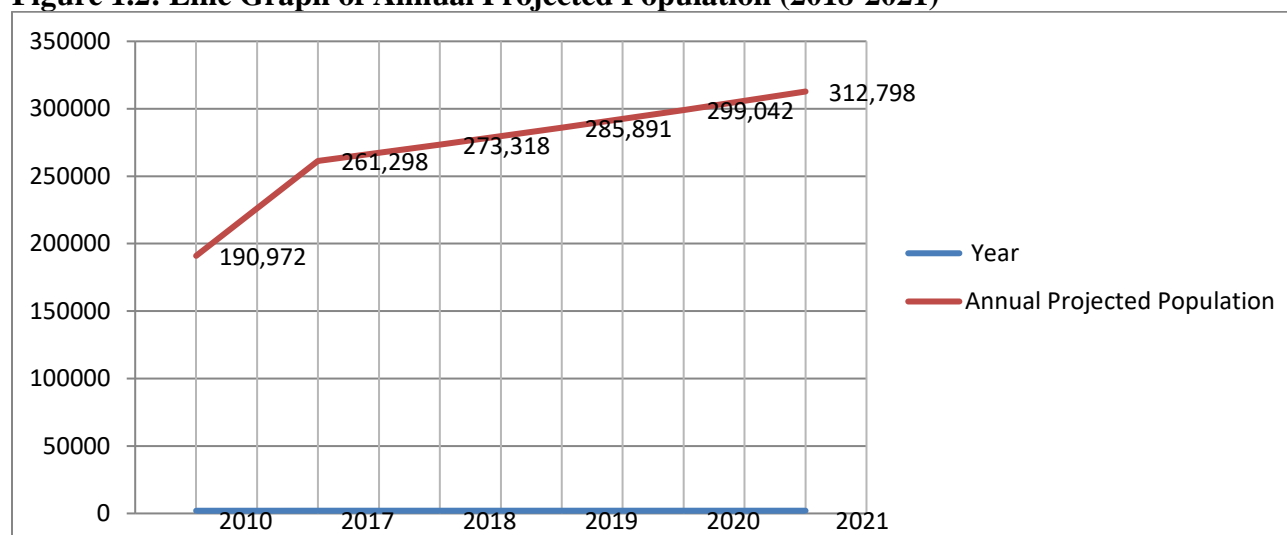
With the assumption of the Ashaiman Municipality, maintaining a constant annual population growth rate of 4.6% for the subsequent years under consideration (2018-2021), and using the 2017 projected population as the base year, the projected population will grow from 261,289 in 2017 to 312,798 by the year 2021. Table 1.6 shows the annual projected population figures for 2018-2021.

Table 1.6: Population Projection, 2018-2021

Year	2010 (PHC Censual Year)	2017	2018	2019	2020	2021
Population	190,972	261,298	273,318	285,891	299,042	312,798

Source: MPCU, ASHMA

Figure 1.2: Line Graph of Annual Projected Population (2018-2021)



Source: MPCU

The young and youthful tend to migrate while children, the aged and the weak stay at their place of origin. Thus, Ashaiman functions similarly to the regional capital (Accra) which is the leading destinations for migrants.

1.18.3 Dependency Ratio

Ashaiman has a total dependency ratio of 52.1 lower than the Greater Accra Region's ratio of 53.4 and lower than the national ratio of 76.0. A lower dependency ratio is positive since it means that there are fewer non-working people being looked after by the working population.

1.18.4 Age-Sex Structure

The highest proportion of the population (11.7%) falls within 0-4 year's age group and the lowest proportion (0.1%) can be classified within the oldest age group of 90-94 years. While the highest proportion of males (12.3%) is found in the 0-4 year age group, the highest proportion of females (11.7%) is found in the 20-24 year age group. The Municipality is highly associated with a youthful population. Similarly, the Greater Accra's population has a youthful structure, with a broad base consisting of many children and a peak of a small number of elderly persons.

Table 1.7: Age-Sex Structure

Age Group	Male	Female	Both Sexes	Total Dependency Ratio
<15	31.8	31.9	31.9	52.1
15-64	65.7	65.8	65.7	
65+	2.3	2.4	2.5	

1.18.5 Households By Size

Currently the Ashaiman Municipality has 68,325 households (2017 year), which shows an increment from 49,936 households in 2010. Similarly, the average households' size as at 2017 is 5.01 which indicate an upsurge from 3.7 in 2010.

1.18.6 Urban and Rural Distribution of Population

As confirmed by the 2010 PHC data, Ashaiman population can be described as 100% urban with no rural population compared to the regional figure of 90.5% and 0.5% rural.

1.18.7 Marital Characteristics

In the municipality, 192,496 persons aged 12 years and older are engaged in some form of marital characteristics. The never married category group forms a larger proportion of 46%. This is a little over the formally married category group of (40.8%. Divorced, widowed and separated recorded the least especially among the age groups 20-24, 25-29 and 30-34.

A little over half the population of persons 12 years and older are formally married and are employed and one-third of the same population are never married. Also, unemployment is high among persons 12 years and older who are never married in the Municipality.

1.18.8 Migration (Emigration and Immigration)

Currently, Ashaiman is home to people from many ethnic groups. It is estimated that there are over 50 different ethnic groups resident in Ashaiman. The construction of Tema harbour and the railway line in the 1950s, contributed to the migration of people to the area in search of jobs and who found residence in the cheap accommodation that Ashaiman provides.

1.18.9 Summary of Population Characteristics

1. Ashaiman Municipality is a one town Municipality that had a total population of 190,972 in the 2010 PHC and covers a total land area of about **30.2km²**, and projected population of 261,298 for 2017.
2. Ashaiman has about **23,289** houses with a total household population of **68,325**
3. A little over **5,000** households in the Municipality do have electricity connection.
4. Pipe-borne outside dwelling among households remains the major source of drinking water.
5. About **35,000** livestock are reared in the Municipality by **675** keepers

6. Out of a total household of **68,325**, only **2,613** households are engaged in agriculture activities in Ashaiman
7. Crop farming, livestock rearing and fish farming are the major agriculture activities practiced in Ashaiman.
8. Persons with disability stood at **6049** out of the total population of **261,298** in Ashaiman representing **2.3%**.
9. A total population of **192,575** people is ICT inclined in the Municipality and **51.2%** represent females.
10. Service and sales workers occupation is the most predominant occupation in the Municipality with females representing a larger proportion (**49.7%**).
11. The economic activity status in the Municipality demonstrated a vibrant gesture within the ages of 15 years and older
12. Age group (**20-24**) represented the highest percentage in the unemployed category groups.
13. In terms of religion, Christians are largely populated in the Municipality followed by Muslims and traditionalist.
14. From the literate population (**173,033**), **70.2%** could speak and write English.
15. Populations of **105,232 (89.2%)** children are surviving out of **118,007** children born.
16. **61.7** percent out of the total population are migrants in the Municipality.
17. The average dependency ratio in the Municipality is **52:1**, child dependency ratio is **48:5** and old age dependency ratio is **3:6**.
18. It was revealed that the age group (**0-4**) years has the highest population of **32,021** out of total population of **261,298** in the municipality.

1.18.10 Policy Implications of Population Dynamics

The inclusion of disability into the 2010 PHC has provided opportunity to assess the spatial demographic and economic characteristics of PWDs. The analysis should inform the development of policies which will respond to disability needs especially in aspects of education, recreational centres and infrastructure friendly developments.

Ashaiman have very large human resource capital in terms of the youth population. This human capital when nurtured very well by equipping it with relevant skills would bring transformation and development in the Municipality. Policies that will help generate employment opportunities should also be explored to meet the youth demands.

1.19 Settlement Systems

1.19.1 Settlement Systems and Development

Human settlements deal with the type, number, distribution of facilities and services in the municipality. It also assesses the adequacy of these facilities or services and identifies the disadvantaged areas. There are twenty-two (22) communities in the Ashaiman Municipality. All the 22 communities are urbanized in nature and linked to each other and the neighboring districts

communities. However, due to the high influx of immigrants some of the communities have developed as slum and others considered as squatters.

The major land use in the municipality include:

1. Residential and Commercial activities development;
2. Roads and high-tension lines.
3. Rivers/water bodies; - Dam and drainage system
4. Agriculture land use.

Residential, commercial activities/stores/stall/offices, educational, and religious institutions make up the majority of the land uses in the municipality, followed by land apportioned for roads and electrical connections, and then the damsite, emergency drains, and agricultural uses which continuous to decline. There are also a few open spaces such as parks for recreational uses. Spatial/landuse planning is efficient and effective as most people follow spatial plans and policy with a few not following building regulations. However, there is a weak enforcement of planning and building regulations and delay in getting approval of building permit which discourage some citizenry from following the due process in infrastructural development.

1.19.2 Existing Drainage, Sanitation and Waste Management

The municipality has limited number of drainage systems that direct the flow of waste, and run water. The existing drains can be found along the main road that are tarred and along a few roads within the communities. The situation of erosion and flooding has been on the rise due to the limited number of drains, small capacity of existing drains, and choked available ones.

The municipality has been zoned into five (5) areas which had been franchised to solid waste contractors. Zoom lion Ghana limited has been contracted to collect sold waste at some designated areas by providing communal refuse containers stationed and lifted as and when they are full.

Table 1.8: Waste Management Contractors And Their Area Of Work

Contractor	Area Of Work	Type Of Contract
Zoomlion Ghana limited	ASHMA main station, ASHMA main market refuse bay, Tulaku, Afariwa station, Newtown, Star light, Valco flat station, Government school.	Contract
Zoom Domestic Waste Servises	Middle – East, Part of Official Town, Lebanon zones 3-5, Lebanon zones 1&2, Jericho.	Franchise
Rural Waste Services	Official Town , Newtown, part of market square, Community 22 Annex,	Franchise
VidahIdu& Partner company	Community 22	Franchise
Alliance Waste	From Tsinai Agber to Valco Flat station area (west Ashaiman)	Franchise
Zoom lion Tema	Presby junction dump site	Franchise

1.19.3 Settlements/Communities in the Ashaiman Municipal Assembly

Ashaiman is a single municipal settlement with no rural settlement with twenty-two (22) communities. These are Afariwa, Community 21, Community 22, Lebanon (1-5), Jericho, Official Town, Newtown, Nii Adzor, Middle East, Tulaku, Fitter Line, Zongo Laka, Roman Down, Night Market, Asensu , Christian Village, VALCO Flat, Market Square, Maamomo, Sikafoanbantem, Taifa, and Tsuibleoo.

1.19.4 Settlement Functional Matrix Analysis (Scalogram Analysis)

The Scalogram is used to identify the settlement functions. This is a non-statistical tool arrays facilities and services by their ubiquity and rank settlements by functional matrix. However, Ashaiman is a single settlement.

1.19.5 Scalogram Analysis

The scalogram shows the analysis of the distribution of functions/services and facilities available or absent in the community. The scalogram is a non-qualitative tool and only indicates the presence and level by which settlement ranking can be affected and a guide to development decision making relating to the choice of project location.

A total of thirty-eight (38) functions were identified “on existence or absence basis” in Ashaiman. Since scalogram does not give any indication of the quantitative and qualitative features of services and facilities, a weighting technique based on the frequency of service/facility was applied. The weights were added to determine the total centrality index of each settlement.

As Ashaiman is a single city there is no order of arrangement from the highest to the lowest taking cognizance of the number of functions existing. The hierarchy of settlements has not been determined with reference to the total centrality indexes of settlements.

Weights were given to the various services and facilities and the total centrality index which represents the degree to which the settlements provide functions to people in other areas was then calculated. This was used to determine settlement hierarchies. Based on the Centrality Index, the Level of settlements was identified. Ashaiman with a projected population of 261,298 and as a single municipality in 2017 can be classified as a Level 1 settlement.

Table 1.9: Scalogram

Community	Facilities Distribution											
	KG	Prim	JHS	SHS	CHPS Center	Clinic	Health Center	Hospital	Police Station	Market	Lorry station	Bank
Afariwa	x	x	x	x						x	x	
Jericho	x	x	x		X				x	x	x	
Middle east	x	x	x	x		x			x			
Roman down	x	x	x			x						
Valco flat	x	x										
Taifa	x	x										
Community 21	x	x										
Community 22	x	x									x	
Lebanon (1-5)	x	x	x									
Official Town	x	x	x									
Market square	x	x										
Tsui bleoo	x	x					x		x			
New Town	x	x										
Fitter Line	x	x										
Asensuba	x	x										
Manmomo	x	x					x					
Nii Adzor	x	x										x
Zongo Laka	x	x										
Christian Village	x	x										
Sikafoanbante m	x	x										

Functional Analyses Of Settlements

Level of Hierarchy	Functional Characteristics	No. of Settlements	% of Settlements	Range of Centrality Index
I	Municipal Service Centre (Ashaiman)	1	100	
	Urban Service Centre	1	100	
	Local Service Centre	1	100	
	Non-Central Places	1	100	

1.19.6 Levels of Spatial Development

In terms of Ashaiman's function and its population, it is identified as a municipality with no rural activities in terms of accessibility to services and functions.

1.19.7 Accessibility Analysis

Accessibility determines the ease with which people from different locations within the municipality can access certain services from other parts of the municipality. The services selected include schools, agricultural extension, economic activities, health services and transportation. Accessibility was determined using the speed on the mode of transportation observed. With this accessibility zones were determined for the services. Next, aggregate accessibility zone was established which depicts access to any one of these services considered. The optimum accessibility zone was determined, i.e. the access to all the services at the same time. From the analysis, Ashaiman had access to all the services at the same time.

1.20 Urban Development and Management

The United Nations Organization defines an urban town as a settlement with 5,000 people and above. In the 2010 PHC, the population of Ashaiman was 190,972; a significant indication that the municipality has a population threshold above a district (75,000).

There is a rapid urban growth in the municipality as people especially the youth migrate from the rural areas to the municipality in search of employment, comfort and away from obsolete traditional practices.

Unfortunately, developers do not follow urban development policy and urban plans as development is haphazard, uncontrolled and uncoordinated. There is no integrated urban development and the linkages between the communities are weak, making it extremely difficult to determine the direction of growth of the municipality.

Again, urban infrastructure like roads and drains among the others is unable to support the towns and cities in the municipality as development is faster than the provision of these infrastructure services. This often results in the inefficient management of both natural and manmade disasters like floods.

1.21 Infrastructure Development

This section describes infrastructure in terms of transportation, roads, electricity, among others.

1.21.1 Transportation

The Ashaiman municipality has a total road length of 577km. Of the total road length of 577 km only 55 km (9.5%) is tarred, the remaining 522 km (90.5%) is not tarred. The un-tarred roads are affected by erosion leaving them in very poor condition for vehicular transport.

There is poor connection in the road network in some communities in the municipality due to haphazard development by the inhabitants. The poor road network causes traffic congestion, high vehicle maintenance cost, accidents and long queues of vehicles in the mornings and in the evenings. Inadequate provision of storm drains, primary and secondary drains all contributes to the deplorable state of roads as faced in the municipality. Only about one-third of Ashaiman is served with good access roads, which covers the main road and the centre of town. The municipality has various forms of transport including; commercial private minibuses, public buses, motorbikes, tricycles, bicycles and others.

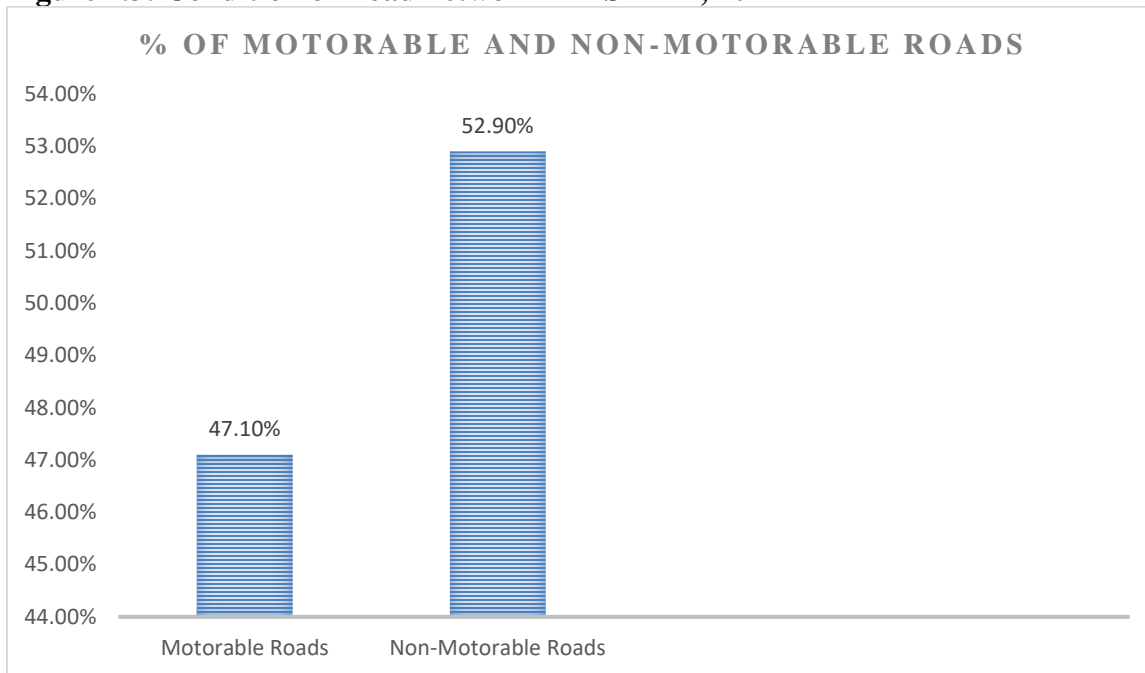
Table 1.10: Road Condition

Roads Condition	Motorable	Not Motorable
Percent	47.1%	52.9%

In the municipality, data collected indicated that 47.1% of the road network is motorable (including those not tarred) whilst 52.9% is not motorable. The asphalt road length is 5.9%; bitumen/tarred

is 23.5% and gravel is 70.6%. The percentage of the Motorable and Non-motorable roads is depicted in the figure below.

Figure 1.3: Condition of Road network in ASHMA, 2017



(Source: MPCU, 2017)

1.22 Urban Transport Management

The Urban Passenger Transport Department of the Ashaiman Municipal Assembly was established in August 2010 and charged with a key responsibility to assist the Assembly to regulate passenger transport activities within the municipality. This is part of the grand scheme of the Urban Transport projects and goals of improving mobility in our urban centers.

As part of its broader mandate, the unit is expected to perform specific functions which include the following;

- Regulate the urban passenger transport service within its jurisdiction.
- Establish and implement procedures for operation of urban transport services within its jurisdiction.
- Establish required standards and guidelines for urban passenger transport services.
- Monitor compliance of the guidelines and enforce urban passenger transport service with conditions as contained in the permit.
- Maintain a register of operators of urban passenger transport services within its jurisdiction.

1.22.1 Transport Related Revenue

As the new regime requires that all commercial drivers belong to a union before they can operate, this has led to the formation of different transport operator groups. These unions by law require that they pay Route Permit fee at least by the first quarter of every year before they can operate. This invariably has led to an increment in the Assembly's revenue over the years. Again there has been significant increase in the vehicular population in all the terminals leading to an increment in the collection of daily tolls. The corresponding effect is that there has been tremendous increase in the sales of commercial licenses, stickers and embossment respectively. The table below shows the trend in revenue increment over the years;

Table 1.11: UPT Revenue Contribution

Years	2011	2012	2013	2014	2015	2016
Amount (Ghc)	5,9470.00	77,550.00	100,641.00	108,099.00	136,206.00	139,352.00

1.36.2 Transport Challenges/ Way Forward

Despite all the achievements chalked, the Assembly is overwhelmingly challenged with rate at which illegal transport terminals is sprouting in all the communities within the Municipality. This could be attributed to the fact that there is only one transport terminal which cannot accommodate the increasing number of vehicular population hence, the need to build another transport terminal close to the Ashaiman overpass to Tema. This will go a long way to ease the congestion in and around the Central Business District.

1.23 Water and Sanitation

1.23.1 Water

The Ashaiman Municipal Assembly is served with a network of water connections by the Ghana Urban Water Company Ltd. The water company has also provided fifteen (15) fire hydrants to cater for emergency situations like fire outbreaks. In spite of all these provisions, most households without reservoirs purchase water from polytanks, tricycles, and tanker drivers.

Majority of the residents in the municipality have access to piped water indoor or public water sales point.

Provisions has been made by the GAMA-SWP project to facilitate adequate connections of households to GWCL water supply throughout Newtown, that is faced with getting access to potable water supply in a shorter perimeter.

Table 1.12: Source of drinking water for households in the Municipality, 2017

Electoral Areas	Source of Drinking Water
Ema Ohie	Water Trucks/Tankers service
Obakatse	Pipe in Neighboring household
Naa Merley	Inside standpipe
Nii Annang Adjor	Indoor Plumbing
Oko Mantey	Pipe in Neighboring household
Tebibi Anor	Private outside standpipe/tap
Nii Tetteh Amui West	Pipe in Neighboring household
Nii Komietteh	Private outside standpipe/tap
Tetty Nkpa	Inside standpipe
Manmomo	Pipe in Neighboring household
Mantseman	Pipe in Neighboring household
Moni Obaanye	Pipe in Neighboring household
NAA AMUI	Indoor Plumbing
Nii Doku	Inside standpipe
Nii Tetteh Amui East	Water Vendor
Niiman	Pipe in Neighboring household
Tsinai Agber	Indoor Plumbing

Source: MPCU, 2017

One major problem facing the water company is the unsatisfactory payment of tariffs. Other problems are:

1. Illegal connections
2. Long service lines and its attendant problems
3. Inadequate logistics for efficient service delivery

1.23.2 Environmental Sanitation Management

The environmental and sanitation unit of the Ashaiman municipal has oversight responsibility of managing the sanitation of the municipality. The sanitation mandate includes both solid and liquid waste management.

1.23.2.1 Solid Waste Disposal

ASHMA is benefiting from an organised system of refuse collection established by Zoomlion Ghana Company. Zoomlion Ghana Limited who has a management contract with the Assembly for the management of the Refuse Transfer Point (Presby junction), collects the refuse to the Kpone Landfill Site.

The Assembly has decided to decommission (i.e close it down) after evacuation. The site shall be cordoned / barricaded to avoid any intruder having access to the site until the site is properly engineered into a modern Refuse Transfer Site. The Assembly is also banning the use of Push Trucks for the carting of refuse in the neighborhood but rather emphasize on the use of Tricycles.

The Assembly is looking for partners that can supply to interested Youth Tricycles on credit and pay on installment. With the use of Tricycles, it would help collect the refuse and cart them directly to the Landfill Site without creating any heap refuse within the community. This strategy to a large extent will help create job for the Youth. In the long term, the Assembly is in serious talks with service providers operating within the Municipality to step up their operations in the area of door-to-door refuse collection to help ameliorate the challenges.

There are also pockets of refuse dumping sites dotting the Municipality. In spite of all these, Ashaiman still has a serious problem with refuse disposal, as most residents still indiscriminately dispose off refuse. The problem is largely attitudinal. Compounding the problem is the fact that most residents refuse to pay their refuse fees.

The situation could have negative implications on the health status of its population as it could lead to the outbreak of communicable diseases like malaria, cholera, and typhoid fever.

Characterised by uncontrolled development further results in the creation of slums with poor sanitary condition. It is currently estimated that about 55% of the buildings are sandcrete whiles 15% are just shacks made of wood and aluminium. The remaining houses are in-between, mostly compound houses where tenants occupy one or two rooms and share facilities which are mostly only just bathrooms. The crowded nature of the buildings and the associated poor drainage do not create a congenial condition for healthy living.

Nevertheless the, Assembly has collaborated with Safisana Ghana limited and has in place operational waste treatment plant (toilet and organic waste) and is further opened for new waste treatment investors to make economic use of the waste generated in the municipality.

1.23.2.2 Challenges with solid waste management in Ashaiman

1. Insufficient refuse containers from the Franchise Contractors to the residents.
2. Resident's inability to pay the monthly refuse collection fees to the Contractors.
3. Contractors delay in collecting the waste from the residencies.
4. Frequent breakdown of refuse trucks.
5. Zoom lion's communal refuse containers are inadequate as compared to the beginning of the contract in 2008.
6. Inadequate containers from the Assembly to cope with the amount of waste generated in the municipality.

1.24 Liquid Waste

Liquid waste disposal is one of the major problems facing the Ashaiman Municipality. Most of the residential areas do not have well engineered drainage facilities and the few existing ones are choked with solid waste. As a result of the limited number of drains and smaller capacity of existing drains, Liquid waste and rain water have therefore formed gullies around houses. Because of its orientation the liquid waste normally stagnates and becomes breeding grounds for mosquitoes. They serve as generic points for water-borne diseases like malaria, diarrhoea, cholera, among the others recorded in the municipality.

1.24.1 Excreta Disposal

Most households in Ashaiman do not have domestic toilet facilities in their houses. This problem has cropped up because most landlords do not see the necessity of adding domestic toilet facilities when constructing their residential units. Some landlords/landladies have also converted their toilet facilities into rooms for rent due to the quest to make more gains and also to meet the demand of the population. The construction of houses with wooden shacks /structures does not come with provision for toilet facility, therefore increasing the practice of open defecation in the municipality. As a result of this problem there is a high dependence on the public toilet facilities in municipality. The sensitization of landlords to provide household toilet facilities through the GAMA-SWP project and the UNICEF Urban sanitation project is making a massive progress in getting households install biofill toilet facilities in their houses.

The situation is however improving in public schools as well since the GAMA-SWP project and the UNICEF Urban Sanitation project is supporting schools with institutional toilet facilities.

1.24.2 Liquid Waste Management

Under the liquid waste, we have public toilets and sewers in the municipality.

Table 1.13: Public Toilets Management

Number in use	Number decommissioned
42	5

Apart from the old public toilets (17) that are been ran by companies whose contracted expired, the TREND toilets are still been managed under franchise arrangement. One of the TREND toilets near ASHMA revenue office in Roman Down did not have a septic tank after completion and handover to the Assembly. A company called ZOOTI Company was contracted by the Assembly to provide a septic tank and a fence wall and to manage to defray its expenditure covering a period of 7 years and 8 months and hand over to the Assembly.

Other sanitation activities carried out by the Sanitation Unit include the following:

1. Fumigation of public toilets for fees,
2. Monthly clean-up exercises in collaboration with the Honourable Assembly Members,

3. Medical screening of food producers and sellers as a measure to prevent cholera and other communicable diseases and also generate revenue for the Assembly.

ASHMA Sanitation Task Force

Just a few months ago, the Assembly formed a Sanitation Task Force to deal with the sanitation menaces in the Assembly especially that of open defecation, dumping of refuse at unauthorised areas and stray animals but this task force is yet to operate fully. It is envisaged that once they are empowered financially, they begin to act.

Table 1.14: Waste Management In The Electoral Areas, 2017

Electoral Areas	Major Waste Generated	Waste Disposal	Waste Mgt	Dumping Site
Ema Ohie	Plastic/Household waste	public refuse containers	Yes	No
Obakatse	Plastic/Household waste	collected by waste mgt company	Yes	Yes
Naa Merley	Plastic/Household waste	collected by waste mgt company	No	No
Nii Annang Adjor	Plastic/Household waste	collected by waste mgt company	Yes	No
Oko Mantey	Plastic/Household waste	collected by waste mgt company	No	Yes
Tebibi Anor	Plastic/Household waste	collected by waste mgt company	No	No
Nii Tetteh Amui West	Plastic/Household waste	burn & bury	Yes	Yes
Nii Komietteh	Plastic/Household waste	burn & bury	Yes	No
Tetty Nkpa	Plastic/Household waste	private waste management	Yes	No
Manmomo	Plastic/Household waste	collected by waste mgt company	No	No
Mantseman	Plastic/Household waste	public refuse containers	No	No
Moni Obaanye	Plastic/Household waste	public refuse containers	Yes	Yes
Naa Amui	Plastic/Household waste	private waste management	Yes	No
Nii Doku	Plastic/Household waste	private waste management	Yes	Yes
Nii Tetteh Amui East	Plastic/Household waste	private waste management	Yes	No
Niiman	Plastic/Household waste	private waste management	No	No
Tsinai Agber	Plastic/Household waste	private waste management	No	No

Source: MPCU, 2017

1.25 Information on Poverty Profiling Mapping, and Pro-Poor Programme

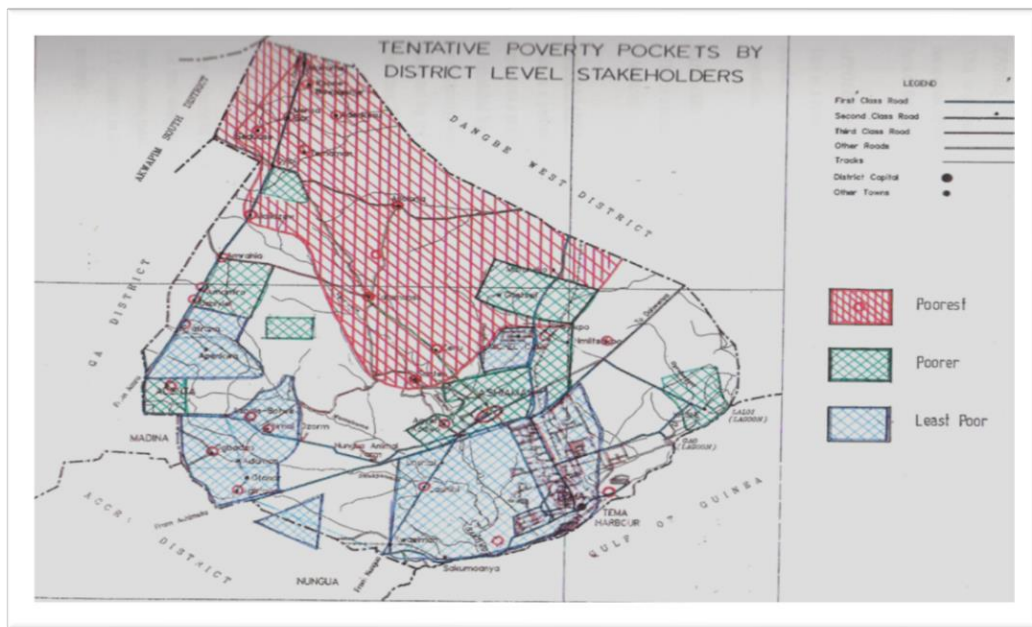
1.25.1 Poverty Analysis

Poverty analysis includes assessment of the level of discontent or low standard/condition of living characterized by an individual or a group of people. The objectives of the section is to review the present patterns of poverty, to estimate recent changes in poverty, and to assess the prospects for future poverty reduction in Ashaiman.

Generally, Ashaiman suffers urban poverty, with about 70% of the population living under one dollar a day. There are a lot of children on the street, higher percentage of people living in wooden shacks, and begging for survival or resort to stealing and increase crime rates for survival. Welfare indicators such as school enrollments or availability of toilet facilities and clean water supply are worse for some dwellers.

In Ashaiman, consultative process identified the poor as commercial sexual workers, truck pushers, street sellers and casual labourers. These poor people are located in all communities across the municipality. Very poor housing conditions and structures which are dominant in the township also indicates signs of poverty.

Plate 1.2: Poverty Map of the Ashaiman Municipality



1.26 Culture

1.26.1 Traditional Rule/Chieftaincy and its Regalia/Paraphernalia

The institution of Chieftaincy is important in the traditional culture of the municipality and its contemporary relevance is generally recognized in Article 270 of the 1992 Republican Constitution of Ghana which states among other things that the institution of chieftaincy, together with its traditional councils as established by customary law and usage, is hereby guaranteed.

The Ashaiman divisional area is made up of three communities namely; Ashaiman founded by Nii Ashai, Moni-Obaanye founded by Nii Oko, and Nmpoasei founded by Nii Amui

The people of the Ashaiman Municipal Assembly belong to the Tema Traditional area with its paramount chief at Tema. They are four clans that make the Ashaiman divisional area which forms part of the Tema traditional area. These clans are; amuitse we, aboitse we, amorkortse we and odaitse we. Below the paramount chief are the divisional chiefs who help the paramount chief to maintain law and order in their areas according to the customary laws of the area.

1.26.2 Festivals

The people of Ashaiman celebrates the kpelejo festival which comes with a Ban or restriction on drumming and noise making and this presides the homowo festival which is celebrated with a significant reference to the hooting of hunger.

Other ethnic groups also celebrates their festival in the municipality annually and they include the horgbetsotso festival by the Ewes, Islamic festivals are also celebrated in grand styles. Traditional music and dance groups exist in the municipality. Some private entrepreneurs have established traditional dance and music groups like the “Kpanlogo” cultural groups. Some of the rites performed in the municipality include birth, outdooring, puberty/initiation, wedding/marriage, life achievements, and death/funerals

1.26.3 Traditional Architecture

House here are mostly detached and made mainly of concrete, sandcrete and wood. Traditional architects, planners and designers of civil works plan for the municipality,

1.26.4 Traditional Culinary Arts, Food Processing and Preservation

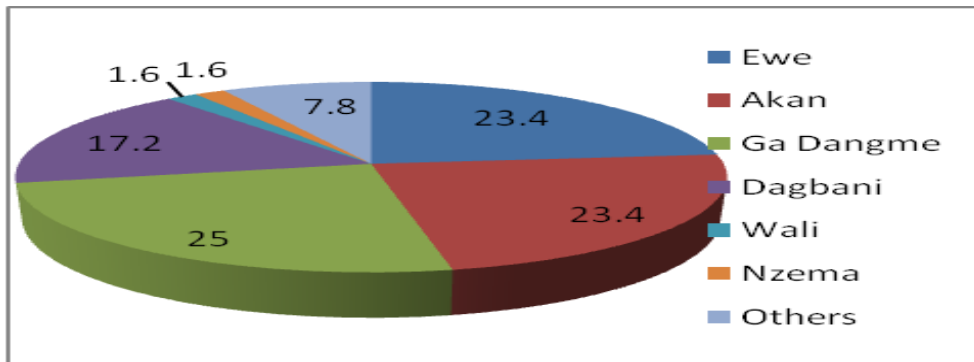
Vegetables, rice and other cereals are cultivated in the municipality. By this, the people produce and preserve local foods and traditional recipes such as cassava, corn dough and flour. Pepper and some other vegetables are also preserved in Ashaiman.

There are also a number of modern and contemporary artists and craftsmen who are into aluminium crafts, pot moulders, basket and mat weaving etc.

1.27 Ethnicity

Data collected in the field as shown in Fig. 1.4 below shows that the largest ethnic groups in the municipality are the Ga-Adangme which constitute 25%, followed by the Ewe and Akan (23.4% respectively), Dagbani, 17.5%, Nzema and Wala (1.6% respectively) whiles the others constitute others 7.8%.

Figure 1.4: Ethnic Composition in the Ashaiman, 2017

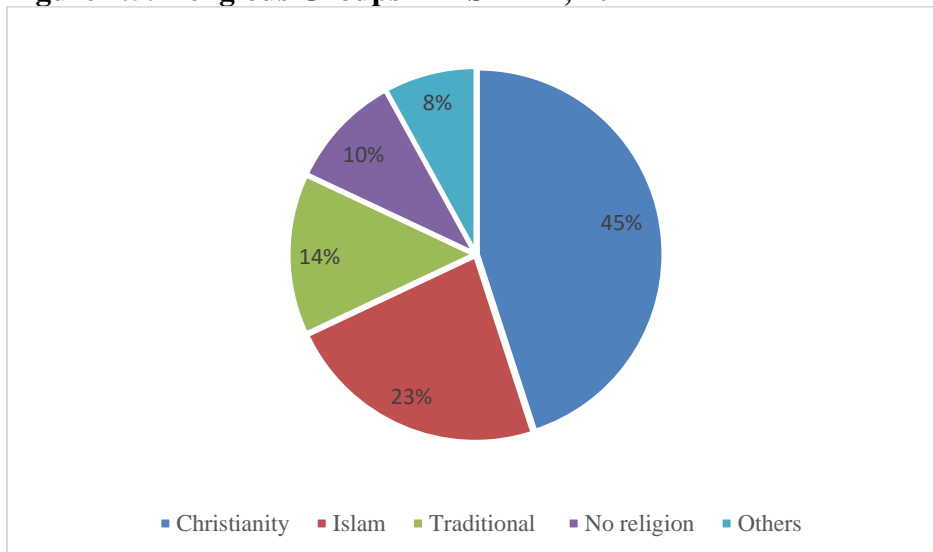


Source: Statistical Unit Survey, 2017

1.28 Religion

In terms of religion, Christianity is the most dominant population in the municipality followed by Islam and traditional in that order. The data collected in the field as shown in Fig 1.5 below indicates that Christianity constitutes about 45%, followed by Islam 23%, Traditional Religion, 14% , no religion 10% and Others being 8%.

Figure 1.5: Religious Groups in ASHMA, 2017



Source: MPCU Field Survey, 2017

1.29 Literacy

About 90% of persons who are 11 years and older are literate and 10% are not literate (i.e. can neither read nor write) in the municipality. From the literate population (173, 033), 70.2% could speak and write English.

1.30 Electricity

Ashaiman is connected to the national electricity grid. Current estimates show that almost every household in Ashaiman has access to electricity. Accessibility to electricity has assisted in various petty trading activities like ice-water and ice-cream selling. Aside the productive uses of electricity, it has also help to facilitate improvement on night surveillance and charging of mobile phones and other telecommunication equipment for information sharing.

1.31 Housing

Housing is one of the most acute problems facing the Municipality. Both the quantitative and qualitative aspects of housing are inadequate. It is one of the limiting factors accounting for most staff of the Assembly, Departments personnels living outside the municipality. In terms of quality of housing, majority of the people have standard housing facilities.

As at the year 2017, the total household population was 68,325; with 23,289 houses. The percentage of households per house was 1.1 and population per house was 11.2; the average household size 5.1. Compound house dwelling type is about 78.5%. Cement block and concrete with roofing metal sheets are the major constructional material type used in the Municipality. However, the average room occupancy rate is 11.2 persons, which is higher than the UN standard of 2.5 persons. Despite this, housing for workers transferred into the municipality is in short supply.

Characteristics of the shelter situation include:

1. Most of people in the municipality cannot afford the high cost of the building materials; hence they resort to the local materials which are less expensive.
2. Cumbersome land acquisition as a result of the land tenure system
3. Low involvement of the private sector in provision of housing
4. Weak enforcement of standards and codes in the design and construction of houses
5. Inadequate personnel in housing development
6. Haphazard land development
7. Poor quality housing

Apart from the Assembly not having residential accommodation for its staff, some industrial firms have housing facilities for their senior staff. This is a serious draw back on the housing development of the municipality.

The municipality abounds in material for the construction of houses. With these resources, some of the estate development firms operating are embarking on housing schemes for rentals to the people in the municipality. This will in the long run help solve the housing problem and lead to the development of the municipality.

1.32 Governance (Political and Administrative Structure)

The Ashaiman Municipal Assembly is the highest administrative and political authority in the municipality. The legislative and deliberative organ of the Assembly is made up of twenty-five (25) Assembly Members including one (1) Municipal Chief Executive and one (1) Members of Parliament. Seventeen (17) are elected Assembly Members and eight (8) government appointees.

The Member of Parliament and the Municipal Chief Executive are non-voting members of the General Assembly. There is only one (1) constituency in the Municipality which is the Ashaiman constituency. There are seven Zonal Councils and seventeen (17) electoral areas. The Presiding Member is the chairman of the General Assembly.

An Executive Committee chaired by the Municipal Chief Executive (MCE) performs the executive and administrative functions of the Assembly. The executive, however, excludes the Presiding Member (PM) of the Assembly and operates through the following mandated Sub-committees: Development Planning, Justice and Security; Works, Finance and Administration and Social Service. These sub-committees are responsible for deliberation on specific issues and submitting recommendations to the Executive Committee for onward submission to the General Assembly for ratification.

The Municipal Coordinating Director (MCD) heads the Directorate and it is established to provide secretariat and advisory services to the Executive Committee and the General Assembly in its planning, programming and budgeting functions. The Municipal Planning Officer (MPO) at the Municipal Planning Coordinating Unit (MPCU) undertakes the planning functions, whilst the Budgeting Unit is headed by a Budget Analyst.

By Section 38 and the first schedule of the Local Government Act, Act 936, the following decentralized departments exist: Central Administration; Finance; Education, Youth and Sports; Health; Agriculture; Physical Planning; Social Welfare and Community Development; Works, Disaster Prevention Department, and Urban Roads.

Other functioning institutions in the municipality include: Internal Revenue, Ghana Post, Ghana Telecom, Ghana Police Service, Ghana Commercial Bank, Anlo Rural Bank, Electricity Company of Ghana, Electoral Commission, and National Commission for Civic Education, National Service Secretariat, Audit Service, etc.

Figure 1.6: Organizational Structure of the Ashaiman Municipal Assembly

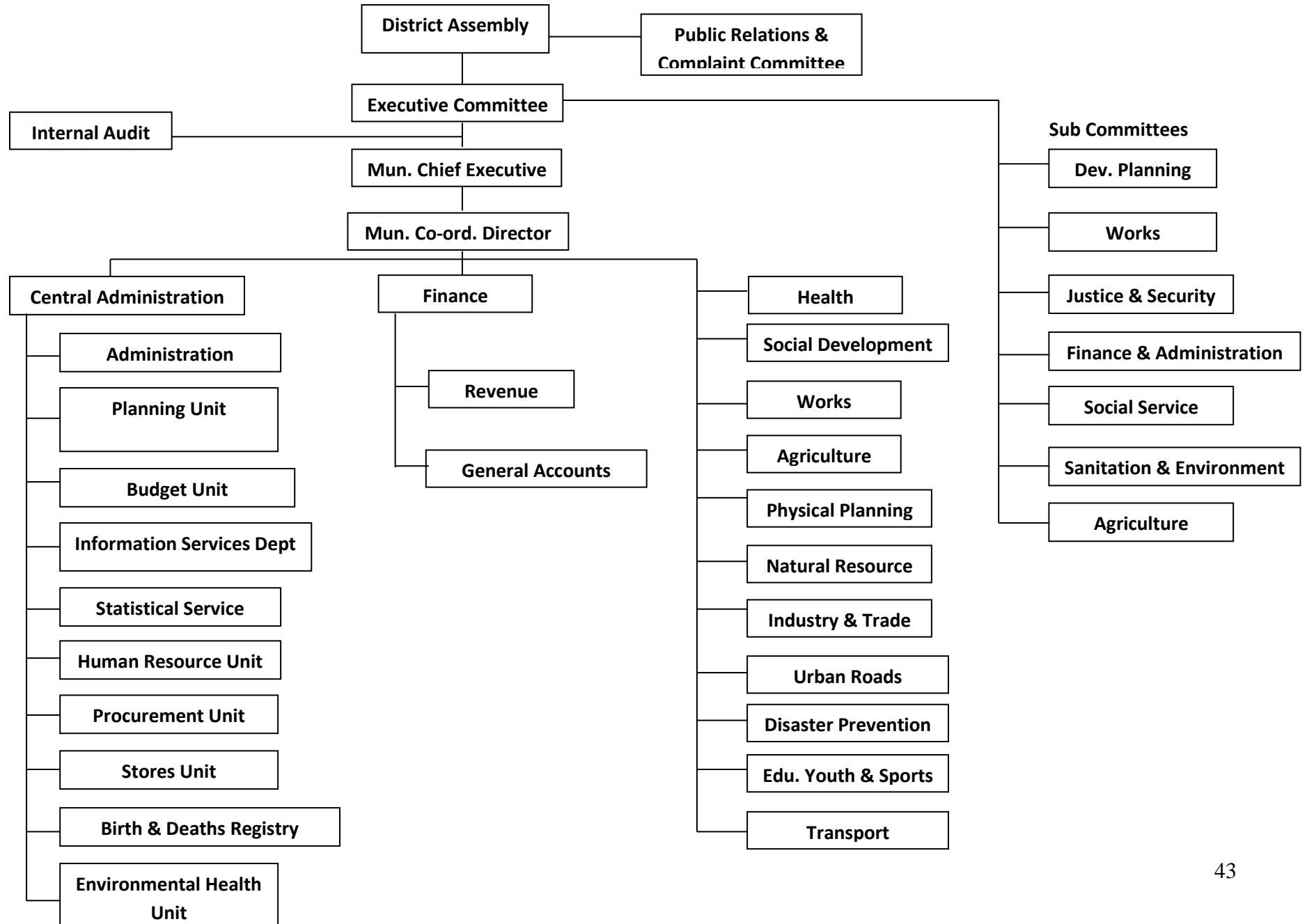
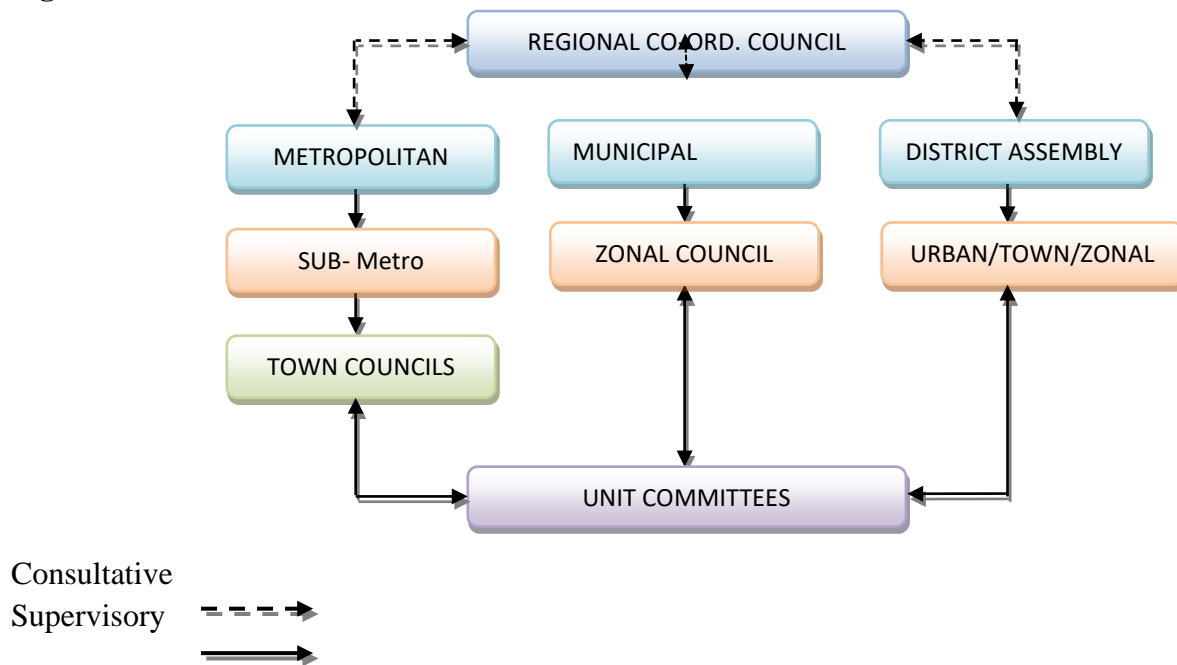


Figure 1.7: Local Government Structure



1.33 Sub- District Structures

The Municipal Assembly has seven (7) Zonal Councils namely Gbemi, Blakpatsona, Tsinaigbe, Manmomo, Amui Adjor, Mantseman, and Nii man. These Sub-district structures are not able to carry out the functions assigned them by L.I. 1589 effectively and sometimes their performance is usually below expectation. The inability of the Sub district-structures to function properly is due to financial, logistical and human resource capacity problems. The relevant staff required to manage the operations of these councils are not fully present. The few staff available to manage these locals council has very little training to guide them in their day to day operations.

1.34 Executive Committee

The Assembly performs its functions through the Executive Committee and a network of sub-committees. The executive functions are performed by the Executive Committee which is presided over by the Municipal Chief Executive (MCE) and consists of not more than one-third of the total number of members of the Assembly, excluding the Presiding Member.

1.34.1 Sub-Committees

It exercises its executive and co-coordinating functions of the Assembly through the five sub-committees that collate and deliberate on issues relevant to their functional areas. The sub-committees are:

1. Development Planning sub-committee;
2. Social Services sub-committee

3. Works sub-committee
4. Finance and Administration sub-committee
5. Justice and Security sub-committee

The non-statutory sub-committees are:

1. Agricultural development Sub-committee
2. Environmental Sanitation Sub-Committee

These sub-committees submit recommendations to the Executive Committee which are forwarded to the Municipal Assembly.

1.35 Departments of the Municipal Assembly

The departments of the Municipal Assembly as by LI 1961 established are:

The LI 1961 First Schedule (Departments of MMDAs)

1. Central Administration Department
2. Works Department
3. Physical Planning Department
4. Department of Trade and Industry – Not yet established in the ASHMA
5. Department of Agriculture
6. Department of Social Welfare and Community Development
7. Legal Department
8. Waste management Department
9. Urban Roads Department
10. Budgeting and Rating Department
11. Transport Department

The Central Administration Department is the Secretariat of the Municipal Assembly and is responsible for the provision of support services, effective and efficient general administration and organization of the Assembly.

To ensure effective administration of the Municipal Assembly, the MCE is both the political and administrative head and is supported by the Municipal Co-coordinating Director (MCD) who reports to the MCE and is in-charge of the day to day administration of the Assembly. The MCD is the head of the public/civil service providers in the Assembly. The secretariat provides advisory services to the Executive Committee of the Assembly in the areas of planning, programming and budgeting functions. Below the MCD on the structure are the Municipal Planning and Co-coordinating Unit (MPCU), the Finance Department, the Security (Municipal Guards), the Works Department, Public Relations Department, and Environmental and waste Management Departments and Social Services.

The Sections of the Central Administration Department (CAD)

These include:

1. Records
2. Estate
3. Development Planning
4. Logistics and Procurement
5. Information Service Department
6. Stores
7. Security
8. Human Resource Management
9. Statistics Service

The LI 1961 Second Schedule (Departments of MMDAs)

1. Physical Planning Department
2. Finance Department
3. Department of Education, Youth and Sports
4. Disaster Prevention and Management Department
5. Natural Resources Conservation Dept., Forestry, Game and Wildlife Division
6. Department of Trade and Industry – Not yet established in the ASHMA
7. District Health Department

1.36 Strengthening Local Governance and Decentralization

This section describes the participation of the people in the democratic process and in decision making in the municipality and the existing relationship with the structures of the zones and the thirteen Decentralized Departments. There is a strong relationship between them as they collaborate in formulation, planning, implementation, monitoring and evaluation of plans, projects, programmes and policies of the Assembly. The Municipal Assembly has been assisting all decentralized departments with office and residential accommodation as well as with logistics and personnel.

1.37 Public Policy Management and Public Sector Reforms

Some Ministries, Departments and Agencies (MDAs) exist and are functioning in the MA but are faced with many problems in terms of staff, inadequate residential and office accommodation, logistics and motivation. These combine to hinder their performance. Some of the existing agencies in the municipality include:

1. Ghana Immigration Service
2. Ghana National Fire Service (GNFS)
3. National Commission for Civil Education (NCCE)
4. Department of Co-operative

5. Commission on Human Rights and Administrative Justice (CHRAJ)
6. The Judicial Service
7. Birth and Death Registry
8. Environmental Protection Agency (EPA)
12. National Youth Agency
13. Rent Control
14. Ghana Police Service

1.38 Non-Governmental Organizations (NGOs)

There municipality has above 60 NGOs and CBOs that are engaged in developmental support of the citizenry and the Assembly. The Non-Governmental Organizations in the municipality are development partners with the Assembly and their activities complement those of the Assembly and are coordinated and integrated into the development programmes of the Assembly. They are in the fields of education, health, agriculture and the others.

1.39 Inter-Organizational Relationships and Planning Procedures

In keeping up with the provisions of Act 462, plans, programmes and projects are initiated at two levels: the Local Community and the Municipal Planning Co-coordinating Unit (MPCU). The Regional Co-ordinating Council (RCC) serves as an advisory body which advises the District/Municipal Assemblies with common problems to initiate joint projects within the framework of national development policy.

The decentralized system encourages the participation of people and organizations in the determination of their felt needs through consultations and discussion led by the MPCU. In the present system, communities organize general meetings where people discuss and evaluate various project needs. Through these consultations, the communities are able to arrive at a consensus on their priority needs. At such fora, the people also discuss the various past interventions and new proposals for incorporation in the development plan of the assembly.

Following project planning at the community level, the communities submit through their assembly member or Community based organization their prioritized needs to the Assembly for Assembly approval and implementation. One criterion for approval is that the projects submitted by the communities should fall within the district and national development priorities.

The Assembly assists the communities in the implementation of their projects by cash, or inputs such as building materials, machinery and equipment, skilled personnel, etc. The community members are mobilized through communal labour for the implementation of the projects (such as clean up exercises). Monitoring of projects is jointly done by both the Assembly and communities.

It is important to note that the final approval of all projects, regardless of source of initiation, lies with the Assembly which prepares a composite budget for their execution to be presented to National Development Planning Commission through the Regional Planning Co-ordinating Unit and Regional Co-ordinating Council.

1.40 Civil Society Organizations (CSOs)

Some civil society organizations exist in the municipality. They are made up of trades associations and unions, clubs and other societies. They assist the Assembly in reaching out to the communities in education of the public and in collecting dues and revenue from their members for the Assembly. Currently, there are about 60 Civil Society Organizations operating in the Municipality.

1.41 Security

Ashaiman municipality has a lot of challenges when it comes to security. There has been recorded incidence of robbery at the market centers and houses, both at night and during the day times. The reason contributing to the robbery cases include the high rate of youth unemployment in the municipality. The Assembly has provided the District Police Command with two (2) motor bikes. Also, provision has been made in the 2018 -2021 budget to purchase a Double cabin pick-up to assist the police service in their work. Periodically the Assembly does assist the Security agencies with vehicle and fuel to embark on patrols. Additionally the assembly constructed three (3) Police Stations at Middle East, Lebanon and Tsui-Bleoo.

All these faculties have been inaugurated and handed over to the Police. The purpose of all these measures was to ensure the presence of the Police in every corner at any point in time so that the people can go about their normal duties without fear. Pursuance to MUSEC recommendation and the General Assembly's approval, contract has been award for the maintenance of malfunctioning street lights and the fixing of street lights on all poles in the municipality to improve on the lighting system and the security situation.

1.42 Fighting Corruption and Economic Crimes

The Judicial Service

The Judicial Service has two courts, a magistrate's court and a circuit Court at Ashaiman. Cases handled include criminal, civil, land litigation, and sanitation among the others.

Enhancing Rule of Law and Justice

Commission on Human Rights and Administrative Justice (CHRAJ)

The CHRAJ in the municipality has been handling cases bordering on the violations and abuses of human rights as well as conducting educational programmes and campaigns on political and social policies on human rights. The department however has inadequate personnel and office accommodation.

The Ghana Police Service

The Ghana Police Service has two police stations; the District Headquarters at Ashaiman and a Police Station at Community 22. The Service handles criminal and civil cases among the others. There are other police stations and police post under the service which help in responding to the needs of the citizenry at all levels, and all time of the day. The police unit in conjunction with the Municipal Assembly also undertakes night patrols to control criminal acts and maintain law and sanity.

National Commission on Civic Education (NCCE)

The NCCE in the municipality has been conducting educational programmes and campaigns on political and social policies. The unit role in elections has contributed immensely to the peace and stability in the municipality. The department however has inadequate personnel and office accommodation.

Improving Access to Rights and Entitlement

ASHMA in collaboration with organizations like the Commission on Human Rights and Administrative Justice (CHRAJ), National Commission on Civic Education, (NCCE), CBOs and NADMA enforce policies on human rights, employment, child labour, rights and entitlements. The Department of Social Welfare, and Domestic Violence and Victims Support Unit (DOVVSU) also take responsibility for re-intergrating abandoned children into families and community care centers, as well administration of LEAP and other support to the vulnerable groups.

1.43 Local Economic Development

Local economic development refers to the state of micro, small and medium enterprises and the existing opportunities to enhance their operation and expansion. These local activities include the beads making, soap making, carpentry, dress making, animal rearing, and artisans among the others.

The opportunities that are available to support local economic activities include the National Board for Small Scale Industries, Department of cooperatives, banks, ready market, labor, NGOs (capacity training and financial support), etc. Despite the available opportunities the local economic actors are faced with a number of challenges which include low adoption of modern technology, high cost of modern technology, lack of managerial skills due to low level of formal education, high interest rates which deters borrowing and reduce entrepreneurs' interest, inadequate support of the Assembly in terms of training and start-up capital.

1.44 Economy of the Municipality

Ashaiman Municipality is a mixed economy, with the majority of the population engaged in petty trading, artisanal work, crop farming, livestock keeping, fishing and transport.

The economic activity status is of a vibrant gesture within the ages of 15 years and older and are in one way or the other economically engaged. The average of both males and females employed are 92.2% and 91% respectively. However, the economically not active group recorded low percentages with the age bracket group (15-19) particularly featured the highest group on the status. This could be attributed to school attendance among this age group. Also, the age group (20-24) represented the highest percentage in the unemployed category and again could be attributed to the rate of school drop out in the municipality and general unemployment crisis in the country.

1.45 Occupation

The total number of people with occupation in Ashaiman as at 2017 was 122,580. Of this, 49.9% were service and sales workers, 30% were craftsmen, 19.4% were elementary occupations, 14.4% were plant and machine operators, 7.7% were professionals, 4.8% were technicians, 4.7% were managers, 3.3 were clerical workers and 2.4% were skilled agricultural, forestry and fishery workers and others were 0.1%.

In the municipality, majority of the population aged 15 years and older are employed in the private formal and private informal sectors. In the private informal sector, the females dominate over the males in the ratios of 90.5% and 65.7% respectively. This clearly demonstrates that there exist a lot of private formal and private informal businesses in the municipality which remains the engine of growth of the municipal economy.

People with Disability (PWD)

Persons with Disability were 6049 as at the year 2017 in municipality. This implies that persons with disability are marginally low. There is high number of unemployment and uneconomically active group among persons with disability aged 15 years and older in the Municipality representing less than one percent. Generally, educational status is very low among persons with disability but in the Ashaiman municipality, the educational status among persons with disability is about 27%.

1.46 Agriculture Sector

The agriculture sector describes the state of agricultural production in the municipality.

Agriculture, comprising crop farming, animal rearing and fishing, constitute one of the economic actives of the Municipal Assembly. The presence of an irrigation facility has provided water for irrigation. Thus, Farmers in Ashaiman practice all-year-round cropping.

Agriculture contributes to about 19.7 % to the economic activities in the municipality. In recent times, small scale farmers in Ashaiman are losing their land to urbanization.

Irrigation

The Ashaiman Irrigation project site is one area where irrigation farming is actively practiced. The project is located within the municipality. The main activities are maize, rice and vegetable production. Aside a strip of land nears the right bank canal which cannot be irrigated using water from the main irrigation canal, the cropping area is divided into two, Left and Right Bank separated by a Main Drain

Potential Area

The scheme has a potential area of 155ha, a developed area of 130 ha i.e. 56ha on the left and 74ha on the right.

- Irrigable Area

Presently the scheme has an irrigable area of 72ha, 56ha on the left bank out of which 4ha is used by Irrigation Development Centre for research purposes and 16 ha on the right bank

- Number of Farmers

In total are 107 farmers (85 male and 22 female)

- Type of Scheme

The scheme is a gravity one

Roman Down & Motorway

- No. of Farmers: 76 (52 males 24 females)
- Source of Water: From main IDA drainage
- Estimated cropped area: 10 Ha

ASHMA can collaborate with the private sector to:-

- Construct modern tourist infrastructure at the dam site
- Promote institutional and human resource capacity building in tourism industry
- Promote a good image of the municipality
- To improve the environment
- Control unauthorized development
- Encourage the development of hospitality infrastructure
- Promote the development of cultural heritage

1.46.1 Strategic Development Interventions

- The Assembly is acquiring all lands (about 2km) around the dam in close collaboration with the IDA and the other land owners.
- Banning of any further sale and (or) development of land in the demarcated area
- Developing a site plan and a development scheme for the area.
- Inviting private investors through adverts and other public fora to invest in the area.
- To engage the Department of Parks and Gardens and Forestry to initiate planting of trees along the banks of the dam and its head waters.
- Enforce environmental laws by prosecuting anyone found dumping any form of waste into the dam.

Ashaiman has limited space for future land use and developmental activities. All lands planned for public parks and entertainments are all encroached upon. Developing the dam area into a resort complex and public park will provide an environment for relaxation and entertainment while generating the much needed revenue for the Assembly through a taxable economic growth of the Municipality.

AGRA

Currently, some rice farmers at IDA are cultivating seed rice and grain in collaboration with Agra. The seed rice is sold to other rice farmers for planting; while the grains are sold to the market women.

Planting For Food and Jobs

This is a Government initiated programme in 2017 to assist farmers. Farmers are supplied with inputs such as fertilizers and seeds at subsidized prices. The farmers are to pay half of the total cost of inputs they need before the inputs are given out to them and they are required to pay the balance after harvesting.

Youth-In-Agriculture

The Department of Food and Agriculture through the assistance of ASHMA and IDA acquired a piece of land at the Right Bank of the Scheme to relocate large and small ruminants being reared within the Ashaiman township; and to establish Youth-in-Agriculture Programme and are currently engaged in small scale piggery, poultry and grasscutters.

The location of the project is very strategic in that, the droppings/manure from these animals are used on the crop farms while herbs and crop residues are used to feed the animals. This unique integration is very important for the poor soil fertility problems farmers on the scheme are facing.

Green House

Crops cultivated under greenhouse include lettuce, tomato, cucumber, cabbage, sweet pepper etc. these occupied an area of 0.8 hectare.

1.46.2 Key Agriculture Challenges

- Encroachment on farmlands including the Irrigation scheme site, dam catchment area, and farm lands around Roman Down area.
- Lack of working fund and Agriculture machinery
- Lack of Agro-Processing facilities

1.47 Industry

The most predominant industrial activity by both sexes is whole sale and retail, repair of motor vehicles and motorcycles representing 44.9%; manufacturing, 27.1%; transportation and storage 13.9%; tourism and hospitality, 13.2%; service activities, 3.7%; education and health services, 3.5% and 2.8% respectively.

1.48 Municipal Assembly Markets

There are seven major markets in the municipality. Ashaiman, being the municipal capital, is the centre of most economic and commercial activities. These markets include;

- (i) Ashaiman Main Market- Mondays and Thursdays,
- (ii) Ashaiman Night Market - Daily
- (iii) Nii Adjor Market -Daily,
- (iv) Afariwa Market -Daily,
- (v) Valco Flat Market – Daily,
- (vi) Agege Market – Daily,
- (vii) Under Bridge Market- Mondays and Thursdays,
- (viii) Mandela market

The sphere of influence of these markets extends beyond the municipality to Accra, Tema and Lome. Market infrastructure comprising the physical space, the stores, stalls, storage, sheds, delivery bays and access roads form an important component of development of municipal economy. The markets generate revenue to the Assembly in the form of tolls, taxes, licenses and permits.

Both foodstuffs from the peri-urban and manufactured goods like textiles, plastic wares, and clothing are traded. The markets have a very wide sphere of influence with most of the manufactured goods brought from Accra, Tema, Takoradi and Kumasi. Food stuffs are from all over the country and beyond.

The municipality has an estimate of 2,153 shops/stores, 114 super markets and 1,612 kiosks that meet the economic needs of the populace. This also gives the implication of the number of residents engaged in employment in the informal sector of the economy. The ability to establish the steel, nails, and garment industry under the one district, one factory project will contribute to increase the economic potentials of the municipality.

Table 1.15: Shops By Electoral Area In Ashaiman, 2017

Electoral Area	No. of Shops/Stores	No. of Kiosks	Super Markets
1. Niiman	52	113	12
2. Ema Ohie	58	52	11
3. Manmomo	44	59	0
4. Mantseman	130	110	11
5. Moni Obaanye	35	160	0
6. Naa Amui	-	-	-
7. Naa Merley	55	85	20
8. Nii Annang Adjor	198	38	11
9. Nii Doku	810	510	12
10. Nii Komietteh	-	-	-
11. Nii Tetteh Amui East	101	43	12
12. Nii Tetteh Amui West	55	50	13
13. Obakatse	142	126	-
14. Oko Mantey	225	130	0
15. Tebibibi Anor	66	34	0
16. Tettey Nkpa	35	50	12
17. Tsinai Agber	147	52	0
Total	2,153	1612	114

Source: MPCU, 2017

1.49 Manufacturing and Processing

There are number of industrial activities in Ashaiman that provide employment opportunities for the people. These are large, medium and small scale in nature. The activities cover textile industries production of agricultural inputs and block making machines (e.g. Homaku Engineering) as well as small scale aluminium industries that produce cooking utensils.

Ashaiman has a formidable Garages Association under the Ghana National Association of Garages (GNAG) with about 700 artisans and 1400 apprentices. Apprentices who are interested to further their knowledge of the profession are assisted by their masters to attend the National Vocational Training Institute (NVTI).

The main problems facing the garages are:

- a) Lack of proper layout to allow easy movement of vehicles;
- b) Lack of access bridges to link the garages;
- c) Absence of toilet facilities;
- d) Inadequate water supply;
- e) Inadequate refuse collection points;
- f) Inability of parents to pay agreed fee;
- g) Refusal of some artisans to join the national association;
- h) Refusal of some parents to give pocket monies to their apprentice wards,

There is therefore financial stress on both apprentices and masters.

1.50 Construction

There are a number of contractors in Ashaiman and some of them have been engaged on contracts for the construction of the roads, bridges, culverts and buildings in the Municipality.

1.51 Commerce

Ashaiman has three main markets and four other additional market centers. The central market, under bridge market and the Nii Adjor market. The Nii Adjor market has access to three public toilet facilities. The main commodities offered for sale are clothes, agricultural and industrial products. There are also shops and kiosks that sell various commodities ranging from cooked food, raw agricultural products to manufactured goods and business services. The under bridge market is relocation of the Mandela market and yet to see proper facelift and required infrastructure.

Ashaiman has market queens in the central market that control the marketing of various commodities. They are able to prevent non-resident traders from selling in the markets, thereby creating monopoly situations leading to high prices for some of the commodities.

1.52 Economic and Financial Services

Quite a number of economic and financial services exist in municipality to meet the needs of the teeming population. These services include banking services, transport, telecommunication, electricity and tourism.

List Of Microfinance Institutions At Ashaiman As At 4th January 2017

NAME	LOCATION
1. UPTIMA microfinance	Tulaku
2. Nation microfinance	Jericho
3. C.C.M.L Microfinance	Newtown
4. AGT microfinance	main market
5. Nationwide Microfinance	Market Square
6. Dove Microfinance	Roman Down
7. GAD microfinance	Tulaku
8. F.W.F microfinance	Lebanon
9. Innovative Microfinance	Zongo Laka
10. Credit Nest Microfinance	Main Market
11. Sovereign Microfinance	Main Market

List Of Savings And Loans Institutions

1. First Trust Savings And Loans	Middle East
2. Abii National Savings And Loans	Old Tulaku
3. The Seed Funds Savings And Loans	Main Market Near Stanbic Bank

4. Asa Savings And Loans	Main Market
5. Union Savings And Loans	Middle East
6. Opportunity International Savings And Loans	Main Market
7. Midland Savings And Loans	Main Market
8. North Tema Credit Union	Tema East
9. Unicredit Savings And Loans	Main Market
10. Advance Ghana Savings And Loans	Old Tulaku
11. Global Access Savings And Loans	Main Market
12. Express Savings And Loans	Old Tulaku
13. Best Point Savings And Loans	Middle East
14. Pan African Savings And Loans	Main Station Near Ecobank

There are also a number of registered *susu* collectors.

1.53 Fuel Service Stations

There are nine fuel services station in Ashaiman, namely; Mobil, Total, GOIL, Oando and Excel and four gas filling stations in the municipality.

1.54 Tourism Industry

The tourism facilities in the municipality are hotels, restaurants, festivals and the multi-traditional dances that are often performed during festival and ceremonial occasions. There are a few hotels, guest houses and restaurant for the hospitality industry.

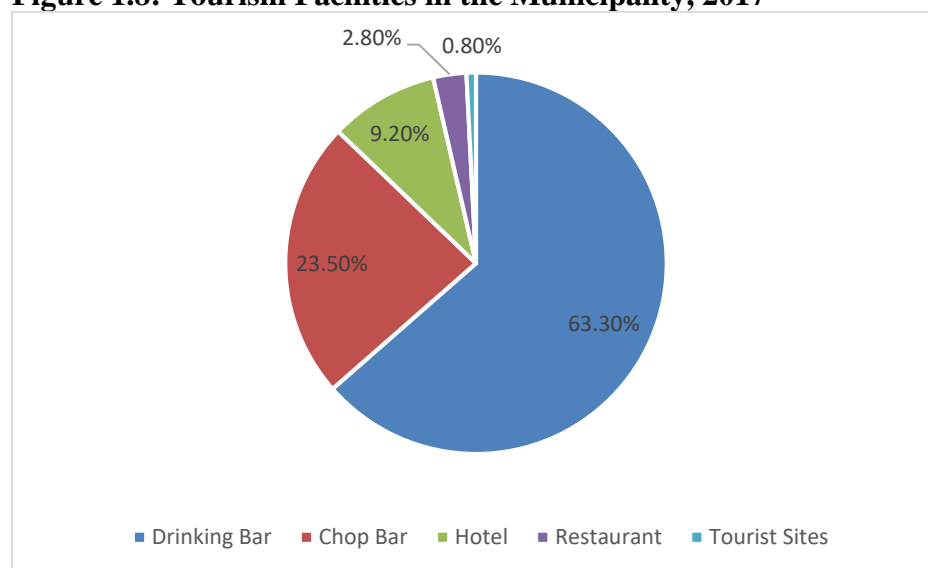
Table 1.20: Tourism Facilities in the Municipality by Electoral Area 2017

Electoral Areas	Hotels	Restaurants	Drinking Bar	Chop Bar	Tourist Sites
Ema Ohie	7	4	22	14	0
Obakatse	3	2	100	4	1
Naa Merley	3	0	12	5	0
Nii Annang Adjor	2	1	13	6	0
Oko Mantey	3	0	45	8	0
Tebibi Anor	3	0	11	4	0
Nii Tetteh Amui West	0	3	20	15	0
Nii Komietteh	4	0	20	11	4
Tettey Nkpa	2	0	10	2	0
Manmomo	1	0	10	3	0
Mantseman	10	0	20	15	0
Moni Obaanye	0	0	20	15	0
Naa Amui	4	0	0	0	0
Nii Doku	2	0	0	0	0
Nii Tetteh Amui East	4	0	17	7	0
Niiman	4	6	21	16	0
Tsinai Agber	3	1	40	16	0
Total	55	17	381	141	5

Source: MPCU, 2017

The survey on tourism facilities indicate that drinking bars predominate with 381 (63.3%); followed by ‘chop’ or traditional bars, 141 (23.5%); hotels, 55(9.2%); 17 restaurants (2.8%) and tourist sites 5(0.8%).

Figure 1.8: Tourism Facilities in the Municipality, 2017



Source: ASHMA MPCU, 2017

1.55 Existing Businesses in Ashaiman

Ashaiman Municipality has a total of 5930 different businesses. Among them are Forex Bureau, Provision Stores, Hardware Stores, Grinding Mills, Vulcanizers, and Shoe Repairers etc.

Table 1.21: Types and Number of Businesses

S/N	Local Economic Activities	Qty	S/N	Local Economic Activities	Quantity
1	Forex Bureau	5	14	Spare Parts Shops	79
2	Provision Stores	853	15	Vulcanizers	17
3	Tailors	649	16	Charcoal Dealers	445
4	Restaurants/Drinking Spots	364	17	Animal Farms	18
5	Chop Bars	311	18	Veterinary Shops	26
6	Hair Saloons	293	19	Artist	19
7	Shoe Repairers	623	20	Herbal Shops	534
8	Mechanics	293	21	Clothes Shops	267
9	Electrical/Electronic Shops	204	22	Filling Stations	9
10	Grinding Mills	53	23	Wood Selling	8
11	Hardware	712	24	Scrap Dealers	89
12	Mobile Kiosk	848	25	Banks/financial institutions	43
13	Factories	53	26	Commercial Transport Operators	25
				27 Markets and Shopping Centers/ Malls	6
	Total				5,930

Source: MPCU, 2017

1.56 Skill and Entrepreneurial Development for the Youth

There are a number of industrial activities in Ashaiman that provide employment and skills training for the people especially the youth. These are large, medium and small-scale in nature. The activities cover textile industries (e.g. kente weaving, tie and dye), production of agricultural inputs and block-making as well as small-scale aluminium industries that produce cooking utensils. Ashaiman Garment Makers is another larger association that absorbs most of the (youth) females into sewing industry.

Ashaiman has a vibrant Garages Association under the Ghana National Association of Garages (GNAG) with over 400 artisans and 950 apprentices. Apprentices who are interested to further their knowledge of the profession are assisted by their masters to attend the National Vocational Training Institute (NVTI).

Table 1.22: Problem Analysis of Economic/Business Environment

Sector	Economic Venture	Constraints	Expected Interventions	Resources Required	Source Of Support
Agric	Crop farming	Lack of funds, Inadequate land, Inadequate water during the dry season Machinery/equipment obsolete Lack of fertile land Lack storage facilities Lack of fertilizers Lack of good roads	-Credit facilities from government -Enforcement of zoning rules -Irrigation machinery -Training for farmers -Funds, loans, - Construction of dams, -Services from agric extension officers -Mechanised farming -Supply of agric chemicals	Land, capital, tools, equipment i.e. cutlass, hoes Tractors, Trucks, Warehouse, Irrigation facilities	SIF, MOFA, ADB, ASHMA/TDC Traditional authorities, IDA, NGO's,
	Livestock	Lack of technical know-how Inadequate land and funds	Training for farmers Supply of agric chemicals	Breed starter Funds Human resources	Ministry of Agric and Animal husbandry SIF & MFSSP
Commer ce	Petty trading	Lack of capital, storage facilities, sanitary facilities, street lights, site for trading, inadequate space	Allocation of organised shop Provision security services	Funds, manpower, Land SIF	SIF ASHMA ADB
	Buying and selling of farm products and finished goods	Inadequate market facilities, storage facilities, workshop for traders, warehouse, vehicles parking lots, off-loading and loading spaces.	Construction of modern market, stores and loading bay, Provision of sanitary facilities, Organizing management workshops for traders	Funs Sanitary equipment	ASHMA SIF IBIS NGO's
Services	Dress making Photography Hair dressing Drinking and chop bar operation Hospitality industry Fuel & Bread selling	Lack of shops Lack of funds Lack of skill In security	Workshops Funds Shops Training of personnel Provision of security	Funds Trained manpower Equipment i.e. generators	SIF IDA MASLOC NIB ADB
	Education	Schools Funds	Classrooms More private schools	Land Loan	Ministry of Education, SIF
ICT	Internet café Computer training centres	Inadequate internet cafés, computers, computer training schools, ICT experts, lack of funds	Establishment of internet cafés, provision of training centre	Funds Computer experts and accessories, hardware expects,	Ministry of Information ASHMA SIF NGO's

1.57 Food Security

The Municipality has great potential animal rearing. This is due to the fact that the land area available for crop production is not large enough to solely develop the crop industry, animal production is an alternative in lieu of the fact that lesser land size is required for animals especially small ruminants production since these animals can be kept under a zero grazing system (a system in which a animals are kept and fed without allowing them to graze freely), and the little patches of land available can be put to this worthy course.

Table 1.23 Live Stock Types

Livestock Type	Number
Cattle	550
Small Ruminants	2,084
Poultry	13,249
Pig	600
Micros	500

Major Commodities

The major agricultural activities are

- Crop Production e.g. maize, rice, pepper, tomato, okra, mushroom etc.
- Livestock Production e.g. sheep, goats, cattle, pigs, Fish, poultry and micros e.g. grasscutter, rabbit

Agro-Processing

There are 4 main agro-processing groups in the municipality. These consist of 3 palm kernel groups and 1 vegetable processing group:

The palm kernel group has a total membership of 97 women and total production stands at 10 drums (palm kernel oil 12,500 litres) a month

Aqua Culture

There are 3 established fish farms (MOFA, Gerry Afeku farms & AQUA Farms) in the municipality.

- MOFA and AQUA Farms produce fingerlings (tilapia) for farmers.
- Tropo Farms has a tilapia sales point within the municipality where women go to buy and retail to residents.

Market Extension

There are seven marketing centres in the municipality. Food commodities such as tomato, pepper, cassava, plantain, rice, cassava dough, exotic vegetables (carrot, lettuce, cabbage) etc. are sold at these markets. Most of the traders in these markets (especially Mandela) buy their foodstuffs from other regions apart from buying from farmers in the municipality, to ensure continuous supply of those commodities to consumers. The responsibilities of the market enumerator (an agent of the department who collects market information (weight and prices) from market women and also organize training sessions for them) include:

- Data collection on food prices
- Analysis of market situations with regard to demand and supply, and factors that affect demand and supply, and food prices.
- Organize training programmes for the market women.

Table 1.24: Crop Yield In The Municipality

Type of crop	Average farm size (hectares)	Total land under Cultivation (Ha)	Average yield (m/t)
Maize	0.6	120	4
Rice	0.8	45	5
Pepper	0.4	3	2
Tomato	0.4	3	2.6
Onion	0.6	40	7
Okra	0.6	16	3
Leafy vegetables	0.4	8	0.5

Source: MOFA 2017

1.58 Commodity Flows

The development of the municipality necessitates the exchange of goods between the urban areas on the one hand and rural areas on the other. There is also the need for the inter-district trading of goods in the country. The trade takes place mainly at the markets. Findings of surveys on markets within the district have been summarized in Table 1.25 below.

Table 1.25: Commodity Flows

Commodity	Inflow	Outflow
Food Stuffs, Groundnuts, millet, vegetables and beyond	Within the municipality and outside the municipality	Accra and beyond
Fish	Tema, Apam, Keta Winneba, Yeji, etc.	Within the municipality
Manufactured Goods e.g. Cloth, plastic wares, wines, building materials, etc.	Accra, Tema, Lome (Togo)	Within the municipality

Source: Field Work, 2017

1.58.1 Endogenous Inflows to Ashaiman

This refers to the intra-municipal flow of commodities. The commodities include both manufactured goods and foodstuffs like cassava, maize, and vegetables, oils, gari, and earthen ware products, flow into the markets from producers within the municipality.

1.58.2 Exogenous Inflows to Ashaiman

Exogenous inflows refer to inter-district flow of goods into the municipality from other districts. Exogenous inflow into the municipality include mainly manufactured goods i.e. second hand clothing, plastic ware, building materials, wines and spirits and other agricultural produce such as yam etc. The principal sources of exogenous inflow of commodities are from Accra, Tema, Takoradi and Lome -Togo. Agricultural produce like fish, vegetables and yams enter the municipality from Keta, Tema and Yeji, and Kpasa among the others.

1.58.3 Endogenous Outflows from Ashaiman

This refers to the flow of commodities from Ashaiman markets to destinations which are within the municipality. The principal destinations of endogenous outflows are Afariwa and the other markets.

1.58.4 Exogenous Outflows from Ashaiman

This refers to outflow of manufactures goods and foodstuffs leaving the municipality. The principal destinations are Accra, Tema and other places.

1.59 Social Services

The social services include the provision of education services and infrastructure, provision of quality healthcare services and infrastructure, and delivery of services to enhance health status of the citizenry including HIV and AIDS prevention, and sensitization of the public to eliminate stigmatization and discrimination against persons living with HIV and AIDS.

Status of the municipality in relation to the provision of the above services is presented below.

1.59.1 Education

The quality of education an individual is imbibed with is predetermined by how much he has built his cognitive, psycho motive and affective skills. It is also seen in how much he relates his reading, writing and arithmetic skills in his or her social interact quality education that a child is exposed to, they include access, contact hours, quality and commitment of teachers, supply and appropriateness of teaching and learning materials, effective supervision, quality and quantity of physical infrastructure, among others.

It is therefore important to collate educational data within the Ashaiman Municipality for stakeholders to plan for the educational needs of the Municipality.

KINDERGARTEN

There are nine (9) public KGs and one hundred and fifty-six (156) private KGs in the Municipality. This means 94.55% of the schools are being managed by the private schools while the public schools managed by the directorate is 5.45 %.

PRIMARY

There are fourteen (14) public primary schools out of the total of one hundred and sixty-seven (167) primary schools within the Municipality, this number represent 8.38 %. The percentage of private schools is 91.61%.

JUNIOR HIGH SCHOOL

A total of one hundred and thirty-six (136) JHS are located within the Municipality. The number of public schools is nineteen (19) representing 13.97 %, while the private number stands at one hundred and seventeen (117) representing 86.03 %.

SENIOR HIGH SCHOOL

There only two SHSs currently in the Municipality, one being a public SHS and the other a private SHS.

Assessment Of Key Performance Indicators 2014-2016 Trend Of School Age Population (Kg, Primary, JHS And SHS)

Table 1: Kg, Primary, JHS And SHS

YEAR	4-5	6-11	12-14	15-17
2013/2014	9079	24162	11011	18146
2014/2015	9240	24162	11786	11092
2015/2016	9142	23454	10812	12533
2016/2017	9425	24181	11147	12922

Census data

Kindergarten Number Of Schools

Table 2: Kindergarten

YEAR	2013/2014	2014/2015	2015/2016	2016/2017
PUBLIC	8	9	9	9
PRIVATE	81	124	151	156
TOTAL	89	133	160	165

The number of KGs in the Municipality increased from eighty-nine (89) in 2013/14 to one hundred and sixty (160) in 2015/16, representing 79.78% change. The increase was as a result of initiatives the Municipal Education Directorate took by creating the enabling environment for the private sector participation in building more schools.

Table 3: Gross Enrolment Rate (GER) Net Enrolment Rate (NER), and Gender Parity Index (GPI)

YEAR	GER	NER	GPI
2013/2014	53.8	40	0.95
2014/2015	77.3	48.5	0.94
2015/2016	92.0	58.5	1.02
2016/2017	94.85	60.31	1.05
2017/2018	97.79	62.18	1.08

Gross Enrolment Rate (GER)

The Municipality from 2013/14, 2014/15 to 2015/16 recorded a positive slop in its Gross Enrolment Rate (GER). That is, an increase from 53.8%, 77.3% and 92% respectively. The appreciation of the GER from 53.8% to 92% was a result of more parents now enrolling their children into the KG stream because of work schedule and their commitment to the sensitization programmes initiated by the directorate.

Net Enrolment Rate

(NER)The Net Enrolment Rate for the periods of 2013/14, 2014/15 and 2015/16 increased by 40%, 48.5% and 58.5% respectively. The change is a result of parent awareness of sending their children to school at the average age.

Gender Parity Index (GPI)

The Gender Parity Index in 2013/14 marginally fell from 0.95 to 0.94 in 2014/15 but increased to 1.02 in 2015/16. The 8.51 change was a result of activities and projects put in place by the directorate for more girls to be enrolled and be retained in school. It can also be attributed to the sensitization of parents on girls’ education and also the sex distribution at the time.

Gross Admission Rate (GAR)

The Gross Admission Rate slightly decreased from 71.7% in 2013/14 to 71.5% in 2014/15 accounting for 0.28% change. But in 2015/16, it rose to 82.9% as a result of government intervention in the form of free school uniform, the school feeding programme and sensitization of parents in respect to early childhood development.

Net Admission Rate (NAR)

The almost 40% drop in the Net Admission Rate from 2013/14 to 2014/15 was an indication that more children admitted were either below or above the required school age. But there has been an increase from 30.5% to 31.5% in 2014/15 to 2015/16. The 3.3% increase was a result of initiatives by the directorate to put every child of school going age in an early childhood centre or crèche.

Table4: Percentage Of Trained Teachers

YEAR	PERCENTAGE OF TRAINED TEACHERS	
	PUBLIC	PRIVATE
2013/2014	87.5	6.3
2014/2015	95.5	4.7
2015/2016	80.0	3.3
2016/2017	82.5	3.4
2017/2018	85.0	3.5

The percentage of trained teachers in the public KGs increased from 87.5% in 2013/14 to 95.5% in 2014/15 representing 9% change. But in 2015/16, it fell by 16% as a result of recruiting teaching assistants under the National Youth Employment programme to assist in KGs. At the private sector, the percentage of trained teachers for the periods 2013/14 to 2014/15 was all below 10%. This is because more and more SHS leavers were engaged as teachers in private schools than trained teachers.

Table5: Pupil Teacher Ratio And Pupil Classroom Ratio

YEAR	PTR	PCRR
2013/2014	32	45
2014/2015	44	54
2015/2016	34	50
2016/2017	35	52
2017/2018	36	53

Pupil Teacher Ratio (PTR)

There was a 38% increase of KG PTR from 2013/14 to 2014/15 but eventually reduced by 23% in 2015/16 as a result of engaging more teaching assistants under the Youth Employment Programme. The private schools' PTR was in a constant increase for the period under review. Thus in 2013/14 it was 23; which moved to 24 and 25 in 2015/16. This is because of the youth employment policy and more SHS graduates are leaving private schools to the public schools.

Pupil Classroom Ratio (PCRR)

In 2013/14, the Municipality at KG level had its PCRR at 45 for all public schools. It increased by 9 representing 20% change in 2014/15 and finally fell to 50 thus by 7% decrease. The 2014/15 increase in the municipal's PCRR was due to structural defect on a six classroom unit block at AshMA Tsui Bleoo No.2 leading to eventual closure of that block. But the PCRR came back to 50 in 2015/16 as a result of more new classrooms constructed.

Primary Performance Indicators

Table6: Number Of Primary Schools

YEAR	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
PUBLIC	18	14	14	14	16
PRIVATE	80	120	148	153	157
TOTAL	98	134	162	167	173

The total number of primary schools increases every year in the Municipality. The increase is always with the private sector. The public schools were 18 in 2013/14, fell to 14 in 2014/15 and 2015/16. The reduction was due to merger of four (4) to become basic schools. However, private schools increased by 50% from 80 in 2014/15 to 120 and 23% from 120 in 2015/16 to 148. The increase is as a result of more people relocating to Ashaiman and its environs.

Gross Enrolment Rate (GER) Net Enrolment Rate (NER) and Gender Parity Index (GPI)

Table: 7 Gender Parity Index on Gross Enrolment Rate

YEAR	GER	NER	GPI
2013/2014	75.4	63.2	1.05
2014/2015	97.7	82.3	1.02
2015/2016	119.2	98.9	1.06
2016/2017	122.9	102.0	1.1
2017/2018	126.7	105.1	1.1

Gross Enrolment Rate (GER)

The GER from 2013/14 – 2015/16 have shown a positive slope. That is 75.4%, 97.7% and 119.2%. The continuous increase was as a result of more children were enrolled to schools irrespective of their age. And also, government policies of free school uniform, free meal etc were contributing factors.

Net Enrolment Rate (NER)

The NER also continued to increase as a result of government interventions mentioned above. In addition, the directorate’s initiative of sensitizing parents to send their children to school at the required age.

Gender Parity Index (GPI)

The GPI for the three year period have exceeded the Municipal target of 1. In 2013/14, it was 1.05 and fell to 1.02 representing 2.8% decrease but again rose by 3.9% to 1.09. The GPI constantly above 1 was an indication of more girls been in primary level than boys. The girl child education policy has caused more girls to be enrolled in schools.

Table 8: Gross Admission Rate (GAR) and Net Admission Rate (NAR)

YEAR	GAR	NAR
2013/2014	71.7	50.5
2014/2015	97.9	69.7
2015/2016	125.0	100.0
2016/2017	128.9	103.1
2017/2018	132.9	106.3

Gross Admission Rate (GAR)

The 37% increase from 71.7% to 97.9% and 28% increase from 97.9% to 125% were the result of government interventions in the form of free uniforms, the school free meals, etc.

Net Admission Rate (NAR)

National Admission Rate from 50.5 in 2013 to 69.7% in 2014/15 representing 38% and 46% change from 2014/15 to 2015/16 were the result of the awareness among parents of enrolling their children in schools at the required age.

Table 9: Completion Rate

YEAR	COMPLETION RATE AT CLASS 6
2013/2014	77.4
2014/2015	86.8
2015/2016	110.3
2016/2017	113.7
2017/2018	117.2

Our constant increase of primary completion rate i.e. 77.4%, 86.8% and even above 100% in 2015/16 was a result of more children coming from other Districts to be enrolled in our primary schools.

Table 10: Percentage Of Trained Teachers

YEAR	Percentage Of Trained Teachers In Primary Schools	
	PUBLIC	PRIVATE
2013/2014	97.3	12.3
2014/2015	97.9	6.3
2015/2016	96.7	4.6
2016/2017	99.7	4.7
2017/2018	102.8	4.9

The percentage of trained teachers in our public schools marginally increased from 97.3 in 2013/2014 to 97.9 in the following year. The change of 0.6 was a result of the Government policy of taking out untrained teachers from the service and by replacing them with newly trained teachers. However, in 2015/2016 there was a percentage drop of trained teachers from 97.9% to

96.7 % as a result of recruitment of specialized graduate non-professional teachers to handle some particular subjects such as ICT, Science Etc.

Table 11: Pupil Teacher Ratio (PTR)

YEAR	PTR	
	PUBLIC	PRIVATE
2013/2014	39	57
2014/2015	42	67
2015/2016	43	77
2016/2017	44	79
2017/2018	46	82

The increase of public school's PTR from 39,42 and 43 in 2013/2014, 2014/2015 and 2015/2016 respectively was as a result of enrolling more children even in the middle of academic year

Pupil Classroom Ratio (PCRR)

Pupil Classroom Ratio increased throughout the period of 2013/2014 to 2015/2016 by ten (10). The percentage change of eighteen (18) and fifteen (15) in 2013/2014 to 2015/2016 respectively was a result of more children of school going age relocating to the new settlements in Ashaiman and were enrolled in the public schools.

Junior High Schools Performance Indicators

Table12: No. Of JHS Schools

YEAR	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
PUBLIC	18	19	19	19	20
PRIVATE	68	93	113	117	120
TOTAL	86	112	132	136	140

Gross Enrolment Rate (GER) Net Enrolment Rate (NER) and Gender Parity Index (GPI)

Table:13 Gender Parity Index on Gross Enrolment Rate

YEAR	GER	NER	GPI
2013/2014	76	43.3	0.94
2014/2015	92.5	57.8	1.05
2015/2016	109.6	66.0	1.04
2016/2017	113.0	68.0	1.10
2017/2018	116.5	70.2	1.10

Gross Enrolment Rate (GER)

The periods 2013/14 to 2015/16 recorded an increase of GER from 76%, 92% and 109.6%. This indicates that children were enrolled irrespective of their age into the school system. Also, we may attribute the upward trend of GER to the fact that more school drop outs or failures came back to

re-write their examination. Another reason may be that more parents in public and private sectors were been transferred or relocated to Ashaiman with their children hence the increase of school population.

Net Enrolment Rate (NER)

The Net Enrolment Rate increased from 43.3% in 2013/14 to 57.8% and 66% in 2014/15 and 2015/16 respectively. The increase represents 25% and 8.2% change. Reasons for the above were the Directorates initiative of sensitizing parents to send their children to school at the required age. Also government intervention such as capitation grants for schools, free school uniform, school feeding programme, etc. ensured early enrolment.

Gender Parity Index (GPI)

In 2013/14 the Gender Parity Index indicated that there were more boys in school than girls. That is 0.94% was less than the expected target of 1. However, the Municipality has achieved more than expected target. In 2014/15 the GPI stood at 1.05 and 2015/16 marginally fell to 1.04 yet still above the regional target of 1. The improvement here showed that there were more girls than boys as a result of the municipal's initiative of sensitizing parents to send more of their girls to school.

Percentage Of Trained Teachers

The percentage of trained teachers in our public schools marginally increased from 97.3 in 2013/14 to 97.9 in the following year. The change of 0.6 was a result of the government policy of taking out untrained teachers from the service and by replacing them with newly trained teachers. However, in 2015/16, there was a percentage drop of trained teachers from 97.9% to 96.7% as a result of recruitment of specialized graduate non-professional teachers to handle some particular subjects such as ICT, Science, etc.

Pupil Teacher Ratio (PTR)

The increase of public schools PTR from 39, 42 to 43 in 2013/14, 2014/15 and 2015/16 respectively was a result of enrolling more children even in the middle of academic year.

Pupil Classroom Ratio (PCRR)

Pupil Classroom Ratio increased throughout the period of 2013/14 – 2015/16 by 10. The percentage change of 18 and 15 in 2013/14 – 2015/16 respectively was a result of more children of school going age relocating to the new settlements in Ashaiman and were enrolled in the public schools.

Table14: Gross Admission Rate (GAR) And Net Admission Rate (NAR)

YEAR	GAR	NAR
2013/2014	85.1	49.4
2014/2015	99	95.1
2015/2016	119.5	56.8
2016/2017	123.2	58.6
2017/2018	127.0	60.4

Gross Admission Rate (GAR)

The Gross Admission Rate of 85.1% in 2013/2014 increased to 99% the following year in 2014/2015 and then by 20.7% to 119.5% in 2015/2016. The constants upward adjustment of GAR for the period under review was a result of admitting more children irrespective of age from other neighboring districts. More classroom blocks are also built at AshMA Tsui Bleo which gave students more access to education.

Net Admission Rate (NAR)

The 2013/2014 Net Admission Rates increased from 49.4 to 95.1 representing 93% increase more awareness was created in the previous year for parents to send their children to school at the required age. However in 2015/2016, it fell again by 40.3% to 56.8%. The awareness in 3025/2016 has made more children irrespective of age enrolled than those who fell in the age group.

Table 15: Completion Rate

YEAR	COMPLETION RATE AT JHS 3
2013/2014	65.9
2014/2015	84.2
2015/2016	98.9
2016/2017	102.0
2017/2018	105.1

Completion rate at JHS 3 was an increase for the period which increased to 84.2 representing 27.8. There was 17% increase in 2015/2016. The above improvement in the above indicator was a result of the municipality’s effort to maintain and retain children enrolled in our schools. Also some students who could not afford the fees paid at the private schools have moved to the public schools.

Table 16: Percentage Of Trained Teachers

YEAR	PERCENTAGE OF TRAINED TEACHERS IN JHS	
	PUBLIC	PRIVATE
2013/2014	98.7	18.7
2014/2015	99.5	14.9
2015/2016	96.3	9.5
2016/2017	99.3	9.5
2017/2018	102.4	10.1

In 2013/14 and 2014/15 the percentage of trained teachers in the public schools were on the increase as against private schools which were on the decrease, but in 2014/15 to 2015/16 the indicator for the public schools fell from 99.5 to 96.3 representing 3.2%. The reduction was a result of more specialized graduate non-professional teachers who were recruited to handle some subjects such as ICT, Integrated Science, and Mathematics etc. On the part of private schools, the percentage of trained teachers kept on falling as more of them could not pay their salaries as compared to those in the public school.

Table17: Pupil Teacher Ratio

YEAR	PTR	PCRR
2013/2014	18	11
2014/2015	22	11
2015/2016	18	12
2016/2017	19	12
2017/2018	19	13

The pupil-teacher ratio increased in public schools for the two year period. The increase was an improvement toward the regional target of 1:25. In 2014/2015 to 2015/2016, the public indicator depreciated while the opposite was true for the private schools. The change from 1:22 to 1:18 was marginal due to recruitment of additional teachers into the public schools. However the change from 1:11 to 1:12 in the private schools was a result of some teachers and children leaving the private schools for public schools.

Pupil Classroom Ratio

Pupil classroom ratio in public schools in 2013/14 was at 54. It has increased by seven (7) to sixty-one (61) as a result of reduction in the number of classrooms as against the student population in the Municipality. As a result of more classrooms being built at Presby A&B and ASHMA Tsui Bleoo Basic Schools, the PCRR has reduced by 8% to 56 in 2015/2016

Table 18: BECE Pass Rate

YEAR	BECE		
	MALE	FEMALE	TOTAL
2013/2014	75.7	70.3	72.9
2014/2015	73.4	69.7	71.4
2015/2016	76.8	72.5	74.6
2016/2017	79.2	74.7	76.9
2017/2018	81.6	77.1	79.3

The total BECE rate of both public and private schools fluctuated from 2013/2014 to 2015/2016. It started with 72.9% in 2013/2014 falling to 71.4 in 2014/2015 and then rose to 74.6% in 2015/2016 representing a percentage change of 2% and 3.2 % respectively. The positive trend shown for 2014/2015 and 2015/2016 was a result of measures put in place by the Directorate such as:

- Capacity building for core subject teachers.
- Remedial classes for students.
- Writing series of mock examinations.

Senior High School Performance Indicators

Table 19: Number of Schools

YEAR	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
PUBLIC	1	1	1	1	1
PRIVATE	4	2	1	1	1
TOTAL	5	3	2	2	2

Number of public senior high school (SHS) remains one (1) for the three years period. Unlike the private SHS which stood at four (4) in 2013/2014 reduced by 50% in 2014/2015 and another 50% in 2015/2016. The reduction in the number of private schools was due to lack of qualified teachers and Computer School Selection Placement policy which made some private schools in the Municipality not getting students to enroll in their schools.

Gross Enrolment Rate

Table20: Gender Parity Index on Gross Enrolment Rate

YEAR	GER	NER	GPI
2013/2014	10.1	6.6	0.9
2014/2015	13.3	4.9	1.08
2015/2016	10	8	1.3
2016/2017	10.3	8.2	1.3
2017/2018	10.6	8.5	1.4

There was a fluctuating nature of Gross Enrolment Rate at the SHS level. In 2013/2014 it was 10.1, this rose to 13.3 the following year and then reduced by 24%. The up and down nature of the GER was an indication that parents awareness of ensuring their children gain basic education was not the same for the SHS parents.

Net Enrolment Rate

The ratio of students enrolled in the SHS at the required age to children of school going age at the SHS level in the Municipality was insignificant. In 2013/2014, the NER was 6.6 which reduced by 1.7 in 2014/2015 and increased by almost 100% in 2015/2016.

The NER which stood at eight (8) in 2015/2016 was an improvement over the past two years but relative to the population of school going age in the Municipality would be considered insignificant. The improvement in NER over the two previous years was as a result of the Municipals awareness creation among parents to send their children to school at the right time.

The Gender Parity Index

The Gender Parity Index (GPI) over the three years period showed a positive trend of 0.90 in 2013/2014, 1.08 in 2014/2015 and 1.3 in 2015/2016. The indicator showed that more girls were in school in 2014/2015 and 2015/2016 than boys. The reason for the above was due to the National and Municipal initiative of girl-child enrolment drive in our communities.

Table21: Completion Rate

YEAR	COMPLETION RATE AT SHS 3
2013/2014	100
2014/2015	100
2015/2016	100
2016/2017	100
2017/2018	100

The completion rate at our public SHS was constant throughout the three year period. The indicator showed that in 2013/2014 to 2015/2016 the number of students enrolled at the SHS level was the same number of students who completed the second cycle level. The above was as a result of the Municipality's initiative to retain students after the placement by the CSSPS, hence the 100% completion rate for the three (3) years.

Table22: Percentage of Trained Teachers

YEAR	PERCENTAGE OF TRAINED TEACHERS IN SHS	
	PUBLIC	PRIVATE
2013/2014	94	93.8
2014/2015	100	93.8
2015/2016	100	95
2016/2017	100	97.9
2017/2018	100	100

There was a six percent (6%) increase in trained teachers in public SHS from 2013/2014 to 2014/2015. That is from 94% to 100%. Unlike private schools which recorded 93.8% in the 2013/2014 and remained same in 2014/2015. Public SHS also remained at 100% in 2015/16 while private SHS showed appreciation of which was 93.8 to 95. The 100% record of trained teachers in public school was a result of municipality policy of replacing non graduates with professional graduate teachers to enhance teaching and learning.

Table23: Pupil Teacher Ratio (PTR)

YEAR	PUBLIC		PRIVATE	
	PTR	PCRR	PTR	PCRR
2013/2014	22	52	13	47
2014/2015	18	37	10	21
2015/2016	17	35	10	22
2016/2017	18	36	10	22
2017/2018	18	37	11	23

The PTR for public SHS was on a decline from 22 in 2013/2014, 18 in 2014/15 and 17 in 2015/16. Also, private PTR at 2013/14 was 13.3 but fell by 24.8% to 10 in 2014/15 and 2015/2016 respectively. The falling trend of PTR above was indication of additional special subjects such as ICT, Science Etc teachers who were recruited recently.

Pupil Classroom Ratio

The pupil classroom ratio of public SHS reduced in 2013/2014 from fifty-two (52) to thirty-seven (37) and then to thirty-five (35) in 2014/2015 and 2015/2016 respectively. The reduction was a result of additional new classrooms constructed at Ashaiman SHS. Private SHS PCRR also stood at 46.7 in 2013/2014 but as a result of closure of some schools, it reduced in 2014/2015 by more than 50% to twenty-one (21).

Table24: WASSCE Pass Rate

YEAR	WASSCE PASS RATE		
	PUBLIC		
	MALE	FEMALE	TOTAL
2013/2014	100	100	100
2014/2015	100	100	100
2015/2016	100	100	100
2016/2017	100	100	100
2017/2018	100	100	100

The WASSCE pass rate remained at 100% for the period of 2013/2014 to 2015/2016. The Hundred percent performances was due to measure adopted by the Municipality to recruit more qualified teachers to improve teaching and learning at that level.

1.59.1.1 Factors for Increase in Enrolment in Schools

The factors include:

1. The school feeding programme
2. Distribution of free school uniforms
3. Increase in access because of private participation, private schools being established in both old and new settlements
4. Expansion in school structures, more pupil have gained access to P1
5. Irrespective of gender, parents are sending their wards to school

1.59.1.2 School Feeding Programme

Ashaiman Municipal Assembly is also a beneficiary of Ghana School Feeding Programme. So far Thirteen (13) schools are benefitting from the programme. The Schools and the caterers for each school are given in the table below.

Table 1.26: Ashaiman Municipal Assembly (Ghana School Feeding Programme)

NO.	Name Of School	Number Of Enrollment (Pupils)
1	Ashaiman Presby A&B Primary School	663
2	Ashaiman No. 5 Primary School	634
3	Ashaiman No. 4 Primary School	624
4	Ashaiman No. 3 Primary School	630
5	Ashaiman No. 1 Primary School And No.2 A&B And KG	305
6	Ashaiman No.2 A&B Primary School	710
7	Ashaiman No.1 A&B Primary School	640
8	Nuru Mustapha Islamic Sch. KG, PI,2,3, & P4 A	390
9	Blessed Clementina KG & Primary	445
10	Ashaiman 1 & KG Primary School	340
11	St. Augustine R/C Primary School	652
12	SDA KG & Primary	380
13	Nuru Mustapha Islamic School P4B, P5 & P6	220

Previously, the Central Government used to channel funds to the Assembly for onward payment to the Caterers. However currently, Ministry of Gender and Social Protection has changed the payment system and pay the Caterers directly.

Monitoring of the programme is being done by the Ghana Education Service, Assembly and the Regional Secretariat of the School Feeding Programme.

There is the need to collaborate effectively with the Municipal Director of Education to ensure the effective functional of the School management Committees of the programme.

1.59.1.3 Analysis of quality and equity in education and its implication for development

The Picture of Quality Education in the Ashaiman Municipality

Many students completed basic school without having acquired basic skills. According to GES data provided, a decade past results in BECE indicated that the majority of those who had completed Junior High School (JHS) failed to attain the minimum standard of competence in the four core subjects- Mathematics, English, Integrated Science and Social Studies.

Several factors contributed to this decline:

- Insufficient supply of textbooks and other learning materials. The average pupil-to-textbook ratio in the public schools is 6 to 1. The children struggle to learn without sufficient textbooks.
- According to the data provided by GES, the number of children enrolled in primary schools were more than doubled between 2000 and 2010. Yet, in 2010, the average pupil to teacher ratio was 70: 1 unchanged since 2000. These large class sizes over stretched teachers and undermined their effectiveness.
- Weak supervision and monitoring found in the public schools
- Access to technology which is a necessary resource if a school is to provide quality education, is not encouraging. Access to technology involves several elements including:
 - a sufficient number of up-to-date computers and related hardware
 - technical support to maintain the equipment
 - broadband internet access
 - high-quality software

In the Municipality, the student to computer ratio is 20 to 1. All these factors have a serious negative impact on the students and the process of education.

The data provided also indicated that the private schools have over 90 percent of unqualified and untrained teachers. Most of these Untrained Teachers Diploma in Basic Education (UTTD BE) are found in basic schools signaling poor quality teaching in these schools. Yet, the data provided revealed that the performance of private schools in BECE between 2000 and 2010 was better than that of public schools. However, public perception showed that the results were not the true

reflection of the performance of the private schools. There is something under cover. According to the perception, private schools are in business. The business is highly competitive. Enrolment enhance based on BECE results. This fierce competition actually drives some teachers in most private schools during the BECE to find “ways and means” for their students to come out with better results.

Equity in education

Equity is about bringing fairness or justice in the way people are treated. In the context of education, it means that personal or social circumstances, such as gender, ethnic origin or family background, are not obstacles to achieving educational potentials and that all children reach at least minimum level of skills.

Equity in education is the means to achieving equality. It intends to provide the best opportunities for all children to achieve their full potential and act to address instances of disadvantage. Equity measures are not fair per se but are implemented to ensure fairness and equality of outcome.

In the Municipality, progress has been made in primary education and gender inequality is narrowed. The ratio of girls enrolled in the primary school rose from 85 to 93 percent per 100 boys between 2000 and 2010.

Both Municipality and national initiative of girl-child enrolment drive in communities is the elementary reason behind the progress made in closing the gender gap in primary education. However, there is some distance to cover.

1.59.2 Health

The health service delivery is focused on the health personnel and facilities in the Municipality. It also emphasizes on quality of health care services.

1.59.2.1 Health Personnel

The personnel covered include doctors, nurses, pharmacist, trained midwives and family planning. Within the period, in both the Public and Private Health Facilities, there were twenty-seven (27) Medical Doctors, Seventy (70) Professional Nurses, Four (4) Pharmacist, Sixty-nine (69) Midwives and Sixty-eight (68) Family Planning workers.

Using the 2016 projected population of 216,482 for the municipality, the ratios are:

- | | |
|---|-----------|
| 1. Doctor/patient ratio | =1:8,018 |
| 2. Nurse/patient ratio | =1:3,093 |
| 3. Pharmacist/patient ratio | =1:54,121 |
| 4. Midwife/patient ratio | =1:3,137 |
| 5. Family planning worker/patient ratio | =1:3,184 |

Table 1.23: Health Personnel by Electoral Area, 2017

Electoral Areas	Doctors in Community	Nurse in Community	Pharmacist in Community	Trained midwife	Family Planning Worker
Emah Ohie	Yes	Yes	Yes	Yes	Yes
Obakatse	Yes	Yes	No	Yes	Yes
Naa Merley	No	No	No	No	Yes
Nii Annang Adjor	Yes	Yes	Yes	Yes	Yes
Oko Mantey	Yes	Yes	No	No	Yes
Tebibi Anor	No	Yes	No	Yes	Yes
Nii Tetteh Amui West	No	Yes	No	Yes	Yes
Nii Komietteh	Yes	Yes	Yes	Yes	Yes
Tettey Nkpa	Yes	Yes	Yes	Yes	Yes
Maamomo	No	Yes	No	Yes	Yes
Mantseman	Yes	Yes	No	Yes	Yes
Moni Obaanye	No	Yes	No	Yes	Yes
Naa Amui	No	No	No	No	Yes
Nii Doku	No	Yes	No	No	Yes
Nii Tetteh Amui East	Yes	Yes	No	Yes	Yes
Niiman	No	No	No	Yes	Yes
Tsinai Agber	Yes	Yes	No	Yes	Yes
Total	9	14	4	12	17

1.59.2.2 Health Facilities

In the municipality there are both the Public and Private Health facilities. There are three (3) Private Hospitals, One (1) Polyclinic (Public), Two CHPS Compounds, and Fourteen (14) Private Clinics. These health facilities render services like general health care, laboratory, pharmacy, school health, family planning, reproductive and child health and maternal services, among the others.

Table 1.24: Health Facilities By Electoral Area In Ashaiman, 2017

No.	Electoral Areas	Sub-Municipal	No. of Hospital (Private)	No. of Clinic (Private)	No. of CHPS Compound
1	Ema Ohie	Mantseman	Mother of God Hospital, Trinity Community Hosp.	St. Mina Annex Nyame Adom Clinic	
2	Obakatse	Maamomo		Okanta Mem. Clinic Prinel Medical Centre	
3	Naa Merley				
4	Nii Annang Adjor	Tsinaiagber	New Crystal Clinic	Voice of the Lord Clinic	
5	Oko Mantey	Blakpatsona		St. Mina Clinic	
6	Tebibi Anor	Mantseman			Jericho CHPS Compound
7	Nii Tetteh Amui West	Amui Adjor			Tulaku CHPS Compound
8	Nii Komietteh	Gbemi	Ashaiman Community Hospital	Adonai Mat/Clinic General Family Clinic	
9	Tettey Nkpa	Tsinaiagber		Darbem Clinic	
10	Maamomo	Maamomo		Afenyo Clinic	
11	Mantseman	Mantseman		Nyame Bekyere Maternity Home	
12	Moni Obaanye	Niiman		Eden Maternity Home	
13	Naa Amui				
14	Nii Doku				
15	Nii Tetteh Amui East	Amui Adjor		St. Bernard Clinic St Francis Clinic	
16	Niiman	Niiman		Mother Love Clinic	
17	Tsinai Agber	Tsinai Agber		St. Florence Clinic	

It can be seen from the table above that, aside the four Private Hospitals in the municipalities, there is only one additional public clinic (Ashaiman Polyclinic) in the municipality that provide higher level health services. Cases above these facilities are referred to the Tema General Hospital for attention or treatment. It can also be observed that the four Private Hospitals (Mother of God Hospital, Trinity Community Hosp., New Crystal Clinic, and Ashaiman Community Hospital) are not evenly distributed across the communities and therefore makes it difficult for ease of physical accessibility.

Table 1.25 Health Facilities by Electoral Areas

No.	Electoral Areas	Sub-Municipal	No. of Hospital	No. of Clinic (Public)	No. of Clinic (Private)	No. of Health Post/Centre	No. of CHPS Compound
1	Ema Ohie	Mantseman	2	0	2	0	
2	Obakatse	Maamomo	0	0	2	0	0
3	Naa Merley		0	0	0	0	0
4	Nii Annang Adjor	Tsinaiagber	1	0	1	0	0
5	Oko Mantey	Blakpatsona	0	0	1	0	0
6	Tebibi Anor	Mantseman	0	0	0	0	1
7	Nii Tetteh Amui West	Amui Adjor	0	0	0	0	1
8	Nii Komietteh	Gbemi	1	0	2	0	0
9	Tettey Nkpa	Tsinaiagber	1	0	1	0	0
10	Maamomo	Maamomo	0	0	1	0	0
11	Mantseman	Mantseman	0	0	1	0	0
12	Moni Obaanye	Niiman	0	0	1	0	0
13	Naa Amui		0	0	0	0	0
14	Nii Doku		0	0	0	0	0
15	Nii Tetteh Amui East	Amui Adjor	0	0	1	0	0
16	Niiman	Niiman	0	0	1	0	0
17	Tsinai Agber	Tsinai Agber	0	0	1	0	0

1.59.2.3 Health Care

It widely known that the health of a community greatly affects their level of productivity which could either impact positively or negatively on their socio-economic situation.

In Ashaiman there are a number of factors that affect health care delivery. Prominent among them are, the state of health infrastructure, the staff strength and level of equipment in use.

The Ghana Health Service is responsible for an effective and efficient health delivery system in the municipality. There is no referral facility (Municipal Hospital) providing specialized care for cases that require more specialized care.

With the large number of Private Health Facilities (17), it can be concluded that physical access to Basic health care delivery is not a challenge in Ashaiman but financial access to health care is a major challenge. Currently, cases above these facilities are usually referred to the Tema General Hospital,

Mortality rate in Ashaiman is therefore expected to be low, especially because primary level cases can be handled within the shortest possible time. The level of productivity is also expected to increase since a lot of man hours will not be spent either in accessing health facilities or consulting medical care.

1.59.2.4 Incidence of Disease

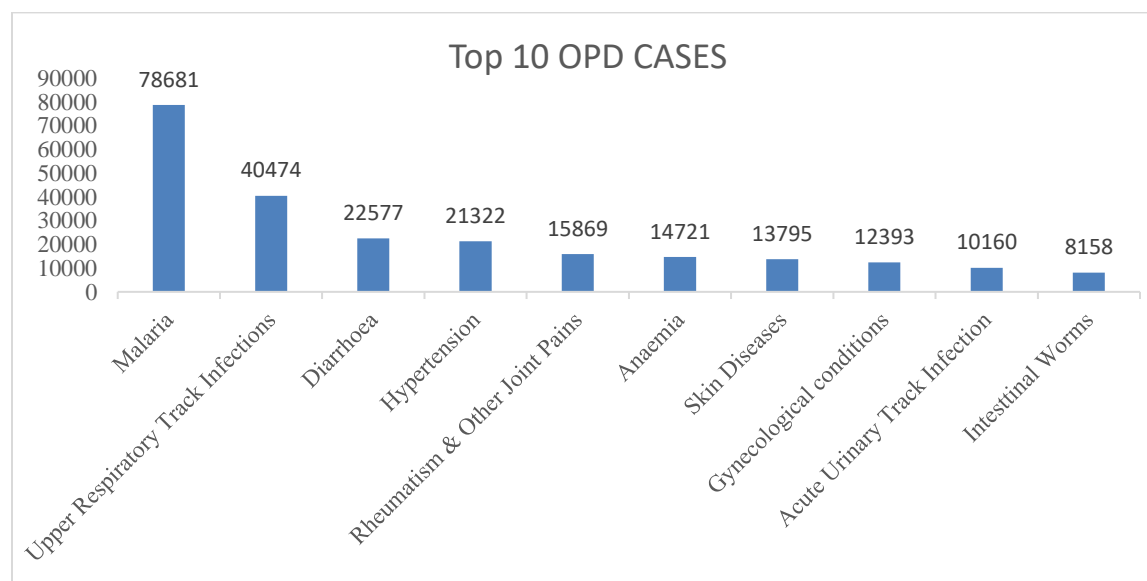
Table below shows the ten most common diseases in the municipality. 23.8% of those who reported at OPD were diagnosed of malaria followed by Acute Respiratory Infection 12.3%, Diarrhoea

6.8%, diseases that normally thrive in unkept environment. This reinforces the fact that poor sanitation is a major health hazard in Ashaiman.

Table 1.26: Ashaiman Municipal Top Ten Diseases – 2016

Disease	2016	
	No. of Cases	%
Malaria	78681	23.8
Upper Respiratory Tract Infections	40474	12.3
Diarrhoea Diseases	22577	6.8
Hypertension	21322	6.4
Rheumatism & Other Joint Pains	15869	4.8
Anaemia	14721	4.4
Skin Diseases	13795	4.2
Gynecological conditions	12393	3.7
Acute Urinary Tract Infection	10160	3.1
Intestinal Worms	8158	2.5
Top Ten Cases	238150	71.9
Other Cases	92884	28.1
New Cases	331034	100

TOP 10 OPD CASES IN THE MUNICIPALITY IN 2016



Malaria is still leading as the 1st Position followed by Upper Respiratory Tract Infection, with Hypertension repeating in the same position comparing 2016 and 2015, Intestinal Worms recording the lowest.

Traditional Healers

Ashaiman has a Traditional Healers Association with a membership of 100. They treat various kinds of diseases such as stroke, hypertension, diabetes, Asthma, infertility, Sexual Weakness, Waist pains, Abdominal pains, Hernia, Piles and Convulsion.

Some concerns that are raised on these traditional healers by their patients and observers include:

1. The need for orientation courses to upgrade their products.
2. No expiry date on products
3. Some products are prepared under poor hygienic conditions
4. Poor packaging of the products
5. Lack of display of identity of the producers of the medicines

1.59.2.5 HIV and AIDS Programmes

HIV/AIDS activities are undertaken in the municipality to interrupt the transmission of STIs including HIV infection and to offer effective treatment to infected clients and contacts, and to eliminate Mother to Child Transmission of HIV.

The following interventions are undertaken by the Municipal Assembly and the Municipal Health directorate;

- The delivery of a package of interventions to reduce HIV transmission through
 - HIV Testing and Counselling
 - Prevention of Mother To Child Transmission
 - Management of Sexually transmitted Infections
 - Condom Promotion and distribution
 - Blood safety
 - HIV exposure Prevention in the healthcare and other settings
 - Advocacy, Communication and Social Mobilization for Demand Creation
- The delivery of package of care and support services for persons living with HIV
 - Prevention and management of Opportunistic Infections
 - Anti-retroviral Therapy
 - Continuous Support counselling i.e. Adherence counselling
 - Effective home based care
 - Working with PLHIVs and their Associations
 - Greater Involvement of persons living with HIV and AIDS (GIPA)
- The delivery of strategic information on HIV and AIDS
 - Publications and reprinting
 - HIV Sentinel Surveillance
 - STI Surveillance
 - HIV and AIDs estimation and Provision

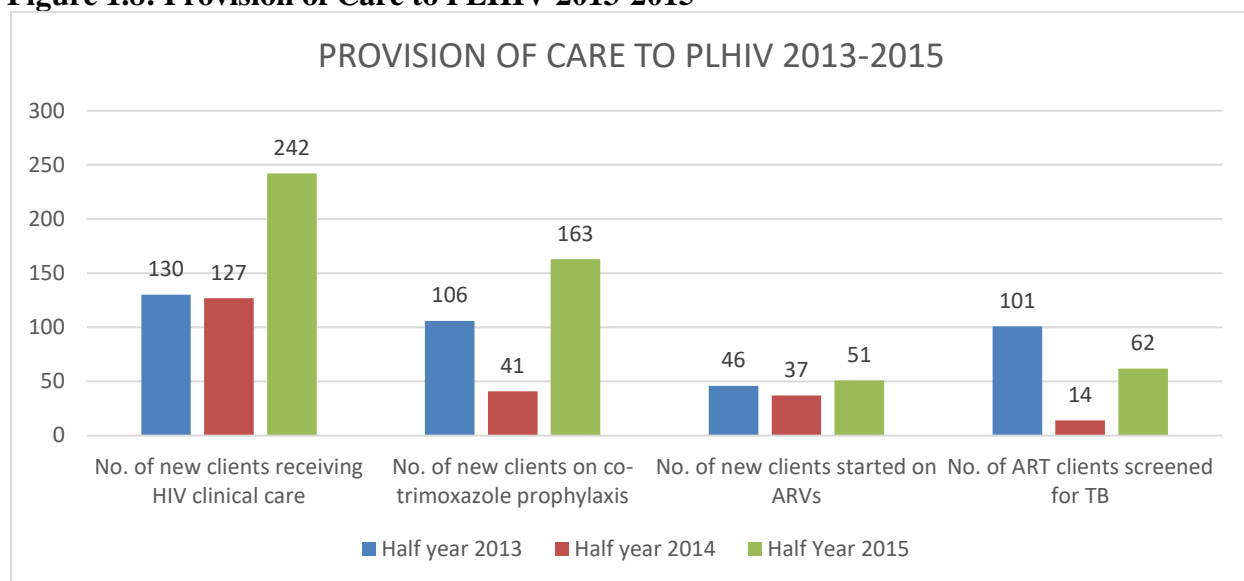
Table 1.27: Facilities offering services for HIV/AIDS and STIs

FACILITY	Anti-Retroviral Therapy	HIV Testing And Counseling	Prevention Of Mother To Child Transmission	Opportunistic Infections	Sexually Transmitted Infections
Ashaiman Polyclinic	YES	YES	YES	YES	YES
New Crystal Clinic	NO	YES	YES	YES	NO
St. Florence Clinic	NO	YES	NO	NO	YES
Voice of the Lord	NO	YES	YES	NO	NO
Okanta Memorial Clinic	NO	YES	NO	YES	YES
St. Mina Clinic	NO	NO	YES	NO	NO
Nyame Bekyere Maternity Home	NO	YES	YES	NO	YES
Nyame Adom Maternity Home	NO	YES	YES	NO	YES
New Eden Maternity Home	NO	YES	YES	NO	YES
Mother Of God	NO	YES	YES	NO	YES
General Family Hospital	NO	YES	YES	NO	YES
Darbem Clinic	NO	NO	YES	NO	NO
St Bernard Hospital	NO	YES	YES	NO	NO
Ashaiman Community Hospital	NO	YES	YES	NO	NO

Table 1.28: Half Year Trend 2012-2015

INDICATORS		2015	2014	2013	2012	Total 2015	Total 2014	Total 2013	Total 2012
No. receiving Pretest information	Male	917	633	547	602	2427	1810	1811	1456
	Female	1510	1177	1264	854				
No. Tested	Male	917	611	541	589	2424	1756	1799	1439
	Female	1507	1145	1258	850				
No. Positive	Male	125	73	89	89	394	307	329	296
	Female	269	234	240	207				
No. Receiving Positive Test Results	Male	125	73	89	89	394	307	329	296
	Female	269	234	240	207				
No. Receiving Post Test Counseling	Male	917	73	541	589	2424	1756	1799	1439
	Female	1507	234	1258	850				
No. Screened for TB	Male	40	611	75	113	140	85	259	200
	Female	100	1145	184	87				
No. Referred into Care	Male	125	73	89	87	2424	307	329	281
	Female	269	234	240	194				

Figure 1.8: Provision of Care to PLHIV 2013-2015



1.59.2.6 Key Issues/Challenges Arising in HIV/AIDS Intervention

- Inadequate/late submission of monthly reports from facilities and poor Data Capture
- Late referral of HIV positive pregnant women for PMTCT services by private facilities and
- Low percentage of HIV positive pregnant women completing PMTCT
- Lack of a Chemistry analyzer and CD4 reagents to guide treatment, Shortage of HIV and syphilis test kits.
- Limited funds are received for HIV activities in the municipality. Clients continue to pay a token of five cedis per clinic visit. Not all clients are able to make the payment but every client received the services.
- Health Education Talks on STIs and HIV/AIDS not documented
- Inadequate Collaborations
 1. Non-Governmental Organizations
 2. HIV/AIDS support Groups
- Inadequate number of adherence and HTC counselors for the ART clinic and the sub municipals

Another main challenge with HIV intervention is the need for more trained personnel. It was identified that the ART center needed one prescriber, one pharmacist, and two more counselors as well as refresher training for most category of staff in ART since the last training was in 2007. At the private health facilities, some of the staffs offering the service have no formal training on HIV services, efforts were made to train them on the job.

Attitude of hospital staff towards PLHIVs was reported as poor. Though sensitization of stigmatization has been carried out, there is more work to be done in this area. There is the need to improve the ambience of the center.

The poor road network affects the delivery of services. This coupled with the lack of financial resources to supply fuel and car maintenance allowances hinder the provision of the service.

During the period under review, there was an acute shortage of Oraquick test kits and DBS cards. This made it difficult to confirm reactive cases and tests infants for the virus.

Another major challenge was poor data capture. Some of the reports received had to be validated a number of times to clean the data before it could be captured in the DHIMs. This affects the timeliness for the data input.

Another major challenge faced was the follow up of positive pregnant women in the community. Though some were followed up, the team could not achieve the target set.

The frequent power outages affected the work of the team as many individuals felt the strain in their personal lives. When there is no power, all electronics had to be shut down and services were rendered manually. This increased the workload as data had to collect both manually and electronically.

The number of defaulters continues to increase. During the period under review, efforts were made to trace some clients through phone calls. About fifty clients were reached; unfortunately, feedback received indicated that eight of them had passed away.

1.60 Information, And Communication Technology (ICT)

ICT has considerably become one of the tools for development. Access to internet facility, ownership of mobile phones, fixed telephone lines and desktop or laptop computers are available in the municipality.

About 73.7% of the people in the municipality are literate in ICT of which 51.2% are females. Again, 87.5% aged 12 years and older own and use mobile phones. A household population of 5.5% also owns a desktop or laptop computer and 13.2% of people aged 12 years and older who use internet facilities are male dominated.

1.61 Poverty, Inequality and Social Protection

Reference to poverty status of the Municipality, the poverty profiling and Mapping document prepared on the Municipality, shows that the most deprived areas as the most poverty stricken areas are still Tulaku, Adakordzi and Newtown. In summary, the Municipality could easily be delineated into seven (7) poverty pockets. This is the basis for the design and implementation of a comprehensive pro-poor programme for poverty reduction in the Municipality. To a large extent the implementation of projects and programmes contained in the MTDP so far have some significant impact on the poverty status of the Municipality.

1.62 Reducing Poverty among Women

Strategies aimed at slowing the increasing level of poverty among women will include:

1. Promoting the economic empowerment of women through access to land, labour, credit, markets, information, technology, business services and networks, and social protection including property rights.
2. Promoting the social empowerment of women through access to education (especially secondary, vocational/ technical and tertiary education; non-formal education, opportunities for continuing education for school drop-outs; and scholarships), creating access to health/reproductive health services and rights, legal aid, social safety nets, social networks.
3. Adoption of affirmative action policy/law to increase participation of women in governance, leadership and decision-making with the target of attaining a minimum of 40% women representation in political and public service appointments.
4. Encouraging artisans and other tradesmen and women including farmers to form district, regional and national associations.
5. Facilitate institutional strengthening, capacity building for public educational institutions to mount consistent countrywide sensitization on harmful customary practices (NCCE, CHRAJ DSW, etc).
6. Reducing chronic poverty and its associated issues of vulnerability and exclusion; promoting the political empowerment of women through decision-making at the household, community and in public life; access to rights and entitlements, and management of self-imposed risks.
7. Extending the coverage of existing social protection programmes to vulnerable women and create new ones; mainstream special women's social protection policies and programmes in the national development process; adopting and implementing information dissemination through partnerships with NGOs, CSOs and CBOs.
8. Ensuring women's access, participation and benefits in all labour-related issues (employment, training, social security for both formal and informal sectors, promoting women's business, credit, etc).
9. Expanding special employment schemes for the youth, women and PWDs; and ensuring constant communication and information dissemination of Government policies on gender equality and women empowerment.

1.63 Enforcing existing Laws Protecting Women's rights

Despite the many efforts to incorporate an effective women's rights policy in all spheres of political life, the prevalence and practice of many outmoded customs detrimental to these efforts still abound. There is still inadequate support for victims of violence. Interventions to address these include: review and strengthen on-going awareness campaign on existing laws and practices; enhance capacity of appropriate enforcement and related agencies; expand coverage of the

institutions dealing with women's rights; and enhance the implementation of the Domestic Violence law and institute deterrent sanctions for perpetrators.

1.64 Disability

The support for disability and the care of PWDs as productive citizens is an important aspect of national human resources development agenda. Among the issues for urgent attention are the high incidence of poverty among PWDs due to very low levels/lack of formal education; inaccessible public transport for PWDs; inadequate and unfriendly walk ways for PWDs as pedestrians; inaccessible and unfriendly environmental, water and sanitation facilities such as uncovered drains/gutters; inadequate appropriate software for PWDs; inadequate research on disability issues; and inappropriate agricultural extension services for PWDs. The plan is to attempt to address most of the above within the potentials of the municipality and other Non-governmental institutions assistance.

1.65 Science Technology and Innovation

First function of the adoption of Science, Technology and Innovation is to enhance electronic governance. It is the use of technology such as email and intranets for internal government efficiency and effectiveness. Computerization of Ashaiman Municipal Assembly is expected to improve the capacity of the assembly by making up for deficiencies in bureaucratic analysis, curtail drag and red tape, promoting unbiased treatment in the bureaucracy's dealing with the public, ensuring accountability, injecting speed into operations, generating necessary and accurate data, and curtailing corruption through proper record keeping.

Science, Technology and Innovation would be the most recognizable E-Government function as it would directly affect the populace of the municipality. E-service would allow Ashaiman dwellers to obtain information and communicate with government officials at the local level. Policy and regulation information can be posted online, downloadable forms to be made available on municipal web sites. Ashaiman dwellers/businesses can apply for permits and license online, municipal levies to be paid online, violations to be reported and complaints submitted online. Public database and individual accounts accessible online to be created for businesses to track paid levies.

1.66 Summary of Key Development Issues

This section presents a summary of the key issues that have been identified from the performance review and compilation of the profile of the Ashaiman municipality. The table below contains the key issues categorized under the thematic areas of the GSGDA.

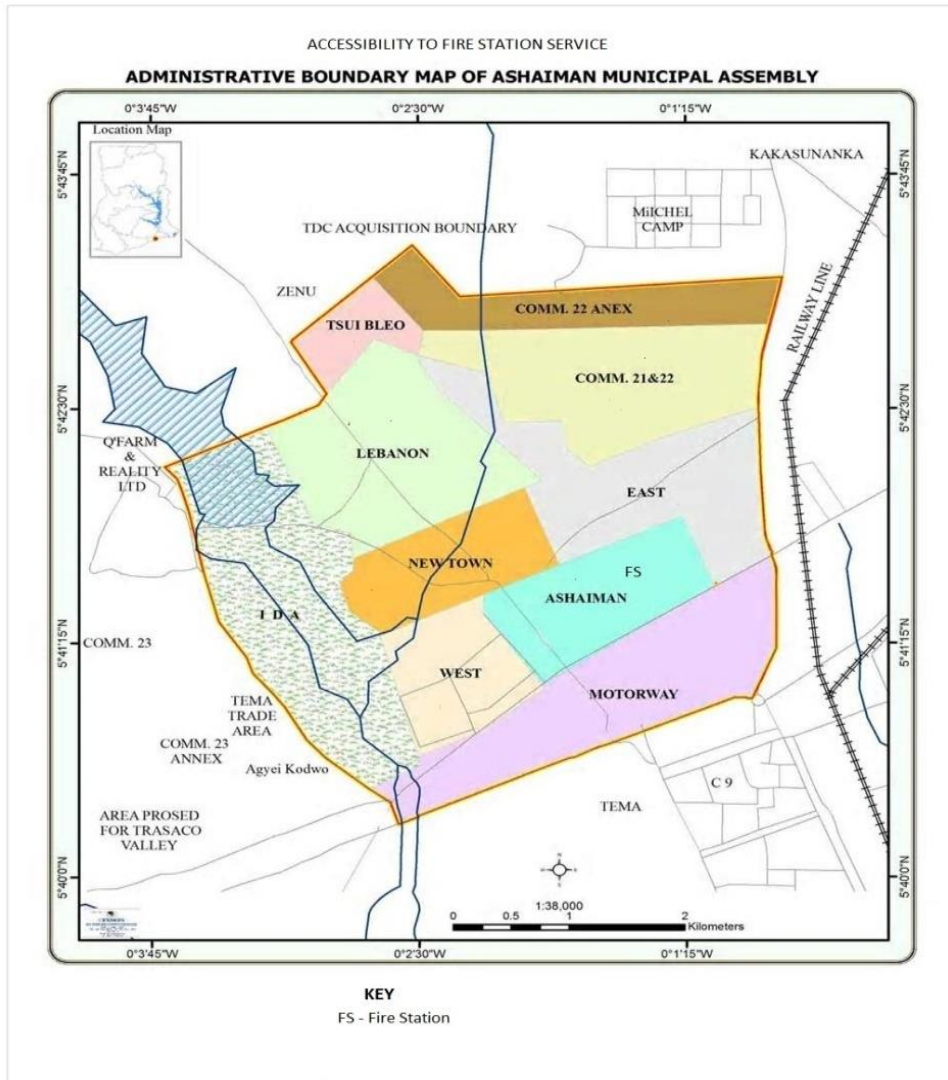
Table 1.29: Summary of Key Development Issues of GSGDA II

THEMATIC AREAS OF GSGDA II	Key identified issues (as harmonized with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and sustaining macro- economic stability	Poor revenue collection
Enhancing competitiveness of Ghana’s private sector	Poor road network
Accelerated agricultural modernization and sustaining natural resource management	<ul style="list-style-type: none"> • Food insecurity and low food productivity • High rate of post-harvest loses • Frequent erosion • Poor environmental sanitation • High air and land pollution • Indiscriminate disposal of refuse
Infrastructure and human settlements	<ul style="list-style-type: none"> • Congestion on streets and market areas • High rate of insecurity and crime • High pupil class ratio • High rate of referral
Human development, productivity and employment	<ul style="list-style-type: none"> • Frequent outbreak of fire • Frequent flooding • Outbreaks of disease • Rampant cases of arm robbery • High level of illiteracy • High rate of homelessness • increasing slum development • haphazard and uncontrolled physical construction and development • increased mortality rate • low performance at basic educational level • poor nutrition for basic school • poor performance of JHS and SHS students
Transparent, responsive and accountable governance	<ul style="list-style-type: none"> • Low participation in governance • Poor participation of women in decision making • Low institutional capacity

BASE MAP

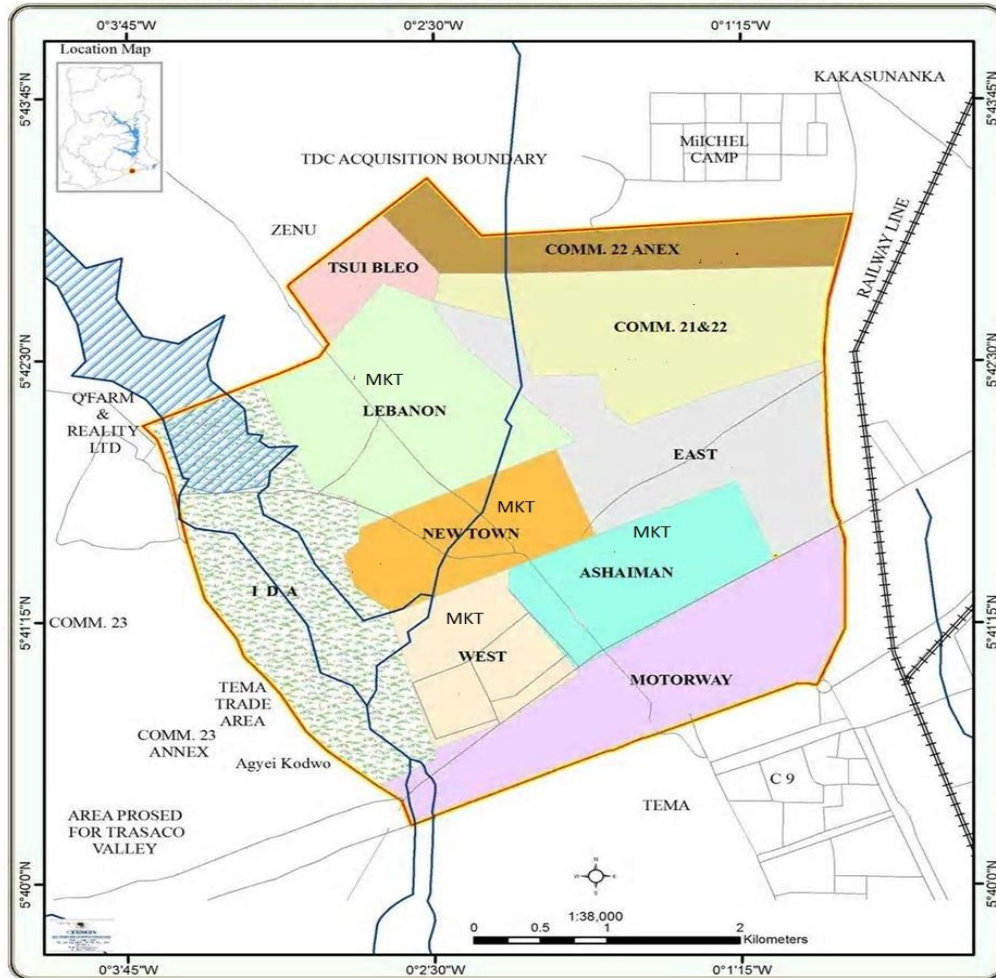
This section presents the facility maps, which indicates the existing services and their distribution across the municipality. There are 9 different but related maps that depict the availability and distribution of fire service stations, market centers, drainage/ waste management services, social space/roads, communication services, water/toilet/sewage services, education, health, and energy services.

Plate 1.3: Accessibility to Fire Service Station



Friday, August 29, 2014
12:23 PM

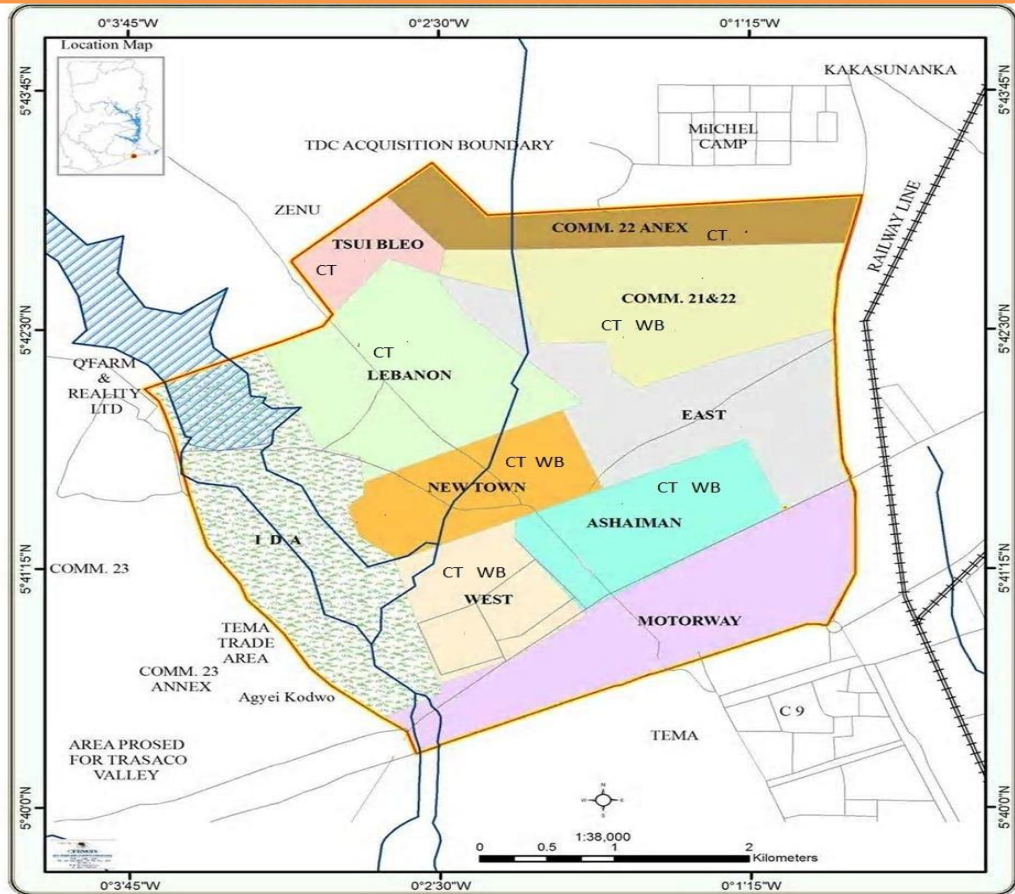
Plate 1.4: Accessibility to Market Services



KEY

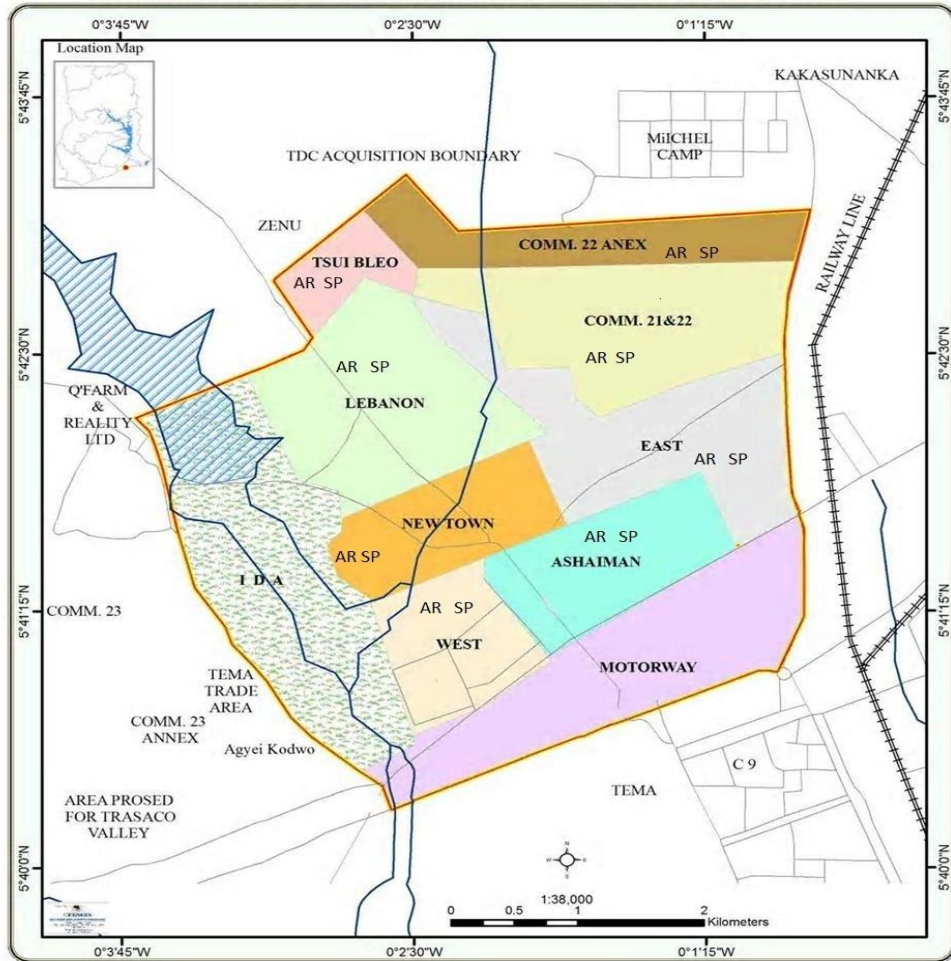
MKT - Market

Plate 1.5: Accessibility to Drainage and Waste Management Services



KEY
WB - Waste Bins
CT - Containers

Plate 1.6: Accessibility to Social Spaces and Access Roads Service



KEY

AR - Access Road
 SP - Social Spaces

Plate 1.7: Accessibility to Communication Services

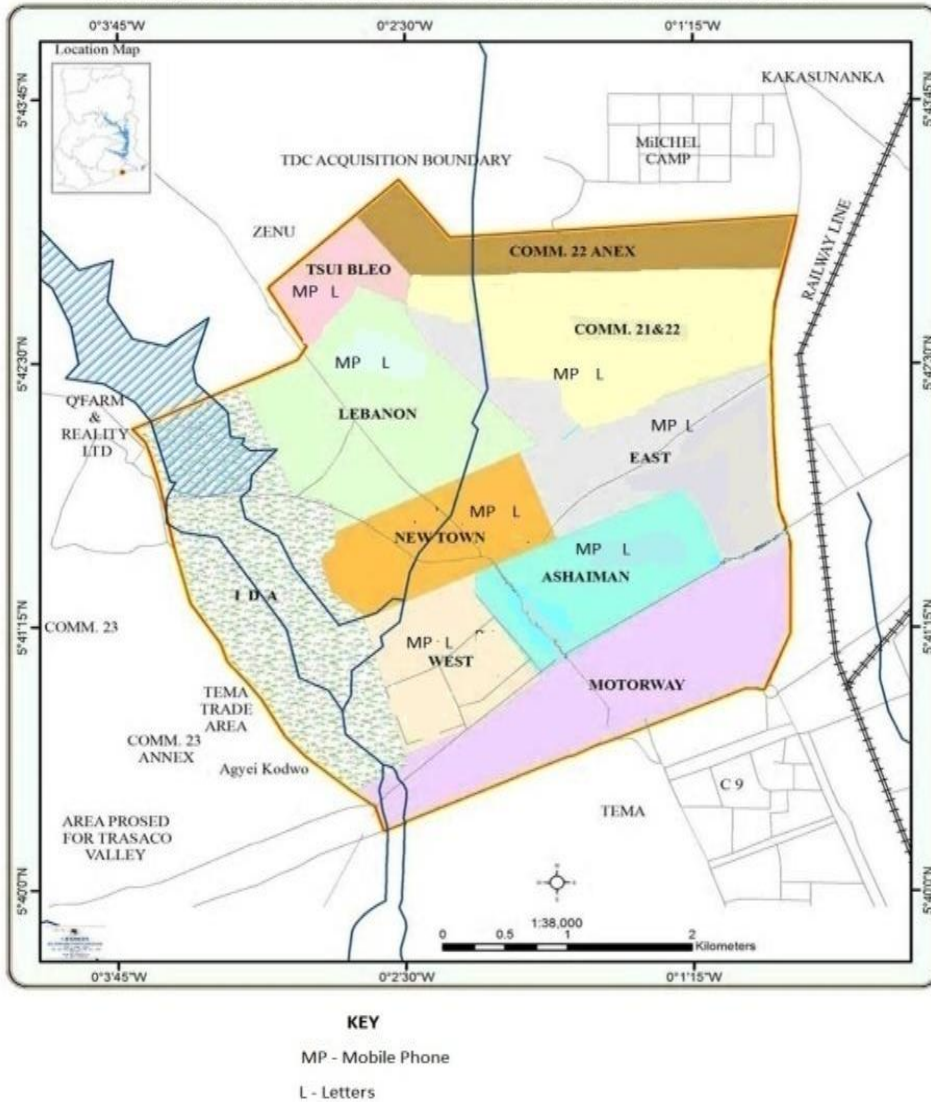
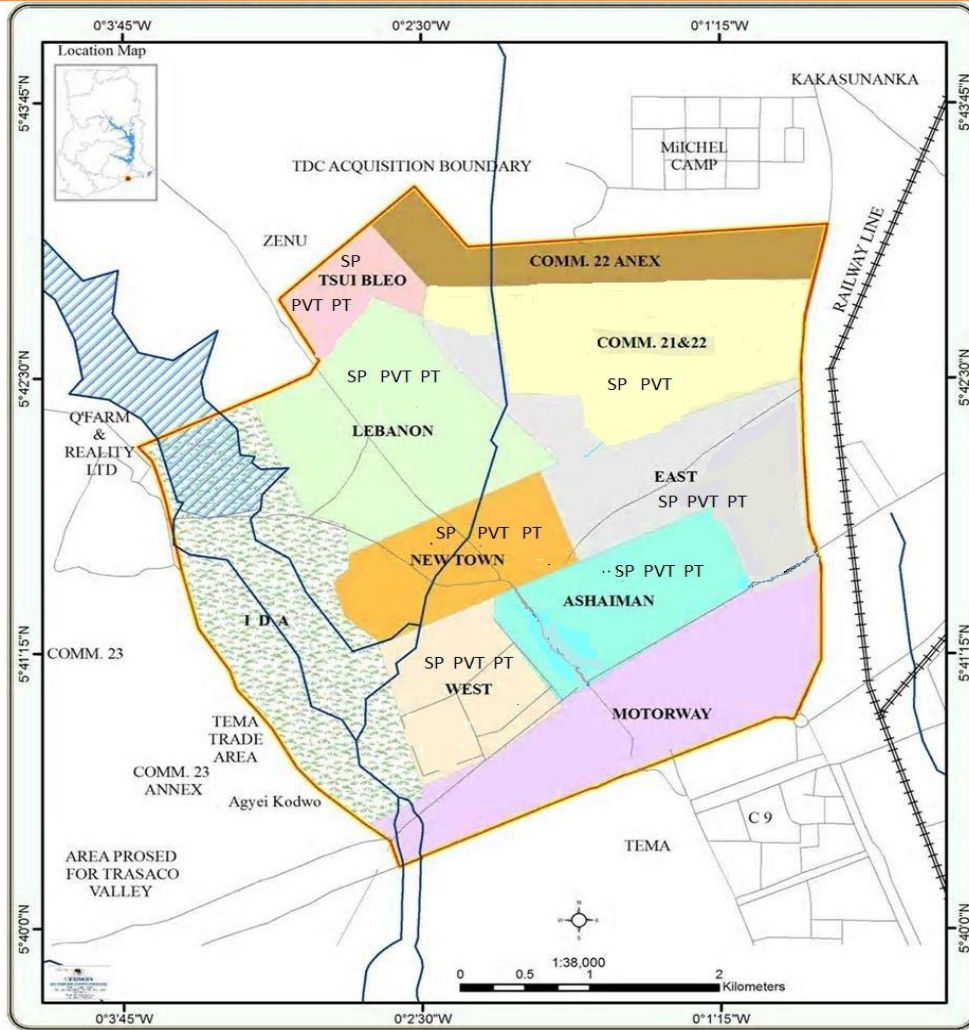


Plate 1.8: Accessibility to Water, Toilet and Sewage Service



KEY
 SP - Stand Pipe
 PT - Public Toilet
 PVT - Private Toilet

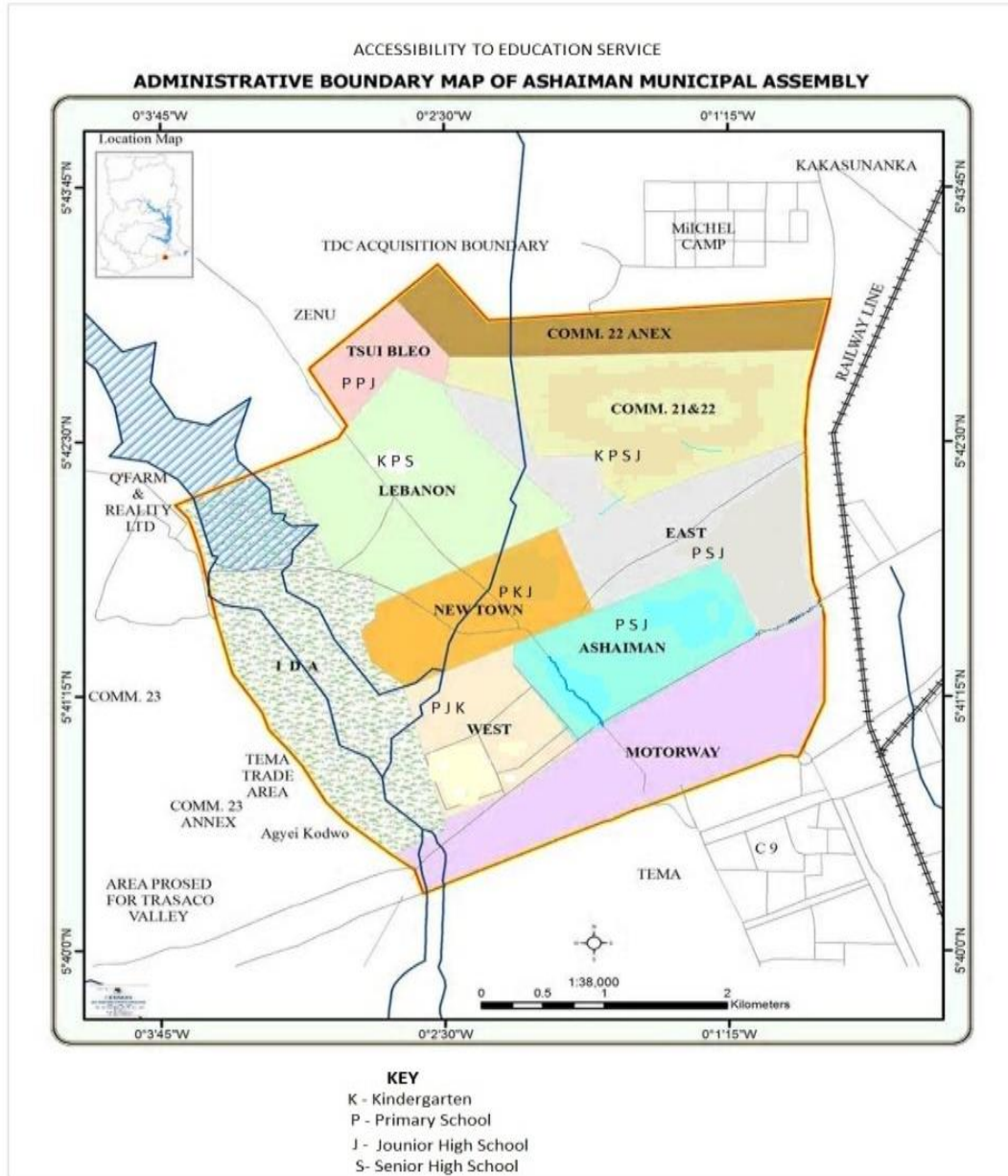
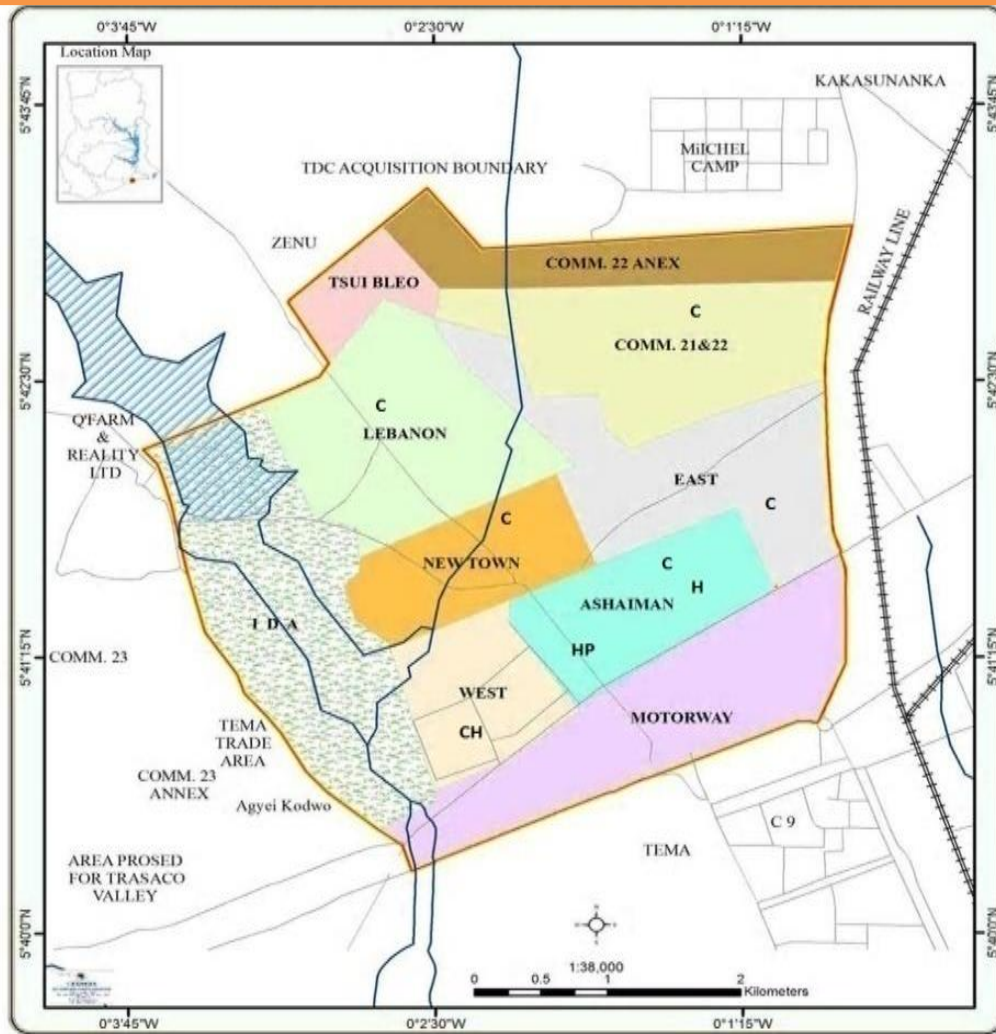
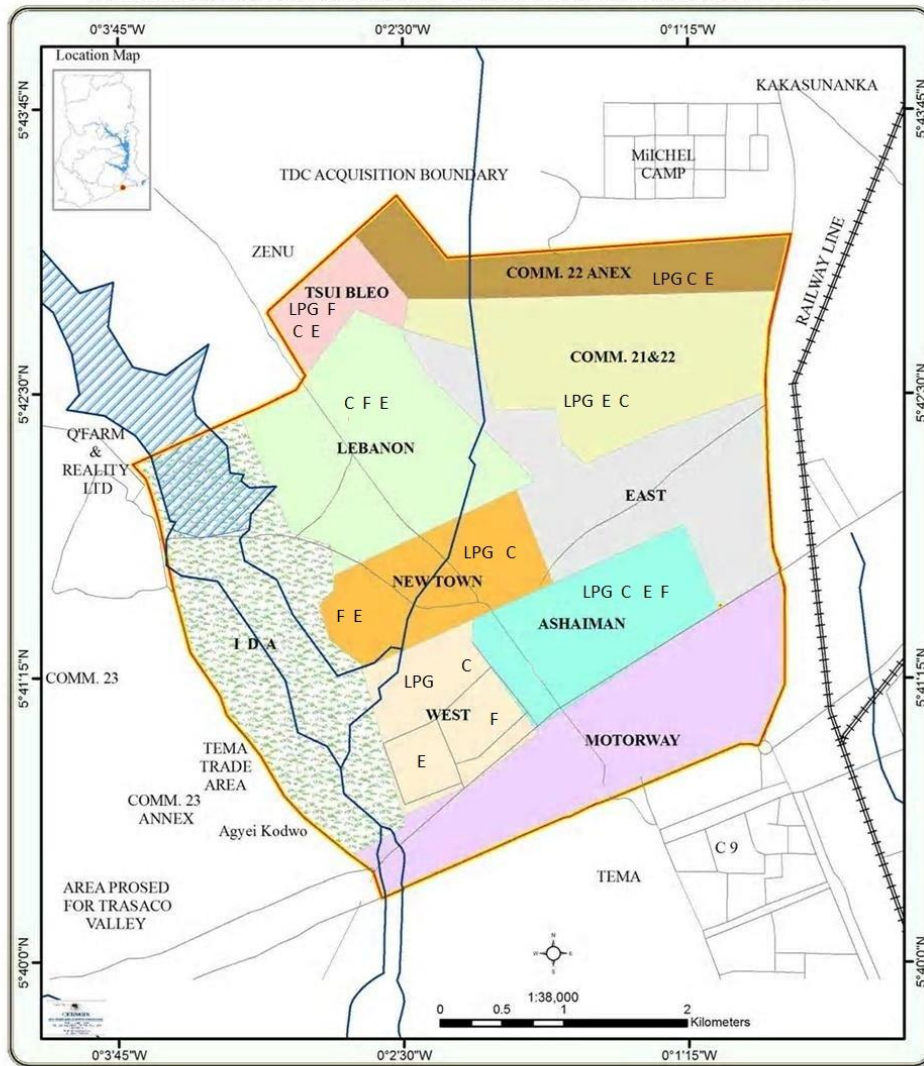


Plate 1.10: Accessibility to Health Service



KEY
C-Clinic
H-Hospital
HP - Health Post

Plate 1.11: Accessibility to Energy Service



KEY
 LPG - Liquefied Petroleum Gas
 C - Charcoal
 F - Firewood
 E - Electricity

CHAPTER TWO

DEVELOPMENT ISSUES WITH IMPLICATION FOR 2018-2021

2.0 Introduction

This chapter presents the identified key development issues that were collated during the review of the performance of the Ashaiman municipality between the 2014 to 2017 plan periods. The identified issues are harmonized with the community needs and aspirations and scored in order to examine the relationship between the issues and the needs and aspirations of the communities for 2018-2021.

The development issues within this chapter were drawn from the review of the MTDP 2014-2017 and harmonized with emerging community needs.

The harmonized development issues were aligned with the broad goals of the National Medium Term Development Policy Framework (NMTDPF) as follows;

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

2.1 Key Development Issues

The key issues identified from the performance review of the municipality profile and previous plan are presented as follows;

1. Poor revenue collection
2. Poor road network
3. Food insecurity and low food productivity
4. High rate of post-harvest losses
5. Frequent erosion
6. Poor environmental sanitation
7. High air and land pollution
8. Indiscriminate disposal of refuse
9. Congestion on streets and market areas
10. High rate of insecurity and crime
11. High pupil class ratio
12. High rate of referral
13. Frequent outbreak of fire
14. Frequent flooding
15. Outbreaks of disease
16. Rampant cases of arm robbery
17. High level of illiteracy
18. High rate of homelessness and mental cases
19. increasing slum development
20. haphazard and uncontrolled physical construction and development
21. increased mortality rate

22. low performance at basic educational level
23. poor performance of JHS and SHS students
24. Low participation in governance
25. Poor participation of women in decision making
26. Low institutional capacity

2.2 Community Needs and Aspirations

The needs and aspirations of the twenty-two communities for the next four years (2018-2021) as collated during the zonal council meetings for 2017 are presented as follows;

1. Construction of additional health facilities
2. Deployment of additional doctors at Ashaiman Polyclinic
3. Provision of insecticides Treated Mosquito Nets
4. Construction of drains
5. Organise Periodic cleaning of drains
6. Sensitization on prevention and testing to know HIV status
7. Promote the construction of high rise buildings
8. Construction of adult education centre (literacy activities)
9. Institutionalize counseling sessions at various community based organization (Churches, mosques, etc)
10. Regulation of private schools fees
11. Construction of tertiary and vocational institution
12. Construction of additional school blocks (Primary and JHS)
13. Regular monitoring of teachers and students
14. Enforcement of building regulations
15. Sensitization programme for transport operators
16. Construction of additional transport terminal
17. Rehabilitation and completion of roads
18. Road marking on all constructed roads
19. Construction and upgrading of roads
20. Construction of Speed ramps
21. Taskforce to monitor motor operators
22. Construction of SHS in the Zonal Councils
23. Enforcement sanitation by-laws on construction of household toilet
24. Enforcement of sanitation and environmental by- laws
25. Supply of refuse containers (skip containers and refuse bins
26. Intensified Police patrol
27. Sensitization of residents on health education
28. Government assisted loans
29. Upgrading of existing markets And Construction of new markets
30. Construction of community/ recreational centers
31. Community policing to arrest truants pupils
32. Provision and maintenance of Street lights
33. Construction of community library and computer laboratory
34. Support for artisans

2.3 Harmonization of Community Needs and Aspirations

Harmonization of the community needs and aspirations with identified development gaps/problems/ issues from review of performance from 2014-2017 are presented in the table 2.1.

2.4 Harmonization Of Community Needs And Aspirations With Identified Development Gaps/ Problems/ Issues From Review Of Performance From 2014-2017

The table below is a summary of the harmonization of community needs and aspirations with identified development gaps/ problems/ issues from review of performance from 2014-2017 after the exercise in the table above.

Table 2.1: Harmonization Of Community Needs And Aspirations With Identified Development Gaps/ Problems/ Issues From Review Of Performance From 2014-2017

No	Community Needs And Aspirations	Identified Key Development Gaps/ Problems/ Issues (From Performance And Profile)	Score
1	Construction of additional health facilities	High rate of referral	2
2	Deployment of additional doctors at Ashaiman Polyclinic	Outbreaks of disease	2
3	Provision of insecticides Treated Mosquito Nets	Indiscriminate disposal of refuse	2
4	Construction of drains	Frequent erosion	2
5	Organise Periodic cleaning of drains	Frequent flooding	2
6	Sensitization on prevention and testing to know HIV status	increased mortality rate	2
7	Promote the construction of high rise buildings	Congestion on streets and market areas	2
8	Construction of adult education centre (literacy activities)	Low participation in governance	2
9	Institutionalize counseling sessions at various community based organization (Churches, mosques, etc)	High rate of homelessness and mental cases	2
10	Regulation of private schools fees	High pupil class ratio	2
11	Construction of tertiary and vocational institution	High level of illiteracy	2
12	Construction of additional school blocks (Primary and JHS)	High pupil class ratio	2
13	Regular monitoring of teachers and students	poor performance of JHS and SHS students	2
14	Enforcement of building regulations	haphazard and uncontrolled physical construction and development	2
15	Sensitization programme for transport operators	High rate of insecurity and crime	2
16	Construction of Speed ramps	Poor road network	1
17	Upgrading of existing markets And Construction of new markets	Poor revenue collection	2
18	Intensified Police patrol	High rate of insecurity and crime	2
19	Enforcement of sanitation and environmental by- laws	High air and land pollution	2
20	Supply of refuse containers (skip containers and refuse bins)	Poor environmental sanitation	2
21	Rehabilitation and completion of roads	High rate of post-harvest loses	0
22	Construction of additional transport terminal	Congestion on streets and market areas	2
23	Government assisted loans	Low institutional capacity	2
24	Support for artisans	low food productivity	2
25	Construction of community/ recreational centers	Poor participation of women in decision making	1
26	Construction of SHS in the Zonal Councils	High level of illiteracy	2
27	Community policing to arrest truants pupils	low performance at basic educational level	2

28	Construction of community library and computer laboratory	low performance at basic educational level	2
29	Sensitization of residents on health education	increasing slum development	1
30	Road marking on all constructed roads	Rampant cases of arm robbery	0
31	Provision and maintenance of Street lights	Food insecurity	0
32	Enforcement sanitation by-laws on construction of household toilet	Frequent outbreak of fire	0

(Source: MPCU, 2017)

Table 2.2: Harmonised Key development issues under GSGDA II with implications for 2018-2021

GSGDA II, 2014-2017	
THEMATIC AREAS	KEY DEVELOPMENT GAPS/ PROBLEMS/ ISSUES (FROM PERFORMANCE AND PROFILE)
Ensuring and sustaining macro-economic stability	<ul style="list-style-type: none"> • Poor revenue collection
Enhancing competitiveness of Ghana's private sector	<ul style="list-style-type: none"> • Poor road network
Accelerated agricultural modernization and sustaining natural resource management	<ul style="list-style-type: none"> • Food insecurity and low food productivity • High rate of post-harvest losses • Frequent erosion • Poor environmental sanitation • High air and land pollution • Indiscriminate disposal of refuse
Infrastructure and human settlements	<ul style="list-style-type: none"> • Congestion on streets and market areas • High rate of insecurity and crime • High pupil class ratio • High rate of referral
Human development, productivity and employment	<ul style="list-style-type: none"> • Frequent outbreak of fire • Frequent flooding • Outbreaks of disease • Rampant cases of arm robbery • High level of illiteracy • High rate of homelessness • increasing slum development • haphazard and uncontrolled physical construction and development • increased mortality rate • low performance at basic educational level • poor nutrition for basic school • poor performance of JHS and SHS students
Transparent, responsive and accountable governance	<ul style="list-style-type: none"> • Low participation in governance • Poor participation of women in decision making • Low institutional capacity

2.5 Harmonisation of key development issues under GSGDA II with implication for 2018-2021 with those of the National Medium-Term Development Policy Framework (NMTDPF, 2018–2021) under the Long-term national development plan (LTNDP 2018 – 2057)

The table below contain the harmonized municipal issues with the goal and corresponding issues under the Long Term National Development Plan of Ghana (2018-2057)

Table 2.3: Identified Development Issues under GSGDA II and NMTDPF, 2018-2021

GSGDA II, 2014-2017		NMTDPF 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSION	ADOPTED ISSUES
Ensuring and sustaining macro-economic stability	Poor revenue collection	Economic Development	<ul style="list-style-type: none"> Revenue under-performance due to leakages and loopholes, among other causes Narrow tax base
Accelerated agricultural modernization and sustaining natural resource management	<ul style="list-style-type: none"> -Food insecurity and low food productivity -High rate of post-harvest losses -Frequent erosion -Poor environmental sanitation -High air and land pollution -Indiscriminate disposal of refuse 	Economic Development	<ul style="list-style-type: none"> Inadequate development and investment in processing and value addition Weak nutrition-sensitive food production systems Household food insecurity
Enhancing competitiveness of Ghana's private sector	Poor road network	Environment, Infrastructure and Human Settlement	<ul style="list-style-type: none"> Poor quality and inadequate road transport network Inadequate investment in road transport infrastructure provision and maintenance Rapid deterioration of roads
Infrastructure and human settlements	<ul style="list-style-type: none"> -Congestion on streets and market areas -High rate of insecurity and crime -High pupil class ratio -High rate of referral 	Environment, Infrastructure and Human Settlement	<ul style="list-style-type: none"> High rate of rural-urban Migration Congestion and overcrowding in urban area Proliferation of slums Politicisation of the security services Poor waste disposal practices Silting and Choking of drains Worsening urban air quality Poor collection, treatment and discharge of municipal and industrial wastewater Improper disposal of solid and liquid waste Improper management of waste Youth engaged in hazardous environmental practices Recurrent incidence of flooding Poor drainage system Growth of slums Uncovered drains Poor landscaping Indiscipline in the purchase and sale of land Rapid urbanisation, resulting in urban sprawl Rapid growth of slums in cities and towns Proliferation of slums Deteriorating conditions in slums Weak enforcement of legal frameworks to tackle slum development
Human development, productivity and employment	<ul style="list-style-type: none"> -Frequent outbreak of fire -Frequent flooding -Outbreaks of disease 	Social Development	<ul style="list-style-type: none"> High number of untrained teachers at basic level Teacher absenteeism and low levels of commitment Inadequate financing of the health sector

	<ul style="list-style-type: none"> -Rampant cases of arm robbery -High level of illiteracy -High rate of homelessness -increasing slum development -haphazard and uncontrolled physical construction and development -increased mortality rate -low performance at basic educational level -poor nutrition for basic school -poor performance of JHS and SHS students 		<ul style="list-style-type: none"> • High incidence of HIV and AIDS among young persons • Lack of policies to cater for children in relation to specific conditions such as trafficking, streetism and online hazards • Limited coverage of social protection programmes targeting children • Ineffective inter-sectoral coordination of child protection and family welfare • Youth unemployment and underemployment among rural and urban youth • Weak enforcement of laws and rights of children • Inadequate professional staff assisting with reformation of children in correctional centres and their reintegration in society • Infant and adult malnutrition • Increased incidence of diet-related, non-communicable diseases • Inadequate nutrition education
<p>Transparent, responsive and accountable governance</p>	<ul style="list-style-type: none"> -Low participation in governance -Poor participation of women in decision making -Low institutional capacity 	<p>Governance, Corruption and Accountability</p>	<ul style="list-style-type: none"> • Relatively weak capacity of governance institutions • Inadequate capacity of relevant institutions • Weak collaboration among security agencies • Weak relations between citizens and law enforcement agencies • Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.) • Inadequate emergency services

2.6 Adopted Development Dimensions and Issues of SMTDP of MMDAs

The table 2.4 below presents the development dimensions and alignment with Issues that have influence on the implementation of the medium term development plan.

Table 2.4: Adopted Development Dimensions and Issues of SMTDP of MMDAs

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Economic Development	<ul style="list-style-type: none"> • Revenue under-performance due to leakages and loopholes, among other causes • Narrow tax base • Inadequate development and investment in processing and value addition • Weak nutrition-sensitive food production systems • Household food insecurity
Social Development	<ul style="list-style-type: none"> • High number of untrained teachers at basic level • Teacher absenteeism and low levels of commitment • Inadequate financing of the health sector • High incidence of HIV and AIDS among young persons • Lack of policies to cater for children in relation to specific conditions such as trafficking, streetism and online hazards • Limited coverage of social protection programmes targeting children • Ineffective inter-sectoral coordination of child protection and family welfare • Youth unemployment and underemployment among rural and urban youth • Weak enforcement of laws and rights of children • Inadequate professional staff assisting with reformation of children in correctional centres and their reintegration in society • Infant and adult malnutrition • Increased incidence of diet-related, non-communicable diseases • Inadequate nutrition education
Environment, Infrastructure and human settlements	<ul style="list-style-type: none"> • Poor quality and inadequate road transport network • Inadequate investment in road transport infrastructure provision and maintenance • Rapid deterioration of roads • High rate of rural-urban Migration • Congestion and overcrowding in urban area • Proliferation of slums • Politicisation of the security services • Poor waste disposal practices • Silting and Choking of drains • Worsening urban air quality • Poor collection, treatment and discharge of municipal and industrial wastewater • Improper disposal of solid and liquid waste • Improper management of waste • Youth engaged in hazardous environmental practices • Recurrent incidence of flooding • Poor drainage system • Growth of slums • Uncovered drains • Poor landscaping • Indiscipline in the purchase and sale of land • Rapid urbanisation, resulting in urban sprawl • Rapid growth of slums in cities and towns • Proliferation of slums

	<ul style="list-style-type: none"> • Deteriorating conditions in slums • Weak enforcement of legal frameworks to tackle slum development
Governance, Corruption and Public accountability	<ul style="list-style-type: none"> • Relatively weak capacity of governance institutions • Inadequate capacity of relevant institutions • Weak collaboration among security agencies • Weak relations between citizens and law enforcement agencies • Inadequate capacity to combat emerging crimes (cybercrime, terrorism, organised crime, etc.) • Inadequate emergency services

2.7 Prioritisation of Development Issues

The community needs and aspirations were collated during zonal council meetings. The councilors, who are members of the various communities in a particular council, went through the problem analysis to come out with their needs and aspiration. This was very participatory and interactive.

2.8 Potentials, Opportunities, Constraints and Challenges (POCC) analysis

The Ashaiman Municipality abounds in potentials and opportunities that could aid in the effective implementation of development programmes. There are also constraints and challenges that need to be overcome to ensure the smooth implementation of these projects.

Whiles potentials are internal advantages for the development of the municipality, opportunities on the other hands are external factors that positively influence the development of the municipality.

Constraints on the other hand are disadvantages emanating from internal factors such as institutional, human and physical resources that could act against development such as land dispute, rapid population growth and others. Challenges are external obstacles that may hamper smooth development efforts such as unstable political regime.

The details of the potentials, opportunities, constraints and challenges (POCC) of Ashaiman are presented in the matrix below under the broad programme areas.

**Table 2.5: POCC Analysis of Adopted Issues
Economic Development (POCC analysis)**

Key Development Problem	Potentials	Opportunities	Constraints	Challenges
Revenue under-performance due to leakages and loopholes, among other causes	<ul style="list-style-type: none"> -available revenue collectors -available taskforce to support revenue collection -availability of large pool of untapped revenue potentials to be harnessed for increased revenue generation -the presence of small-to-medium and large scale industries to facilitate revenue collection -availability of valuation list. -availability of qualified revenue personnel -ongoing education on ratable items. -presence of information van 	<ul style="list-style-type: none"> -Availability of Land Valuation Board (LVB) to provide direct technical support on property valuation to MMDAs -willingness of the private sector to support revenue mobilization -availability of software packages such as the use of Point of Sales (POS) devices to improve revenue -high number of corporate organizations to facilitate revenue collection -access to government training programmes -available technology to establish electronic tax and tolls pay point 	<ul style="list-style-type: none"> -inadequate monitoring and supervision -inability on the parts of the assembly to revalue and value all ratable properties -Lack of commitment on the part of revenue collectors -Inadequate motivation to revenue staff. -Inability to prosecute rate defaulters. -Unwillingness of the people to pay economic rates. -Inadequate support to Zonal Councils for revenue mobilization. -Low level of tax education among the people. -Low capacity of the revenue collectors. -high level of poverty in the district 	<ul style="list-style-type: none"> -Boundary conflicts with sister districts. -Central government interference on the imposition of certain levies. -Tax exemptions.
<p>Conclusion: The provision of a robust revenue collection system and management is crucial in blocking the revenue leakages.</p>				
Narrow tax base	<ul style="list-style-type: none"> -Available of a number of markets -Availability of potential assets to attract investors (investment) -Vibrant business activities -Availability of revenue improvement plan 	<ul style="list-style-type: none"> -Introduction of the national digital address system -Introduction of “one district, one factory” programme 	<ul style="list-style-type: none"> -low capacity of revenue collectors -inadequate accountability on financial management -Inadequate number of revenue collectors 	<ul style="list-style-type: none"> -External shocks including high Inflation -Competition from other assemblies that attract investors and industries
<p>Conclusion: The availability of markets, vibrant businesses, and the one district, one factory will collectively boost economic activities which will broaden the tax base and revenue generation by the Assembly.</p>				

Social Development (POCC analysis)

Key Development Problem	Potentials	Opportunities	Constraints	Challenges
High incidence of HIV and AIDS among young persons	<ul style="list-style-type: none"> -Existence of health centers -Existence of MAC -Existence of NGOs, CBOs to carry out sensitization programme -available funding -commitment from the DA -Existence of MRMT -Existence of ART Centers. -IGF -Availability of ART Drugs 	<ul style="list-style-type: none"> -Support from Ghana AIDs Commission -Donor support like Global fund -Technical support from RCC -Support from NGOs, CBOs -Support from CHRAG -Support from the Government -DACF and GAC funding support -Policy on 90-90-90 	<ul style="list-style-type: none"> -Inadequate funds to carry out sensitization programme -Existence of Sex workers -Stigmatization -low attitudinal change -Increase in knowledge and technology (The use of the internet for prostitution) 	<ul style="list-style-type: none"> -Inadequate funding from the central government -delay in the release of DACF -lack of political will -In-migration from neighboring districts -Poor nutrition -Poverty -Sustainability of drugs
<p>Conclusion: The availability of ART center, NGOs, and funding support of IGF, DACF and GAC funding support will help promote sensitization on HIV and effects of stigma and discrimination against PLHIV.</p>				
Inadequate financing of the health sector	<ul style="list-style-type: none"> -availability of Polyclinic -availability of a number of community health nurses, CHPs compounds, and CHP zones - Availability of Municipal Health Directorate -Availability of NHIS to boost access to health care 	<ul style="list-style-type: none"> -existence of development partners support (World bank, world health organization etc) - Decentralization of health service delivery 	<ul style="list-style-type: none"> -inadequate health centers/ hospitals -poor roads -low IGF generation 	<ul style="list-style-type: none"> -high cost of financing health infrastructure and services -donor fatigue -Delays in the reimbursement of service providers under the NHIS -
<p>Conclusion: The Assembly has the potentials of accessing the NHIS from a few health facilities. The availability of the health directorate to give health planning directions will help as well in seeking development partners' support and the central government attention for the construction of a municipal hospital. In the interim the nurses will intensify community outreach programmes and CHPs services to enhance communities' knowledge on health issues and preventive health care.</p>				
Youth unemployment and underemployment among rural and urban youth	<ul style="list-style-type: none"> -Availability of BAC -Commitment of Political leadership to enhance local economic development -high business related activities in the municipality -Existence of YEA 	<ul style="list-style-type: none"> -One District, One Factory programme -Central Government interventions -Availability of PPP initiatives to stimulate local development -Large market base for products produced locally 	<ul style="list-style-type: none"> -Limited Industrial Activities -High congestion at the CBD -Limited credit facilities for business enterprises -Poor road infrastructure -Limited land for industrial development 	<ul style="list-style-type: none"> -Competition among MMDAs concerning the construction of similar industries -Increased social vices and crime activities -Government embargo on employment on

	<ul style="list-style-type: none"> -Existence of Youth Authority -Commitment of the assembly -Private sector initiative on job creation -Existence of CBO and NGOs. 	<ul style="list-style-type: none"> -Favorable government policies on employment -Support from Ministry of employment and labour relation -Available private sector to establish agro-processing industries - Availability of Central Government flagship programmes 	<ul style="list-style-type: none"> -in adequate capital for the youth to establish their own business -Inadequate white color jobs in the municipality -Attitude of the youth -A number of unskilled youth. -lack of youth interest in agriculture and technology -High interest rate for startups 	<ul style="list-style-type: none"> some sectors of the economy -Bureaucracy in registering of business -High rate of rural-urban migration -Inadequate vocational and technical universities
<p>Conclusion: The establishment of the Business Advisory center, youth employment agency, and economic potentials including favorable government policies and programmes will enhance skills development of the unemployed youth, limiting migration and social vices. Whiles creating employment for the youth, there would be a drastic reduction in social vices.</p>				

Key Development Problem	Potentials	Opportunities	Constraints	Challenges
Recurrent incidence of flooding	<ul style="list-style-type: none"> -Presence of NADMO -Commitment from the Assembly -Availability of IGF -Available personnel -Commitment from the community 	<ul style="list-style-type: none"> -Support from the Common Fund. -Support from the Central government -Availability of Common fund. -Donor Support -Support from NGOs 	<ul style="list-style-type: none"> -Delay in the release of Common fund -Inadequate capacity for personnel -Inadequate logistics 	<ul style="list-style-type: none"> -lack of early warning system. -Weak institutions -Inadequate funds from the government -lack of political will
<p>Conclusion: The availability of a number of NADMO staff and commitment from Assembly members as well as NGOs and Educational institutions support such as (RIPS, University of Ghana) will support despite the limited logistics to educate the citizens for the adoption of low cost measures to control flooding and build resilience.</p>				
Poor waste disposal practices	<ul style="list-style-type: none"> -Availability of waste management equipment and personnel. -Availability of the Municipal Sanitation taskforce -Availability of Sanitation by-laws -IGF -Availability of private waste management system. 	<ul style="list-style-type: none"> -Support from development partners i.e. CWSA, ZOOMLION etc. -Existence of Ministry of Sanitation and water resources. -Existence of DACF/GOG -Availability of support from the WASH programme 	<ul style="list-style-type: none"> -Political interference. -No drainage master plan for the municipality. -Inadequate waste bins -In adequate land for landfill site. -Negative attitudes towards environmental sanitation -Inadequate logistics and personnel 	<ul style="list-style-type: none"> -Rapid urbanization -Population growth -Increase in commercial activities -Increase cost of waste management especially maintenance of equipment, fuel and lubricant.

	<ul style="list-style-type: none"> -Existence of sanitation court. -Available environmental health and sanitation unit to carry out environmental and hygiene education activities -Availability of Metro. Waste Management Unit to support the environmental health department. 	<ul style="list-style-type: none"> -Support from DANIDA in improved hygiene and environmental sanitation -The existence of PPP arrangement 	<ul style="list-style-type: none"> -Inadequate budgetary allocation for WASH programmes due to competing demands 	
<p>Conclusion: The operating PPP arrangements in the collection and disposal of waste will be strengthened by the MEHO continual monitoring. The sanitation court will continue with the prosecution of people who dispose waste indiscriminately, and the communities will be support with equipments to undertake frequent sanitation cleaning exercise. The acquisition of logistics for waste collection and management in the municipality is a key input in addressing the practice.</p>				
Rapid deterioration of roads	<ul style="list-style-type: none"> -availability of skilled labour -Availability of road construction materials e.g. cement and gravels -Existence of Urban Roads Unit (DUR). -Availability of well-planned road network 	<ul style="list-style-type: none"> -Availability of donor funds -Access to Road Fund -The existence of National transportation Policy -The presence of Bus Rapid Transit (BRT) arrangement 	<ul style="list-style-type: none"> -Inadequate logistics/personnel -Inadequate IGF -The high cost of road construction/maintenance -Weak implementation of the axle load policy 	<ul style="list-style-type: none"> -Inadequate GoG funding for road infrastructure -High cost of road construction and maintenance
<p>Conclusion: The technical expertise of the DUR and the Assembly access to skilled labour and road fund and IGF will enhance its capacity for the construction and maintenance of roads as well as supervision of contractors to ensure that roads constructed meet standards.</p>				
Silting and Choking of drains	<ul style="list-style-type: none"> -Available sanitation equipment -available technical environmental health staff -available assembly members, zonal councilors, NGOs, CBOs, and traditional authorities. -available gazetted by-laws 	<ul style="list-style-type: none"> -support of national sanitation day (monthly) -support of private partners such as Zoomlion 	<ul style="list-style-type: none"> -lack of covered drains -inadequate tools for all zonal councils to undertake cleaning of drains at the same time -negative attitude of traders and pedestrians that plough along streets -delayed in the collection of waste from silted drains -inadequate tracks to support clean-up exercises 	<ul style="list-style-type: none"> -Excessive flooding during rainfall and disposition of materials into drains -inadequate funding support for frequent public education and sanitation clean-up exercises
<p>Conclusion: The Assembly has the technical staff and equipment that can be deployed in desilting of the choked public drains during the national sanitation days. The assembly members and other stakeholders would also facilitate the cleaning exercise periodically in the electoral areas. During inadequate funds are received for the construction of covered drains efforts would be made in sensitizing individuals along the drains to embark on frequent cleaning before or after rains.</p>				

Environment, Infrastructure and human settlements (POCC analysis)

Governance, Corruption and Public accountability (POCC analysis)

Key Development Problems	Potentials	Opportunities	Constraints	Challenges
Relatively weak capacity of governance institutions	-availability of literate staff - Availability of ICT infrastructure	- Government programmes towards building staff capacity - Available NGO Programmes on rural/ Urban human resource capacity building	-inadequate funds to build staff capacity -low level of management commitment to capacity building -inadequate funds to procure required computers	- low interest in capacity building by the populace - Lack of awareness on the needs for capacity building
Conclusion: The availability of trained/ literate staff and access to ICT infrastructure, in conjunction with the government capacity building programmes and initiatives will be used as platforms to build capacity of staff and good maintenance culture.				
Inadequate capacity of relevant institutions	-Availability trained heads of decentralized departments and other community based institutions -Availability of Procurement and functional human resource unit	-Availability of support from development partners -support from central government to engage decentralized institutions in governance	-High cost of fees by consultants -high cost of institutional infrastructure development and capacity building in areas of expertise -inadequate IGF generation	-Delayed and inadequate central government transfers -Inadequate development partners support for institutional capacity building
Conclusion: Technical support from the procurement and human resource unit, and the MPCU meetings will help identify gaps in relevant institutions and recommendation of required infrastructure to boost their capacity and services delivery. Central government support and proposal development will be embarked on to seek funding support in meeting the identified needs.				

2.9 Impact Analysis

The prioritised issues from the POCC analysis were subjected to social and environmental impact analysis. The impact analysis was done using the adopted objectives from the NMTDPF that were formulated to address the development issues in the NMTDPF.

Table 2.6: Adopted Issues and Objectives subjected to Impact Analysis

Adopted issues from NMTDPF	Adopted objectives from NMTDPF
Revenue under-performance due to leakages and loopholes, among other causes	Ensure improved fiscal performance and sustainability
Youth unemployment and underemployment among rural and urban youth	Promote effective participation of the youth in socioeconomic development
Poor waste disposal practices	Address recurrent devastating floods
High incidence of HIV and AIDS among young persons	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups
Rapid deterioration of roads	Improve efficiency and effectiveness of road transport infrastructure and services
Inadequate financing of the health sector	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)
Low level of production	Promote a Demand driven approach to agricultural development
Relatively weak capacity of governance institutions	Deepen democratic governance

The following symbols were used to record the results during the conduct of the impact analysis using the compound matrix:

- Conditions are likely to be positive (Green) +
- Conditions are likely to be negative (Red) -
- Conditions are likely to be neutral (Yellow) o
- Conditions are uncertain ?
- Not relevant (Black)

Table 2.7: Compound Matrix: Impact Analysis of Adopted Issues

No.	Poverty Dimension	Economic efficiency			Livelihood					Health			Vulnerability/Climate Change Issues ¹					Institutional							
		Environmental Components	Attraction of Investors	Job Creation	Incomes and Growth	Access to Water	Access to Land	different population groups (e.g. girls, aged, disabled)	Natural resource utilisation	Balanced development	Water Quality	Gender equality	Sanitation	Air quality	HIV and AIDS (elimination of disease and discrimination)	Drought	Climate change mitigation and adaptation	Floods	Degradation	Crises & conflicts	Epidemics	Adherence to democratic principles	Cultural acceptability	Human Rights	Access to information
1.	Ensure improved fiscal performance and sustainability		+	+	+	+	+	0	+	+	+	+	?	+		+	+	+	-	+	+	+	+	+	+
2.	Promote effective participation of the youth in socio-economic development		+	+	+	+	+	-	+	-	+	+	-	-	-	-	+	-	-	-	+	+	+	+	+
3.	Address recurrent devastating floods		+	+	+	0	-	+	0	+	+	+	-	0	0	+	+	+	-	+	+	+	+	+	?
4.	Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups		+	+	+	0	0	+	0	+	0	-	0	+	0	0	0	0	-	+	+	+	+	+	+
5.	Improve efficiency and effectiveness of road transport infrastructure and services		+	+	+	0	+	+	0	+	0	+	+	-	?	0	+	+	+	-	+	+	+	+	+

No.	Poverty Dimension	Economic efficiency			Livelihood						Health				Vulnerability/Climate Change Issues ¹					Institutional				
		Attraction of Investors	Job Creation	Increases in Incomes and Growth	Access to Water	Access to Land	different population groups (e.g. girls, aged, disabled)	Natural resource utilisation	Balanced development	Water Quality	Gender equality	Sanitation	Air quality	HIV and AIDS (elimination of diseases and discrimination)	Drought	Climate change mitigation and adaptation	Floods	Degradation	Crises & conflicts	Epidemics	Adherence to democratic principles	Cultural acceptability	Human Rights	Access to information
No.	Environmental Components Adopted Objectives																							
6.	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	0	0	+	+	-	+	-	+	+	+	+	+	-	0	+	-	-	+	+	+	+	+	+
7.	Promote a Demand driven approach to agricultural development	0	+	+	0	-	+	-	+	-	-	-	?	-	-	0	-	-	0	+	+	?	?	
8.	Deepen democratic governance	+	+	0	+	0	+	+	+	+	+	+	+	0	+	+	+	+	+	+	+	+	+	+

COMPOUND MATRIX 1: - RECORD SHEET**No: 1****Description of Plan Objectives under review:** Ensure improved fiscal performance and sustainability

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	The improvement in fiscal performance and sustainability will demonstrate a business friendly economy and will attract investors to do business in the municipality.	+
Job Creation	A thriving economy with the attraction of investors will lead to the creation of jobs. New markets will also emerge for sales and trading activities.	+
Increases In Incomes And Growth.	The achievement of improved fiscal performance with the accompanying investors and job creation will lead to the increases in households' incomes and will collectively contribute to the growth of the municipality.	+
LIVELIHOOD		
Access to Water	The improvement in fiscal performance will enhance the assembly capacity in connecting more communities to potable water	+
Access to Land	The improvement in fiscal performance will enhance the assembly capacity to acquire more lands for developmental projects	+
Different Population Groups (e.g. girls, aged, disabled)	The improvement in fiscal performance will enhance the capacity of the assembly to meet the needs of the vulnerable and different age groups physical and social needs.	+
Natural resource utilisation	Conditions are likely to be neutral since fiscal performance improvement does not have direct relationship with the utilization of natural resources.	0
Balanced development	Social and infrastructure development will be well distributed upon fiscal revenue	+
Water Quality	Water quality will be improved through the connection of communities to GWCL	+
HEALTH		
Gender equality	Gender equality will be enhanced through the engagement of citizens in more town hall meetings, and organization of capacity building programmes for women groups.	+
Sanitation	Sanitation will be improved through the organization of periodic clean up exercise and public sensitization. More vehicles will be procured to facilitate sanitation task force activities.	+
Air quality	Air quality may be improved through sanitation task force continual field activities. The air quality may also be worsened through the purchase of vehicles that emit fumes	?
HIV and AIDS (elimination of stigma and discrimination)	HIV stigma and discrimination will be eliminated through the organization of frequent sensitization programmes, testing and counselling sessions on HIV	+
VULNERABILITY		
Drought	Fiscal performance improvement is does not have direct relationship on the environment and irrelevant to causing drought	
Epidemics	Epidemics will be reduced and control mechanisms will be strengthened through assembly financial support in the acquisition of equipment and communities education on health	+
Crises & conflicts	Crises and conflicts are likely to emerge since some economic actors and property owners may refuse paying levies or taxes. The traditional authorities may also compete with the assembly for revenue collection.	-
Degradation	Through the acquisition and planting of trees and landscaping degradation will be minimized.	+
Floods	Through the organization of more desilting activities, and engagement meeting with people along flood prone areas the incidence of floods will be reduced or eliminated	+
Climate change mitigation and adaptation	Relocation activities will be easily done and drains construction as well as sensitization on tree planting will be promoted.	+
INSTITUTIONAL		
Adherence to democratic principles	Adherence to democratic principles will be sustained through frequent engagement and services delivery to the citizenry	+
Cultural acceptability	Revenue generation and services delivery to the public will be culturally supported	+
Human Rights	Human rights will be promoted through mass education on the constitution, patients charter and other services code of ethics	+
Access to information	Citizens' access to information will be promoted through assembly engagement of the press and public in meeting and development of ICT platforms for information sharing.	+

COMPOUND MATRIX 2: - RECORD SHEET**No: 2**

Description of Plan Objectives under review: Promote effective participation of the youth in socio-economic development

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	The youth serves as potential human resource for development and to provide lifelong labor for companies. The promotion of effective participation of the youth in socio-economic development will therefore attract investors to establish businesses in the municipality.	+
Job Creation	Effective participation of the youth in socio-economic development will build their potentials for employment and also empower them to create their own jobs and attract other businesses thereby creating new jobs. The involvement of the teaming youth will promote employment generation and boost economic efficiency in the municipality	+
Increases In Incomes And Growth.	When the youth capacities are enhanced through involvement in socio-economic activities they will get access to job opportunities and employment and thereby increase their incomes.	+
LIVELIHOOD		
Access to Water	The youth would provide labor in support of laying water distribution lines in communities	+
Access to Land	Collective dialogue by the youth will encourage the release of land by the traditional authorities for socio-economic developments.	+
Different Population Groups (e.g. girls, aged, disabled)	Needs of different population groups will be met through the involvement of the youth and other groups.	+
Natural resource utilisation	The youth will be encouraged to seek employment in agriculture and if safe agricultural practices and checks are not put in place will lead to degradation of the trees and other resources.	-
Balanced development	High levels of unemployment exist among the youth and the objective will create a balanced development with a number of youth gaining employment and/ or employable skills.	+
Water Quality	Water quality may be endangered if chemicals used in agriculture and processing are not monitored.	-
HEALTH		
Gender equality	Gender equality will be promoted through the gainful employment of the sex, which will enhance their access to education and information and exercise of right.	+
Sanitation	Sanitation will be improved since the youth upon employment will share the responsibility of engaging in clean up exercises.	+
Air quality	Will the advent and engage in more socio-economic activities may leave more waste in the environment and purchase of more cars may lead to pollution of the air.	-
HIV and AIDS (elimination of stigma and discrimination)	Employment of the youth will increase their financial status and some may engage in promiscuous relationship which without protection will lead to the spread of HIV and its discriminatory effects if no sensitization programmes are not embarked on	-
VULNERABILITY		
Drought	The agriculture sector if not well monitored will lead to cutting down of trees and encroachment on the dam will lead to drought	-
Epidemics	Epidemics response will be improved since individual financial status improvement will lead to preventive health care and quick reporting on epidemics	+
Crises & conflicts	Conflict may arise in use of land for economic activities by the youth and traditional or estate developers.	-
Degradation	The clearing of trees and destruction of the ramsiar site without afforestation and adequate actions will degrade the environment capacity to support human and animal life.	-
Floods	Floods will be reduced through the relocation of the vulnerable and unemployed youth who resided along flood prone areas due to their poor financial status.	+
Climate change mitigation and adaptation	Economic activities if not organized will worsen climate change situation with the practices of waste burning, acquisition of land and building on water ways	-
INSTITUTIONAL		
Adherence to democratic principles	Democratic principles will be adhered to since the youth would no more involved in social vices upon gaining employment	+
Cultural acceptability	The objective will be culturally supported since it will put youth in better position to work and exercise their responsibilities to society	+
Human Rights	Human rights of all will be adhered to since the youth would no more involved in social vices upon gaining employment	+
Access to information	Access to information will be promoted through education and employment of the youth	+

COMPOUND MATRIX 3: - RECORD SHEET**No: 3****Description of Plan Objectives under review: Address recurrent devastating floods**

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	The ability of the Assembly to address recurrent floods will eliminate flood disasters and destruction of businesses and thereby attract investors.	+
Job Creation	The engagement of the populace in addressing recurrent floods will create employment opportunities during construction and regular maintenance of drains.	+
Increases In Incomes And Growth.	Incomes of the populace are likely to increase since they will not spend on disasters as a result of recurrent floods.	+
LIVELIHOOD		
Access to Water	Conditions are likely to be neutral since addressing flood does not affect access to water	0
Access to Land	Addressing flood will require access to land for the construction of drains which will affect some landlords houses and wall and thereby generating conflicts	-
Different Population Groups (e.g. girls, aged, disabled)	Addressing flood will lead to the benefits of the different population groups and better their livelihood with the reduction in the effects of flood disasters.	+
Natural resource utilisation	Conditions are likely to be neutral since addressing flood will take place in the built environment with little utilization of the natural resources.	0
Balanced development	Addressing flood will lead to balanced development since some areas will not suffer the consequence of flood as a result of indiscriminate practices in some adjoining communities.	+
Water Quality	Addressing floods will lead to improvement in water quality since wells and underground water will not be polluted from waste from drains and other sewer lines	+
HEALTH		
Gender equality	Gender equality will be promoted through meeting all groups to discuss and implement flood management and preventive measures	+
Sanitation	Sanitation will be improved through activities to address devastating floods	+
Air quality	The construction of drains and demolition to address floods will pollute air quality	-
HIV and AIDS (elimination of stigma and discrimination)	Addressing flood is likely to have neutral effects in HIV stigma and discrimination	0
VULNERABILITY		
Drought	Addressing flood is likely to have neutral effects on drought	0
Epidemics	Addressing flood will reduce the incidence of epidemics	+
Crises & conflicts	Addressing flood will require access to land for the construction of drains which will affect some landlords houses and wall and thereby generating conflicts	-
Degradation	Addressing floods will lead to the control of degradation activities	+
Floods	Addressing floods will lead to the stoppage or occurrences of flood	+
Climate change mitigation and adaptation	Addressing flood is a key adaptation measure to climate change	+
INSTITUTIONAL		
Adherence to democratic principles	Democratic principles will be promoted since households located at water ways will be educated and relocated where possible for drains construction, landscaping among others to reduce flood impact on other households.	+
Cultural acceptability	Addressing flood contributes to the creation of social bonds and reduction in societal properties and loss of life	+
Human Rights	Right of people to movement and universal access to healthcare will be promoted since the reduction in flood will ease CHNs access to households and communities	+
Access to information	Conditions are uncertain since addressing flood will lead to the construction of bridge thereby increasing access to and information sharing. Or the other hand addressing flood will limit funds that will be made available for investment in information sharing infrastructure and meetings.	?

COMPOUND MATRIX 4: - RECORD SHEET**No: 4**

Description of Plan Objectives under review: Ensure reduction of new HIV, AIDS/STIs and other infections, especially among vulnerable groups

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	The reduction of new HIV, AIDS/STIS and other infections will attract investors since there will have access to healthy work force for employment	+
Job Creation	New jobs will be created in an attempt to create decent jobs for commercial sex workers and engagement of CSOs in campaign and sensitization on the reduction of HIV and other infections.	+
Increases In Incomes And Growth.	The reduction in HIV and other infections will reduce expenditure on health and healthcare, and investment in economic development and education and thereby lead to increase in households incomes and growth of the economy	+
LIVELIHOOD		
Access to Water	Conditions are likely to be neutral on access to water	0
Access to Land	Conditions are likely to be neutral on access to land	0
Different Population Groups (e.g. girls, aged, disabled)	Reduction in HIV and other infections will benefits all different population groups since discrimination affects all the population groups	+
Natural resource utilisation	Reduction in HIV and other infections are likely to be neutral since there would not involve the utilization of natural resource.	0
Balanced development	Reduction in HIV and other infections and their associated stigma and discrimination will lead to a balanced development since people will be healthy and not stigmatized in an attempt of contributing to societal development	+
Water Quality	Conditions are likely to be neutral on water quality	0
HEALTH		
Gender equality	Gender equality will be promoted since no gender will be stigma or discriminated upon contracting an infection	+
Sanitation	The distribution of flyers and other educative materials on HIV and other infections will lead to waste in the environment when education is not done to ensure proper disposal. If indiscriminate disposal is practiced and no clean up exercise is carried out.	-
Air quality	Conditions are likely to be neutral on air quality if radio sensitization, group meetings, and van announcements dominate in the sensitization.	0
HIV and AIDS (elimination of stigma and discrimination)	Reduction in HIV and other infections will lead to elimination of HIV/AIDS spread, and other diseases associated stigma and discrimination.	+
VULNERABILITY		
Drought	HIV and other infections reduction are likely to have neutral effects on drought	0
Epidemics	Activities to reduce the infections of HIV and other diseases will lead to the reduction in the occurrence epidemics	+
Crises & conflicts	Religious conflict may arise in an attempt to promote right of PLHIV and actions to reduce infection of other diseases	-
Degradation	Conditions are likely to be neutral on degradation	0
Floods	Conditions are likely to be neutral on floods	0
Climate change mitigation and adaptation	Conditions are likely to be neutral on climate change mitigation measures and adaptation	0
INSTITUTIONAL		
Adherence to democratic principles	Though the sensitization programmes democratic principles will be enlightened on and followed.	+
Cultural acceptability	The objective will be culturally supported since it will create social relationship and bond with persons with HIV, and other infections	+
Human Rights	Right of PLHIV will be promoted	+
Access to information	Citizens will get access to information on health and movement through the HIV sensitization programmes	+

COMPOUND MATRIX 5: - RECORD SHEET**No: 5**

Description of Plan Objectives under review: Improve efficiency and effectiveness of road transport infrastructure and services

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	Improved road transport infrastructure and services will attract investors to engaged in businesses and transport products to other new market/ clients easily with reduced vehicle maintenance and transport cost	+
Job Creation	Engagement of labor in road construction will create jobs for the unemployed youth	+
Increases In Incomes And Growth.	Incomes of employed youth will be increased through road construction/ upgrading and periodic maintenance works	+
LIVELIHOOD		
Access to Water	Conditions are likely to be neutral on access to water	0
Access to Land	Demolition of unauthorized structures for road construction will improve community access to land	+
Different Population Groups (e.g. girls, aged, disabled)	The different population groups will benefit upon construction of roads or improvement in transport services.	+
Natural resource utilisation	Conditions are likely to be neutral on the utilization of natural resources	0
Balanced development	Balanced development will be promoted through the improvement in motorable and spatial interaction between communities	+
Water Quality	Conditions are likely to be neutral on water quality	0
HEALTH		
Gender equality	Gender equality will be promoted	+
Sanitation	Sanitation will be improved through the provision of drains as part of the road construction.	+
Air quality	Noise and dust during the road construction will lead to air pollution	-
HIV and AIDS (elimination of stigma and discrimination)	Improvement in road infrastructure conditions are uncertain on HIV/AIDS stigma and discrimination	?
VULNERABILITY		
Drought	Conditions are likely to be neutral on drought	0
Epidemics	Epidemics will be reduced through the provision of motorable roads and road network that connect easily to health facilities for attention during emergency	+
Crises & conflicts	Due to the inadequacy of land, conflict will emanate in the attempt of taking possession of reserved lands for roads that were sold out to private individuals.	-
Degradation	Degradation will be reduce through the growth of trees along the roads	+
Floods	The drains will channel waste water and reduce flooding and erosion.	+
Climate change mitigation and adaptation	The improvement in road infrastructure will make provision for greenery and tree growth along stretch of roads	+
INSTITUTIONAL		
Adherence to democratic principles	Road will enhance spatial interaction between communities and for ease movement to access services from governmental and non-governmental institutions	+
Cultural acceptability	Conditions will be culturally acceptable for improved roads and less maintenance of vehicles	+
Human Rights	Enhance travelling, reporting and seeking human right at less cost and travel time	+
Access to information	Condition will improve and exchange of socio-economic activities in the communities and thus access to information sharing	+

COMPOUND MATRIX 6: - RECORD SHEET**No: 6**

Description of Plan Objectives under review: Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	Conditions are likely to be neutral since the improvement in access to universal health coverage in the municipality may not necessarily be a key factor to attract investors	0
Job Creation	Conditions are likely to be neutral since the objective will focus on preventive healthcare other than curative which will have created demand for labor force/ jobs	0
Increases In Incomes And Growth.	The improvement in health conditions of individuals will lead to productive labor force, and reduced health expenditure leading to an efficient economy	+
LIVELIHOOD		
Access to Water	Condition of UHC will lead to the provision and expansion of communities access to potable water	+
Access to Land	The need for the construction of CHPs compounds and health facilities will remain a challenge with limited lands space in the municipality. Land for other infrastructural development will be hindered.	-
Different Population Groups (e.g. girls, aged, disabled)	The improvement in health conditions will benefits all the population groups directly and indirectly through the reduction in expenditure and travel time for healthcare	+
Natural resource utilisation	The use of natural and medicinal plants as herbs will lead to depletion of the forest if control measures are not kept in place	-
Balanced development	Improved health conditions will reduce migration and promote balance development of communities	+
Water Quality	Condition of UHC will lead to the provision and expansion of communities access to potable water	+
HEALTH		
Gender equality	UHC conditions will promote gender equality and reduce stress on women	+
Sanitation	The sanitation will be improved through communities education and enlightenment to undertake frequent clean up and preventive healthcare measures	+
Air quality	Air quality will be improved with the adoption of hygienic and adherence to health practices	+
HIV and AIDS (elimination of stigma and discrimination)	HIV stigma and discrimination will be eliminated and testing and counselling on HIV will reduce new infections	+
VULNERABILITY		
Drought	The felling of trees and use of wood in construction are likely to reduce rainfall and lead to drought	-
Epidemics	UHC will reduce epidemics and quickens response to epidemics upon occurrence	+
Crises & conflicts	The use of lands for health other than other economic benefits to individual persons are likely to result in conflict	-
Degradation	The use of natural and medicinal plants as herbs will lead to depletion of the forest if control measures are not kept in place	-
Floods	Conditions are likely to reduce the incidence of flood since communities will take up self-help project in cleaning environment of filth	0
Climate change mitigation and adaptation	Conditions are likely to be neutral on the climate	0
INSTITUTIONAL		
Adherence to democratic principles	UHC will promote democratic practices and increased social bond	+
Cultural acceptability	Conditions with UHC are culturally acceptable since they will not violate social norms	+
Human Rights	Clients will exercise their rights through mass awareness on the patients charter	+
Access to information	Public access to health information will be promoted and will lead to reduction in ill health, and reported incidence of diseases and mortality	+

COMPOUND MATRIX 7: - RECORD SHEET**No: 7****Description of Plan Objectives under review: Promote a Demand driven approach to agricultural development**

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	Conditions are likely to be neutral since the municipality do not have access to more lands for agriculture activities which may attract investors	0
Job Creation	Agricultural development (periodic maintenance of the irrigation canal) will increase production and trading activities	+
Increases In Incomes And Growth.	Incomes of farmers are likely to increase through all year round farming	+
LIVELIHOOD		
Access to Water	Conditions are likely to be neutral on access to water	0
Access to Land	Access to land will be restricted upon use of land for agricultural purposes	-
Different Population Groups (e.g. girls, aged, disabled)	Different population groups will benefit since access to food will be improved, and readily available labor and food stuff at cheaper cost	+
Natural resource utilisation	Condition are likely to reduce water level in the dam if agricultural production is taken on a larger scale that requires more irrigation for all year round farming.	-
Balanced development	Conditions will reduce over reliance on other communities/ district for agricultural produce and thereby promoting development through the production and consumption within the economy.	+
Water Quality	Water quality is likely to endangered if chemical usage are not controlled as well as handling and disposal of agro-chemicals	-
HEALTH		
Gender equality	Demand driven will lead to take up of agricultural activities by both male and female and thereby promoting gender equality and empowerment	+
Sanitation	Conditions are likely to worsen sanitation situation if agricultural waste (organic) are not dispose properly or put to energy generation or other productive uses.	-
Air quality	The indiscriminate disposal of food waste will pollute air	-
HIV and AIDS (elimination of stigma and discrimination)	Agricultural development conditions are uncertain on elimination of HIV related stigma and discrimination	?
VULNERABILITY		
Drought	The inability to control the use of agro-chemicals and management of the environment are likely to lead to drought	-
Epidemics	Conditions are likely to be neutral on epidemics	0
Crises & conflicts	Access to land will be restricted upon use of land for agricultural purposes which are likely to result in conflicts	-
Degradation	Conditions are likely to lead to degradation of the environment through consistent farming with fallowing period	-
Floods	Conditions are likely to be neutral on flood	0
Climate change mitigation and adaptation	Conditions are likely to worsen climate situation if afforestation is not encouraged.	-
INSTITUTIONAL		
Adherence to democratic principles	Conditions are likely to promote adherence to democratic principles	+
Cultural acceptability	Improved agricultural development are likely to be culturally acceptable with increase in food production and employment	+
Human Rights	Agricultural development conditions are uncertain on exercise of human right	?
Access to information	Agricultural development conditions are uncertain on access to information	?

COMPOUND MATRIX 8: - RECORD SHEET**No: 8****Description of Plan Objectives under review: Deepen democratic governance**

ECONOMIC EFFICIENCY	REASONS	SCORE
Attraction Of Investors	Conditions of deepened democracy are likely to attract investors since they will trust in laws and justice systems	+
Job Creation	Conditions are likely to promote economic efficiency through creation of employment opportunities and suitable environment for economic activities	+
Increases In Incomes And Growth.	Incomes are likely to increase since there will be fair distribution of services and collective participation in governance and economic decision making	+
LIVELIHOOD		
Access to Water	Democratic governance are likely to increase communities access to water	+
Access to Land	Conditions are likely to be neutral because of the fixed/ scares land	0
Different Population Groups (e.g. girls, aged, disabled)	Conditions are likely to impact all population groups through the involvement of the interest of all group in planning and projects implementation.	+
Natural resource utilisation	Measures are likely to be put in place to check the utilization and preservation of natural resources	+
Balanced development	With the consideration of the interest of different communities and aspiration, conditions are likely to lead to balanced development	+
Water Quality	Democratic governance are likely to increase communities' access to quality water through dialoging and groups advocacy.	+
HEALTH		
Gender equality	Conditions are likely to impact all population groups through the involvement of the interest of all group in planning and projects implementation.	+
Sanitation	Sanitation conditions are likely to improve significantly through the collective involvement of citizenry in governance	+
Air quality	Air quality conditions are likely to improve through the collective involvement of citizenry in governance	+
HIV and AIDS (elimination of stigma and discrimination)	Conditions are likely to impact all population groups through the involvement of the interest of all group in planning and projects implementation.	+
VULNERABILITY		
Drought	Conditions are likely to be neutral on drought	0
Epidemics	Epidemics are likely to reduce through improve services delivery and communities intervention in the sustainability of clean environment	+
Crises & conflicts	Crises and conflict are likely to be eliminated through dialogue to resolve misunderstanding	+
Degradation	Conditions are likely to reduce degradation as a result of all NGOs and individuals having informed decisions on human activities on the environment.	+
Floods	Flooding are likely to be eliminated through the agreement in addressing flood issues and disaster preparedness such as flood prevention initiatives.	+
Climate change mitigation and adaptation	Conditions are likely to impact climate positively since consideration will be given to it in planning and projects implementation.	+
INSTITUTIONAL		
Adherence to democratic principles	Conditions are likely to promote democratic principles since all population groups will be involved in planning and projects implementation.	+
Cultural acceptability	Conditions are likely to be culturally acceptable through decentralization practices	+
Human Rights	Conditions are likely to promote the exercise of human right through the involvement of the interest of all group in planning and projects implementation.	+
Access to information	Conditions are likely to increase access to information through frequent interaction between citizens and the cities authorities.	+

Prioritized adopted issues with positive significant impacts

1. Revenue under-performance due to leakages and loopholes, among other causes
2. Youth unemployment and underemployment among rural and urban youth
3. Poor waste disposal practices
4. High incidence of HIV and AIDS among young persons
5. Rapid deterioration of roads
6. Inadequate financing of the health sector
7. Low level of production
8. Relatively weak capacity of governance institutions

Sustainability Analysis of Adopted Prioritized Issues (Internal Consistency/ Compatibility

This section seeks to establish the internal relationship between the 8 adopted prioritized issues. A compatibility matrix was used in this exercise. With an accompanying record sheet, reasons why particular issues have been identified, supportive or conflict each other were explained.

Scale for Scoring

- ✓ Where two policies are mutually supportive with each other.
- X Where two policies have the potential to conflict with each other.
- O If there is no significant interaction.

Table 2.8: Compatibility Matrix of Prioritized Adopted Issues

	Key issues	Revenue under-performance due to leakages and loopholes, among other causes	Youth unemployment and underemployment among rural and urban youth	Poor waste disposal practices	High incidence of HIV and AIDS among young persons	Rapid deterioration of roads	Inadequate financing of the health sector	Low level of production	Relatively weak capacity of governance institutions
No		1	2	3	4	5	6	7	8
1	Revenue under-performance due to leakages and loopholes, among other causes		✓	✓	✓	✓	✓	✓	✓
2	Youth unemployment and underemployment among rural and urban youth			0	✓	0	X	✓	0
3	Poor waste disposal practices				X	X	X	X	X
4	High incidence of HIV and AIDS among young persons					0	✓	✓	✓
5	Rapid deterioration of roads						X	X	X
6	Inadequate financing of the health sector							X	X
7	Low level of production								0
8	Relatively weak capacity of governance institutions								

Internally Consistent Matrix - Record Sheet

No. (column)	No. (Row)	Reason for compatibility
1	2	Revenue under-performance of the municipal assembly will affect its capability in creating employment for the youth. Improvement in the revenue mobilization will lead to creation of employment opportunities and resource the Business advisory center to conduct more training for the vulnerable and youth in employable skills.
1	3	Poor waste disposal practice increases as a result of the environmental health and sanitation unit assembly inability to conduct frequent supervision in the communities due to fund constraints. The improvement in the revenue performance of the assembly will enhance the EHOs and sanitation task force with logistics for frequent monitoring and prosecution of negative practices.
1	4	The improvement in revenue generation of the assembly will lead to dedication of part of the IGF to sensitize the youth and other groups on HIV infections, stigma and discrimination against PLHIV.
1	5	The deterioration of roads comes as a result of poor work by contractors and lack of maintenance. The improvement in the revenue basket of the assembly will support its routine road maintenance activities and thus reduce rate of deterioration.
1	6	The improvement in the revenue generation of the assembly leads to dedication of funds in the construction of CHPS compounds, and procurement of equipment in stocking the health facilities in the municipality.
1	7	The absence of inputs coupled with lack of access to improve agricultural machinery contributes to the low levels of production. The revenue generation improvement will lead to supporting farming with training and the above inputs that will boost production and productivity.
1	8	The improvement in the revenue generation of the assembly will lead to the organization of more capacity building workshops and skills training for governance institutions on decentralization.
2	3	Youth unemployment and underemployment among rural and urban youth has no significant interaction with poor waste disposal practices
2	4	The state of economic hardship resulting Youth unemployment and underemployment among rural and urban youth leads to the dependence on negative practices for food and upkeep. These practices including unsafe sexual relationships and multiple partners' leads to the transmission and increasing infection of HIV among the youth/ young people.
2	5	Youth unemployment and underemployment among rural and urban youth has no significant interaction with deterioration of roads
2	6	The dedication of resource in the generation of employment opportunity and upgrading employable skills of the youth will lead to the neglect of financing for the health sector, and vice versa.
2	7	The dedication of resource to boost production will create avenues for employment of the youth
2	8	The capacity of governance institutions when strengthened will lead to continual engagement of the population and identification of needs for development of local economy that will create employment for the youth.
3	4	The dedication of funds in addressing poor waste disposal practices will lead to the neglect of sensitization programmes on HIV and thereby leading to increasing infections among young people.
3	5	The dedication of assembly resources in addressing poor waste disposal practices will lead to the neglect of road maintenance, and thus rapid deterioration.
3	6	The dedication of assembly resources in addressing poor waste disposal practices will lead to the neglect of financing of the health sector
3	7	The dedication of assembly resources in addressing poor waste disposal practices will lead to the neglect of financing of the agriculture sector and thus records of low production
3	8	The dedication of assembly resources in addressing poor waste disposal practices will lead to the neglect of financing workshops and training programmes to build capacity of governance institutions

4	5	Increasing HIV infections has no significant interaction with rapid deterioration of roads
4	6	The dedication of funds in organizing HIV sensitization, testing and counselling programmes contribute to financing of health sector.
4	7	The improvement in health practices especially with HIV infections and counselling will lead to reduction in the number of death recorded annually. The human resources will therefore be channeled in the agricultural sector among others and thereby contributing to improved levels of production.
4	8	The improvement in HIV education and reduction of infections will reduce HIV related stigma and discrimination and thereby increase individual confidence and participation in governance bringing the city authorities to render accountability. The improved interaction will also lead to continual monitoring and involvement in the activities of the Assembly and thereby contributing to responsive governance.
5	6	The dedication of funds on maintenance of road as well as construction of new roads will lead to the inadequacy or neglect of funding for activities in the health sector.
5	7	The dedication of funds on maintenance of road as well as construction of new roads will lead to the inadequacy or neglect of funding for agriculture.
5	8	The dedication of funds on maintenance of road as well as construction of new roads will lead to the inadequacy or neglect of funding for building the capacity of governance institutions.
6	7	As a result of high cost of financing health infrastructure and services. The dedication of funding for health activities will lead to the neglect of the agricultural sector of the local economy, and therefore affection production and farmers yield.
6	8	As a result of high cost of financing health infrastructure and services. The dedication of funding for health activities will lead to the neglect of the capacity building of governance institutions.
7	8	Low production has no significant interaction with poor capacity of governance institutions.

CHAPTER THREE

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

3.0 Introduction

This chapter gives a futuristic view and expected dynamics of the population and its variables. While the POCC analysis gives indication of good prospects for the municipal's future development. The section follows up with the development indicators and projections for the future developments in the municipality.

3.1 Development Projections

3.1.1 Demographic Structure

The population of the Ashaiman Municipal has been growing steadily since 2010 and projections show an increasing trend for the next four years if all other things remain equal.

3.1.2 Age-Sex Structure

The age-sex distribution of population shows that as at the year 2010 (PHC), 51% of the population was female whilst the male population makes up 49%. This clearly indicates that there are more females than males.

The 0-14 age group constitutes 44.0% of the population. This has important implications for development in the sense that, considering the total numbers of the population in this age group; provision would have to be made for infrastructure such as educational facilities, health facilities and recreational facilities to cater for them. The population in the 65 years and above age group makes up 4.0% of the population. These two age groups combined make up the dependent population of the municipal and form 44.4% of the total population.

3.1.3 Population Projections

The result of the population projection as indicated in the Table 3.1 below shows that the projected population of 190,972 in the 2010 Population and Housing Census (PHC) will increase to 261,298 by the year 2017, and will further increase to 312,798 by the year 2021. This increase in population will exert pressure on the social and economic services and facilities and hence priority should be given to meet the demands of basic needs like food, shelter, health, education, etc.

Table 3.1: Projected Population of Ashaiman (2018-2021)

Year	Male	Female	Total
2017	128,036	133,262	261,298
2018	133,925	139,393	273,318
2019	140,087	145,804	285,891
2020	146,531	152,511	299,042
2021	153,271	159,527	312,798

Source: MPCU, 2017

3.1.3.1 Implications for Population Projection

The demographic trends can have the following implications:

1. There would be pressure on infrastructure and social services, especially in the area of education, health, water, sanitation, housing and road usage. .
2. With the growth trends, there is a deficit in housing; hence housing supply should be increased, especially under the slum up-grading project, to cater for the increasing population.
3. Appropriate job creation interventions should be instituted by the MA to create employment for the growing population, maintain those who are already employed and to reduce the level of out migration from the municipal.

3.1.4 Labour Force Projections

The potential labour force is defined as the population in the 15-64 age groups. The labour force is responsible for the development of the municipal if it is properly harnessed. The labour force has been projected as 63.6% of the total population. The figures for the various years are as shown in the Table 3.2 below.

Table 3.2: Labour Force Projections

Year	Population in Labour Force (63.6%)
2017	166,186
2018	173,830
2019	181,827
2020	190,191
2021	198,940

Source: MPCU of ASHMA, Ashaiman, 2017

3.1.5 Projection of Levels of Major Crops

As a result of the anticipated increase in the population of the municipality as depicted by the demographic projections, it is necessary to assess the future food situation in the municipality.

Based on the estimated population and the current production situation the following assumptions were made:

1. The municipal growth rates for the various crops would remain constant throughout the plan period.
2. There will be adequate rainfall well distributed throughout the year.
3. There will be an increase and efficient extension service to farmers.
4. There will be improvement in the municipality’s transportation system.
5. There will be efficient marketing channels and good farm prices to the farmers.

Table 3.3 shows the estimated crop production levels in the municipal in metric tons. Projections are based on the current levels of production which are assumed to remain constant throughout the plan period.

Table 3.3: Estimated Average Production Levels of Major Crops/Animals, 2018-2021

Crop (Tons)	2017	2018	2019	2020	2021
Maize	16	17	17	18	19
Rice	5.57	6	6	6	7
Cassava	-				
Pepper	6.69	7	7	7	8
Tomato	-				
Onion	16.80	18	18	19	20
Okro	10.58	11	12	13	14
Animals					
Cattle	486.21	507	529	552	576
Sheep	2821.14	2943	3071	3205	3335
Goats	943.47	984	1027	1072	1119
Poultry	19159.86	19987	20856	21769	22703
Local Fowl	1119.43	1168	1219	1272	1325
Pigs	619.34	646	674	704	734
Ducks	1692.46	1766	1842	1923	2006
Guinea Fowl	-				
Rabbits	17.37	18	19	20	21
Grass cutter	755.94	780	807	836	868

Source: MOFA/MPCU-ASHMA, 2017

The crop projection shows the potential for the municipal to increase its crop production and yield annually. To achieve this potential however, the current agricultural practices would have to be modernized. Instead of subsistence, small land holding cropping, there should be conscious effort to adopt large-scale mechanized plantation agriculture with improved irrigation system. Extension personnel should also assist farmers to implement modern farming methods as well as activity improved and high yielding varieties of crops.

These measures together would ensure food security for the municipal. The spin offs of such investment are increased employment and the development of agro-processing industries

Within the period of the MTDP 2018-2021, the municipality will embark on improving on the existing infrastructure. The MA will rehabilitate existing roads and construct additional length of roads to link all communities in order to facilitate easy transportation both within and outside the municipality.

3.1.6 Projections for Health

By a standard of 1 hospital to 75,000 people, the municipality would require two additional hospitals to cater for the population. This is because the stress on the existing hospitals exceeds 75,000. Though the municipality requires two additional hospitals, there are other health facilities located throughout the municipal which can cater for the health needs of the people. However, these need to be adequately staffed to provide quality health service to the people.

3.1.7 Projection of Number of Schools and Teachers

As revealed by the demographic projection, the school going age will grow significantly within the plan period. To cater for this growth, the number of basic schools and teacher requirements in the municipality are computed below.

3.1.8 Projections of Population of School-Going Age

From the population projection, the total population of the school going age was estimated. This population falls within the 5-14 age group. Estimates of the population in the school going age are as presented in the table below.

Table 3.5: Estimated population of School Going Age (2018-2021)

Year	Projected Municipal Total Population	Estimated Population Aged 5-14	Percent of Population Aged 5-14	Projected Enrolment in School
2010	190,972	34,271	22.8	26,457
2017	261,298	46,891	31.2	36,200
2018	273,318	49,048	32.6	37,865
2019	285,891	51,305	34.1	39,607
2020	299,042	53,665	35.7	41,429
2021	312,798	56,133	37.3	43,335

Table 3.5 shows that there are increases in the population within the school going age and this has implications on the provision of additional teachers, school infrastructure, and other educational facilities and learning materials.

3.1.9 School Participation Rate -SPR/ Projection of Enrolment

The School Participation Rate (SPR) is the number of people in the school going age who are actually in school. Existing data on enrolment at the primary level indicate that the SPR for the municipality is 77.2%. This means that 77.2% of children in the school going age are really in school by 2017. Should this situation persists, it would mean that the already high illiterate

population would be increasing and measures would have to be put in place to increase the SPR. The projected enrolment gives an indication of the number of pupils to expect and planned for.

3.2 Assessment of Key Performance Indicators 2018-2021

Table 1: Trend of School Age Population (KG, Primary, JHS and SHS)

YEAR	4-5	6-11	12-14	15-17
2017/2018	9718	24931	11493	13322
2018/2019	10019	25704	11849	13735
2019/2020	10329	26500	12216	14161
2020/2021	10650	27322	12595	14600

Table 2: Projections for Kindergarten Schools

YEAR	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
PUBLIC	9	10	10	10	10
PRIVATE	156	161	165	171	176
TOTAL	165	171	175	181	186

Table: 3 Projections for Gross Enrolment Rate (GER) Net Enrolment Rate (NER), and Gender Parity Index (GPI) at Kindergarten

YEAR	GER	NER	GPI
2017/2018	97.79	62.18	1.08
2018/2019	100.82	64.11	1.12
2019/2020	103.95	66.10	1.15
2020/2021	107.17	68.15	1.19

Table: 4 Projections for Percentage of Trained Teachers at Kindergarten

YEAR	Percentage Of Trained Teachers	
	Public	Private
2017/2018	85.0	3.5
2018/2019	87.7	3.6
2019/2020	90.4	3.7
2020/2021	93.2	3.8

Table: 5 Projections for Pupil Teacher Ratio and Pupil Classroom Ratio at Kindergarten

YEAR	PTR	PCRR
2017/2018	36	53
2018/2019	37	55
2019/2020	38	56
2020/2021	40	58

Primary Performance Indicators

Table: 6 Projections for Number of Primary Schools

YEAR	2017/2018	2018/2019	2019/2020	2020/2021
PUBLIC	16	17	17	17
PRIVATE	157	162	167	172
TOTAL	173	179	184	189

Table: 7 Projections for Gross Enrolment Rate (GER) Net Enrolment Rate (NER) and Gender Parity Index (GPI) at Primary Schools

YEAR	GER	NER	GPI
2017/2018	126.7	105.1	1.1
2018/2019	130.6	108.4	1.2
2019/2020	134.7	11.7	1.2
2020/2021	138.9	115.2	1.2

Table: 8 Projections for Gross Admission Rate (GAR) and Net Admission Rate (NAR) at Primary Schools

YEAR	GAR	NAR
2017/2018	132.9	106.3
2018/2019	137.0	109.6
2019/2020	141.2	113.0
2020/2021	145.6	116.5

Table: 9 Projections for Completion Rate at Primary Schools

YEAR	Completion Rate at Class 6
2017/2018	117.2
2018/2019	120.9
2019/2020	124.6
2020/2021	128.5

Table: 10 Projections for Percentage of Trained Teachers at Primary Schools

YEAR	Percentage Of Trained Teachers In Primary Schools	
	Public	Private
2017/2018	102.8	4.9
2018/2019	106.0	5.0
2019/2020	109.3	5.2
2020/2021	112.6	5.4

Table: 11 Projections for Pupil Teacher Ratio (PTR) at Primary Schools

YEAR	PTR	
	PUBLIC	PRIVATE
2017/2018	46	82
2018/2019	47	84
2019/2020	49	87
2020/2021	50	90

Junior High Schools Performance Indicators

Table: 12 Projections for No. Of Schools at JHS

YEAR	2017/2018	2018/2019	2019/2020	2020/2021
PUBLIC	20	21	21	22
PRIVATE	120	124	128	132
TOTAL	140	145	149	154

Table: 13 Projections For Gross Enrolment Rate (Ger) Net Enrolment Rate (NER) and Gender Parity Index (GPI) at JHS

YEAR	GER	NER	GPI
2017/2018	116.5	70.2	1.10
2018/2019	120.1	72.3	1.10
2019/2020	123.8	74.6	1.20
2020/2021	127.7	76.9	1.20

Table: 14 Projections for Gross Admission Rate and Net Admission Rate at JHS

YEAR	GAR	NAR
2017/2018	127.0	60.4
2018/2019	131.0	62.2
2019/2020	135.0	64.2
2020/2021	139.2	66.2

Table: 15 Projections for Completion Rate at JHS

YEAR	COMPLETION RATE AT JHS 3
2017/2018	105.1
2018/2019	108.4
2019/2020	111.7
2020/2021	115.2

Table: 16 Projections for Percentage of Trained Teachers at JHS

YEAR	Percentage Of Trained Teachers In JHS	
	Public	Private
2017/2018	102.4	10.1
2018/2019	105.5	10.4
2019/2020	108.8	10.7
2020/2021	112.2	11.1

Table: 17 Projections for Pupil Teacher Ratio at JHS

YEAR	PTR	PCRR
2017/2018	19	13
2018/2019	20	13
2019/2020	20	14
2020/2021	21	14

Table: 18 Projections for BECE Pass Rate at JHS

YEAR	BECE		
	MALE	FEMALE	TOTAL
2017/2018	81.6	77.1	79.3
2018/2019	84.2	79.5	81.8
2019/2020	86.8	81.9	84.3
2020/2021	89.5	84.5	86.9

Senior High School Performance Indicators

Table: 19 Projections for Number of Senior High Schools

YEAR	2017/2018	2018/2019	2019/2020	2020/2021
PUBLIC	1	1	1	1
PRIVATE	1	1	1	1
TOTAL	2	2	2	2

Table: 20 Gender Parity Index on Gross Enrolment Rate at Senior High Schools

YEAR	GER	NER	GPI
2017/2018	10.6	8.5	1.4
2018/2019	11.0	8.8	1.4
2019/2020	11.3	9.0	1.5
2020/2021	11.6	9.3	1.5

Table: 21 Projections for Completion Rate at Senior High Schools

YEAR	COMPLETION RATE AT SHS 3
2017/2018	100
2018/2019	100
2019/2020	100
2020/2021	100

Table: 22 Projections for Percentage of Trained Teachers at Senior High Schools

YEAR	PERCENTAGE OF TRAINED TEACHERS IN SHS	
	PUBLIC	PRIVATE
2017/2018	100	100
2018/2019	100	100
2019/2020	100	100
2020/2021	100	100

Table: 23 Projections for Pupil Teacher Ratio (PTR) at Senior High Schools

YEAR	PUBLIC		PRIVATE	
	PTR	PCRR	PTR	PCRR
2017/2018	18	37	11	23
2018/2019	19	38	11	24
2019/2020	19	40	11	24
2020/2021	20	41	12	25

Table: 24 Projections for WASSCE Pass Rate at Senior High Schools

YEAR	WASSCE PASS RATE		
	PUBLIC		
	MALE	FEMALE	TOTAL
2017/2018	100	100	100
2018/2019	100	100	100
2019/2020	100	100	100
2020/2021	100S	100	100

3.3 Development of Goal and Sub-Goals

This section deals with the development of goals and objectives of the Ashaiman Municipal Assembly. Refer to table 3.6 for details of the Adoption of Municipal Development Goal and Sub-Goal

3.4 Adoption of Objectives of Strategies

This section deals with the adoption of objectives and strategies of the Ashaiman Municipal Assembly.

The development of the municipal economy is largely based on a framework that integrates issues of social, economic, physical dimensions as well as political aimed at securing the satisfaction of human needs, improvement in the quality of life of the people and the realization of the district potentials to foster the development agenda of the country as a whole. The development objectives

outlined for the district coupled with the municipality POCC analysis provides a platform for the formulation of elaborate programmes for the medium term development of the municipality.

Below is a matrix showing the adopted goal, sub-goal, policy objectives and strategies.

Table 3.6 Adopted Development Goals, Sub-Goals, Policy Objectives and Strategies
ECONOMIC DEVELOPMENT

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Build a Prosperous Society	INDUSTRIAL TRANSFORMATION	Limited Supply of raw materials for local industries from local source	2.2 Enhance production and supply of quality raw materials	2.2.3 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)
	PRIVATE SECTOR DEVELOPMENT	Limited access to credit by SMEs	Support Entrepreneurship and SME Development	3.3.1 Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6) 3.3.6 Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3) 3.3.8 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)
	PRIVATE SECTOR DEVELOPMENT	Limited access to credit by SMEs	3.4 Enhance domestic trade	3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)
	AGRICULTURE AND RURAL DEVELOPMENT	Low application of technology especially among smallholder farmers leading to comparatively lower yields Low level of irrigated agriculture	Improve production efficiency and yield	4.3.3 Reinvigorate extension services (SDG Target 2.a) 4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4) 4.3.5 Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3) 4.3.6 Promote commercial and block farming (SDG Targets 2.3, 2.4) 4.3.7 Implement the government flagship intervention of One village, One dam to facilitate the provision of community-owned and managed small scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4)
	AGRICULTURE AND RURAL DEVELOPMENT	Poor storage and transportation systems Poor farm-level practices, Low quality and inadequate agriculture infrastructure	Improve Post-Harvest Management	4.4.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3) 4.4.2 Provide incentives to the private sector and District Assemblies to invest in post-harvest activities (SDG Target 17.17) 4.4.3 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) 4.4.7 Facilitate trade and improve environment for commercial activities (SDG Target 2.b, 17.10, 17.12)

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Build a Prosperous Society	AGRICULTURE AND RURAL DEVELOPMENT	Inadequate agribusiness enterprise along the value chain	1.1 Enhance the application of science, technology and innovation	4.5.1 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) 4.5.2 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) 4.5.3 Establish a database on all farmers, drawn from the national identification system (SDG Targets 16.9, 17.18)
	AGRICULTURE AND RURAL DEVELOPMENT	Low productivity and poor handling of livestock/poultry products	Promote livestock and poultry development for food security and income generation	4.7.4 Ensure effective implementation of METASIP to modernise livestock and poultry industry development (SDG Target 2.3) 4.7.6 Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3) 4.7.7 Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1) Strengthen livestock and poultry research and adoption (SDG Target 2.a)
	FISHERIES AND AQUACULTURE DEVELOPMENT	Low levels of private sector investment in aquaculture (small- and medium-scale producers) High cost of aquaculture inputs	Ensure Sustainable Development and management of aquaculture	5.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) 5.1.8 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4)
	1. TOURISM AND CREATIVE ARTS DEVELOPMENT	•Poor tourism infrastructure and Service	1.1 Diversify and expand the tourism industry for economic development	6.1.2 Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) 6.1.3 Promote public-private partnerships for investment in the sector (SDG Target 17.17) 6.1.4 Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target

SOCIAL DEVELOPMENT

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Create opportunities for all	1. EDUCATION AND TRAINING	<ul style="list-style-type: none"> Poor quality of education at all levels Inadequate use of teacher-learner contact time in schools Low participation in non-formal Education Low participation of females in learning of science, technology, engineering and mathematics Inadequate and inequitable access to education for PWDs and people with special needs at all levels 	Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.4 Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1) 1.1.5 Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 1.1.6 Popularise 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) 1.1.10 Expand infrastructure and facilities at all levels (SDG Target 4.a)
		Poor linkage between management processes and school operations	1.2 Strengthen school management systems	1.2.2 Build effective partnerships with religious bodies, civic organisations and private sector in delivery of quality education (SDG Target 17.17) 1.2.3 Fully decentralise the management of education service delivery (SDG Target 16.6) 1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c) 1.2.8 Ensure adequate supply of teaching and learning materials (SDG Target 4.c)
	HEALTH AND HEALTH SERVICES	<ul style="list-style-type: none"> Gaps in physical access to quality health care Inadequate emergency services 	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.1 Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6) 2.1.2 Expand and equip health facilities (SDG Target 3.8) 2.1.3 Revamp emergency medical preparedness and response services (SDG Target 3.d)

	<ul style="list-style-type: none"> Poor quality of healthcare services 		<p>22.1.6 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)</p> <p>2.1.15 Strengthen the National Health Insurance Scheme (NHIS) (SDG Targets 1.3, 3.c)</p> <p>2.1.17 Improve the use of ICT in health insurance and facility management (SDG Targets 3.8, 9.c)</p>
	<p>Inadequate capacity to use health information for decision making at all levels</p> <p>Wide gaps in health service data</p>	2.2 Strengthen healthcare management system	<p>2.2.2 Strengthen coverage and quality of healthcare data in both public and private sectors (SDG Target 17.18)</p> <p>2.2.6 Strengthen collaboration and partnership with the private sector to provide health services (SDG Target 17.17)</p>
	<ul style="list-style-type: none"> Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 	Reduce disability morbidity, and mortality	<p>2.3.1 Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2)</p> <p>2.3.2 Intensify implementation of Malaria Control Programme (SDG Target 3.3)</p> <p>2.3.3 Strengthen prevention and management of malaria cases. (SDGs Targets 3.3, 16.6)</p> <p>2.3.5 Implement the non-communicable diseases (NCD) control strategy (SDG Targets 3.4, 3.b)</p> <p>2.3.7 Intensify polio eradication efforts (SDG Target 3.2)</p>
	<ul style="list-style-type: none"> High stigmatization and discrimination of HIV and AIDs 	Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	<p>2.4.1 Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)</p> <p>2.4.2 Intensify education to reduce stigmatisation (SDG Target 3.7)</p> <p>2.4.3 Intensify behavioral change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)</p> <p>2.4.4 Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3)</p> <p>2.4.5 Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)</p>
FOOD AND NUTRIOTION SECURITY	<ul style="list-style-type: none"> -Household food insecurity -Infant and adult malnutrition -Increased incidence of 	3.1 Ensure food and nutrition security (FNS)	<p>3.1.2 Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2)</p> <p>3.1.4 Promote healthy diets and lifestyles (SDG Target 2.1)</p> <p>3.1.5 Reduce infant and adult malnutrition (SDG Target 2.2)</p>

		diet-related, non-communicable diseases		
	POPULATION MANAGEMENT	Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates	4.1 Improve population management	4.1.1 Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 16.6, 17.14) 4.1.7 Improve maternal and adolescent reproductive health (SDG Targets 3.1, 3.7) 4.1.2 Intensify public education on population issues at all levels of society (SDG Target 3.7) 4.1.8 Strengthen the integration of family planning and nutrition education in adolescent reproductive healthcare (SDG Target 3.7) 4.1.9 Eliminate child marriage and teenage pregnancy (SDG Targets 3.7, 5.3)

SOCIAL DEVELOPMENT

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Create opportunities for all	2. WATER AND ENVIRONMENTAL SANITATION	<ul style="list-style-type: none"> Increasing demand for household water supply Inadequate access to water services in urban areas 	Improve access to safe and reliable water supply services for all	5.1.4 Improve water production and distribution systems (SDG Targets 6.4, 6.5)
		<ul style="list-style-type: none"> High prevalence of open defecation Poor sanitation and waste management Low level of investment in sanitation sector Inadequate policy and institutional coordination and harmonisation in sanitation and hygiene services delivery Poor hygiene practices 	Enhance access to improved and reliable environmental sanitation services	5.2.2 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17) 5.2.4 Promote National Total Sanitation Campaign (SDG Target 6.2) 5.2.6 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2) 5.2.7 Monitor and evaluate implementation of sanitation plan (SDG Target 16.6) 5.2.9 Provide public education on solid waste management (SDG Target 12.8) 5.2.10 Improve sanitation sector institutional capacity (SDG Targets 6.a, 16.6) 5.2.11 Enhance implementation of the Polluter Pays Principle in waste management (SDG Target 6.3)

	<ul style="list-style-type: none"> Poor planning and implementation of sanitation plans 		<p>5.2.12 Expand disability-friendly and gender-friendly sanitation facilities (SDG Target 6.2)</p> <p>5.2.13 Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b)</p> <p>5.2.14 Develop and implement strategies to end open defecation (SDG Target 6.2)</p>
3. WATER AND ENVIRONMENTAL SANITATION	<p>Poor collection, treatment and discharge of municipal and industrial wastewater</p> <p>Frequent outbreak of oral-faecal diseases (e.g. Cholera and typhoid)</p> <p>Occurrence of wastewater flooding</p> <p>Presence of faecal matter on urban agriculture produce.</p>	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>5.3.3 Promote the use of waste-to-energy technologies (SDG Target 7.1)</p>
CHILD AND FAMILY WELFARE	<p>Ineffective inter-sectoral coordination of child protection and family welfare</p> <p>Poor quality of services for children and families</p> <p>□ Weak capacity of caregivers</p> <p>Limited coverage of social protection programmes targeting children</p> <p>Low awareness of child protection laws and policies</p> <p>Weak enforcement of laws and rights of children</p>	Ensure effective child protection and family welfare system	<p>7.1.2 Mainstream child protection interventions in development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2)</p> <p>7.1.3 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)</p> <p>7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)</p> <p>7.1.10 Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)</p>
THE AGED	<ul style="list-style-type: none"> Inadequate care for the aged 	Enhance the well-being of the aged	<p>8.1.4 Build capacity to formulate, implement, monitor and evaluate policies on ageing (SDG Targets 1.3, 10.2, 16.b)</p> <p>8.1.6 Implement measures to ensure economic well-being of the aged, especially in the areas of income security and house ownership (SDG Targets 1.1, 1.2, 1.3, 1.4, 1.b, 10.2, 16.6)</p> <p>8.1.8 Create safe spaces, recreational day care centres and homes for the elderly (SDG Target 11.7)</p>

	GENDER EQUALITY	Unfavourable sociocultural environment for gender equality	9.1 Attain gender equality and equity in political, social and economic development systems and outcomes	9.1.4 Increase GoG funding for institutions responsible for gender issues (SDG Targets 5.c, 16.6, 16.a) 9.1.5 Institute gender-responsive budgeting and training on gender equality in civil and public services (SDG Target 5.c)
		Gender disparities in access to economic opportunities	9.2 Promote economic empowerment of women	9.2.5 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)
	10. SOCIAL PROTECTION	Weak social protection systems Inadequate and limited coverage of social protection programmes for vulnerable groups	Strengthen social protection, especially for children, women, persons with disability and the elderly	10.1.1 Mainstream social protection into sector plans and budgets (SDG Targets 1.3, 10.4) 10.1.3 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)
	DISABILITY AND DEVELOPMENT	Inadequate opportunities for persons with disabilities to contribute to society High unemployment rate amongst PWDs	Promote full participation of PWDs in social and economic development of the country	11.1.5 Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6) 11.1.7 Generate a database on PWDs (SDG Target 17.18)
Create opportunities for all		<input type="checkbox"/> Lack of physical access for PWDs to public and private buildings Limited access to education for PWDs <input type="checkbox"/> Low self-esteem and self confidence among PWDs	11.3 Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	11.3.1 Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1) 11.3.7 Provide sustainable employment opportunities and decent living conditions for persons with disability (SDG Targets 4.4, 8.5, 8.8)
	12. EMPLOYMENT AND DECENT WORK	<input type="checkbox"/> Weak consultative processes for informal economy workers Inadequate infrastructure and services for the informal economy	12.2 Promote the creation of decent jobs	12.2.4 Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3) 12.2.7 Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6) 12.2.14 Build capacity of informal economy (SDG Target 8.3)

		Lack of entrepreneurial skills for self-employment Inadequate apprenticeship opportunities		
	14. SPORTS AND RECREATION	<input type="checkbox"/> Inadequate and poor sports infrastructure	14.1 Enhance sports and recreational infrastructure	14.1.7 Promote partnerships with private sector in development of sports and recreation infrastructure (SDG Target 17.17)
		Lack of gender equity in sports Limited targeting of participation in sports discipline	14.2 Build capacity for sports and recreational development	14.2.8 Promote gender equity in sports (SDG Target 16.7) 14.2.9 Promote sports in school curricula and inter -school sports competition.

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Safeguard the natural environment and ensure a resilient built environment	ENVIRONMENTAL POLLUTION	<ul style="list-style-type: none"> • Improper disposal of solid and liquid waste • Inadequate engineered landfill sites and waste water treatment plants Air and noise pollution, especially in urban areas <ul style="list-style-type: none"> • Emissions from poorly maintained vehicles • Ineffective enforcement of noise regulations 	Reduce environmental pollution	5.1.2 Promote the use of environmentally friendly methods and products (SDG Targets 9.4, 12.4, 17.7) 5.1.3 Intensify public education on noise pollution (SDG Target 16.10) 5.1.4 Intensify enforcement of regulations on noise and air pollution, including open burning (SDG Targets 11.6, 16.b)
	CLIMATE VARIABILITY AND CHANGE	Low economic capacity to adapt to climate change Low institutional capacity to adapt to climate change and undertake mitigation actions <ul style="list-style-type: none"> • Inadequate inclusion of gender and vulnerability issues in climate change actions 	Enhance climate change resilience	7.1.6 Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6) 7.1.10 Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2)
		<ul style="list-style-type: none"> • Loss of trees and vegetative cover • Degraded landscapes 	7.2 Reduce greenhouse gases	7.2.4 Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2) 7.2.5 Promote urban forestry (SDG Target 11.7)
	DISASTER MANAGEMENT	<ul style="list-style-type: none"> • Weak legal and policy frameworks for disaster prevention, preparedness and response 	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)

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Safeguard the natural environment and ensure a resilient built environment	1. TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR	Poor quality and inadequate road transport network Poor transportation management particularly in urban areas Rapid deterioration of Roads	1.1 Improve efficiency and effectiveness of road transport infrastructure and services	<u>Road Transport</u> 9.1.1 Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2) 9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2) 9.1.9 Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all commercial road transport services in line with Road Traffic Act and Road Traffic Regulations (SDG Targets 3.6, 11.2)
		<ul style="list-style-type: none"> Limited facilities for non-motorised transport (NMT) Weak enforcement of road traffic regulations High incidence of road accidents 	9.2 Ensure safety and security for all categories of road users	9.2.1 Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2) 9.2.7 Ensure strict enforcement of laws, regulation and standards for all road users (SDG Targets 3.6, 16.b)
	2. INFORMATION COMMUNICATION TECHNOLOGY (ICT)	Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services	2.1 Enhance application of ICT in national development	10.1.2 Mainstream ICT in public sector operations (SDG Target 17.8)
	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 	14.1 Address recurrent devastating floods	14.1.1 Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. (SDG Targets 9.a, 11.3) 14.1.3 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) 14.1.4 Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)
	INFRASTRUCTURE MAINTENANCE	<ul style="list-style-type: none"> Poor and inadequate maintenance of infrastructure 	Promote proper maintenance culture	15.1.1 Institute a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure. (SDG Targets 9.a, 11.2) 15.1.2 Enforce relevant standards in various sectors to reduce rapid deterioration, including strengthening the axle load control on roadways (SDG Target 11.2)

				15.1.3 Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a)
	HUMAN SETTLEMENTS AND HOUSING	<ul style="list-style-type: none"> • Weak enforcement of planning and building regulations • Inadequate spatial plans for regions and MMDAs • Inadequate human and institutional capacities for land use planning 	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16) 17.1.2 Fully implement National Spatial Development Framework (NSDF) (SDG Targets 16.6, 17.16) 17.1.3 Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a) 17.1.4 Ensure institutional, technological and legal reforms in support of land use planning (SDG Target 11.b) 17.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)
		<ul style="list-style-type: none"> • Growing housing deficit 	17.2 Provide adequate, safe, secure, quality and affordable housing	17.2.4 Provide support for private sector involvement in the delivery of rental housing (SDG Target 17.17)
	19. URBAN DEVELOPMENT MANAGEMENT	<ul style="list-style-type: none"> • Congestion and overcrowding in urban areas • Urban sprawl • Growth of slums • Worsening urban air quality • Rapid urbanisation, resulting in urban sprawl • Rapid growth of slums in cities and towns 	19.1 Promote resilient urban development	19.1.7 Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b) 19.1.9 Mainstream security and disaster prevention into urban planning and management systems (SDG Target 11.b) 19.1.10 Create awareness on greening of human settlements (SDG Targets 11.7, 12.8)
	ZONGOS AND INNER CITIES DEVELOPMENT	<ul style="list-style-type: none"> • Proliferation of slums • Deteriorating conditions in Slums • Limited investments in social programmes in Zongos and inner cities 	Improve quality of life in slums, Zongos and inner cities	20.1.1 Ensure establishment of Zongo and inner city development fund to finance appropriate programmes. (SDG Targets 11.2, 11.3, 11.6, 11.7, 11.a, 11.c) 20.1.2 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) 20.1.4 Encourage the participation of slum dwellers in improving infrastructure facilities (SDG Target 11.1, 11.3) 20.1.6 Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES	POLICY OBJECTIVES	STRATEGIES
Maintain a stable, united and safe society	LOCAL GOVERNMENT AND DECENTRALIZATION	<ul style="list-style-type: none"> • 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 	Deepen political and administrative decentralization	2.1.4 Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7) 2.1.7 Strengthen sub-district structures (SDG Targets 16.6, 17.9)
		<ul style="list-style-type: none"> • Poor coordination in preparation and implementation of development plans • Poor linkage between planning and budgeting at national, regional and district levels • Weak spatial planning capacity at the local level 	2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7) 2.2.2 Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9) 2.2.3 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) 2.2.4 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)
		<ul style="list-style-type: none"> • Limited capacity and opportunities for revenue mobilisation • Limited implementation of fiscal decentralization policy • Implementation of unplanned expenditures 	Strengthen fiscal decentralization	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs (SDG Targets 16.6, 17.1) 2.3.2 Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17) 2.3.7 Improve service delivery at MMDA level (SDG Targets 16.6, 16.a)
		<ul style="list-style-type: none"> • Weak involvement and participation of citizenry in planning and budgeting • Weak capacity of CSOs to effectively participate in public dialogue 	1.1 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) 2.5.2 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) 2.5.3 Strengthen Peoples Assemblies concept to engage citizens to participate in government (SDG Target 16.7)

<p>2. PUBLIC POLICY MANAGEMENT</p>	<ul style="list-style-type: none"> • Weak coordination of the development planning system • Ineffective M&E of implementation of development policies and plans • Inadequate financial resources 	<p>Enhance capacity for policy formulation and coordination</p>	<p>5.1.2 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9) 5.1.5 Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6) 5.1.9 Promote coordination, harmonisation and ownership of the development process (SDG Target 17.14)</p>
<p>HUMAN SECURITY AND PUBLIC SAFETY</p>	<ul style="list-style-type: none"> • Weak collaboration among security agencies. • Weak relations between citizens and law enforcement agencies 	<p>Enhance security service delivery</p>	<p>6.1.5 Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10) 6.1.6 Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a)</p>
<p>3. CIVIL SOCIETY, AND CIVIC ENGAGEMENT</p>	<p>Media</p> <ul style="list-style-type: none"> • Ineffective advocacy strategies by relevant institutions responsible for public education <p>Traditional Authorities Inadequate involvement of traditional authorities in national development</p>	<p>3.1 Improve participation of Civil society (media, traditional authorities, religious bodies) in national development</p>	<p><i>Media</i> 9.1.2 Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14, 17.17)</p> <p>9.1.5 Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)</p>
<p>10. ATTITUDINAL CHANGE AND PATRIOTISM</p>	<p>Poor attitudes negatively impacting quality of life</p>	<p>10.1 Promote discipline in all aspect of life</p>	<p>10.1.3 Promote culture and good values system as ingredient and catalysts for economic growth (SDG Targets 4.7, 12.b) 10.1.5 Institute mechanism for rewarding good behavior and sanctioning bad behavior (SDG Target 17.15)</p>
<p>12. CULTURE FOR DEVELOPMENT</p>	<p>Weak frameworks, regulations and institutions for promoting Ghana Culture.</p>	<p>Promote culture in the development process</p>	<p>12.1.10 Create awareness of the importance of culture for development and creative arts (SDG Target 12.8)</p>

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.0 Introduction

This chapter contains the Broad Composite Programme of Action (POA) covering the four year planning period of the DMTDP under the NMTDP 2018-2021. The POA consists of prioritized set of activities for the achievement of goals and objectives of the plan. It is disaggregated into sectors and comprises the proposed activities, indicators, time schedule and indicative budget. The source of funding, implementing agencies and collaborators have also been identified.

4.1 Development of Programmes and Sub-Programmes

In relation to the adopted areas, issues, policy objectives and strategies, the table below serves as a follow-up with presentation of a review and formulation of programmes and sub-programmes based on the four Development Dimensions.

Table 4.1: Programmes and Sub-Programmes

PROGRAMMES	SUB-PROGRAMME
Economic Development	Agricultural Development
	Trade, Tourism and Industrial Development
Social Service Delivery	Education and Development
	Health Delivery
	Social Welfare and Community Development
Environmental and Sanitation Management	Disaster Prevention and Management
Infrastructure Delivery and Management	Infrastructure Development
	Physical and Spatial Planning
Governance, Corruption and Accountability	General Administration
	Planning, Budgeting and Coordination
	Finance and Revenue Mobilization

Table 4.2: Programmes and Sub-Programmes linked to the Policy Objectives and Strategies
MMDA's ADOPTED GOAL: Build a Prosperous Society

POLICY OBJECTIVES	STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Enhance production and supply of quality raw materials	2.2.1 Support recycling and reprocessing of industrial waste to extend the industrial (Targets 2,3,2.2c,12.1,12.2)	Economic Development	Trade, Tourism and Industrial Development
Support Entrepreneurship and SME Development	3.3.1 Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6) 3.3.6 Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3) 3.3.8 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	Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)		
Improve production efficiency and yield	4.3.3 Reinvigorate extension services (SDG Target 2.a) 4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4) 4.3.5 Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3) 4.3.6 Promote commercial and block farming (SDG Targets 2.3, 2.4) 4.3.7 Implement the government flagship intervention of One village, One dam to facilitate the provision of community-owned and managed small scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5,2.3, 2.4)		Agricultural Development
Improve Post-Harvest Management	4.4.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3) 4.4.2 Provide incentives to the private sector and District Assemblies to invest in post-harvest activities (SDG Target 17.17) 4.4.3 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) 4.4.7 Facilitate trade and improve environment for commercial activities (SDG Target 2.b, 17.10, 17.12)		

MMDA’s ADOPTED GOAL Build a Prosperous Society

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Enhance the application of science, technology and innovation	4.5.1 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) 4.5.2 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) 4.5.3 Establish a database on all farmers, drawn from the national identification system (SDG Targets 16.9, 17.18)	Economic Development	Agricultural Development
Promote livestock and poultry development for food security and income generation	4.7.4 Ensure effective implementation of METASIP to modernise livestock and poultry industry development (SDG Target 2.3) 4.7.6 Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3) 4.7.7 Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1)		
Ensure Sustainable Development and management of aquaculture	5.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) 5.1.8 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4)		
Diversify and expand the tourism industry for economic development	6.1.2 Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) 6.1.3 Promote public-private partnerships for investment in the sector (SDG Target 17.17) 6.1.4 Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9)		Trade, Tourism and Industrial Development

MMDA’s ADOPTED GOAL: Create opportunities for all

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.4 Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1) 1.1.5 Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 1.1.6 Popularise 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) 1.1.10 Expand infrastructure and facilities at all levels (SDG Target 4.a)	Social Service Delivery	Education and Development
1.2 Strengthen school management systems	1.2.2 Build effective partnerships with religious bodies, civic organisations and private sector in delivery of quality education (SDG Target 17.17) 1.2.3 Fully decentralise the management of education service delivery (SDG Target 16.6) 1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c) 1.2.8 Ensure adequate supply of teaching and learning materials (SDG Target 4.c) 1.2.8 Ensure adequate supply of teaching and learning materials (SDG Target 4.c)		
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.1 Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6) 2.1.2 Expand and equip health facilities (SDG Target 3.8) 2.1.3 Revamp emergency medical preparedness and response services (SDG Target 3.d) 2.1.6 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) 2.1.15 Strengthen the National Health Insurance Scheme (NHIS) (SDG Targets 1.3, 3.c) 2.1.17 Improve the use of ICT in health insurance and facility management (SDG Targets 3.8, 9.c)		Health Delivery
2.2 Strengthen healthcare management system	2.2.2 Strengthen coverage and quality of healthcare data in both public and private sectors (SDG Target 17.18) 2.2.6 Strengthen collaboration and partnership with the private sector to provide health services (SDG Target 17.17)		
Reduce disability morbidity, and mortality	2.3.1 Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2) 2.3.2 Intensify implementation of Malaria Control Programme (SDG Target 3.3) 2.3.3 Strengthen prevention and management of malaria cases. (SDGs Targets 3.3, 16.6) 2.3.5 Implement the non-communicable diseases (NCD) control strategy (SDG Targets 3.4, 3.b) 2.3.7 Intensify polio eradication efforts (SDG Target 3.2)		

<p>Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups</p>	<p>2.4.1 Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7) 2.4.2 Intensify education to reduce stigmatisation (SDG Target 3.7) 2.4.3 Intensify behavioral change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7) 2.4.4 Strengthen collaboration among HIV and AIDS, TB and sexual and reproductive health programmes (SDG Target 3.3) 2.4.5 Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)</p>		
<p>3.1 Ensure food and nutrition security (FNS)</p>	<p>3.1.2 Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2) 3.1.4 Promote healthy diets and lifestyles (SDG Target 2.1) 3.1.5 Reduce infant and adult malnutrition (SDG Target 2.2)</p>		
<p>Improve population management</p>	<p>4.1.1 Strengthen coordination, planning, implementation, monitoring and evaluation of population policies and programmes (SDG Targets 16.6, 17.14) 4.1.7 Improve maternal and adolescent reproductive health (SDG Targets 3.1, 3.7) 4.1.2 Intensify public education on population issues at all levels of society (SDG Target 3.7) 4.1.8 Strengthen the integration of family planning and nutrition education in adolescent reproductive healthcare (SDG Target 3.7) 4.1.9 Eliminate child marriage and teenage pregnancy (SDG Targets 3.7, 5.3)</p>		

MMDA's ADOPTED GOAL Create opportunities for all

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGR AMMES	SUB- PROGRAMME
Improve access to safe and reliable water supply services for all	5.1.4 Improve water production and distribution systems (SDG Targets 6.4, 6.5)	Social Service Delivery	Health Delivery
Enhance access to improved and reliable environmental sanitation services	5.2.2 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17) 5.2.4 Promote National Total Sanitation Campaign (SDG Target 6.2) 5.2.6 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2) 5.2.7 Monitor and evaluate implementation of sanitation plan (SDG Target 16.6) 5.2.9 Provide public education on solid waste management (SDG Target 12.8) 5.2.10 Improve sanitation sector institutional capacity (SDG Targets 6.a, 16.6) 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)		
5.3 Promote efficient and sustainable wastewater management	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) 5.3.3 Promote the use of waste-to-energy technologies (SDG Target 7.1)		
Ensure effective child protection and family welfare system	7.1.2 Mainstream child protection interventions in development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2) 7.1.3 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) 7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b) 7.1.10 Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)		Social Welfare and Community Development
Enhance the well-being of the aged	8.1.3 Create a database on the aged to support policy making, planning, monitoring and evaluation (SDG Target 17.18) 8.1.4 Build capacity to formulate, implement, monitor and evaluate policies on ageing (SDG Targets 1.3, 10.2, 16.b) 8.1.6 Implement measures to ensure economic well-being of the aged, especially in the areas of income security and house ownership (SDG Targets 1.1, 1.2, 1.3, 1.4, 1.b, 10.2, 16.6) 8.1.8 Create safe spaces, recreational daycare centres and homes for the elderly (SDG Target 11.7)		

9.1 Attain gender equality and equity in political, social and economic development systems and outcomes	9.1.4 Increase GoG funding for institutions responsible for gender issues (SDG Targets 5.c, 16.6, 16.a) 9.1.5 Institute gender-responsive budgeting and training on gender equality in civil and public services (SDG Target 5.c)		
9.2 Promote economic empowerment of women	9.2.5 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)		
Strengthen social protection, especially for children, women, persons with disability and the elderly	10.1.1 Mainstream social protection into sector plans and budgets (SDG Targets 1.3, 10.4) 10.1.3 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)		
Promote full participation of PWDs in social and economic development of the country	11.1.5 Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6) 11.1.7 Generate a database on PWDs (SDG Target 17.18)		
11.3 Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	11.3.1 Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1) 11.3.7 Provide sustainable employment opportunities and decent living conditions for persons with disability (SDG Targets 4.4, 8.5, 8.8)		
Promote the creation of decent jobs	12.2.4 Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3) 12.2.7 Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6) 12.2.14 Build capacity of informal economy (SDG Target 8.3)		Human Resource
Enhance sports and recreational infrastructure	14.1.7 Promote partnerships with private sector in development of sports and recreation infrastructure (SDG Target 17.17)		
Build capacity for sports and recreational development	14.2.8 promote gender equity in sports (SDG Target 5.c) 14.2.9 Promote sports in school curricula and inter-school sports competition (SDG Target 4.7)		

MMDA’s ADOPTED GOAL: Safeguard the natural environment and ensure a resilient built environment

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Reduce environmental pollution	5.1.2 Promote the use of environmentally friendly methods and products (SDG Targets 9.4, 12.4, 17.7) 5.1.3 Intensify public education on noise pollution (SDG Target 16.10) 5.1.4 Intensify enforcement of regulations on noise and air pollution, including open burning (SDG Targets 11.6, 16.b)	Environmental and Sanitation Management	Disaster Prevention and Management
Enhance climate change resilience	7.1.6 Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6) 7.1.10 Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2)		
7.2 Reduce greenhouse gases	7.2.4 Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2) 7.2.5 Promote urban forestry (SDG Target 11.7)		
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)		

MMDA’s ADOPTED GOAL: Safeguard the natural environment and ensure a resilient built environmen

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
2.2 Improve efficiency and effectiveness of road transport infrastructure and services	<u>Road Transport</u> 9.1.1 Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2) 9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2) 9.1.9 Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all commercial road transport services in line with Road Traffic Act and Road Traffic Regulations (SDG Targets 3.6, 11.2)	Infrastructure Delivery and Management	Infrastructure Development
Ensure safety and security for all categories of	9.2.1 Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2)		

road users	9.2.7 Ensure strict enforcement of laws, regulation and standards for all road users (SDG Targets 3.6, 16.b)		
2.3 Enhance application of ICT in national development	10.1.2 Mainstream ICT in public sector operations (SDG Target 17.8)		
14.1 Address recurrent devastating floods	14.1.1 Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. (SDG Targets 9.a, 11.3) 14.1.3 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6) 14.1.4 Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)		
Promote proper maintenance culture	15.1.1 Institute a robust maintenance scheme for rail, roads, ports, harbours and other critical infrastructure. (SDG Targets 9.a, 11.2) 15.1.2 Enforce relevant standards in various sectors to reduce rapid deterioration, including strengthening the axle load control on roadways (SDG Target 11.2) 15.1.3 Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a)		
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16) 17.1.2 Fully implement National Spatial Development Framework (NSDF) (SDG Targets 16.6, 17.16) 17.1.3 Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a) 17.1.4 Ensure institutional, technological and legal reforms in support of land use planning (SDG Target 11.b) 17.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)		Physical and Spatial Planning
17.2 Provide adequate, safe, secure, quality and affordable housing	17.2.4 Provide support for private sector involvement in the delivery of rental housing (SDG Target 17.17)		

MMDA’s ADOPTED GOAL: Safeguard the natural environment and ensure a resilient built environment

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
19.1 Promote resilient urban development	19.1.7 Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b) 19.1.9 Mainstream security and disaster prevention into urban planning and management systems (SDG Target 11.b) 19.1.10 Create awareness on greening of human settlements (SDG Targets 11.7, 12.8)	Infrastructure Delivery and Management	Infrastructure Development
Improve quality of life in slums, Zongos and inner cities	20.1.1 Ensure establishment of Zongo and inner city development fund to finance appropriate programmes. (SDG Targets 11.2, 11.3, 11.6, 11.7, 11.a, 11.c) 20.1.2 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) 20.1.4 Encourage the participation of slum dwellers in improving infrastructure facilities (SDG Target 11.1, 11.3) 20.1.6 Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6,11.7, 11.a, 11.c)		

MMDA’s ADOPTED GOAL: Maintain a stable, united and safe society

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Deepen political and administrative decentralization	2.1.4 Institute mechanism for effective inter-service/inter-sectoral collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7) 2.1.7 Strengthen sub-district structures (SDG Targets 16.6, 17.9)	Management and Administration	General Administration
2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7) 2.2.2 Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9) 2.2.3 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) 2.2.4 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)		Planning, Budgeting and Coordination
Strengthen fiscal decentralization	2.3.1 Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1) 2.3.2 Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17) 2.3.7 Improve service delivery at MMDA level (SDG Targets 16.6, 16.a)		Finance and Revenue Mobilization
3.2 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) 2.5.2 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)		General Administration

MMDA’s ADOPTED GOAL: Maintain a stable, united and safe society

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMME
Enhance capacity for policy formulation and coordination	5.1.2 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9) 5.1.5 Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6) 5.1.9 Promote coordination, harmonisation and ownership of the development process (SDG Target 17.14)	Management and Administration	General Administration
Enhance security service delivery	6.1.5 Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10) 6.1.6 Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a)		
3.3 Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	Media 9.1.2 Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14,17.17) Traditional authorities 9.1.5 Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)		
10.1 Promote discipline in all aspect of life	10.1.3 Promote culture and good values system as ingredient and catalysts for economic growth (SDG Targets 4.7, 12.b) 10.1.5 Institute mechanism for rewarding good behavior and sanctioning bad behavior (SDG Target 17.15)		
Promote culture in the development process	12.1.10 Create awareness of the importance of culture for development and creative arts (SDG Target 12.8)		

4.2 Formulation of Programmes of Action (PoA) for 2018-2021

The formulation of the development programme was based on the proposals and achievement made in the GSGDA II, 2014-2017 and seeks further to improve on the achievements.

The major focus of the Composite Programme of Action is to ensure that the municipal development path is in consonance with the development direction of the nation as outlined in the LTNDP. The programme responds to the needs of the municipality, and as such the programme/projects identified were based on broad consensus with stakeholders and communities and are aimed at ensuring citizens active involvement in governance by 2021.

Table 4.3: Prioritization Programme Matrix

PROGRAMME	CRITERIA				Total Score	Total Average Score	Rank
	Social impact (Education, Health etc.)	Economic Impact (e.g. Employment)	Environmental Impact (e.g. Climate change, green economy, etc.)	Spatial Impact (e.g. Nationwide/Selected region)			
Management and Administration	2	2	2	3	9	2.25	5 th
Social Service Delivery	3	3	2	2	10	2.5	3 rd
Infrastructure Development	3	3	2	3	11	2.75	1 st
Economic Development	2	3	3	3	11	2.75	1 nd
Environmental and Sanitation Development	2	3	3	2	10	2.5	3 rd

The above prioritized programme matrix indicates that Infrastructure Development and Economic Development will be the central focus of the DMTDP. This will be followed by Social Service Delivery, and Environmental and Sanitation Development both ranking 3rd and then finally we have Management and Administration being the 5th

ECONOMIC DEVELOPMENT

4.4 Development Programmes/Sub-Programme of Action for 2018-2021

Table 4.4: Programme Of Action 2018-2021 (POA)

Adopted MDAs Goal(s): Build a Prosperous Society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure improved fiscal performance and sustainability	1.2.1 Eliminate revenue leakages (SDG Targets 16.5, 16.6, 17.1)	Economic Development	Trade, Tourism And Industrial Development	Train Revenue collectors/ Data billing personnel	Improvement in revenue generation		√	√	√		20,000.00		Finance	Human resource
				Educate rate payers on the need to pay rates promptly	Increase knowledge in the need to pay rate promptly	√	√	√	√	80,000.00			Procurement	Admin
				Undertake Quarterly Monitoring and supervision of Revenue mobilization activities	Improvement in revenue mobilization		√	√		20,000.00			Finance	Human resource
				Organize quarterly Revenue performance review	Improvement in efficiency in revenue mobilisation	√	√	√	√	240,000.00			works department	Admin
	Construct 5No.pay point at market sequence			Easy access to pay point by fee payers	√	√				40,000.00		Finance	Works Dept	
	Undertake on-street parking Under PPP			increased in revenue mobilization	√						348,920.00	Works dept	UTO	
Pursue flagship industrial development initiative	Implement One District, One Factory initiative (SDG Target 9.2, 9.3, 9.4, 9.b, 9.c			Construct Steel and aluminum factory under One district on Factory project Under PPP	Improvement in economic activities.	√	√	√			26,840,000.00	Works Dept	Private Sector	

ECONOMIC DEVELOPMENT

Adopted MDAs Goal(s): Build a Prosperous Society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GO G	IGF	DONO R	LEAD	Collaborating
Support Entrepreneurship and SME Development	<p>3.3.1 Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)</p> <p>3.3.8 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)</p>	Economic Development	Trade, Tourism And Industrial Development	Train 25 cooperative welders in basic occupational, safety, health and environmental issues.	Reduction in occupational hazards		√	√	√	18,000.00	5,400.00		NBSSI	MEHU
				Organise 4 Community Based Training (CBT) in soap and detergents production for Palm kernel processors group	Incensement income levels of palm kernel processors group	√	√	√	√	24,000.00	7,200.00		NBSSI	Comm. Devt
				Train Dorwovo fish mongers in value addition and marketing	Increased income levels	√	√	√	√	1800.00	5,400.00		NBSSI	Admin
				Train 25 cooperative farmers in bee keeping	Improvement in incomes level	√	√	√		1800.00	5,400.00		NBSSI	Agric Dept
				Update data on SMEs in the municipality	Improvement in local Economic Development planning	√	√	√	√	8,000.00	2400.00		NBSSI	Finance Dpt
				Develop entrepreneurs' through business incubation system	reduction in unemployment rate	√	√	√		20,000.00	6000.00		NBSSI	Dept of Coop.
				Facilitate access to credit for SMEs	Expansion in SMEs activities	√	√	√		7,000.00	2,100.00		NBSSI	YEA
				Organize management training for Co-operatives' executives within the municipality	improved management skills		√	√	√		2,000		Department of Co-operatives (D.O.C.)	B.A.C/ Ghana cooperative Credit Union Association (C.U.A)
				sensitization of communities on the benefits of group formation	Improved networking and economic livelihood		√	√	√		4,000		Department of Co-operatives (D.O.C.)	ASHMA
				Conduct three (3) Business counselling and follow ups meeting	Improved knowledge in best business practices	√	√	√	√	8,000.00	2000		NBSSI	Admin

Adopted MDAs Goal(s): Build a Prosperous Society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GOG	IGF	DONOR	LEAD	Collaborating
Support Entrepreneurship and SME Development	3.3.8 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)	Economic Development	Trade, Tourism And Industrial Development	Organize Consultative forum to provide information on good business practices	Local investment potentials promoted and marketed	√	√	√	√	15,000.00	5000.00		NBSSI	Dept of Coop.
				Train 60PWDs in employable skills	Improvement in standard of living of PWDs	√	√	√	√	20,000.00			NBSSI	Social welfare & comm. Devt
				Organise a Study tour to expose clients to best practices (mentoring/coaching)	Increased in knowledge base	√	√	√	√	12,000.00			NBSSI	Admin
3.4 Enhance domestic trade	3.3.8 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17) 3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)	Economic Development	Trade, Tourism And Industrial Development	Construct 4No.modern markets under PPP	Improvement in economic activities. Improvement in revenue mobilization			√	√			12,000,000.00	Works Dept	Private Sector
				Rehabilitate Butchers' shop at Ashaiman Main market	Improvement in food safety		√	√	√		134,200.00		Works Dept	

ECONOMIC DEVELOPMENT

Adopted MDAs Goal(s): Build a Prosperous Society															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Improve production efficiency and yield	4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)	Economic Development	Agriculture Development	Monitor (220 visits), Supervise and document planned activities implementation to access performance and impact	Improved productivity of farmers	√	√	√	√			22,545.60	Dept. of Agric	RADU	
	4.3.3 Reinvigorate extension services (SDG Target 2.a)			Undertake 350 AEA'S farm and Home visits.	improved productivity of farmers			√	√	10,000.00			Dept. of Agric	YEA	
				Organise a field tour for AEAs, Supervisors and DDA	Improvement in knowledge	√	√	√	√			4,074.31		Dept. of Agric	
	4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)			Organise 4 Trainings for 12 AEAs and 5 commodity Farmer Based Organisations along the value chain	improved productivity and income of farmers	√	√	√	√			12,883.20		Dept. of Agric	Admin
				Organise 6 Training for 12 AEAs and 75 farmers on vegetable and seed rice production	improved productivity of farmers	√	√					34,784.06		AGRIC DEPT.	
	4.3.5 Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3)			Organise 5 Trainings for 17 staff and 75 farmers on good record management	Increased knowledge in good record management	√	√	√	√			66,563.20		Dept. of Agric	
				Facilitate small holder farmers' access to mechanization services	Increase in productivity	√	√	√	√	6,400.00		1,600.00		AGRIC DEPT.	ASHMA
				Undertake a baseline survey on vegetables production	performance of vegetable production accurately assessed	√	√	√	√	10,000.00		2,500.00		Dept. of Agric	Admin

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Adopted MDAs Goal(s): Build a Prosperous Society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/Impact	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve production efficiency and yield	4.3.4 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4) 4.3.5 Intensify and increase access to mechanisation along the agriculture	Economic Development	Agriculture Development	Organize 12 monthly management and 12 General meetings	Improvement in efficiency	√	√	√	√			5,314.32	Dept. of Agric	
				Organise 4 quarterly and annual performance review Meetings	Improvement in efficiency	√	√	√	√			15,540.36	Dept. of Agric	
				Prepare 4 budget and 4 annual budget performance review.	Efficiency in resource utilization	√	√	√	√			4000.00	Dept. of Agric	Admin
				Facilitate the formation of 5 commodity Farmer Based Organisations along the value chain	enhanced co-operation among farmers	√	√			6,000.00		1,500.00	AGRIC DEPT.	ASHMA
				Organize National Farmers' Day	Increased interest in agricultural activities	√	√	√	√	300,000.00			AGRIC DEPT.	ASHMA
				Provisions for Planting for Food and Jobs	Increased productivity	√	√	√	√	12,000.00		3,000	AGRIC DEPT.	RADU
Improve Post-Harvest Management	4.4.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3) 4.4.2 Provide incentives to the private sector and District Assemblies to invest in post-	Economic Development	Agriculture Development	Undertake a baseline survey on grass-cutter and poultry production as well as processors and marketing avenues in the Municipality	performance of grass cutter and poultry production accurately assessed	√	√	√	√	8,000.00		2,000.00	Dept. of Agric	Admin
				Collect data on market information to promote improved distribution of food stuffs	Improved market data for distribution	√	√	√	√	12,000.00		3,000.00	AGRIC DEPT.	SRID, RADU

	harvest activities (SDG Target 17.17) 4.4.3 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) 4.4.7 Facilitate trade and improve environment for commercial activities (SDG Target 2.b, 17.10, 17.12)			Train 12 AEAs and 100 farmers on GLOBALGAP and Ghana's Green Label standards to ensure compliance with international standards gain access to international markets	Improvement in knowledge in GLBALGAP		√	√	√	12,000.00		3,000.00	AGRIC DEPT.	GSA, RADU, EPC
				Conduct 3 trainings for 17 Agric staff and 75 farmers to promote improved distribution of food staffs	Increased in productivity		√	√	√	20,000.00		5,000.00	AGRIC DEPT.	SRID, RADU
1.1 Enhance the application of science, technology and innovation	4.5.1 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)			Purchase 1 laptop, 1 photocopier, 1 projector, 1 cabinet, 10 boxes of A4 sheets and other stationaries to facilitate report writing, 1 pickup, 12 motor cycles	Improvement in staff performance	√	√	√	√			15,862.44	AGRIC DEPT.	
	4.5.2 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			Organise 4 Municipal RELC planning sessions	Improvement in efficiency	√	√	√	√			40,174.11	Dept. of Agric	ASHMA
	4.5.3 Establish a database on all farmers, drawn from the national identification system (SDG Targets 16.9, 17.18)			Data collection on FBOs engaged in production, processing and marketing in the municipality	production levels accurately assessed		√	√		8,000.00		2,000.00	AGRIC DEPT.	Admin
Promote livestock and poultry development for food security and	4.7.4 Ensure effective implementation of METASIP to modernise livestock and poultry industry development (SDG Target 2.3)			Organize 4 Trainings for 12 AEAs and 75 farmers on micro livestock and poultry production	improved productivity and income of farmers		√	√	√	24,000.00			Dept. of Agric	Admin
	4.7.6 Intensify disease control and surveillance, especially for			undertake vaccination exercise to reduce endemic diseases by 5% in the Municipality	Reduction in disease prevalence incidence in livestock		√	√	√	12,000.00		3,000.00	AGRIC DEPT.	GSA, RADU, EPC

income generation	zoonotic and scheduled diseases (SDG Target2.3) 4.7.7 Promote cattle ranching and provide incentives to the private sector to develop grazing reserves for ruminants and livestock (SDG Targets 2.4, 16.1) Strengthen livestock and poultry research and adoption (SGD Target 2.a)			Conduct surveillance to reduce spread of disease outbreaks in poultry production	Reduction in disease prevalence incidence in poultry		√	√	√	12,000.00		3,000.00	AGRIC DEPT.	GSA, RADU, EPC
				Undertake anti-rabies campaign to create awareness on the danger of the dreadful rabies disease	Reduction in incidence of rabies	√	√			12,000.00		3,000.00	AGRIC DEPT.	GSA, RADU, EPC
				Train 25 youth groups (Advocacy network) in community based training(CBT) in Aqua-culture management/Development	Improvement in the livelihood of beneficiaries	√	√	√	√	12,000.00	3,600.00		NBSSI	Agric Dept
Ensure Sustainable Development and management of aquaculture	5.1.1 Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b) 5.1.8 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4)													
Diversify and expand the tourism industry for economic development	6.1.2 Expand the tourism sector through investment, innovation, and pursuit of service excellence (SDG Targets 8.9, 12.b) 6.1.3 Promote public-private partnerships for investment in the sector (SDG Target 17.17) 6.1.4 Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target	Economic Development	Trade, Tourism And Industrial Development	Develop the Dam into a tourist centre, under PPP	Increment in revenue mobilization			√	√			12,000,000.00	Works Dept	Private Sector

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Adopted MDAs Goal(s): Create opportunities for all															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.10 Expand infrastructure and facilities at all levels (SDG Target 4.a)	Social Service Delivery	Education and Development	Construct 6-unit classroom block with ancillary facilities at Ashaiman no. 2 primary school	Improvement in academic performance			√	√	348,920.00			Works Dept.	GES	
				Construct 3 storey 18-unit classroom block with ancillary facilities, PH1 6-Unit	Improvement in academic performance		√	√	√	348,920.00			Works Dept.	GES	
				Construction of Girls dormitory for Ashisec	Improvement in academic performance	√	√	√		2000,000.00			Works Dept.	GES	
				Complete the construction of 12-Unit classroom block at Tsui Bleoo	Improvement in academic performance	√				350,000			Works Dept.	GES	
				construct community library	Improvement in academic performance		√	√		350,000			Works Dept.	GES	
	1.1.6 Popularise 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)			Organise training workshop for Science and ICT teachers	Increased knowledge in the teaching of ICT and Science	√	√	√			5,000			GES	ASHMA
				organize STMIE clinics	increased in academic performance in STMIE		√	√	√				42,944.00		

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.10 Expand infrastructure and facilities at all levels (SDG Target 4.a)	Social Service Delivery	Education and Development	Establish Adult Education Learning centre	increased in adult literacy		√	√	√	57,000			Works Department	GES
				Undertake Recruitment Of Learners & Establishment Of 16 English Classes & 2local Language Classes & Facilitation	Increased in the number of learners and enhanced group teaching and learning		√	√	√	75,000.00			NFED	Churches Cbo's, Ngo's, Mosque Assembly Members Unit, Committee, Members
				Organize Graduation And Award Of Certificates For Learners And Facilitators	Enhanced interest in adult education		√	√	√	1,500.00	6,000.00		NFED	ASHMA
				Undertake Quarterly Monitoring, Supervision And Evaluation	improvement in identification of success/challenges for solution/celebration		√	√	√	1,800.00	4,200.00		NFED	ASHMA
				Organize Inter-Zonal Literacy, Quizzes % Awards For Learners And Facilitators	Enhanced interest in adult education		√	√	√	2,400.00	9,600.00		NFED	Ashma/ Ges Social Welfare
				Procure 1 Double Cabin Pickup, 100 Chairs & Tables For Learners, A Photocopier	Improvement in adult literacy management		√	√	√		180,000		ASHMA	
	1.1.5 Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)			support 'Brilliant but needy' students	Increased in educational level of the poor	√	√	√	√		344,000		GES	ASHMA

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
1.2 Strengthen school management systems	1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)	Social Service Delivery	Education and Development	Monitoring of School Feeding Programme	Improvement in pupils enrollment and retentions	√	√	√	√			20,000	ASHMA	GES
				Participate in National Educational Assessment (NEA)	Improved school management		√	√	√	20,000			GES	ASHMA
				Organise five circuit / municipal level School Performance Appraisal Meeting (SPAMS)	increased teaching and learning	√	√	√	√	20,000			GES	ASHMA
	1.2.8 Ensure adequate supply of teaching and learning materials (SDG Target 4.c)			Supply 200 specialized KG tables with 1000 chairs, 4408 mono desks, 3710 dual desks, 296 teachers tables and chairs, and 217 cupboards for basic and Junior High public schools	improve furniture requirement	√	√	√		381,266.23	300,000	300,000	GES	Procurement Unit
				Support the conduct of BECE	Improvement in BECE performance	√	√	√	√	66,000		GES	ASHMA	66,000
1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)														

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Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
1.2 Strengthen school management systems	1.2.7 Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)	Social Service Delivery	Education and Development	support to best teacher award	% improvement in Output of teachers	√	√	√	√	80,520.00			GES	ASHMA
				Follow-up visits to evaluate teaching learning outcomes	Increased in students' academic performance		√	√	√	50,000			GES	ASHMA
				Organise Career guidance school selection programme	Increased competence based selection of schools/career		√	√	√	5,000			GES	ASHMA
				Organise four Municipal education oversight committee meetings	Improved school management	√	√	√	√	16,000			GES	ASHMA

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.1 Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)	Social Service Delivery	Health Delivery	Construct 4 no. CHPS Compound	Increased access to health services		√	√	√	900,438.73			MHD	Works Dept.	
				Construct fence wall around 4 no. CHPS Compound	Improved health infrastructure security		√	√	√	214,720.00			MHD	Works Dept.	
				Construct 2- storey 6-unit 2bedroom nurses quarters	Reduced travel time to work and enhanced work attendance			√	√	2,736,000.00			MHD	Works Dept.	
				Complete the first floor of 1No. Health post with residential facility at Tsui -Bleoo	Enhanced quick response to health issues	√				470,498.44			MHD	Works Dept.	
				Construct a Municipal Hospital at Ashaiman	Reduced patients referrals			√	√	1,450,564.00			MHD	Works Dept.	
	2.1.2 Expand and equip health facilities (SDG Target 3.8)			Rehabilitation Of The Health Directorate Office	Improved health staff performance		√	√	√		350,000			MHD	Works Dept.
				Continue and Complete 1No.2-storey 4-unit Male & Female wards at Ashaiman polyclinic, Construct 1no. 2unit ward (phase II)	Enhanced patients admission and treatment	√	√			205,865.86			MHD	Works Dept.	
				Procure Furniture and Equipment for new male and female wards at the Polyclinic	Enhanced quality treatment of in-patients at the ward		√	√	√	22,460.96			MHD	Works Dept.	
				Procure an Ambulance to improve facility Emergency Response systems	Increased response to emergency calls in the municipality			√		150,000			MHD	Works Dept.	
				Purchase anesthetic machine for Ashaiman poly clinic	Improvement in access to health services delivery	√	√			100,000			MHD	Works Dept.	

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Reduce disability morbidity, and mortality	2.3.1 Strengthen maternal, newborn care and adolescent services (SDG Targets 3.1, 3.2)	Social Service Delivery	Health Delivery	Procure Equipment for Neonatal Resuscitation	Reduced infant mortality		√	√	√	60,000.00			AMHD	ASHMA
				Sensitize 1000 In- School and out of School adolescents, 500 PTA members and 5000 Community members on sexual abuse and its effect on the Adolescent	Reduced school drop outs among adolescents	√	√	√	√	15,000.00			AMHD	ASHMA
	2.1.17 Improve the use of ICT in health insurance and facility management (SDG Targets 3.8, 9.c)			Procure ICT Equipments for efficient Health Data management	Improved health data collection/management	√	√	√	√	16,000			AMHD	ASHMA
	2.2.2 Strengthen coverage and quality of healthcare data in both public and private sectors (SDG Target 17.18)													
	2.3.2 Intensify implementation of Malaria Control Programme (SDG Target 3.3)			Conduct Health Education in the communities to create awareness on malaria prevention and control practices	Increased knowledge on causes and prevention of malaria	√	√	√	√	60,000			AMHD	ASHMA
				Undertake Roll Back malaria Programme	Increased malaria treatment		√	√	√	44,554.40			AMHD	ASHMA

	2.3.3 Strengthen prevention and management of malaria cases. (SDGs Targets 3.3, 16.6)			Ensure the continuous distribution of Long Lasting Insecticide Treated Nets	Increased use of mosquito nets	√	√	√	√	10,000.00	50 00	5000	AMHD	ASHMA	
				Conduct 30 fumigation exercises in public and private toilets	Reduction in malaria	√	√	√	√			3200	MEHO	Admin	
	2.3.5 Implement the non-communicable diseases (NCD) control strategy (SDG Targets 3.4, 3.b)			Construct 20 Bed capacity Isolation Ward at the Ashaiman Polyclinic	Reduced transfer of communicable diseases		√	√	√	360,000.00				AMHD	ASHMA
	2.3.7 Intensify polio eradication efforts (SDG Target 3.2)			Conduct routine Immunization services at CWCs and ANC and one mass mop-up Immunization campaign for routine vaccines	Reduced infants morbidity	√	√	√	√	55,000.00				AMHD	ASHMA

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	2.4.1 Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7) 2.4.2 Intensify education to reduce stigmatisation (SDG Target 3.7) 2.4.3 Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)	Social Service Delivery	Health Delivery	Undertake Assembly Response Initiative (DRI) on HIV/AIDS programme/Care in the assembly Municipality	Improved care and response to HIV/AIDS issues	√	√	√	√	53,680.00			AMHD	ASHMA
				Undertaking HIV/AIDS programme in the municipality	Improved care and response to HIV/AIDS issues	√	√	√	√	85,888.00			MHD	ASHMA
				Organise Youth Seminar on empowerment of young people to protect them from HIV/AIDS	Reduction in HIV/AIDS infections among the youth		√	√		6,000.00			Social welfare & comm. Devt	ASHMA
				Sensitization on infants and adult malnutrition	Reduce infants and adult malnutrition	√	√	√	√	16,000.00			AMHD	ASHMA
3.1 Ensure food and nutrition security (FNS)	.1.2 Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2) 3.1.4 Promote healthy diets and lifestyles (SDG Target 2.1) 3.1.5 Reduce infant and adult malnutrition (SDG Target 2.2)													
4.1 Improve population management	4.1.8 Intensify public education on population issues at all levels of society (SDG Target 3.7)			Train 10 community health nurses on family planning methods	Enhanced standards family planning methods administration among community health nurses	√	√	√	√	8,000.00			AMHD	ASHMA

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve access to safe and reliable water supply services for all	5.1.4 Improve water production and distribution systems (SDG Targets 6.4, 6.5)	Social Service Delivery	Health Delivery	Improve the provision of water supply and sanitation management	Improved water supply and Sanitation management	√	√	√	√			3,757.600.00	GAMA	MPCU
	5.2.2 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17)			support technical services for promotion of PPP projects	increased investors interest in PPP	√	√	√	√		172,806.28		MEHU	

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	Go G	IG F	Don or	Lead	Collaborating
Improve access to improved and reliable environmental sanitation services	5.2.4 Promote National Total Sanitation Campaign (SDG Target 6.2)	Social Service Delivery	Health Delivery	Organize 12 clean-up exercises	Enhanced cleaning/maintenance of the environment	√	√	√	√			244,800.00	MEHO	Admin
				Organizing quarterly clean-up exercise in the Municipality	Improvement in sanitation and reduction in flooding	√	√	√	√	257,664.00			MEHU	Admin
	5.2.10 Improve sanitation sector institutional capacity (SDG Targets 6.a, 16.6)			Build capacity of staff and engage consultancy services for GAMA projects and programmes	Improved liquid/solid waste collection/management	√	√	√	√			697,840.00	MEHU	Admin
				Build capacity of 30 Environmental Health Officers in prosecution	Improved performance in sanitation management	√	√	√	√			12,000.00	MEHO	Admin
				Organise training workshop for 33 EHOs on Prosecution (bye-laws enforcement)	Increased knowledge in Bye-law	√	√	√	√			20,000.00	MEHU	ASHMA
				Provide office Accommodation for Environmental Health Unit/Waste Management Department	Improvement in administrative management	√	√	√	√	1,000.00			ASHMA	
				GAMA operational activities	Improved liquid/solid waste collection/management	√	√	√	√			375,760.00	ASHMA	
				Carry out daily supervision of laborers sweeping markets and lorry stations	Enhanced cleaning/maintenance of the environment	√	√	√	√			4,000.00	MEHO	Admin
				Prepare environmental safeguards, EPA permits and other documents	Enhanced cleaning/maintenance of the environment	√	√	√	√		24,200.00		EPA	Admin
				Prepare and implement institutional facility management and hygiene plans	Enhanced institutional management	√	√	√	√			4,734,258.59		

				Conduct medical screening for 16,000 food vendors	Improved hygienic food selling	√	√	√	√			16,000.00	MEHO	Admin
	5.2.9 Provide public education on solid waste management (SDG Target 12.8)			Organise 16 public educations on health promotion	Increased knowledge in health	√	√	√	√			4,000.00	MEHO	Admin

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve access to improved and reliable environmental sanitation services	5.2.6 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)	Social Service Delivery	Health Delivery	Facilitate the construction of 400 household toilets	Improvement in sanitation	√	√	√	√			10,000.00	MEHO	GAMA
	5.2.14 Develop and implement strategies to end open defecation (SDG Target 6.2)			Construct toilets, hand washing and water storage facilities for selected schools in the municipality	Increased in the number of institutional toilet	√	√	√	√				30,000.00	ASHMA
	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)			Conduct routine maintenance of sewer lines four (4) times in the year	Improved run-off and discharges from homes	√	√	√	√			8,000.00	Waste management unit.	Assembly member Zonal Council chairmen
				Maintain the sewage facilities within the municipality	improved	√	√	√	√	268,400.00			MEHU	Admin
	5.3.3 Promote the use of waste-to-energy technologies (SDG Target 7.1)			Construct Biogas Energy Facilities /waste energy plant under PPP	reduction in environmental waste pollution		√	√	√			53,680,000.00	Works Dept	Private Sector

5.2.13 Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b)	5.2.4 Promote National Total Sanitation Campaign (SDG Target 6.2)	Prosecute sanitary offenders	Increased number of compliance to sanitation bye-laws	√	√	√	√			20,000.00	Prosecutor/ MEHO	Sanitation court
		Provision for solid/liquid waste management	Improved liquid/ solid waste collection/ management	√	√			2,276,461.44			MEHU	
		Procure 4No. Sanitary containers for Skip-loader truck Ashaiman	Improved liquid/ solid waste collection/management	√	√	√	√			50,000.00	MEHU	ASHMA
		Procure working tools and materials for sanitation management	Improvement in sanitation	√	√	√	√			86,537.00	MEHO	Admin
		provision of refuse Bins In markets zonal council	Improved liquid/ solid waste collection/management	√	√	√	√			20,000.00	MEHU	ASHMA
		Procure cleaning materials for Assembly use	Enhanced cleaning/ maintenance of the environment	√	√	√	√			20,000.00	MEHU	Admin
		Equip the zonal councils to facilitate environmental and sanitation management programs	Enhanced cleaning/ maintenance of the environment	√	√	√	√			20,000.00	ASHMA	
		Conduct inspection in 7,500 domiciliary premises	Enhanced cleaning/ maintenance of the environment	√	√	√	√			8,000	MEHO	Admin
		Conduct inspection in 150 food establishments	Enhanced hygienic food supply	√	√	√	√			4,000	MEHO	Admin
		Burial of unidentified corpses	Enhanced response to the burial of unidentified corpses	√	√	√	√			8,000.00	MEHO	ASHMA
Organize one deratization exercise in the main market	Reduction in the number of rats in the main markets	√	√	√	√			20,000.00	MEHO	Zoomlion Gh. Ltd.		

SOCIAL DEVELOPMENT

Adopted MDAs Goal(s): Create opportunities for all															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Enhance the well-being of the aged	8.1.6 Implement measures to ensure economic well-being of the aged, especially in the areas of income security and house ownership (SDG Targets 1.1, 1.2, 1.3, 1.4, 1.b, 10.2, 16.6)	Social Service Delivery	Social Welfare and Community Development												
Ensure effective child protection and family welfare system	7.1.2 Mainstream child protection interventions in development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2)			Undertake inspection of Early Childhood Centres	Improved welfare of the preschool children	√	√	√	√		2000			Social welfare & comm. Devt	ASHMA
	7.1.3 Establish an inter-sectorial framework for collaboration, implementation and accountability for child protection and family welfare issues (SDG Targets 8.7, 16.2, 16.6)			Organise family tribunal/juvenile court sittings/probation work	Improvement in the welfare of vulnerable families	√	√	√	√	12,500.00				Social welfare & comm. Devt	ASHMA
	7.1.10 Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.6)			Reintegrate Abandoned/ Found Children Into Families And Communities	Improvement in the welfare of the abandoned children	√	√	√	√	9,200.00				Social welfare & comm. Devt	ASHMA
				Celebrate World day Against Child labor	Knowledge on child welfare improved	√	√	√	√	15,245.12				Social welfare & comm. Devt	ASHMA

	7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)			Organise my FIRST DAY AT SCHOOL for all P1 and KG 1s in the municipality	Increased in enrollment and retention of pupils		√	√	√	42,944.00			GES	ASHMA
	Monitoring of School Feeding Programme			Improvement in pupils enrollment and retentions	√	√	√	√			20,000		ASHMA	GES
	Construction of 2No. kitchen for school feeding schools			Improvement in pupils enrollment and retentions		√	√				100,000.00		Works Dept	GES
	Create awareness on the right of the Vulnerable groups			knowledge of the vulnerable groups improved on human rights	√	√	√	√			10,736.00		Social welfare & comm. Devt	ASHMA
	Support to Orphans and vulnerable Children (OVC)			Improvement in the welfare of the OVC	√	√	√	√			20,000.00		Social welfare & comm. Devt	ASHMA
	Monitor LEAP payment to household beneficiaries bi-monthly			The accountability in the use of LEAP funds enhanced	√	√	√	√			12,000.00		Social welfare & comm. Devt	ASHMA
Promote full participation of PWDs in social and economic development of the country	11.1.5 Ensure effective implementation of the 3% increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6) 11.1.7 Generate a database on PWDs (SDG Target 17.18)			Monitor 3% of the common fund given to the PWDs and other programmes	The accountability in the use of PWDs funds enhanced	√	√	√	√	10,000.00			Social welfare & comm. Devt	GSPD GBU,NAD,NCP, disbursement committee
					40% improvement in social welfare and livelihood of the vulnerable									
9.1 Attain gender equality and equity	9.1.4 Increase GoG funding for institutions responsible for gender			Organize workshop on Leadership role for women	knowledge of women leadership improved	√	√	√	√	18,788.00			Social welfare & comm. Devt	ASHMA

in political, social and economic development systems and outcomes	issues (SDG Targets 5.c, 16.6, 16.a) 9.1.5 Institute gender-responsive budgeting and training on gender equality in civil and public services (SDG Target 5.c)			sensitization programme to increase women participation in governance	Increased women knowledge in governance	√	√	√	√		188,091.20		ASHMA	
	9.2.5 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)			Train30 women and Vulnerable groups in society in small scale business management	knowledge of 30 women improved in business management	√	√	√	√		16,000.00		Social welfare & comm. Devt	ASHMA
12.2 Promote the creation of decent jobs	12.2.4 Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3) 12.2.7 Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6) 12.2.14 Build capacity of informal economy (SDG Target 8.3)	Social Service Delivery	Social Welfare and Community Development	support to Youth employment Agency	Improvement smooth implementation of YEA activities	√	√	√	√	187,880.00			ASHMA	
	Enhance sports and recreational infrastructure			14.1.7 Promote partnerships with private sector in development of sports and recreation infrastructure (SDG Target 17.17)	Construct community centre /post office	increased access to information		√	√			500,000		
Construct modern stadium at Roman Down under PPP		Increased in security		√	√	√			420,000		2000,000.00	ASHMA	Ministry of Youth and Sports, Ministry of Finance	
Provide Support for Sports and culture programmes		improved organization of sporting activities		√	√	√			134,200.00			ASHMA		

Build capacity for sports and recreational development	14.2.8 Promote gender equity in sports (SDG Target 5.c)			Participate in inter-milo under 15 girls soccer volley ball, tennis ball and hand ball competition	Increased in students interest in sporting activities	√	√	√	√		34,000		GES	ASHMA
	Promote sports in school curricula and inter-school sports competition (SDG Target 4.7)			Organise inter-zonal sports competition	increased in students interest in sporting activities	√	√	√	√		40,000		GES	ASHMA
				Organise municipal athletic competition	Increased in students interest in sporting activities	√	√	√	√		1,000,000		GES	ASHMA

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
7.2 Reduce greenhouse gases	7.2.4 Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2)	Environmental and Sanitation Management	Disaster Prevention and Management	Plant and maintain trees	Improved landscape	√	√	√	√	32,208.00			ASHMA	NFS
				Purchase 5000 seedlings to support tree planting Ashaiman	Reduction in flooding and improved environmental beautification	√	√	√	√	25,000.00			/NADMO	NFS
	7.2.5 Promote urban forestry (SDG Target 11.7)			Organize sensitization programme for 40 basic school head teachers on landscaping and tree planting	Improved environmental beautification	√	√	√	√	10,736.00			ASHMA	NFS
Reduce environmental pollution	5.1.2 Promote the use of environmentally friendly methods and products (SDG Targets 9.4, 12.4, 17.7)			Organise public education on disaster management and Stopping of air pollution (burning of vehicle tyres, electronic waste) Municipal	increased knowledge in air pollution	√	√	√	√	32,208.00			NADMO	NFS
Enhance climate change resilience	7.1.10 Mainstream climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2)			Build resilience to disaster and risk and the impact of DDR and climate change	Reduction in flooding	√	√	√	√	19,324.80				NFS

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
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)	Environmental and Sanitation Management	Disaster Prevention and Management	Organize sensitization programme for 10 FBO on fire prevention Municipal Wide	Reduction in fire outbreak	√	√	√	√	6,00	0,00		NADMO	NFS	
	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)			Identify hazard mapping in the municipality	Reduction in settlement around hazardous areas	√	√	√	√	22,5	45,6	0			NFS
	Prepare Municipal Disaster Management Plan (MDMP)			Improvement in disaster management		√				9,66	2,40			NADMO	NFS
	Procure 4No. computers and accessories			Improvement in disaster management	√	√	√	√	2,17	9,40	8,00			Finance	NADMO
	Disaster management provision			Improvement in disaster management	√	√	√	√	171,	776,	00			NADMO	Admin

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/Impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve efficiency and effectiveness of road transport infrastructure and services	9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2)	Infrastructure Delivery and Management	Infrastructure Development	Gravel Selected roads within the Municipality	Improved road condition and transport	√	√	√	√			5,636,106.00	Urban Roads	Admin
				Construct and rehabilitate link roads	Improved road condition and transport	√	√	√	√	4,636,106.00			Urban Roads	Admin
				Grade selected roads within the Municipality	Improved road condition and transport	√	√	√	√		134,200.00		Urban Roads	Admin
				Re-shape of selected roads	Improved road condition and transport		√	√	√			10,736,000.00	Urban Roads	Admin
				Patch potholes at selected areas within the Municipality	Improved road condition and transport	√	√	√	√		408,400.00		Urban Roads	Admin
				Reseal Selected roads within the Municipality	Improved road condition and transport	√	√	√	√			10,736,000.00	Urban Roads	Admin
				Rehabilitate Tulaku Roads (1.0km)	Improved road condition and transport	√	√	√	√		468,400.00		Urban Roads	Urban Roads
				Rehabilitate Saint Clementina Road(0.46km)	Improved road condition and transport			√	√			10,736,000.00	Urban Roads	Admin
				construct & Rehabilitate Fitter Line Road and drains, Link(1.7km)	Improved road condition and transport		√	√	√			8,052.000.00	Urban Roads	Admin
				Rehabilitate Kofi Nimo Street	Improved road condition and transport		√	√	√			10,736,000.00	Urban Roads	Admin

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment															
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Improve efficiency and effectiveness of road transport infrastructure and services	9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2)	Infrastructure Delivery and Management	Infrastructure Development	Rehabilitate Tulaku Link And Kkakito Street(1.2km)	Improved road condition and transport	√	√	√				10,736,000.00	Urban Roads	Admin	
				Construct Taxi Rank at Mataheko	Improvement in transport management		√	√	√				53,680,000.00	Works Dept	Private Sector
				Rehabilitate School Road, Channel 11 Road, Ecuado Road Danquah Road(3.2km)	Improved road condition and transport	√	√						16,104,000.00	Urban Roads	Admin
				Rehabilitate Kabutey Street(0.4km)	Improved road condition and transport	√	√						16,104,000.00	Urban Roads	Admin
				Rehabilitate Agape School Road(1.3km)	Improved road condition and transport		√	√					14,104,000.00	Urban Roads	Admin
				Rehabilitate Tema High School Road, Ashaiman(1.25km)	Improved road condition and transport			√	√				2,761,979.16	Urban Roads	Admin
				Rehabilitate court road and link	Improved road condition and transport		√	√					19,354,000.00	Urban Roads	Admin
				Rehabilitation Of Muzama Road(0.9km)	Improved road condition and transport		√	√					2,761,979.16	Urban Roads	Admin
				Rehabilitate Market Lane(0.4km)	Improved road condition and transport			√	√			1,000,000.00		Urban Roads	Admin
				Rehabilitate Lebanon Link (0.4km)	Improved road condition and transport		√	√					16,104,000.00	Urban Roads	Admin
				Reseal Works on Selected Roads	Improved road condition and transport			√	√			1,500,000.00		Urban Roads	Admin
				Partial rehabilitation of pink lady road	Improved road condition and transport			√	√			1,000,000.00		Urban Roads	Admin
Construct 4 No. Parking bays at Ashaiman	Improvement in transport management		√	√					107,360,000.00	Works Dept	Urban transport				

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve efficiency and effectiveness of road transport infrastructure and services	9.1.2 Expand and maintain the national road network (SDG Targets 9.1, 11.2)	Infrastructure Delivery and Management	Infrastructure Development	Rehabilitate Yebudi Road And Second Step Road	Improved road condition and transport			√	√	1,000,000.00			Urban Roads	Admin
				Rehabilitate Middle East Area Roads And Christian Village Roads	Improved road condition and transport			√	√	1,000,000.00			Urban Roads	Admin
				Pothole Patching Within Ashaiman Municipality	Improved road condition and transport			√	√	120,000.00			Urban Roads	Admin
				Asphalt Overlay works at Selected Roads within Ashaiman Municipality	Improved road condition and transport			√	√	5,000,000.00			Urban Roads	Admin
				Rehabilitate Akofa And Komley Street	Improved road condition and transport			√	√	1,000,000.00			Urban Roads	Admin
				Rehabilitate Lebanon Link (0.4km)	Improved road condition and transport		√	√				16,104,000.00	Urban Roads	Admin
	9.1.1 Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2)			Gravel grounds and access roads to yam market	Improved road condition and transport		√	√			300,000.00	Urban Roads	Admin	

	9.1.9 Develop regulations for urban transport to ensure oversight responsibility and prescribe standards for operations of all commercial road transport services in line with Road Traffic Act and Road Traffic Regulations (SDG Targets 3.6, 11.2)			Organize technical skills training in the areas of book-keeping, risk management, safe driving, good agronomic practices for various cooperative groups within the municipality	Increased economic development			5			6,000		Department of Co-operatives (D.O.C.)	B.A.C/ (C.U.A) Greater Accra Co-operative Transport Union, Department of Agriculture
9.2 Ensure safety and security for all categories of road users	9.2.1 Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2)			construct speed rumps in the municipality	controlled vehicular speed			√	√		221,762.04		Urban Roads	Admin
	.2.7 Ensure strict enforcement of laws, regulation and standards for all road users (SDG Targets 3.6, 16.b)			Construct guard rail & walkways along the main market, Ashaiman	Reduction in traffic congestion			√	√	6,346,106.00			Admin	URBAN ROADS
14.1 Address recurrent devastating floods	14.1.1 Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. (SDG Targets 9.a, 11.3)			Construct drainage at Selected roads within the Municipality	Improvement in liquid waste flow and run-offs		√	√			5,636,106.00		Urban Roads	Admin
	14.1.3 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6)			construct of drains along Roman down to chief Urmar street	Improved road condition and transport	√	√	√	√		251,762.04			Admin
	14.1.4 Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)			construct Drains At Tsui Bleoo, along Agape road	Improved road condition and transport			√	√		214,720.00		Urban Roads	Admin

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Adopted MDAs Goal(s): Safeguard the natural environment and ensure a resilient built environment														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote proper maintenance culture	15.1.3 Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a)	Infrastructure Delivery and Management	Infrastructure Development	Provision And Maintenance Of Streetlights in the municipality	Improved road condition and transport		√	√	√	2,147,200.00			Urban Roads	Admin
				Purchase street light and maintenance equipment	Improved road condition and transport		√	√	√	322,080.00			Urban Roads	Admin
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925) (SDG Targets 16.6, 17.16)		Physical and spatial planning	Implement Street Naming And Property Addressing Project	enhanced access/directions to services	√	√	√	√			560,920.96	PPD	Works Dept
				Procure and install street names Signages	Improvement in revenue mobilization, and easy access to service	√		√				36,713.44	PPD	Planning
				Undertake community and stakeholder consultation on street names	Improvement in revenue mobilization, and easy access to service	√	√	√	√		10,000		PPD	Planning
				Organize 2 spatial planning (Endorsement of the street names)	Improvement in revenue mobilization, and easy access to service		√		√					
	17.1.2 Fully implement National Spatial Development Framework (NSDF) (SDG Targets 16.6, 17.16)			Data processing, generation of Maps and approval of generated Maps	Improvement in planning and provision of services	√	√	√	√		8,000		PPD	Planning

				Prepare administrative boundary maps and GIS	Enhanced navigation/ Planning	√	√			132,491.73			ASHMA		
	17.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)			Procure Equipment for PPD (computers, laptops, printers and accessories for departments)	Improvement in the performance of PPD	√	√	√		134,200.00			Procurement		
				organize 4 SAT meetings	Improved planning of SNPA	√	√	√	√		4,000	4,000	PPD	SAT	
					Train staff in the use of computer application and Geospatial Information System (GIS)	Improvement in revenue mobilization, and easy access to service		√		√		15,000		PPD	Planning
					Train staff in planning laws and Regulations, communication skills, report writing and Data collection	Improvement in management and reporting	√	√	√	√		20,000		PPD	Planning
					Organize 6 Technical sub-committee meeting	Improvement in management and reporting	√	√	√	√		18,000		APPD	Planning
					Organize 4 sensitization workshop for selected communities	Improvement in planning and provision of services	√	√	√	√		45,000		PPD	Assembly members
					undertake inventory of the existing land uses in the various communities	Improvement in planning and provision of services	√		√	√		10,000		PPD	Planning
17.1.3 Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a)															
Improve quality of life in slums, Zongos and inner cities	20.1.1 Ensure establishment of Zongo and inner city development fund to finance appropriate programmes. (SDG Targets 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)			Enforce development control in the Municipality	Reduction in slum and unauthorised development		√	√	√	283,800.00			ASHMA	MEHU	
	20.1.2 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)														

20.1.4 Encourage the participation of slum dwellers in improving infrastructure facilities (SDG Target 11.1, 11.3)														
20.1.6 Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)														

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Deepen political and administrative decentralization	.1.4 Institute mechanism for effective inter-service/inter-sectorial collaboration and cooperation at district, regional and national levels (SDG Targets 16.6, 16.7)	Management and Administration	General Administration	Construct 1-storey 4 Bedroom house & 2 bedroom outhouse with carport for MCE at Ashaiman	Improved security and welfare of the MCE	√				669,082.64			Works Department	Service providers
				Construct fence wall around MCE residence, at Ashaiman	Improved security and welfare of the MCE	√				73,418.83			Works Department	Service providers
				Construct ASHMA Office Complex at Ashaiman	Improved efficiency of the staff			√	√	2,147,200.00			Works Department	
				Construct ASHMA Works Department Office at Ashaiman	Improved efficiency of the staff	√	√	√		500,000.00			Works Department	
				Construct 3 storey 2 Bedrooms semi-detached staff quarters (phase 1 ground floor) complete	Improvement in staff welfare	√	√	√		1,000,000.00			Works Department	1,000,000
				Provide office Accommodation for Environmental Health Unit/ Waste Mgt department	Improvement in administrative management	√	√	√	√	1,000,000.00			ASHMA	

				Execute MP's programmes and projects	Increased in infrastructure services	√	√	√	√	1,180,960.00			ASHMA	ASHMA			
				Procure one 4x4 Pick-up	Improvement in management and reporting		√			110,000			Procurement	Planning			
				Provide support and funding for Disability Programme	Improvement in social welfare and livelihood of the vulnerable	√	√	√	√	644,160.00			ASHMA				
				support to community initiated projects	Improvement in social services	√	√	√	√	1,029,560.93			ASHMA	ASHMA			
				Provide Support for National Policy Fairs	enhanced well organized national events		√	√	√	53,680.00			ASHMA				
				Provide Support for Sports and culture programmes	improved organization of sporting activities		√	√	√	134,200.00			ASHMA				
				Provide Support for Security Activities Annually	improved support to security		√	√		134,200.00			ASHMA				
				Provision for Contingency	enhanced response to emergency situation		√	√		590,480.00			ASHMA				
				Provide support for traditional/Divisional council annually	enhanced implementation of traditional council		2,684.00		ASHMA	2,684.00			ASHMA				
2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)	Planning, Budgeting and Coordination		Provide support for IBIS Programme Municipal Wide	improvement in policy formulation and coordination	√	√	√	√	80,520.00			ASHMA				
				Prepare and Implement 2018 and 2019 procurement Plan	improvement in policy formulation and implementation	√	√							ASHMA			
				Prepare the Municipal MTDP	improvement in policy formulation and implementation	√			√	80,520.00					ASHMA		
				organize 5M&E meetings	improvement in policy formulation and implementation	√	√	√	√	107,360.00					MPCU		
				organize 5 budget committee meeting	improvement in policy formulation and implementation					26,840.00							
				Prepare and submit departmental and other reports, Budget and action Plan	improvement in policy formulation and implementation	√	√	√	√	19,324.80						ASHMA	
				Prepare and submit 4 progress reports	improvement in policy formulation and implementation	√	√	√	√	2,684.00						ASHMA	ASHMA

				Prepare and Gazette 2018-2021 Fee-Fixing and Rate Imposition Resolutions	improvement in policy formulation and implementation	√	√			34,892.00			ASHMA	ASHMA	
				Prepare and approve composite budget	improvement in policy formulation and implementation	√	√	√	√	80,520.00			ASHMA		
				Prepare and implement 2018-2021 AAP	Improvement in policy formulation and coordination	√	√	√	√	77,836.00			MPCU		
				Undertake Monitoring and Evaluation of the MTDP 2018-2021	Improvement in policy formulation and coordination		√		√	5,000.00			MPCU		
				organize 5 MPCU meetings	improvement in policy formulation and implementation	√	√	√	√	80,520.00			PMCU		
				organize heads of department and other meetings	improvement in policy formulation and implementation			√	√		188,091.20		ASHMA		
2.2 Improve decentralised planning	2.2.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)	Planning, Budgeting and Coordination		Prepare and implement 2018-2021 AAP	Improvement in policy formulation and coordination	√	√	√	√	77,836.00			MPCU		
				Prepare annual MESSAP	Improvement in sanitation programme implementation	√	√	√	√	80,520.00			MEHU	MPCU	
				PRCC meetings	improvement in policy formulation and coordination			√	√		41,226.24			ASHMA	
				Update existing data	Improvement in policy formulation and coordination						77,299.20			ASHAM	
				Prepare and submit departmental and other reports, Budget and action Plan	improvement in policy formulation and implementation	√	√	√	√	19,324.80			ASHMA		
				Prepare and submit 4 progress reports	improvement in policy formulation and implementation	√	√	√	√	2,684.00			ASHMA	MPCU	
				Build capacity of 160 No. Staff to enhance their related performance planning /review and appraisal skills	Improved administrative performance and coordination	√	√			26,840.00					
				Sponsor 2 senior officers to attend Executive courses at GIMPA	Improved administrative performance and coordination	√	√			24,200.00					
				sponsor 1 officer to attend training in public administration at GIMPA	Improved administrative performance and coordination	√	√			9,680.00					

Governance, Corruption and Accountability

Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Deepen political and administrative decentralization	2.1.7 Strengthen sub-district structures (SDG Targets 16.6, 17.9)	Management and Administration	General Administration	Organize 4 Executive Committee meeting annually	improvement in policy formulation and implementation	√	√	√	√		283,800.00		ASHMA	
				organize 4 General Assembly meetings annually	Improved policy formulation and coordination	√	√	√	√		106,286.40		ASHMA	
				build capacity of assembly members	Improved policy formulation	√	√	√	√	53,680.00			ASHMA	
				Build capacity of staff and assembly members in their related field of work	Improved administrative performance and coordination	√	√			53,680.00			ASHMA	
				Organize 6 Technical sub-committee meeting	Improvement in management and reporting	√	√	√	√		18,000		APPD	Planning
				Organize 4 sensitization workshop for selected communities	Improvement in planning and provision of services	√	√	√	√		45,000		PPD	Assembly members
				Build capacity of 30N0. staff and Zonal councilors to enhance their administrative skills	improved performance		√	√	√		600,357.12		ASHMA	
				Allocate Funds For the 7 Zonal Councils for Operational Activities	Improvement smooth implementation of Zonal council activities	√	√				375,760.00		ASHMA	
Strengthen fiscal decentralization	2.3.1 Enhance revenue mobilisation capacity and capability of MMDAs (SDG Targets 16.6, 17.1)	Management and Administration	Finance and Revenue Mobilization	Organise education on Payment of Taxes and Rates for 110 youth groups, churches and Mosque	increased knowledge in payment of taxes and rates		√	√	√		40,000.00		ASHMA	
	2.3.2 Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)			Evaluation and Re-valuation of property in the municipality	Increased revenue mobilization			√	√			50,000.00	Finance	Budget

	Improve service delivery at the MMDA level			Purchase of value Books contract printing & photocopy	Improvement in revenue administration										
				Prepare and Gazette 2018-2021 Fee-Fixing and Rate Imposition Resolutions	improvement in policy formulation and implementation	√	√			34,892.00			ASHMA	ASHMA	

Adopted MDAs Goal(s): Maintain a stable, united and safe society

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies		
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
3.1 Improve popular participation at regional and district levels	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7)	Management and Administration	General Administration	Organise Education on accountability (Social Auditing) for 100 faith based organizations	Improved knowledge in Ghanaian values (accountability)		√	√	√		10,000.00		ASHMA		
	Strengthen People's Assemblies concept to encourage citizens to participate in government(SDG Target 16.7)			organize Town Hall Meeting	increased community awareness on governance issues				√	√		171,776.00		ASHMA	
				Creation of Community level awareness on the importance of citizens active involvement in the governance processes of Ashaiman	enhanced community knowledge in participatory governance		√	√	√			124,000.00		ASHMA	
3.2 Enhance capacity for policy formulation and coordination	5.1.5 Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6)			Prepare and implement Strategic Environmental Assessment (SEA) in public policy processes and implementation of projects.	SEA prepared for all projects	√	√	√	√	70,000			MEHU	MPCU	

Governance, Corruption and Accountability

Adopted MDAs Goal(s): Maintain a stable, united and safe society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Enhance security service delivery	6.1.5 Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10) 6.1.6 Increase the proportion of security personnel on frontline duties (SDG Targets 16.6, 16.a)	Management and Administration	General Administration	Construction of 1 No. Police Post at Tulaku	Improved police operation		√	√		283,800.00			ASHMA	GPS
				Construction of 2-storey police Station (phase 1 ground floor complete)	Improved police operation	√	√	√	√		580.17234		ASHMA	GPS
				Procure ultra-modern communication and provide petrol, oil and lubricant for the tender and other official vehicle for Ashaiman Fire Station	Improved response to fire outbreak		√	√	√		13,456,200		ASHMA	GNFS
				landscaping of the Fire service complex	Improve environmental beautification		√	√	√		21,720.00		ASHMA	GNFS
				To provide utility for Ashaiman Fire Station	Improvement in response to fire outbreak	√	√				11,456,200		ASHMA	GNFS
				To provide a generator for Ashaiman Fire Station	Improvement in response to fire outbreak	√	√	√	√		40,000.00		ASHMA	
				2No.Training programme for law enforcement unit of the Assembly	Improved in security	√	√	√	√		26,840.00		ASHMA	
Promote access and efficiency in delivery of judiciary	Strengthen independence of judiciary and provide adequate resources and funding			Construction of 1 No. Circuit Court Complex at Ashaiman	Increased in judicial services		√	√	√	560,920.96		ASHMA		
Improve participation of Civil society	Media			organise Public Education on the 1992 Constitution of Ghana for 450 youth groups,	Improved literacy on the provisions in the 1992 constitution		√	√	√	48,000.00		ASHMA		

(media, traditional authorities, religious bodies) in national development	9.1.2 Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14, 17.17)			faith based organizations and social groups										
				Organise Education on Human Rights with special reference to Children's Right for 120 faith based organizations and schools	Improved knowledge on child right		√	√	√	130,000.00			ASHMA	
				Provide Support for Celebration of National Day and other Festivals (citizen Day, Moslem holidays, Homowo)	enhanced well organized national events		√	√	√		53,680.00		ASHMA	
	9.1.5 Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)			Provide support for traditional/Divisional council annually	enhanced implementation of traditional council	√	√	√	√		2,684.00		ASHMA	
10.1 Promote discipline in all aspect of life	10.1.3 Promote culture and good values system as ingredient and catalysts for economic growth (SDG Targets 4.7, 12.b)	Management and Administration	General Administration	Organise Education on the restoration of the Ghanaian identity and values for 200 faith based organization, schools and social groups	Increased knowledge in Ghanaian values		√	√	√		36,800.00		ASHMA	
Promote culture in the development process	12.1.6 Enhance capacity for development of culture industry (SDG Targets 16.a)			Creating a gallery or craft shop that will be managed by the municipal cultural office	Increased in revenue and job creation	√	√	√	√	234,000			trade& industry	trade& industry
	Create awareness of the importance of culture for development and creative arts. (SDG Target 12.8) Enhance private sector participation			Organizing symposium on art education and careers in art work	Increase in creativity		√	√	√	134,200.00			trade& industry	ASHMA
				organise and participate in municipal and regional cultural festival of Art	Indigenous culture promoted		√	√	√	130,000.00			GES	ASHMA, Centre for National Culture (CNC)
				Organizing special art schools during weekends and vacations	Increased in creativity		√	√		26,840.00			GES	ASHMA
				Identification of potential cultural site in the electoral areas	Increased in revenue and job creation		√	√		560,920.96			trade& industry	trade& industry

4.3 Indicative Financial Strategy

The medium term development plan covers a period of four (4) years with an estimated budget of Five Hundred and Six Million, Eight Hundred and Twelve Thousand, three Hundred and one Ghana Cedis, and Sixteen Peswas (**GHC506,812,301.16**). The expenditure area in terms of programmes are provided in the table below

Table 4.5: Indicative Financial Strategy

PROGRAMME	Total Cost 2018-2021 (A)	EXPECTED REVENUE 2018-2021				Gap (A-B)	Summary of resource mobilization Strategy	Alternative course of action
		GOG	IGF	Donor	Total Revenue (B)			
Economic Development	27,699,853.17	7,025,000.00	4,895,348.52	8,290,156.78	30,210,505.30	(2,510,652.13)	1. Participatory Fee fixing revaluation and budgeting 2. Valuation and revaluation of property rate 3. Capacity building for revenue collector 4. Maintaining updated valuation list and rolls as well as periodic update of data bank on revenue items 5. Construction of revenue pay point at market sequence	1. Institutionalisation of PPP 2. Institution alization of community self-help projects concepts in critical areas (eg. Health, sanitation, education etc) 3. Writing of proposal for donor interventions 4. Loan
Social Service Delivery	15,224,524.94	5,800,000.00	3,896,278.81	14,632,125.42	24,328,404.23	(9,103,879.29)		
Infrastructure Delivery and Management	357,749,032.53	7,225,000.00	5,095,348.52	28,290,156.78	40,610,505.30	317,138,527.232		
Environment and Sanitation Management	66,804,003.47	5,600,000.00	4,096,278.81	14,632,125.42	24,328,404.23	42,475,599.24		
Management and Administration	39,334,887.05	2,850,000.00	1,998,139.41	7,316,062.71	12,164,202.12	27,170,684.93		
Total	506,812,301.16	28,500,000	19,981,394.07	73,160,627.11	121,642,021.18	375,170,279.98		

4.5 Revenue Generation and Budgeting

The persistent non-attainment of revenue targets constitutes a serious setback to the plan implementation since the DACF alone cannot support the entire plan. It is expected that the MA steps up revenue generation from internal sources in a move to attain realistic targets set for the year.

4.6 Expenditure

The limited resources and financial standing of the Municipality necessitated prioritization of development programmes in the plan. This means that serious consideration has been given to all potential challenges/constraints to resource mobilization and that the municipal development process only depends on organizing resources for the implementation of the programmes and projects. It is important to recommend that the present trend of spending a greater proportion of the municipal's revenue on recurrent expenditure should be changed. Rather, the MA should spend at least 20% of its revenues on investment and development projects especially on the projects which will improve the living conditions of the people.

4.7 Revenue Challenges/Mitigation Strategy

The table below contains adopted strategies that will harness the potentials of the municipal assembly to overcome the challenges encountered in generating revenue to finance the implementation of the medium and annual action plan.

Table 4.4: Revenue Challenges/Mitigation Strategy

Challenges	Mitigation Strategy
1. Property Revaluation/House Numbering/Mechanization of Bills	Provision of adequate fund. Use of Professional/Graduate Service Personnel. Up-dating of existing data in flexible software. Develop proposals and seek support from Land Valuation Board/development Partners.
2. Inadequate Revenue mobilization vehicles	Adequate provision of funds Allocate funds to procure vehicle in 2018. Develop proposals and seek support from Development Partners.
3. Insufficient refuse/sewer rate fees	Carrying out of educational programmes to sensitize refuse/sewer beneficiaries to pay cost-recoverable fees Develop proposals and support from Development Partners/Assemblymen
4. Education of rate payers on the need to pay rates promptly	Adequate provision of fund. Seek assistance from CAPIC. Develop proposals and seek support from both electronic and print media
5. Inadequate skilled human resource	Adequate provision of funds to related institutions Use of Professional/Graduate Service Personnel Organization of workshops on customer care techniques
6. Inadequate office facilities	Adequate provision of funds Develop proposals and support from Development Partners
7. Markets Rehabilitation/Lorry Parks re-gravelling/Roads maintenance	Adequate provision of funds Develop proposals and support from Development Partners /Urban Roads Department
8. Collection of refuse	Develop proposals and support from Development Partners Develop proposals for re-zoning and franchised system practicing

CHAPTER FIVE

ANNUAL ACTION PLAN (AAP)

5.0 Introduction

This chapter presents the Annual Action Plan which contains an outline of actions, particularly projects, activities and investments to be executed by both the public and the private sectors within the period and the administrative, institutional and legal issues to be addressed. It is a phased-out programme for the year within the context of actions, responsibilities and timing of the plan.

The AAP with its corresponding financial plan is derived from the Programme of Action (2018-2021) and is expected to be undertaken each year of the plan. The projects for the plan were selected based on the following:

5.1 Criteria for selection of project for the Annual Action Plan

These are projects and programmes that are:

- Assembly's prioritized needs during the Needs Assessment meetings held at the various locations with non-state actors and other stake holders,
- On-going projects from the previous plans,
- Governments priority areas,
- Governments Special projects,
- Emergency projects, and
- Projects that have the potential to generate revenues.
- The implementation will lead to the achievement of the objectives of the MTDP

The AAP spells out the activities with corresponding targets and required inputs, outputs, time frame, location of projects, implementing agency and associated partners, and monitoring and evaluation agencies. Also outlined are the cost components of each activity as well as the sources of financing the activities.

Table 5.1: Composite Annual Action Plan, 2018

ADOPTED GOAL: BUILD A PROSPEROUS SOCIETY													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1ST	2ND	3RD	4TH	GOG	IGF	Donor	Lead	Collaborating
Management and Administration Revenue improvement	Train Revenue collectors/Data billing personnel	municipal wide		Number of Revenue collectors/ Data Billing personnel trained.		X	X	X		5,000		Finance	Human resource
	Construct of pay point at market sequence	municipal wide		Number of Revenue pay points constructed	x	x				20,000.00		Finance	Works Dept
	Bill Zoned areas for Revenue Collection.	municipal wide		Number of zoned areas identified and billed for revenue collection		x	x	x	26,088.48			Finance	Admin
	Educate rate payers on the need to pay rates promptly	ASHMA		Number of rate payers paying their rates promptly			x	x	100,000.00			Procurement	Admin
	Prosecute Defaulters	ASHMA		Number of Default tax payers prosecuted			x	x	21,958.08			Finance	Admin
	Re-engage more Revenue Collectors	municipal wide		Number of Revenue collectors re-engaged	x	x			21,472.00			Human Resource	Admin

ADOPTED GOAL: BUILD A PROSPEROUS SOCIETY													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Management and Administration Revenue improvement	Quarterly Monitoring and supervision of Revenue mobilization activities	ASHMA		Number of revenue mobilization activities monitored and supervised	x	x			4,320.00			Finance	Human resource
	Construct Archival Room and Establish Revenue-Offices within the Municipality	ASHMA		Number of archival rooms constructed and Revenue Offices established	x	x			6,220.80			Finance	Human resource
	Undertake Weekend Collection Of Revenue/ Night Tolls and Holidays Revenue Collections	Kufour station		Receipts of weekends, night tolls, and holidays revenue collected	x	x	x		100,00.00			Finance	Admin
Social Service Delivery Social welfare and community Services	Organise Community Based Training (CBT) in soap and detergents production for Palm kernel processors group	municipal wide		Number of CBT trainings organised for soap, detergent, and palm kernel processor groups	x	x	x	x	5,000.00			NBSSI	Comm. Devt
Economic Development Agriculture Services and management	Train 25 cooperative farmers in bee keeping	municipal wide		25 cooperative farmers trained in bee keeping	x	x	x		5,000.00			NBSSI	Agric Dept
Economic Development Trade, industry and Tourism	Organize Consultative forum to provide information on good business practices	municipal wide		Number of consultative forums organised on good business practices	x	x	x	x	5,000.00			NBSSI	Dept of Coop.
Social Service Delivery Social welfare and community Services	Train 25 Disable (PLWD) in bead making	municipal wide		25 PWD trained in beads making	x	x	x	x	5,000.00			NBSSI	Social welfare & comm. Devt

ADOPTED GOAL: BUILD A PROSPEROUS SOCIETY													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Economic Development Trade, industry and Tourism	Organise a Study tour to expose clients to best practices (mentoring/coaching)	municipal wide		Number of study tours organised to coach and mentor clients	x	x	x	x	3,000.00			NBSSI	Admin
Economic Development Agriculture Services and management	Monitor (220 visits), Supervise and document planned activities implementation to access performance and impact			220No.of monitoring, and supervision exercises carried out to access performance and impact of activities	x	x	x	x			22,545.60	Dept. of Agric	RADU
	Undertake 350 AEA'S farm and Home visits.	IDA		350No. Of AEA'S and home visits undertaken			x	x	10,000.00			Dept. of Agric	YEA
	Organize 4 Trainings for 12 AEAs and 75 farmers on micro livestock and poultry production	municipal wide		4 Trainings organised for 12 AEAs and 75 farmers on micro livestock and poultry production		x	x	x	24,000.00			Dept. of Agric	Admin
	Organise 4 Trainings for 12 AEAs and 5 commodity Farmer Based Organisations along the value chain	municipal wide		4 Trainings organised for 12 AEAs and 5 commodity Farmer Based Organisations along the value chain	x	x	x	x			12,883.20	Dept. of Agric	Admin
	Undertake a baseline survey on vegetables production by the end of February.	IDA		Number of base line surveys on vegetables production undertaken	x	x	x	x	10,000.00		2,500.00	Dept. of Agric	Admin

ADOPTED GOAL: BUILD A PROSPEROUS SOCIETY													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Economic Development Agriculture Services and management	Undertake a baseline survey on grass-cutter and poultry production as well as processors and marketing avenues in Municipality by the end of June	municipal wide		Number of baseline survey on grass-cutter and poultry production as well as processors and marketing avenues in Municipality conducted	x	x	x	x	8,000.00		2,000.00	Dept. of Agric	Admin
	Collect data on market information to promote improved distribution of food stuffs by the end of December	IDA		Number of data collection exercise undertaken on market information to promote improved distribution of food stuffs	x	x	x	x	12,000.00		3,000.00	AGRIC DEPT.	SRID, RADU
	Collect Data on FBOs engaged in production, processing and marketing in the municipality June	IDA		Number of data collection exercise undertaken on FBOs engaged in production, processing and marketing in the municipality		x	x		8,000.00		2,000.00	AGRIC DEPT.	Admin
	Conduct 3 trainings for 17 MoFA staff and 75 farmers to promote improved distribution of food stuffs by the end of December	IDA		3 trainings conducted for 17 MoFA staff and 75 farmers to promote improved distribution of food stuffs		x	x	x	20,000.00		5,000.00	AGRIC DEPT.	SRID, RADU
	Train 12 AEAs and 100 farmers on GLOBALGAP and Ghana's Green Label standards to ensure compliance with international standards gain access to international markets by the end of December,	municipal wide		12 AEAs and 100 farmers trained on GLOBALGAP and Ghana's Green Label standards to ensure compliance with international standards gain access to international		x	x	x	12,000.00		3,000.00	AGRIC DEPT.	GSA, RADU, EPC

ADOPTED GOAL: BUILD A PROSPEROUS SOCIETY													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Economic Development Agriculture Services and management	undertake vaccination exercise to reduce endemic diseases by 5% in the Municipality by the end of December,	municipal wide		Number of vaccination exercises undertaken to reduce endemic diseases by 5% in the Municipality		x	x	x	4,000.00		1,000.00	AGRIC DEPT.	RADU
	Conduct surveillance to reduce spread of disease outbreaks in poultry production by the end of December, 2018	municipal wide		Number of surveillance conducted to reduce spread of diseases		x	x	x	4,000.00		1,000.00	AGRIC DEPT.	ASHMA
	Undertake 1 anti-rabies campaign to create awareness on the danger of the dreadful rabies disease	IDA		One anti-rabies campaign organised to create awareness on rabies disease	x	x			140,000.00		6000	AGRIC DEPT.	ASHMA
	provide for Annual Anti-rabies vaccination by the end of December,	municipal wide		Amount provided and available in support of annual anti-rabies vaccination		x	x		8,000.00		2,000.00	AGRIC DEPT.	ASHMA/ RADU
	provide for Planting for Food and Jobs	IDA		Number of activities organised to promote planting for food and jobs	x	x	x	x	12,000.00		3,000	AGRIC DEPT.	RADU
	Organize National Farmers' Day	IDA		Number of participants/ farmers reached during the National Farmers's Day	x	x	x	x	50,000.00			AGRIC DEPT.	ASHMA
Management and Administration General Administration	Extend Administration Fence Wall and external works on the magistrate court	ASHMA		Length of Administration fence wall extended			x	x	50,000.00			Works dept	Finance

ADOPTED GOAL:													
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Infrastructure Development and Management Infrastructure Development and Management	Acquire 50 acres of land banks for development	municipal wide		Documentation and available 50 acres of land bank acquired for development		x	x			2,000.00 0.00		Works dept	Admin/Finance
	Ensure the approval of more building permits with multi-storey designs	municipal wide		Number of building permits approved with multi-storey design	x	x	x	x		20,000.0 0		Works dept	Admin
	Undertake on-street parking	municipal wide		Number of Roads marked for on-street parking	x	x	x	x		348,920. 00		Works dept	UTO
	Demolish unauthorised structures that serves as abode for drug peddlers	municipal wide		Number of demolished unauthorised structure occupied by drug peddlers	x	x	x	x		50,000.0 0		Works dept	Admin
Social Service Delivery Education and Development	Construct 6-unit classroom block with ancillary facilities at Ashaiman no. 2 primary school	Govt cluster of schools		6-unit classroom block constructed and available for use by Ashaiman No.2 primary school			x	x	348,920.00			ASHMA	GES
	Construct 3 storey 18-unit classroom block with ancillary facilities, PH1 6-Unit	community 22		3 storey 18-unit classroom block with ancillary facilities, PH1 6-Unit constructed and available for use		x	x	x				ASHMA	GES
	Construct Senior High School, Ashaiman	Tsinai Agbe, Jericho		Number of Senior High Schools constructed			x	x				ASHMA	GES
									845,750				

ADOPTED GOAL:														
Programmes and Sub-Programmes	Activities/ Programmes	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
Social Service Delivery Education and Development	Procure furniture for schools in Ashaiman	Govt & Tsui bleoo cluster of schools		Number of furniture procured for schools		x	x	x		20,000			ASHMA	GES
	Relocate Government Schools for redevelopment of commercial activities	community 22		Government cluster of schools relocated and space redeveloped for commercial activities	x	x	x		40,000				ASHMA	
	Construct community centre /post office	Lebanon Z1-5, and other zonal councils		Number of community centers/ post offices constructed and available for use		x	x		500,000				ASHMA	ZCs
Social Service Delivery Education , Youth and Sports and Library Service	construct community library	municipal wide		Number of community library constructed and available for use		x	x		350,000					
	Construct Adult Education centre	7 zonal councils		Number of Adult education centre constructed and in use		x	x		657,000					
Management and Administration General Administration	Construct 1-storey 4 Bedroom house & 2 bedroom outhouse with carport for MCE	Community 22		1-storey 4 Bedroom house & 2 bedroom outhouse with carport for MCE constructed and in use			x	x	669,082.64				Works Department	
	Construct fence wall around MCE residence, at Ashaiman	Community 22		Fence wall around MCE residence fully constructed		x	x	x	73,418.83				Works Department	
	Construct ASHMA Office Complex at Ashaiman	ASHMA		One office complex for ASHMA fully constructed			x		2,147,200.00				Works Department	

ADOPTED GOAL:													
Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Management and Administration General Administration	Construct 2 No. staff residential accommodation and 3 storey 3 Bedrooms semi-detached (phase 1 ground floor) complete	Community 22		2 No. staff residential accommodation and 3 storey 3 Bedrooms semi-detached structure fully constructed	x	x	x		3,000,000			Works Department	
Infrastructure Development and Management Infrastructure Development and Management	Construct 4 No. Parking bays	Ashaiman		4 parking bays fully constructed		x	x				107,360,000.00	Works Dept	Private Sector
	Construct Taxi Rank at Mataheko	Mataheko		One Taxi Rank constructed at mataheko		x	x	x			53,680,000.00	Works Dept	Private Sector
	Construct 3 lorry parks in the municipality	Tsinai Agber,Nii Amui		3 new lorry parks fully constructed in the municipality	x	x	x				53,680,000.00	Works Dept	Private Sector
Economic Development Trade, Industry and Tourism Service	Develop IDA Land into a tourist centre, Ashaiman	Jericho		IDA stretch of land developed into a tourist center		x	x	x			53,680,000.00	Works Dept	Private Sector
	Construct 1 No. model market at Afariwa	Afariwa		One new market model constructed at Afariwa			x	x			2,000,000.00	Works Dept	Private Sector
	Construct Market shops/sheds at Community 22	community 22		Number of market shops/ sheds constructed	x	x	x				2,000,000.00	Works Dept	Private Sector
	Construct A Modern Market	ASHMA		one modern market infrastructure constructed	x	x	x				53,680,000.00	Works Dept	Private Sector
Infrastructure Development and Management Infrastructure Development and Management	Construct Nails and Nuts factory under One district on Factory project	ASHMA		One factory for nails and nuts production under one district one factory project constructed	x	x	x				26,840,000.00	Works Dept	Private Sector
Economic Development Trade, Industry and Tourism Service	Rehabilitate Butchers' shop at Ashaiman Main market	Ashaiman Main market		One Butchers shop fully rehabilitated	x	x	x			134,200.00		Works Dept	

	Re-Develop Nii Adjor Market	IDA Site		Nii Adjor Market infrastructure re-develop	x	x	x				64,416,000.00	Works Dept	PPP
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ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Social Welfare and Community Service	Inspection of Early Childhood Centers	Municipal Wide		Number of early childhood centers inspected by December	X	X	X	X				Social welfare & comm. Devt	ASHMA
	Family tribunal/juvenile court sittings/probation work	Municipal Wide		Number of family tribunal/ juvenile court cases handled and on record	X	X	X	X	12,500.00			Social welfare & comm. Devt	ASHMA
	Create awareness on the right of the Vulnerable groups	Municipal Wide		Number of sensitization exercise organised to create awareness on the right of the vulnerable groups	X	X	X	X	10,736.00			Social welfare & comm. Devt	ASHMA
Social Service Delivery Social Welfare and Community Service	Organize workshop on Leadership role for women	Municipal Wide		Number of workshops organised on leadership role for women	X	X	X	X	18,788.00			Social welfare & comm. Devt	ASHMA
	Support to Orphans and vulnerable Children (OVC)	Municipal Wide		Number of orphans and vulnerable children supported	X	X	X	X		20,000.00		Social welfare & comm. Devt	ASHMA
	Group Advocacy on child right/ parental control	7 zonal councils		Number of group advocacy organised on child rights/ parental control	X	X	X	X	5,500.00			Social welfare & comm. Devt	ASHMA

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Social Welfare and Community Service	Reintegrate Abandoned/ Found Children Into Families And Communities	Municipal Wide		Number of abandoned/ found children reintegrated into families and communities	X	X	X	X	9,200.00			Social welfare & comm. Devt	ASHMA
	Organise Refresher Training For ECDC Operators	Municipal Wide		Number of Refresher training organised for ECDC operators			X	X				ASHMA	Social welfare & comm. Devt
				40% improvement in social welfare and livelihood of the vulnerable	X	X	X	X					
	Monitor LEAP payment to household beneficiaries bi- monthly	Municipal Wide		Number of successful LEAP payment to registered beneficiaries monitored bi- monthly	X	X	X	X	42,944.00			Social welfare & comm. Devt	ASHMA
	organise Annual Meeting Of Ngo Coalition	Municipal Wide		One Annual meeting of NGO coalition organised	X	X	X	X	5,000			Social welfare & comm. Devt	ASHMA

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Social Welfare and Community Service	Celebrate World day Against Child labour	Municipal Wide		Number of participants recorded during the celebration of the World Day Against child labour	X	X	X	X	15,245.12			Social welfare & comm. Devt	ASHMA
	Undertake casework with 30 Families	Municipal Wide		Number of case work handled with 30 families	X	X	X	X		20,000.0 0		Social welfare & comm. Devt	ASHMA
	Train 30 women and Vulnerable groups in society in small scale business management	Municipal Wide		30 women and vulnerable groups trained in small scale business management	X	X	X	X		26,098.5 6		Social welfare & comm. Devt	ASHMA
	Inspect and supervise of NGO's and Orphanage Homes	Municipal Wide		Number of NGOs and Orphanage homes inspected and supervised	X	X	X	X		32,000		Social welfare & comm. Devt	ASHMA
	Organize 5 workshops on skills training in batik,tie&dye, road safety, food package and small scale income generation activities	Municipal Wide		5 workshops organised on skills training in batik, tie & dye, road safety and food package.	X	X	X	X		26,098.5 6			
	sensitize community on their civil rights	Municipal Wide		Number of sensitizations on civil rights organised for communities	X	X	X	X		26,840.0 0			

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Social Welfare and Community Service	Organise Youth Seminar on empowerment of young people to protect them from HIV /AIDS	Municipal Wide		Number of seminars organised for youth to empower and protect them from HIV.AIDS		X	X		13,420.00			Social welfare & comm. Devt	ASHMA
	coordinate the social protection activities in the municipality	Municipal Wide		Number of social protection activities monitored and coordinated	X	X	X	X	26,840.00				
	Educate 60 selected Drivers and drivers mate on road and pedestrian safety	7 zonal councils		60 drivers and their mates educated on road and pedestrian safety			X		7,000			Social welfare & comm. Devt	ASHMA
Social Service Delivery Education , Youth and Sports and Library Service	Organise my FIRST DAY AT SCHOOL for all P1 and KG 1s in the municipality	Municipal Wide		Record of the Number of P1 and KG 1 pupil that participated in 2018 my FIRST DAY AT SCHOOL			X		42,944.00			GES	ASHMA
	organize STMIE clinics	Municipal Wide		Number of STMIE clinics organised		X	X		20,000.00				
	Supply KG and primary children with 1700 dual writing desks	Municipal Wide		1700 dual writing desks supplied and in use by primary and KG pupils		X	X		123,000.00			GES	ASHMA

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Education , Youth and Sports and Library Service	organise and participate in municipal and regional cultural festival of Art	Community 22		Number of participants in the Municipal and regional cultural festival of Art	X	X			10,000			GES	ASHMA
	Organise inter-zonal sports competition	Municipal Wide		Number of inter-zonal sport competition organised for schools	X	X		X	20,000			GES	ASHMA
	Participate in inter-milo under 13 boys soccer and netball girls competition	Municipal Wide		Number of times participated in inter-milo under 13 boys soccer and netball girls competition		X			1,600		1,600	GES	ASHMA
	Participate in inter-milo under 15 girls soccer volley ball, tennis ball and hand ball competition	Municipal Wide		Number of times participated in inter-milo under 15 girls soccer volley ball, tennis ball and hand ball competition		X	X	X	3,000			GES	ASHMA
	Organise municipal athletic competition	Cluster of schools		Number of Municipal Athletic competitions organised			X		3,000			GES	ASHMA

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
	support 'Brilliant but needy' students	Municipal Wide		Number brilliant but needy students supported		X	X	X	1,000,000			GES	ASHMA
	Support the conduct of BECE	Cluster of schools		Number of BECE exams supported	X	X	X		12,000.00			GES	ASHMA
Social Service Delivery Education , Youth and Sports and Library Service	support to best teacher award	Municipal Wide		Number of teachers awarded and appreciated during the 2018 best teachers award		X	X		80,520.00				
	Organise training workshop for Science and ICT teachers	Municipal Wide		Number of training workshops organised for science and ICT teachers	X	X	X		30,000			GES	ASHMA
	Organise five circuit / municipal level SPAMS	Municipal Wide		Five circuit/municipal level SPAMS organised	X	X	X		12,000			GES	ASHMA
	Organise and conduct municipal quality monitoring system for education (DQMSE)	All public prim/ JHS		Number of municipal quality monitoring system for education organised	X	X	X			20,000		GES	ASHMA
	Organise Vision and Ear screening workshop for teachers/ Pupils in both private 1 & 2 cycle schools	Municipal Wide		Workshop on vision and Ear screening organised for teachers/ Pupils in both private 1 & 2 cycle schools	X	X	X			10,000		GES	ASHMA

	Participate in second cycle independence day debate competition and president independence day award ceremony	Municipal Wide		Number of schools that participated in the independence day debate competition	X	X	X	X		5,000		GES	ASHMA
	Organise school cluster based INSETs	Municipal Wide		Number of school cluster based INSETs organised		X	X	X	7,000			GES	ASHMA
	Organise circuit quiz/ spelling bee/ debate competition/ reading festival	Municipal Wide		Number of circuit quiz/ spelling bee/ debate competition / reading festivals organised	X	X	X	X	10,000			GES	ASHMA
	Organise subject association workshop to build capacity of teachers			Number of subject association workshop organised to build capacity of teachers		X	X		16,000			GES	ASHMA
	organise capacity building workshop for head teachers			Number of head teachers that participated in the capacity building workshop		X	X		16,000			GES	ASHMA
	Organise capacity building workshop for coordinators and management of MED			Number of capacity building workshop organised for coordinators and management of MED		X	X		16,000			GES	ASHMA
Social Service Delivery Education , Youth and Sports and Library Service	Carryout monthly clean up sanitation day			Number of monthly clean up exercises organised		X	X		3,000			GES	ASHMA
	Carryout extended management meeting for both public and private schools			Number of extended management meetings organised for both public and private schools		X	X		2,000			GES	ASHMA

	Carryout Annual school census			Total number of students population recorded during the Annual school census		X	X			6,000		GES	ASHMA
	Undertake research, data collection and data analysis by EMIS			Frequently of research, data collection and data analysis undertaken by the EMIS		X	X		30,000			GES	ASHMA
Social Service Delivery Public Health Service and Management	Construct and fence 4 no. CHPS Compound	Tulaku, Lebanon, Tsinai gbe and other zonal councils		4 CHPS compounds fully constructed and fenced	X	X			214,720.00			ASHMA	MHD
	Purchase anesthetic machine for Ashaiman poly clinic	Polyclinic		Anesthetic machine purchased and installed at Ashaiman polyclinic	X	X			100,000			ASHMA	MHD
	Procure complete Basic CHPS equipment and logistics for 27 CHPS Zones	Municipal Wide		complete Basic CHPS equipment and logistics for 27 CHPS Zones procured and installed	X	X	X	X	10,000	5,000	5,000	AMHD	ASHMA / S4H
	Complete the first floor of 1No. Health post with residential facility at Tsui - Bleoo	Tsui-Bleoo		First floor of 1No. Health post with residential facility Completed and occupied	X	X	X	X	470,498.44			ASHMA	MHD
	Continuation and Completion of 1No.2-storey 4-unit Male & Female wards at Ashaiman polyclinic (phase II)	Ashaiman Polyclinic		1No.2-storey 4-unit Male & Female wards at Ashaiman polyclinic fully completed	X	X			205,865.86			ASHMA	MHD

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Public Health Service and Management	Construct 2- storey 6-unit 2bedroom nurses quarters	Middle east		2- storey 6-unit 2bedroom nurses quarters constructed and staffs assigned to occupy the quarters			X	X	10,736,000.0 0			ASHMA	MHD
	Procure Furniture and Equipment for new male and female wards	Ashaiman Polyclinic		Number of furniture and equipments procured for new male and female ward		X	X	X	22,460.96			ASHMA	MHD
	Mobilize at least 200 units of blood to support the Ashaiman Polyclinic blood bank within 2018	Municipal Wide		200 units of new set of blood mobilised to support the ashaiman polyclinic blood bank within 2018		X	X	X		5,000		AMHD	ASHMA
	Sensitize 1000 In- School and out of School adolescents, 500 PTA members and 5000 Community members on sexual abuse and its effect on the Adolescent	Municipal Wide		Record of 1000 In- School and out of School adolescents, 500 PTA members and 5000 Community members organised and sensitised on sexual abuse and its effect on the Adolescent	X	X	X	X	15,000.00			AMHD	ASHMA
	Conduct routine Immunization services at CWCs and ANC within the municipality Conduct one mass mop-up Immunization campaign for routine vaccines	Municipal Wide		Number of routine immunization services conducted at CWCs and ANC centers within the municipality	X	X	X	X	55,000.00			AMHD	ASHMA

ADOPTED GOAL 2: CREATE OPPORTUNITIES FOR ALL

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Social Service Delivery Public Health Service and Management	Construct a 20 Bed capacity Isolation Ward at the Ashaiman Polyclinic	Municipal Wide		20 bed capacity isolation ward fully constructed at the ashaiman polyclinic	X	X	X	X	360,000.00			AMHD	ASHMA
	Undertake Roll Back malaria Programme	7 Zonal council		2018 Roll back malaria programme undertaken		X	X	X	44,554.40			AMHD	ASHMA
	Undertake Assembly Response Initiative (DRI) on HIV/AIDS programme/Care in the Municipality	Municipal Wide		Assembly Response Initiative undertaken on HIV/AIDS programme/Care in the Municipality	X	X	X	X	53,680.00			AMHD	ASHMA
	Undertake HIV/AIDS programme in the municipality	Municipal Wide		Number of HIV/AIDS programmes undertaken in the municipality	X	X	X	X	85,888.00			MHD	ASHMA
	Procure ICT Equipments for efficient Health Data management	Health Directorate Ashaiman Polyclinic		Number of ICT equipments procured for efficient heath data management	X	X	X	X	16,000			AMHD	ASHMA

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Infrastructure Development and Management Infrastructure Development and Management	Construct drainage at Selected roads within the Municipality	Lebanon, Z1-5, Tsinai gbe, Gbemi		Length of new drains constructed on selected roads in the municipality		X	X				5,636,106.00	Urban Roads	Admin
	Construct guard rail & walkways along the main market, Ashaiman	Main Market		Number of guard rails and walk ways constructed along the main market			X	X	400,000			Admin	URBAN ROADS
	Gravel grounds and access roads to yam market	Yam market		Improved condition of road leading to yam market		X	X		569,000			Urban Roads	Admin
	Gravel Selected roads within the Municipality	Municipal Wide		Improved condition of selected roads gravelled in the municipality	X	X	X	X			5,636,106.00	Urban Roads	Admin
	construct drains along Roman down to chief Urmar street	Roman Down - Chief Urmar street		Length of new drain constructed along the roman down to chief umar street	X	X	X	X		251,762.04			Admin
	construct Drains At Tsui Bleoo, along Agape road	Lebanon Agape		New drains constructed at Tsuibleoo and along agape road			X	X		214,720.00		Urban Roads	Admin
	Construct 1.5m culvert on Selected roads within the Municipality	Municipal Wide		1.5m culvert constructed on selected roads		X	X	X			2,000,000	Urban Roads	Admin
	Construct and rehabilitate link roads	Lebanon Z1-5, Valco Flat, low cost estate Bombay		Number of link roads constructed and rehabilitated		X	X				1,000,000	Urban Roads	Admin
	Grade selected roads within the Municipality	Municipal Wide		Number of selected roads graded within the municipality			X	X		134,200.00		Urban Roads	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Infrastructure Development and Management Infrastructure Development and Management	construct speed rumps in the municipality	Municipal Wide		Number of street with newly constructed speed rumps in the municipality			X	X		221,762.04		Urban Roads	Admin
	Re-shape of selected roads	Lebanon Z1-5, Tsinai Agber, Gbemi Manmomo		Number of Roads marked for on-street parking		X	X	X			10,736,000.00	Urban Roads	Admin
	Patch potholes at selected areas within the Municipality	Municipal Wide		Number of improved roads with potholes newly patched	X	X	X	X		408,400.00		Urban Roads	Admin
	Reseal Selected roads within the Municipality	Municipal Wide		Number of roads newly resealed	X	X	X	X			10,736,000.00	Urban Roads	Admin
	Rehabilitate Tulaku Roads(1.0km)	Tulaku		1.0km of Tulaku road rehabilitated and motorable	X	X	X	X		468,400.00		Urban Roads	Admin
	Rehabilitate Saint Clementina Road(0.46km)	Middle East		0.46km of Saint Clementina road rehabilitated and motorable			X	X			10,736,000.00	Urban Roads	Admin
	construct & Rehabilitate Fitter Line Road and drains, Link(1.7km)	Fitter Line		Fitter line road and side drains and link of length 1.7km fully constructed and rehabilitated		X	X	X			8,052,000.00	Urban Roads	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Infrastructure Development and Management Infrastructure Development and Management	Rehabilitate Tulaku Link And Kkakito Street(1.2km)	Tulaku		1.2km of Tulaku link and Kakito street rehabilitated and motorable	X	X	X				10,736,000.00	Urban Roads	Admin
	Rehabilitate Kofi Nimo Street	Kofi Nimo		kofi nimo street rehabilitated and motorable		X	X	X			10,736,000.00	Urban Roads	Admin
	Rehabilitate School Road, Channel 11 Road, Ecuado Road Danquah Road(3.2km)	Lebanon		3.2km of School Road, Channel 11 Road, Ecuado Road and Danquah Road rehabilitated	X	X					16,104,000.00	Urban Roads	Admin
	Rehabilitate Kabutey Street(0.4km)	Taifa		0.4km of kabutey street rehabilitated and motorable	X	X					251,762.04	Urban Roads	Admin
Environmental Management Environmental health and Sanitation Services	construct sewage system from New town to Roman down	New Town to Roman Down		New Sewage system linking Newtown to Roman down constructed and in use by households	X	X					16,104,000.00	Urban Roads	Admin
Infrastructure Development and Management Infrastructure Development and Management	Rehabilitate Agape School Road(1.3km)	Lebanon		1.3km of Agape School Road rehabilitated and motorable		X	X				251,762.04	Urban Roads	Admin
	Rehabilitate Tema High School Road, Ashaiman(1.25km)	Lebanon		1.25km of Tema High School Road rehabilitated and motorable			X	X			2,761,979.16	Urban Roads	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Infrastructure Development and Management Infrastructure Development and Management	construct Muzama Road(0.9km) and Lebanon Link (0.4km)	Lebanon		0.9km of muzama road as well as 0.4km of Lebanon link constructed and motorable		X	X				18,104,000.00	Urban Roads	Admin
	Provide And Maintain Streetlights in the municipality	Lebanon Z1-5, Tsinai Agber		Number of streetlights newly installed and maintained providing light at night		X	X	X	2,147,200.00			Urban Roads	Admin
	Rehabilitate Market Lane(0.4km)	Market Lane		0.4km of market land rehabilitated and motorable			X	X	1,000,000.00			Urban Roads	Admin
	Rehabilitate Lebanon Area Roads(4.59km)	Lebanon Area		4.59km of lebanon area roads rehabilitated with improved surface condition			X	X	1,000,000.00			Urban Roads	Admin
	Rehabilitate Zongo Area Roads,Tulaku,Fitter Line,Maamono,Zongo-Laka	Tulaku, Fitter line, Maamomo, Zongo		Length of zongo Area Roads,Tulaku, Fitter Line,Maamono, and Zongo-Laka road rehabilitated with improved surface condition			X	X	3,000,000.00			Urban Roads	Admin
	Rehabilitate Court Road and Community 22 Gas Filling Station	Community 22 & Court Roads		Length of Court Road and Community 22 Gas Filling Station rehabilitated with improved surface condition			X	X	1,500,000.00			Urban Roads	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Infrastructure Development and Management Infrastructure Development and Management	Reseal Works on Selected Roads	Selected Roads		Number of roads with works resealed			X	X	1,500,000.00			Urban Roads	Admin
	Partial rehabilitation of pink lady road	Pink Lady road (Lebanon)		Length of lady road partially rehabilitated with improved surface condition			X	X	1,000,000.00			Urban Roads	Admin
	Rehabilitate Middle East Area Roads And Christian Village Roads	Middle East, Christian Village		length of Middle East Area Roads And Christian Village Roads rehabilitated			X	X	1,000,000.00			Urban Roads	Admin
	Rehabilitate Yebudi Road And Second Step Road	Selected Roads		length of Yebudi Road And Second Step Road rehabilitated and in shape			X	X	1,000,000.00			Urban Roads	Admin
	Pothole Patching Within Ashaiman Municipality	Lebanon Area Roads		Number of roads with potholes patched within the municipality			X	X	120,000.00			Urban Roads	Admin
	Asphalt Overlay works at Selected Roads within Ashaiman Municipality	Jericho, Afariwa, NewTown, Obligado-Soweto, Night Market Ashaiman		Number of roads with overlay works asphalted			X	X	5,000,000.00			Urban Roads	Admin
	Rehabilitate Akofa And Komley Street	Lebanon Area Roads		length of Akofa and Komley street rehabilitated with improved surface condition			X	X	1,000,000.00			Urban Roads	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Economic Development Trade, Industry and Tourism Services	support technical services for promotion of PPP projects	ASHMA		Number of PPP projects implemented and receiving technical support			X	X		172,806.28		MEHU	
Environmental Management Environmental Health and Sanitation Services	Organize 8 evacuation of solid waste at unauthorized areas	Ashaiman		Record of 8 different evacuation of solid waste at unauthorised areas within the municipality	X	X	X	X			410,000.00	MEHO	ASHMA
	Provision for solid/liquid waste management	Municipal wide		Number of solid/liquid waste management exercise supported	X	X			2,276,461.44			MEHU	
	Procure 4No. Sanitary containers for Skip-loader truck Ashaiman	Lebanon Z1-5, and other zonal councils		4No. Of sanitary containers procured and in use for refuse evacuation by skip loaders	X	X	X	X			50,000.00	MEHU	ASHMA
	GAMA operational activities			Number of Household toilets, institutional toilets, and community drains constructed	X	X	X	X			375,760.00	ASHMA	
	Desilting of drains and sweep the Municipality	Municipal Wide		Number and frequency of drains desilted and streets swept	X	X	X	X	348,920.00			MEHU	
	Prepare environmental safeguards, EPA permits and other documents	ASHMA		Number of EPA permits and Environmental safeguards prepared	X	X	X	X		24,200.00		EPA	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Management and Administration General Administration	Provide office Accommodation for Environmental Health Unit/ Waste Mgt department	ASHMA		1 unit of Office accommodation constructed for Environmental Health Unit/ waste management department	X	X	X	X	1,000,000.00			ASHMA	
Environmental Management Environmental Health and Sanitation Services	Facilitate the construction of 400 household toilets	Ashaiman		400 units of household toilet facilities constructed for beneficiaries	X	X	X	X			10,000.00	MEHO	GAMA
	Conduct routine maintenance of sewer lines four (4) times in the year	Ashaiman low cost		4 records indicating the maintenance of sewer lines	X	X	X	X			8,000.00	Waste management unit.	Assembly member Zonal Council chairmen
	Organize 12 clean-up exercises	All Electoral Area		12 different clean up exercises organised in all the seven electoral area	X	X	X	X			244,800.00	MEHO	Admin
	Conduct 30 fumigation exercises in public and private toilets	Ashaiman		30 fumigation exercises undertaken and improved condition of public and private toilets facilities	X	X	X	X			3200	MEHO	Admin
	Carry out daily supervision of laborers sweeping markets and lorry stations	Ashaiman		Number of times labourers have been supervised in sweeping markets and lorry stations	X	X	X	X			4,000.00	MEHO	Admin

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Environmental Management Environmental Health and Sanitation Services	Organise 16 public educations on health promotion	Ashaiman		increased level of public knowledge on health promotion	X	X	X	X			4,000.00	MEHO	Admin
	Build capacity of 30 Environmental Health Officers in prosecution	Ashaiman		Frequency of trainings organised for 30 environmental Health Officers to build their capacity in prosecution	X	X	X	X			12,000.00	MEHO	Admin
	Conduct inspection in 7,500 domiciliary premises	Ashaiman		7,500 domiciliary premises inspected	X	X	X	X			8,000	MEHO	Admin
	Conduct inspection in 150 food establishments	Ashaiman		150 food establishment inspected and their sanitary condition is enhanced	X	X	X	X			4,000	MEHO	Admin
	Conduct medical screening for 16,000 food vendors	Ashaiman		16000 food vendors medically screened and their health status improved	X	X	X	X			16,000.00	MEHO	Admin
	Burial of unidentified corpse	Ashaiman		unidentified corpses located and buried	X	X	X	X			8,000.00	MEHO	ASHMA
	Organize one deratization exercise in the main market	Ashaiman		One deratization exercise organised and reduced number of rats in the markets	X	X	X	X			20,000.00	MEHO	Zoomlion Gh. Ltd.

ADOPTED GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Environmental Management Environmental Health and Sanitation Services	Prosecute sanitary offenders	Ashaiman		sanitary offenders served with notices and prosecuted	X	X	X	X			20,000.00	Prosecutor/ MEHO	Sanitation court
	Disaster management provision	Municipal Wide		Reduced number of disaster incidence	X	X	X	X	171,776.00			NADMO	Admin
Infrastructure Development and Management Spatial and Physical Planning	Implement Street Naming And Property Addressing Project	Municipal Wide		Number of street naming poles and property address plates installed	X	X	X	X			560,920.96	PPD	Works Dept
	Prepare administrative boundary maps and GIS	Municipal Wide		Administrative boundary maps prepared and circulated to stakeholders/ departments	X	X			132,491.73			ASHMA	
	Procure and install street names Signages	Municipal Wide		Number of street naming poles and property address plates installed	X		X				36,713.44	PPD	Planning
	Data processing, generation of Maps and approval of generated Maps	ASHMA		Number of maps prepared and approved	X	X	X	X		8,000		PPD	Planning

ADOPTED GOAL 4: MAINTAIN STABLE, UNITED AND SAFE SOCIETY

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1 ST	2 ND	3 RD	4 TH	GOG	IGF	Donor	Lead	Collaborating
Management and Administration General Administration	Construction of 1 No. Police Post at Tulaku	Tulaku, Tsinai Agbe		1 No. police post fully constructed at Tulaku		X	X		856,567.00			ASHMA	GPS
	Construction of 2-storey police Station (phase 1 ground floor complete)	Jericho		2-storey police station fully constructed	X	X	X	X	678,000.00		580.17	ASHMA	GPS
	landscaping of the Fire service complex	ASHMA		fire service complex landscape in a green environment		X	X	X		21,720.00		ASHMA	GNFS
Economic Development Trade, Industry and Tourism Services	Create a gallery or craft shop that will be managed by the municipal cultural office	Community 22		1 gallery or craft shop constructed and handed over to the cultural office	X	X	X	X		56,000		ASHMA	Culture officer
Economic Development Agriculture Service and Management	Organize technical skills training in the areas of book-keeping, risk management, safe driving, good agronomic practices for various cooperative groups within the municipality	Municipal Wide		one technical skills training in the areas of book-keeping, risk management, safe driving, good agronomic practices for various cooperative groups		X	X	X		6,000		Department of Co-operatives (D.O.C.)	B.A.C/ (C.U.A) Greater Accra Co-operative Transport Union, Department of Agriculture

ADOPTED GOAL 4: MAINTAIN STABLE, UNITED AND SAFE SOCIETY

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Social Service Delivery Social Welfare and Community Development	Provide support and funding for Disability Programme	Municipal Wide		Number of Disability programmes funded and supported	X	X	X	X	644,160.00			ASHMA	
Management And Administration General Administration	Execute MP's programmes and projects	ASHMA		Number of MP's programmes and projects implemented	X	X	X	X	1,180,960.00			ASHMA	ASHMA
	support to community initiated projects	ASHMA		Number of community initiated projects supported	X	X	X	X	1,029,560.93			ASHMA	ASHMA
	Procure anti-virus software for office use	ASHMA		Number of times anti-virus Software have been procured for office use	X	X	X	X	1,000,000			ASHMA	
	Allocate Funds For the 7 Zonal Councils for Operational Activities	ASHMA		7 zonal councils funds allocated and transferred for their operational activities	X	X			375,760.00			ASHMA	
	Provide Support for Celebration of National Day and other Festivals (citizen Day, Moslem holidays, Homowo)	ASHMA		National Day and other Festivals observed and supported by the Assembly	X	X	X		595,848.00			ASHMA	
	Provide Support for Security Activities Annually	ASHMA		Number of security activities supported		X	X			134,200.00		ASHMA	
	Provide support for traditional/ Divisional council annually	Municipal Wide		Amount provided in support of the traditional council	X	X	X	X	243,500			ASHMA	

ADOPTED GOAL 4: MAINTAIN STABLE, UNITED AND SAFE SOCIETY

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
Management And Administration General Administration	sensitization programme to increase women participation in governance	ASHMA		Number of women reached with governance sensitization programme	X	X	X	X	33,000				ASHMA	
	Prepare annual MESSAP	ASHMA		2018 MESSAP plan prepared and adopted	X	X	X	X	20,520.00				MEHU	MPCU
	Prepare and approve composite budget	ASHMA		1 composite budget prepared and approved for adoption	X	X	X	X	80,520.00				ASHMA	
	organize 5 budget committee meeting	ASHMA		Record of 5 budget committee meetings organised			X	X	26,840.00					
	organize 5M&E meetings	ASHMA		Record of 5 M&E meetings organised	X	X	X	X	107,360.00				MPCU	
	organize 5 MPCU meetings	ASHMA		Record of 5 MPCU meetings organised	X	X	X	X	80,520.00				PMCU	
	organize Subcommittees meetings annually	ASHMA		Number of sub committees meetings organised	X	X	X	X		1,106,881.60			ASHMA	
	Organize 4 Executive Committee meeting annually	ASHMA		Record of 4 executive committees meetings organised			X	X		283,800.00			ASHMA	

ADOPTED GOAL 4: MAINTAIN STABLE, UNITED AND SAFE SOCIETY

Programmes and Sub-Programmes	ACTIVITIES/ PROGRAMMES	Location	Baseline	Output Indicator	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
Management And Administration General Administration	organize head of department and other meetings	ASHMA		Number of meetings organised for heads of departments			X	X		188,091.20		ASHMA	
	organize Town Hall Meeting			Number of town hall meetings organised			X	X		171,776.00			
	organize 4 General Assembly meetings annually	ASHMA		Record of 4 General Assembly meetings organised			X	X		106,286.40		ASHMA	
	Build capacity of staff and Zonal councillors to enhance their administrative skills	ASHMA		Number of workshops/ training organised for zonal councillors to build their capacity in administrative work	X	X	X	X	21,472.00			ASHMA	
	Organise Education on accountability (Social Auditing) for 100 faith based organizations	ASHMA		100 faith based organizations educated on accountability		X	X			10,000.00		ASHMA	
	Organise Education on the restoration of the Ghanaian identity and values for 200 faith based organization, schools and social groups	ASHMA		200 faith based organisation educated on the restoration of the Ghanaian identity		X		X		9,000.00		ASHMA	

Annual Action Plan, 2019

Programme Area: Economic Development

Sub- Programme: Trade, Tourism and Industry Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1	Support 30 master craftsmen to undergo advance training with COTVET	COTVET Accredited Centre-Ashaiman	30 master craftsmen trained at COTVET		X			6,000.00	DACF	NBSSI	COTVET
2	Train 30 women in advance soap manufacturing/ packaging	Ashaiman	30 women in trained in advance soap manufacturing/ packaging		X			6,000.00	DACF	NBSSI	. Social welfare/ C'ty Dev't .Local Soap manufacture rs
3	Train 30 people (at least 50% being women) in yoghurt and ice cream production	Municipality wide	30 people (at least 50% being women) trained in yoghurt and ice cream production			X		6,000.00	DACF	NBSSI	Service providers, beneficiaries
4	Support 5 SMEs to attend National Exhibition and Fair	Municipality wide	5 SMEs to attended National Exhibition and Fair				X	5,000.00	IGF	NBSSI	MFO

5	5. Provide business counselling services to SMEs in business registration and payment of DOPs	Municipality wide	SMEs provided with business counselling services in business registration and payment of DOPs	X	X	X	X	3,000.00	IGF	NBSSI	service providers, MFO, MBO, MISD, Cooperatives
6	Organise CBT in bead making for 30 women	Municipality wide	30 women trained in bead making		X			6,000.00	IGF	NBSSI	Beneficiary trainees
7	Organise Trade Promotion	Municipality wide	Trade promotion organised	X	X	X	X	3,600.00	DACF		
8	Provide training in basic occupational safety, health and env'tal issues for 30 artisan	Municipality wide	30 artisans trained in basic occupational safety, health and environmental issues		X	X		6,000.00	DACF	NBSSI	Beneficiary artisans

Programme: Economic Development

Sub- Programme: Trade, Industry and Tourism Service

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
9	Organize consultative meeting with banks, Ghana Standard Authority and Registrar General Department	Municipality wide	Consultative meeting with banks, Ghana Standard Authority and Registrar General Department organised			X		5,000.00	IGF	NBSSI	financial institutions, GSA, RGD
10	Organize advance training for 30 women in modern technology in fish processing and marketing	Municipality-wide	Advance training in modern technology in fish processing and marketing organised for 30 women				X	6,000.00	DACF	NBSSI	Beneficiary women
11	Organize quarterly Trade and Industry Sub-committee meeting	ASHMA conference room	Quarterly Trade and Industry Sub-committee meetings organised	x	x	x	x	4,000.00	IGF	NBSSI	trade and industry sub committee members
12	Organize management training for 4 transport Co-operatives' Executives	Municipality-wide	4no. transport Co-operatives' Executives trained		X			5,000.00	DACF	Department of Co-operatives (D.O.C)	Transport cooperatives

13	Organize technical skills training in the areas of Book-keeping for the staff of the various co-operative groups	Municipal - wide	Technical skills training in the areas of Book-keeping organized for the staff of the various co-operative groups		X			10,000.00	DACF	Department of Co-operatives(D.O.C)	Transport associations, service providers
14	Construct 1No. abattoir with 10-seater Toilet, bio digested, 1no. mechanised borehole and a holding pen	Ashaiman	1No. abattoir with 10-seater Toilet, bio digested, 1 mechanised borehole and a holding pen constructed			X	X	700,000.00	IGF	Works Dept	

Programme Area: Economic Development
Sub- Programme: Agriculture Development

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
15	Procure 1no. Specilised GPS and 4no. programable calculators for establishing crop yied study plots	Central Adminins tration	1no. specilised GPS and 4no. programable calculatorsprocured for establishing crop yied study plots		X			7,000.00	DACF	Agric Dept	Central Admin
16	Conduct field measurement and crop yield study	Dam site	Field measurement and crop yield study conducted		X	X		3,000.00	ASHMA	Dept of Agric	MoFA

17	Undertake Market Extension activities	Municipal-wide	Market Extension activities organised	X	X	X	X	1,000.00	ASHMA	Dept of Agric	ASHMA
18	Train 75 crop farmers (20% being females) on climate smart issues for a sustainable livelihood	Municipal-wide	75 crop farmers trained in climate smart issues for a sustainable livelihood		X			3,000.00	IGF	Dept of Agric	ASHMA/MLRD
19	Provision for Army Worm control	Municipal-wide	Army Worm control preparedness in place	x	X	x	x	3,000.00	DACF	Dept of Agric	ASHMA
20	Monitor Planting for Food and Jobs activities by Technical Management Committee.	Municipal-wide	Planting for Food and Jobs activities by Technical Management Committee monitored		X	X	X	3,000.00	DACF	Dept of Agric	ASHMA
21	Organize National Farmers' Day.	Municipal-wide	National Farmers' Day organised				X	60,000.00	DACF	Dept of Agric	ASHMA/MoFA
22	Establish and operate Agric Mechanization Centre on PPP basis (Power tillers)	Dam site	Agric Mechanization Centre on PPP basis established	X	X	X	X	60,000.00	Private investor	Dept of Agric	ASHMA/AE SD, private sector

Programme: Economic Development

Sub- Programme: Agriculture Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
2 3	Design and erect signage, watchman post	Agric Directorate	Signage and watchman post provided		X			5,000.00	DACF	Dept of Agric	Works Dept
2 4	Establish DCACT Secretariat and make it functional	Agric Directorate	DCACT Secretariat established and functional	X				30,000.00	MAG	Dept of Agric	
2 5	Establish tree Plant nursery for Demonstrations	Dam site	Tree Plant nursery for Demonstrations established	X	X	X	X	2,500.00	MAG	Dept of Agric	
2 6	Monitor (220 visits), Supervise and document planned activities implemented to access performance and impact by MAOs	Municipal -wide	Implementation of planned activities supervised and monitored	x	x	x	x	2,500.00	MAG	Dept of Agric	ASHMA, RADU
2 7	Organise 2 Municipal RELC planning sessions	Agric Directorate	2no. Municipal RELC planning sessions organised			x		3,200.00	MAG	Dept of Agric	Nugua Farms, CSRI
2 8	Organise a field tour for AEAs, Supervisors and MDA	Within the region	Field tour for AEAs, Supervisors and MDA organised		x	x		1,500.00	MAG		ASHMA, RADU, CSRI

29	Establish 2no. Demonstration fields to assist farmers solve some identified problems	Dam site	Demonstration fields to assist farmers solve some identified problems established			x		3,000.00	MAG	Dept of Agric	Safisana, RADU, CSIRASHMA,
30	Organize 12 monthly management and General meetings	Agric Directorate	Monthly management and General meetings organised	x	x	x	x	1,000.00	MAG	dept of Agric	RADU, ASHMA,

Programme: Economic Development

Sub- Programme: Agriculture Development

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
31	Organize 2 quarterly and 1 annual performance review meetings for accountability, learning and management decision making	Agric Directorate	2no. quarterly and 1 annual performance review meetings for accountability, learning and management decision making		x		x	1,600.00	MAG	dept of Agric	RADU, ASHMA,
32	Compile and submit 4 quarterly, 1 annual reports	Agric Directorate	4no. quarterly and 1no. annual reports prepared and submitted	x	x	x	x	2,000.00	MAG	Dept of Agric	RADU, ASHMA,

3 3	Prepare 1 budget and 1 budget performance reports for onward submission	Agric Directorate	Budget and budget performance reports prepared and submitted	x			x	1,000.00	MAG	Dept of Agric	RADU, ASHMA,
3 4	Organise 2 Trainings for 12 AEAs and 75 farmers on livestock and poultry production	Agric Directorate	2no. Trainings for 12 AEAs and 75 farmers on livestock and poultry production organised		x	x		2,300.00	MAG	Dept of Agric	RADU, ASHMA,
3 5	Undertake weekly market wholesale and retail prices.	Municipal - wide	Weekly market wholesale and retail prices undertaken	X	X	X	X	2,400.00	MAG	Dept of Agric	MoFA
3 6	Facilitate training on vaccination exercise to reduce endemic diseases by 2%	Agric Directorate	training in accination exercise to reduce endemic diseases facilitated	x	x	x	x	2,000.00	MAG	Dept. of Agric	CSIR, RADU, ASHMA
3 7	Intensify surveillance to reduce spread of disease outbreaks in poultry production	Municipal -wide	Surveillance to reduce spread of disease outbreaks in poultry production carried out	x	x	x	x	2,000.00	MAG	Dept. of Agric	ASHMA RADU

Programme: Economic Development

Sub- Programme: Agriculture Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
3 8	Undertake anti rabies campaign to create awareness on the danger of the dreadful rabies disease	Municipal -wide	Anti rabies campaign to create awareness on the danger of the dreadful rabies disease carried out	x	x	x	x	1,050.00	MAG	Dept. of Agric	ASHMA, RADU, CSIR
3 9	Provision for Annual Anti-rabies vaccination	Municipal -wide	Annual Anti-rabies vaccination carried out		x	x		2,000.00	MAG	Dept. of Agric	ASHMA, RADU, CSIR
4 0	Data collection on FBOs engaged in production, processing and marketing	Municipal -wide	Data collection on FBOs engaged in production, processing and marketing collected	x	x	x	x	1,500.00	MAG	Dept. of Agric	RADU, ASHMA
4 1	Facilitate the formation of 1 commodity Farmer Based Organizations along the value chain	Municipal -wide	1no. commodity Farmer Based Organizations along the value chain formed		x			1,000.00	MAG	Dept. of Agric	RADU, ASHMA, DEPT. OF COOP
4 2	Train 80 farmers and Agric staff on crop production and Climate Change issues	Agric Directorat e	80 farmers and Agric staff trained on crop production and Climate Change issues		x	x		2,500.00	MAG	Dept. of Agric	ASHMA, RADU

43	Organise 2 Trainings for 12 AEAs and 2 commodity women Farmer Based Organizations along the value chain by the end of December, 2019.	Agric Directorate	2no. Trainings for 12 AEAs and 2 commodity women Farmer Based Organizations organised	x		x		2,000.00	MAG	Dept. of Agric	ASHMA, RADU
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Programme: Economic Development

Sub- Programme: Agriculture Development

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
44	Office administration (Utilities, vehicle running and maintenance, buy capital goods, stationeries and other office consumables)	Agric Directorate	Office administration expenses managed	X	X	X	X	4,000.00	MAG	Dept. of Agric	ASHMA, RADU
45	Carry out 1,296 home and farm visits to reach actors along the value chain with improved technologies and supervise implementing activities.	Municipal-wide	1,296 home and farm visits to reach actors along the value chain with improved technologies and supervise carried out	X	X	X	X	14,085.01	MAG	Dept. of Agric	KKDA, RADU
46	Organise 12 monthly staff and management review meetings	Agric Directorate	12 monthly staff and management review meetings organised	X	X	X	X	1,200.00	MAG	Dept of Agric	KKDA, RADU

47	Organise 2 Trainings for 12 AEAs and 75 farmers on seed rice production	Agric Directorate	2 Trainings for 12 AEAs and 75 farmers on seed rice production organised		X	X		3,000.00	MAG	Dept of Agric	RADU, ASHMA
48	Payment of administrative expenses	Agric Directorate	administrative expenses paid	X	X	X	X	21,545.29	GOG	Dept of Agric	Finance Dept. and Budget Unit

Programme: Social Service Delivery

Sub- Programme: Health and Health Service Delivery

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
49	Construct fence wall around 2No. CHPs Compound	Jericho, Tsuibleoo	2no. CHPS compounds fenced		X	X		250,000.00	DACF	MHD	Works Dept
50	Construction of a 20 bed capacity isolation ward at the Ashaiman polyclinic	Municipal wide	20 bed capacity isolation ward at the Ashaiman polyclinic		x	x	x	300,000.00	DDF/GOG	AMHD	Development Partners
51	Purchase anesthetic machine for Ashaiman Polyclinic	Ashaiman Polyclinic	1no. anesthetic machine procured and in use	X				150,000.00	Rotary Club, Ghana	MHD	Development Partners
52	Procure furniture and equipment for new male and female wards at the polyclinic and Tsui Bleoo CHPs Compound	Ashaiman polyclinic, Tsui Bleoo CHPs compound	Ashaiman polyclinic and Tsui Bleoo CHPs compound furnished	X				90,000.00	DACF	AMHD	Development Partners

53	Support for Immunisation Programmes	Municipal -wide	National immunization Programmes supported	X	X	X	X	40,000.00	GOG	AMHD	ASHMA
54	Conduct Health Education in communities to create awareness on malaria prevention and control programmes	Municipal wide	Malaria control programmes supported		x	x	x	28,000.00	DACF	MHD	NMCP, ZoomLion Gh. Ltd. Env'tal Health Unit

Programme: Social Service Delivery

Sub- Programme: Health and Health Service Delivery

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
55	Caryout disease surveillance and control and containment activities	Municipal wide	Disease surveillance and control and containment activities carried out	x	x	x	x	10,000.00	DACF	MHD	
56	Organise Public Health Emergency Committee	Municipal wide	Public Health Emergency Committee	x	x	x	x	10,000.00	IGF	MHD	
57	Organise quarterly Municipal Health Oversight Committee Meetings	Municipal -wide	Quarterly Municipal Health Oversight Committee Meetings	x	x	x	x	10,000.00	IGF		Key stakeholders
58	undertake roll back malaria programme (monitoring , screening and treatment, operational research, data validation and management)	Zonal council level	Roll back malaria programme (monitoring , screening and treatment, operational research, data validation and management)	X	X	X	X	75,000.00	common fund	AMHD	NMCP

59	Procure basic health logistics and equipment for CHPS zones and School Health activities	Municipal-wide	Quantities and types of logistics procured and distributed	x	x	x	x	15,000.00	MP's Common Fund	AMHD	MP
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Programme: Social Service Delivery

Sub- Programme: Health and Health Service Delivery

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
60	59. Undertake HIV/AIDS programme (screening, monitoring, training, data validation etc.) in the municipality	Municipal-wide	No. of HIV/AIDS programme (screening, monitoring, training, data validation organised	X	X	X	X	38,000.00	MSHARP	AMHD	GAC/NACP
61	60. undertake District Response Initiative (DRI) on HIV/AIDS programme/Care in the Municipality	Municipal-wide	No. of District Response Initiative (DRI) on HIV/AIDS programme/Care organised	X	X	X	X	40,000.00	MSHARP	AMHD	GAC/NACP

Sub- Programme: Education and Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
6 2	Fencing of Comm 22 Basic School	Comm 22	Comm 22 Basic School fenced		X	X		500,000.00	DACF	Works Dept	Municipal Education Directorate
6 3	Rehabilitate 4no. Basic Schools Block	Municipal -wide	4no. Basic Schools Block rehabilitated	X	X	X	X	500,000.00	DACF	Works Dept	Municipal Education Directorate
6 4	Organize My First Day at School for P1 and KGs in the Municipality	Ashaiman	My First Day at School for P1 and KGs organised			X		25,000.00	DACF	GES	ASHMA/GHS
6 5	Organize STMIE Clinics	Ashaiman	STMIE Clinics organised		X	X		17,500.00	DACF	GES	AshMA
6 6	Organize and participate in Municipal and Regional Cultural Festival of Arts	Ashaiman	Municipal and Regional Cultural Festival of Arts organised		X	X		15,000.00	DACF	GES	AshMA
6 7	Support for BECE	Ashaiman	BECE supported		X			40,000.00	DACF	GES	AshMA
6 8	Support for best teacher awards	Ashaiman	Best teacher awards programme supported				X	40,000.00	DACF		AshMA
6 9	Organise quarterly Municipal Education Oversight Committee meeting	Ashaiman	Quarterly Municipal Education Oversight Committee meeting organised	X	X	X	X	5,472.00	IGF	GES	Stakeholders
7 0	Supply 100 specialised table with 500 chairs for KGs	Municipal -wide	100 specialised table with 500 chairs for KGs supplied to Basic Schools		X	X		70,000.00	DACF	GES	Procurement Unit

71	Support needy but brilliant students	Municipal-wide	No. of beneficiary	x	x	x	x	80,000.00	DACF	GES	Fund Implementation Committee
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Programme: Social Service Delivery

Sub- Programme: Education and Development

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
71	Organise Municipal SPAM	Ashaiman	Municipal SPAM org'sed					5,000.00	IGF	GES	
72	Construct a girls dormitory block ground floor for Ashaisec phase-2.(made up of 2-rooms, 10No. Bathroom, 10 seater wc, stircase and a chopbox room	Ashaiman	1no. Girls dormitory block ground floor for Ashaisec (phase-2.) constructed	X	X	X		527,000.00	DDF	GES	Works Dept.
73	Awareness creation on Functional Literacy	Lebanon z1-6, Kanewu/ Jericho, Ashaiman Township, Ash-Newtown, Saki Bediako, Middle East, Official Town, Roman Down, Tulaku, Adakordzi	Awareness on Functional Literacy created	x	X	X	X	3,000.00	DACF	Non formal division	GES

7 4	Community entry/recruitment of adult learners	Lebanon z1-6, Kanewu/ Jericho, Ashaiman Township, Ash-Newtown, Saki Bediako, Middle East, Official Town, Roman Down, Tulaku, Adakordzi	Community entry/recruitment of adult learners carried out	x	x	x		1,500.00	IGF	Non formal division	AshMA
7 5	Establishment of 24 English classes and 2 local language classes	Lebanon z1-6, Kanewu/ Jericho, Ashaiman Township, Ash-Newtown, Saki Bediako, Middle East, Official Town, Roman Down, Tulaku, Adakordzi	24 English classes and 2 local language classes established	x	x			1,260.00	IGF	Non formal division	Assembly members
7 6	Municipal literacy day celebration	Ashaiman	Literacy day celebration celebrated			x		3,780.00	DACF	Non formal division	AshMA

Sub- Programme: Education and Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
7 7	Organise orientation for national service personnel	ASHMA	Orientation for national service personnel organised			X		2,000.00	IGF	Non formal division	AshMA
7 8	Undertake quarterly monitoring and evaluation of Non-formal Education activities	Lebanon z1-6, Kanewu/ Jericho, Ashaiman Township, Ash-Newtown, Saki Bediako, Middle East, Official Town, Roman Down, Tulaku, Adakordzi	Quarterly monitoring and evaluation of Non-formal Education activities carried out	x	x	x	x	2,100.00	DACF	Non formal division	GES, AshaMA
7 9	Organise Municipal and participate in Regional sports tournament	Municipal-wide	Municipal and Regional sports tournament organised	x	x	x	x	10,000.00	DACF	Municipal Sports Unit	National Sports Authority
8 0	Organise sports on festive seasons	Municipal-wide	Sports organised on festive seasons	x	x	x	x	5,000.00	DACF	Municipal Sports Unit	FBOs, Traditional authorities

81	Establish data on all sports clubs and activities in the Municipality	Municipal-wide	Data on all sports clubs and activities established	x	x	x	x	2,000.00	IGF	Municipal Sports Unit	GES
82	Procure sports equipment	Municipal-wide	Sports equipment			X		10,000.00	DACF	Procurement Officer	Central Admin
83	Organise Municipal Sports Committee meetings	ASHMA	Municipal Sports Committee meetings organised	x	x	x	x	4,000.00	IGF	Municipal Sports Unit	Committee members

Programme Area: Social Service Delivery

Sub- Programme: Social Welfare and Community Development

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
84	Train 30 women and vulnerable groups in society in small scale business management	Selected Electoral Areas	30 women and vulnerable groups in society in small scale business management trained		x			4,000.00	DACF	Comm. Development Unit	NBSSI, Cocoa Processing Company, Danadams Pharmaceutical

85	Organise workshops on skills training in Batik, Tie & Die, Road Safety, Food Package and small-scale income generation activities	Selected Electoral Areas	Workshop on skill training in batik, tie & die, road safety, food package and small-scale income activities organised	X	X	X	X	8,000.00	GOG	Comm. Development Unit	Ghana Road Safety Comm., NBSSI
86	Inspect 10 early childhood centres quarterly to make sure they are operating within the standard	Ashaiman Municipality	10 early childhood centres quarterly inspected to make sure they are operating within the standards	x	x	x	x	4,000.00	IGF	DSW	GES/Health
87	Support to community initiated projects	central administration	community initiated projects supported	x	x	x	x	100,000.00	DACF	Central Admin	C'ty Dev't and Social
88	Family tribunal/juvenile court sitting/probation work	Ashaiman municipality and beyond	Probational work carried out	X	X	X	X	4,000.00	IGF	DSW	Judicial service and police

Programme Area: Social Service Delivery

Sub- Programme: Social Welfare and Community Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
8 9	Reintegrate abandoned/found children into families and communities	Ashaiman municipal ity and beyond	Abandoned /found children reintegrated into families and communities	X	X	X	X	2,016.00	IGF	DSW	Orphanages Police/Com munities
9 0	Monitor the utilization of 3% of the DACF given to PWDs and other programmes	Municipa l-wide	the utilisation of 3% DACF given to PWDS and other programmes monitored	X	X	X	X	4,500.00	disability common fund	DSW	Disability committee
9 1	Monitor LEAP payment to household beneficiaries bi-monthly	Municipa l-wide	LEAP payment to household beneficiaries bi-monthly monitored	X	X	X	X	2,000.00	GOG	DSW	DLIC/CFP
9 2	Celebrate World Day Against Child Labour	Ashaiman Municipa lity	World Day against Child Labour celebrated			X		3,408.00	DACF	DSW	School pupils
9 3	Undertake casework with 30 families	Municipa l-wide	casework with 30 families undertaken	X	X	X	X	4,000.00	GOG	DSW	Community/ families

94	Inspect and supervise all NGOs and orphanages Homes	Ashaiman Municipality	NGOs/orphanage homes inspected and supervised	X	X	X	X	2,000.00	GOG	DSW	NGO/Orphanages
95	Sensitization of communities on the benefits of group formation.	Municipal - wide	communities sensitized on the benefits of group formation	X	X	X	X	2,000.00	IGF	Department of Co-operatives(D.O.C)	Assembly members, religious bodies

Programme Area: Social Service Delivery

Sub- Programme: Water and Sanitation

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
96	Organize 4 evacuation of solid waste at unauthorized areas	Ashaiman	4 evacuation on solid waste at unauthorized organised	x	x	x	x	140,000.00	DACF	MEHU	MFO
97	Procure 3 sanitary containers for Skip trucks	Ashaiman	3 sanitary containers for skip truck procured		X	X		45,000.00	DACF	MEHU	MFO, procurement officer
98	Desilting of drains and sweeping of streets	Ashaiman	Drains desilted and streets swept	X	X	X	X	78,000.00	IGF	MEHU	MFO
99	Procure cleaning materials for Assembly	Ashaiman	cleaning materials for Assembly procured	X	X	X		20,000.00	DACF	MEHU	MFO, procurement officer

100	Conduct routine maintenance of sewer lines four (4) times in the year	Ashaiman low cost	Routine maintenance of sewer lines quarterly conducted	X	X	X	X	10,000.00	IGF	MEHU	Tema Metropolitan Assembly
101	Organize 12 monthly clean-up exercise	Ashaiman	12 monthly clean up exercise organised	X	X	X	X	84,000.00	DACF	MEHU	MFO
102	Conduct fumigation exercises	Municipal - wide	40 fumigation exercises in public toilets conducted	X	X	X	X	400,000.00	DACF	MEHU	Zoomlion
103	Conduct public sensitization screening of 4500 food vendors	Municipal - wide	4500 food screened			X	X	5,000.00	IGF	MEHU	Food vendors
104	Prosecute sanitary offenders	Municipal - wide	No. of sanitary offenders prosecuted	x	x	x	x	6,000.00	IGF	MEHU	Police

Programme Area: Social Service Delivery

Sub- Programme: Water and Sanitation

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
105	Organise 4 public education on environmental health promotion	Municipal wide	4 public education on health promotion organised	X	X	X	X	-	-	MEHU	Opinion leaders
106	Construct 2No. 20-seated Institutional Toilets	Municipal wide	2No. Institutional toilet constructed	X	X	X		1,500,000	GAMA	MEHU	Works Dept
107	Facilitate the construction of 300 household toilets	Municipal wide	The construction of 300 household toilets facilitated	X	X	X	X	20,000.00	GAMA	MEHU	MPO
108	Bury unclaimed paupers	Ashaiman	unclaimed pauers buried	X	X	X	X	5,000.00	IGF	MEHU	Police
109	Procure working tools and materials for sanitation management	Ashaiman	working tools and materials for sanitation management procured	X	X	X	X	25,000.00	DACF	MEHU	MFO, procurement officer
110	Construct 2no. Improved communal refuse sites	Municipal -wide	2no. Improved communal refuse site		x	x	x	500,000.00	DACF	MEHU	Works Dept
111	Fuel for waste management	Municipal -wide	Quantity of fuel bought	X	X	X	X	100,000.00	IGF	Central Admin	
112	GAMA operational expenses	Municipal-wide	Amount spent	X	X	X	X	300,000.00	GAMA	Project Co-ordinator	Project implementing Team

Programme Area: Infrastructure Development and Management

Sub- Programme: Infrastructure Development

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 1 3	Rehabilitation of Tulaku Area Roads (2.0 km.)	Tulaku	Tulaku area roads (2.0) rehabilitated	X	X	X		1,925,876	GOG	Urban Roads	beneficiary communities
1 1 4	Construct & Rehabilitate Fitter Line Road and drains, Link (1.7km) Rehabilitation of Fitter Line Area roads	Fitter Line	Fitter line road and drains (1.7km) constructed and rehabilitated	X	X	X	X	3,157,289	GOG	Urban Roads	beneficiary communities
1 1 5	Rehabilitate Kofi Nimo Street / Tema International Sch. Roads	Tema International	Kofi Nimo street/Tema international roads rehabilitated	X	X	X	X	2,500,000	GOG	Urban Roads	beneficiary communities
1 1 6	Rehabilitate School Road, Channel 11 Road, Ecuado Road Danquah Road (3.2km)	Lebanon	School Road, Channel 11 Road, Ecuado Road Danquah Road (3.2km) rehabilitated	X	X	X	X	6,862,179	GOG	Urban Roads	beneficiary communities
1 1 7	Desilting of drains	Municipal wide	Drains disilted	X	X	X	X	200,000.00	IGF	Urban Roads	beneficiary communities
1 1 8	Traffic Management and Safety	Municipal wide	No. of speed humps constructed	X	X	X	X	100,000.00	GOG/ IGF	Urban Roads	beneficiary communities
1 1 9	Construct 5no. Pipe culvert at selected locations	Municipal-wide	5no. Pipe culvert at selected locations constructed	X	X	X	X	150,000.00	IGF	Urban Roads	beneficiary communities

1 2 0	Contract selected drains within Lebanon Zone-1 to Zone 5	Lebanon Zone-1 to Zone 5	Selected rains within Lebanon Zone-1 to Zone 5 constructed	X	X	X	X	500,000.00	DACF	Urban Roads	beneficiary communities
Operational expenses			Amount spent	X	X	X	X	45,000.00	GOG	Urban Roads	Finance Dept

Programme Area: management and Administration**Sub- Programme: Human Security and Public Safety**

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
1 2 1	Organise 2 No. capacity programmes for transport operators and other stakeholders in Ashaiman	municipal wide	2No. capacity programmes for transport operators and other stakeholders in Ashaiman organized	X		X		3,000.00	IGF	UPTU	GPS
1 2 2	Organise 1 No. workshop for police MTTU on the enforcement of new transport guidelines and Ashma by-laws	ASHMA	1 No. workshop for police MTTU on the enforcement of new transport guidelines and Ashma by-laws	X				2,000.00	IGF	UPTU	GPS
1 2 3	Procurement of holograms as security features on commercial stickers	ASHMA	Quantities of holograms procured and issued	X	X	X	X	17,000.00	IGF	UPTU	procurement
1 2 4	Organise two (2) stakeholder meetings to facilitate institutional collaboration between the enforcement unit of the Assembly and other enforcement agencies	ASHMA	Two (2) stakeholder meetings to facilitate institutional collaboration between the enforcement unit of the Assembly and other	X		X		2,000.00	IGF	UPTU	GPS, Transport operators

			enforcement agencies organised								
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Programme Area:management and Administration
 Sub- Programme: Human Security and Public Safety

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 2 5	Train 2 UPTU staffs in Transport planning	Accra	2 UPTU staffs trained in Transport planning			X		5,000.00	IGF	UPTU	Institute of Transport, MFO
1 2 6	Update Passenger Transport Database	municipal wide	Passenger Transport Database updated	X	X	X	X	4,000.00	IGF	UPTU	transport operators
1 2 7	Regulate activities of vehicle terminals	municipal wide	Activities of vehicle terminals regulated	X	X	X	X	1,000.00	IGF	Assembly	UPTU staff

Programme:Infrastructure Development and Management

Sub Programme: Physical and Spatial Planning

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 2 8	Public Education on Acquisition of Building Permit and Development Control Activities of the Assembly	All Electoral Areas	Public educated on the acquisition of building permit and development control activities		X	X		10,000.00	IGF	Works department	PPD
1 2 9	Implement Street Naming and Property Addressing Project	Municipal wide	street naming and property addressing project implemented	X	X	X	X	100,000.00	DACF	PPD	Planning, works dept
1 3 0	Secure documents on Assembly lands	ASHMA	Documents for all ASHMA lands acquired	X	X	X	X	50,000.00	DACF	Works department	TDC
1 3 1	Operational expenses	Municipal wide	Amount spent	X	X	X	X	7,000.00	GOG	PPD	Finance Dept

Programme Area: Environment and Management

Sub- Programme: Disaster Prevention and Mngement

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 3 2	Undertake Vulnerability and risk assessments	Municipal -wide	Vulnerability and risk assessments undertaken	x	x	x		1,500.00	DACF	NADMO	Central Admin, ISD, GES, Security Services, Religious Bodies, GHS, Opinion/Traditional Leaders, GNFS, NCCE
1 3 3	Organise quarterly public education on disaster prevention and management	Municipal -wide	Public education on disaster prevention and management organised	x	x	x	x	50,000.00	DACF	NADMO	
1 3 4	Identify and Map out Hazard areas	Municipal -wide	Hazard areas identified and mapped out	X	X			2,080.00	IGF	NADMO	
1 3 5	Organise mid-year and annual performance review neetings with stakeholders: DMC(15), HOD(6), ZC/ZS(14)	Municipal -wide	Mid-year and annual performance review neetings with stakeholders: DMC(15), HOD(6), ZC/ZS(14) organised			X		3,350.00	DACF	NADMO	
1 3 6	Greening City	Municipal -wide	No. od trees plnted and maintained	x	x	x	x	20,000.00	DACF	NADMO	

1 3 7	Train Disaster Volunteer Clubs in Schools (50) and Disaster Volunteer Groups(50)	Municipal -wide	Disaster Volunteer Clubs in Schools (50) and Disaster Volunteer Groups(50) trained	x	x	x	x	2,900.00	DACF	NADMO	
1 3 8	Dredging of Gbemi river basins	ASHMA	Gbemi river dredged	X	X			150,000.00	DACF	NADMO	

Programme Area: Environment and Management

Sub- Programme: Disaster Prevention and Management

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
1 3 9	Organise International Day for Disaster Risk Reduction (IDDR) Celebration(13th October)	Municipal -wide	International Day for Disaster Risk Reduction (IDDR) Celebrated			X		5,000.00	IGF	NADMO	
1 4 0	Organise in-house training for 75 NADMO staff	AshMA Conference Hall	In-house training for 75 NADMO staff organised		X			2,475.00	DACF	NADMO	

Programme Area: Management and Administration

Sub- Programme: Civil Society and Civic Engagement

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 4 1	Create Community level awareness on the importance of citizens active involvement in local governance	Municipal-wide	Community level awareness on the importance of citizens active involvement in local governance created	X	X	X		5,000.00	IGF	NCCE	EC
1 4 2	Sensitize communities in 17 electoral areas on their Civil rights	Selected Electoral Areas	17 electoral areas sensitised on their Civil rights	X	X	X	X	5,000.00	DACF	Comm. Development Unit	NCCE
1 4 3	organise Sensitization Program for 100 women in local governance	municipal wide	100 women in local governance sensitised	X	X	X	X	5,000.00	DACF	Comm. Development Unit	NCCE, Ashma
1 4 4	Organise 5 Town Hall meetings	Municipal -wide	5Town Hall meetings organised	X	X	X	X	98,000.00	DACF	Central Admin	General public
1 4 5	Quarterly MCE's visit to electoral	17 Electoral Areas	MCE's visit electoral areas carried out	X	X	X	X	51,000.00	DACF	Cectral Admin	General public
1 4 6	Organise public education on the functions of the Assembly	Municipal -wide	Public on the functions of the Assembly organised	X	X	X	X	24,000.00	IGF	PRCC	General public

Programme Area: Management and Administration

Sub- Programme: General Management

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 4 7	Build capacity of staff of Social and community development in their related field of work	Central Administration	Staff of social and community Development Dept trained in their related field of work		X			10,000.00	DACF/DD F	HR	HoDs and Management
1 4 8	Provide 2-day training on staffing norms and human resource policy	Central Administration	2-day training on staffing norms and human resource policy organised	x				10,000.00	DACF	HR	HoDs and Management
1 4 9	Train 20 Internal Audit and Finance staff in Forensic and investigative accounting and auditing	Central Administration	20 Internal Audit and Finance staff trained in forensic and investigative accounting and auditing	X				20,000.00	DACF	HR	Management and Auditing
1 5 0	Sponsor 5 senior staff to attend executive courses at GIMPA	GIMPA	5 senior staff sponsored to attend executive courses at GIMPA			X		25,000.00	DACF	HR	Management
1 5 1	Organise seminars/ conference/ workshops/ meetings	Central Administration	Seminars/conference/workshops/meeting attended	x	x	x	x	233,500.00	IGF	ASHMA	Heads of Depts/Units

1 5 2	Library and subscription, postal charges	Central Administration	Amount of funds spent	x	x	x	x	15,000.00	IGF	ASHMA	Heads of Depts/Units
1 5 3	Staff welfare and medical expenses	Central Administration	Amount of funds spent	x	x	x	x	63,000.00	IGF	ASHMA	Heads of Depts/Units

Programme: Management and Administration

Sub Programme: General Management

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
1 5 4	Donations	Central Administration	Amount of funds spent	x	x	x	x	80,000.00	IGF	ASHMA	Heads of Depts/Units
1 5 5	Best worker awards and rewards	Central Administration	Best worker awards and rewards organised	x	x	x	x	50,000.00	IGF	Central Admin	Heads of Depts/Units
1 5 6	Pay salaries of casual labourers (164)	Central Administration	Salaries of casual labourers paid	X	X	X	X	929,291.01	IGF	Budget Unit	Finance Dept.
1 5 7	Pay allowances for official Assignment (Honorarium, out of station allowance, T&T)	Central Administration	Allowances for official Assignment paid	X	X	X	X	597,000.00	IGF	Budget Unit	Finance Dept.
1 5 8	Support Traditional Council	Central Administration	Traditional Council supported	X	X	X	X	20,000.00	IGF	Budget Unit	Finance Dept.

1 5 9	Publicity	Central Administration	Allowances to Press paid	X	X	X	X	30,000.00	IGF	Budget Unit	Finance Dept.
1 6 0	Pay hotel Accommodation	Central Administration	Hotel accommodation expenses paid	x	x	x	x	50,000.00	IGF	Budget Unit	Finance Dept.
1 6 1	Maintenance of official vehicle	Central Administration	Official vehicle maintained	x	x	x	x	450,000.00	IGF	Central Admin	HoDs
1 6 2	Procure fuel and lubricants for official vehicles	Central Administration	Fuel and lubricants procured for official vehicles	x	x	x	x	324,000.00	IGF	Central Admin	Finance Dept.
1 6 3	Rental of vehicles	Central Administration	Amount of funds spent	x	x	x	x	20,000.00		Budget Unit	Finance Dept.

Programme: Management and Administration

Sub Programme: General Management

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
164	Printed Materials and Stationery	Central Administration	Printed Materials and Stationery expense paid	x	x	x	x	400,000.00	IGF	Budget Unit	Finance Dept.
165	Foreign Travel cost and expenses	Central Administration	Amount of funds spent	x	x	x	x	240,000.00	IGF	ASHMA	Finance Dept.
166	Local Travel cost and expenses	Central Administration	Amount of funds spent	x	x	x	x	50,000.00	IGF	ASHMA	Finance Dept.
167	Maintenance of furniture and Fixtures	Central Administration	Furniture and Fixture maintained	x	x	x	x	30,000.00	IGF	Works Dept	Budget
168	Maintenance of General Equipment/ plant	Central Administration	Furniture and Fixtures, and General Equipments/ plant maintained	x	x	x	x	23,000.00	IGF	Works Dept	Budget
169	Procure office facilities, supplies and accessories	Central Administration	Quantities of items procured	x	x	x	x	200,000.00	DACF	Procurement Unit	Budget
170	Pay utility Charges	Central Administration	Electricity and Telecommunication charges paid	x	x	x	x	214,000.00	IGF	Finance Dept.	Central Admin

1 7 1	Construct 2no. 2-bedroom semi detarch staff accommodation (ground floor)	Ashaiman	1no. 2-bedroom semi detarch staff accommodation constructed		x	x	X	550,000.00	DACF	Works Dept	Central Admin
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Programme: Management and Administration

Sub Programme: General Management

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 7 2	Complete the construction of Admin Block B	Ashaiman	Admin Block B completed	X						Works Dept	Central Admin
1 7 3	Official celebrations/ceremonial functions, state protocol service/end of year	Municipal -wide	National official days celebrated	x	x	x	x	264,000.00	DACF	Central Admin	MPCU
1 7 4	Operational enhancement expenses	Central Administration		x	x	x	x	200,000.00	IGF	Central Admin	Finance-Dept
1 7 5	Pay bank Charges	Central Administration	Bank charges paid	x	x	x	x	6,937.00	IGF	Central Admin	Central Admin
1 7 6	Payment of Transfer Grants	Central Administration	No. of beneficiaries	x	x	x	x	80,000.00	IGF	Central Admin	staff
1 7 7	Payment of Ex-gratia to Assembly members	Municipal -wide	Ex-gratia paid to Assembly members				X	87,500.00	IGF	Central Admin	Assembly members

Programme Area: Management and Administration

Sub- Programme: Finance and Revenue Mobilisation Administration

S/N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
178	Provide 2-day training for 30 revenue collectors in revenue mobilization techniques	Central Administration	2-day training for 30 revenue collectors in revenue mobilization techniques organised		X			20,000.00	DACF	HR	Finance
179	Organise education on Payment of Taxes and Rates for 60 youth groups, churches and Mosques	Municipal-wide	education on Payment of Taxes and Rates for 60 youth groups, churches and Mosques	X	X	X	X	8,000.00	IGF	ISD	Community Devt
180	Procure of value books	Central Administration	Quantities procured	x	x	x	x	120,000.00	IGF	Procurement Unit	Finance-Dept
181	Prepare and gazette 2020 FFR	Central Administration	FFR prepared and gazetted			X	X	70,000.00	DACF	Budget Unit	MPCU, Assembly members, trade Associations
182	Prepare 2020 composite AAP and Budget	Central Administration	202 composite Budget prepared		X	X		120,000.00	DACF	Planning and Budget Units	MPCU, Assembly members
183	Monitor the activities of revenue collectors quarterly	Central Administration	Activities of revenue collectors monitors	X	X	X	X	40,000.00	IGF	Budget Unit	Internal Audit Unit, Finance Unit, Planning Unit

Programme Area: Management and Administration

Sub- Programme: Finance and Administration
Revenue Mobilisation

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implementing Agency	Collaborators
				1st	2nd	3rd	4th				
184	Organise quarterly revenue performance review	Ashaiman	Quarterly revenue performance review organised	X	X	X	X	12,000.00	IGF	Budget Unit	Internal Audit Unit, Finance Unit, Planning Unit
185	Build capacity of 6 Internal Audit staff in report writing	ASHMA	6 Internal Audit staff trained		X			8,000.00	DACF	Internal Audit Unit	
186	Sponsor 3 staff for continuous professional development (Finance & Audit, MCD)	ASHMA	2 staff sponsored for continuous professional development (Finance & Audit)		X	X	X	20,000.00	DACF	HR	ICAG
187	Prepare monthly and annual accounts	ASHMA	Monthly and annual accounts prepared and distributed	X	X	X	X	10,000.00	IGF	Finance Unit	
188	Organise Audit Committee meetings	ASHMA	Audit Committee meetings organised	X	X	X	X	30,000.00	IGF	Internal Audit Unit	Committee members
189	Prepare and submit quarterly internal audit report	ASHMA	Quarterly audit reports prepared and submitted to relevant stakeholders	X	X	X	X	20,000.00	IGF	Internal Audit Unit	

Programme: Management and Administration

Sub Programme: Democratic Governance

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
190	Completion of fence wall and land scapping of MCE residence (work-in-progress)	Comm-22	Fence wall and land scapping of MCE residence completed	X	X			238,000.00	DACF	Finance Depi	Budget Unit, Works Dept
191	Completion of MCE residence (work-in-progress)	Comm-22	MCE residence completed	X	X			250,000.00	DACF	Finance Depi	Budget Unit, Works Dept
192	Furnishing of MCE official residence	Ashaiman	MCE's official residence furnished		X			250,000.00	DACF	Procurent Unit	Works Dept.
193	Board/Committees/Commission Allowance/ General Assembly	Central Administration	General Assembly and sub-committees' meetings organised	X	X	X	X	590,000.00	IGF	Budget Unit	Assembly members and Heads of Depts
194	Support to lower Structure	Municipal-wide	Level of functionality of the lower structures	x	x	x	x	70,000.00	DACF	Central Admin	Finance Dept
195	Pay Assembly members mobilization	Municipal-wide	Assembly members mobilization paid	x	x	x	x	210,000.00	IGF	Finance Dept	Budget Unit
196	Pay for community engagement by Assemblers	Municipal-wide	Community engagement to Assemblers paid	x	x	x	x	122,400.00	IGF	Finance Dept	Budget Unit
197	Monitoring and evaluation of Assembly programmes and projects	Municipal-wide	Assembly programmes and projects monitored	x	x	x	x	120,000.00	DACF	Planning Unit	MPCU members

Programme: Management and Administration
Sub Programme: Democratic Governance

S/ N	Project description	Location	Output Indicators	Quarterly Time Schedule				Estimated Budget	Source of funding	implemen ting Agency	Collaborator s
				1 st	2 nd	3 rd	4th				
1 9 8	Train Assembly members on PFM Act & GIFMIS, Plan and budget preparation, Local Governance System and procurement Act	Central Administration	Assembly members trained in Local Governance System; Plan and budget preparation			X		15,000.00	DACF	HR	Management
1 9 9	Train women in local governance in lobbying and advocacy skills	Municipal -wide	No. of women traing		X	X		20,000.00	GIZ	Planning Uni	Delopment partners
2 0 0	support to security services	Central Administration	Security services supported in their operations	x	x	x	x	100,000.00	DACF	ASHMA	Central Admin
2 0 1	Organise training programme for the taskforce of the Assembly	Central Administration	Law enforcement unit of the Assembly trained		X			10,000.00	DACF	HR	Security Services and Management
2 0 2	Rehabilitate and install new streetlights	Municipal -wide	Streetlights maintained	X	X	X	X	345,000.00	DACF	Works Dept	Assembly members

5.2 Adoption of the MTDP 2018-2021

This section of the implementation deals with the interaction with the public on the aspirations of the Assembly for the four years period. Following the zonal councils levels meetings, a public hearing was organized after a draft completion of the MTDP.

The discussions of the plan during the public hearing meeting is presented below.

ASHAIMAN MUNICIPAL ASSEMBLY

GREATER ACCRA REGION

SECOND TOWN HALL MEETING FOR THE SECOND PUBLIC HEARING OF THE MEDIUM TERM DEVELOPMENT PLAN (2018-2021)



**VENUE:
SAINT AUGUSTINE'S CATHOLIC CHURCH AUDITORIUM**

**DATE:
WEDNESDAY, 29TH NOVEMBER 2017**

1.0 INTRODUCTION

The Development Planning System in Ghana recognizes community participation as an essential and integral part of effective development planning. It is in the light of this that the ministry of information and the ministry of local government has therefore adopted Public hearing as a communication strategy that offers municipal assemblies the opportunity to meet the citizenry and other stakeholders (communities, CBOs, CSOs, and NGOs) to discuss existing development problems as well as planned projects for implementation in the ensuing years.

The Ashaiman Municipal Assembly organised three public hearings as part of the process for preparation of the 2018-2021 MTDP. The first public hearing was held at the seven zonal councils to discuss their peculiar needs.

The second public hearing was held on 4th October 2017 to discuss key development problems and communities aspirations. In all 145 participants were recorded made up of 47 females and 98 males.

The third and major public hearing was held on 29th November 2017 which recorded 357 participants made up of 201 males and 156 females.

As a result of the diversity in the participants, Twi and English were adopted as the basic medium of communication at all the public hearings.

The report at the third public hearing is summarized below.

2.0 MODE OF INVITATION AND MCD WELCOME REMARKS

Invitation letters and van announcement were used in inviting participants for the meeting. The invited groups included the Ministry Of Information, Greater Accra Regional Coordinating Council, Traditional Authorities, Tribal Heads, Civil Society Groups, NGOs, Community Members, Landlords, Leaders Of Other community Groups, trade associations, transport unions, and women groups.

The MCD welcomed the participants to the meeting, and followed up with a brief on the purpose of the hearing and sought support for implementation of the plan after adoption. He stressed the objective of the plan in meeting the local needs since the projects were formulated in response to the problems that were identified during the data collection exercise and community consultation at the seven zonal councils.

Madam Jemima from the GARCC, urged participants to inform others of the planned projects and recommend to others the implementation of the projects and programmes as well as taking part in the monitoring and evaluation activities. He again encouraged participants to assess the provision to address the key challenges in order to achieve comprehensive development.

3.0 MAJOR ISSUES AT THE PUBLIC HEARING

The Municipal Planning Officer took participants through some of the key projects proposed for implementation in the next four years. Prior to presentation and discussion of the projects he took participants through the various processes that were adopted in preparing the plan. He mentioned some of the key identified issues including the following;

- Inadequate public educational facilities (basic, tertiary and vocational institution)
- Irregular monitoring of teachers and students
- Weak enforcement of road safety regulation
- Inadequate transport terminal
- Inadequate and poor standard of road networks
- Weak enforcement of sanitation by-laws
- Weak enforcement of environmental by- laws(taskforce to arrest stray animals)
- Inadequate refuse containers (skip containers and refuse bins)
- Low revenue generation
- Low agricultural productivity
- Low government assisted loans
- Substandard existing markets
- Lack of community/ recreational center
- Low commitment of parent in wards education
- Inadequate number/maintenance of Street lights
- Inadequate community library, Computer laboratory and Playing field
- Low Support for artisans

He further iterated on the programmes formulated to resolve the above issues. These programmes included;

- Improve internal revenue mobilization
- Improve local economic development and create job opportunity
- Improve Agriculture production and productivity
- Improve spatial development
- Improve environmental sanitation
- Mainstream vulnerability and excluded issues into governance
- Improve human resource development
- Improve transport infrastructure
- Improve community participation in local governance

Projects and programme activities proposed for implementation under each of the above programme were also mentioned, including the following;

- Train 25 cooperative welders in basic occupational, safety, health and environmental issues
- Train 25 cooperative farmers in bee keeping
- Facilitate access to credit for SSE/SMEs and start-ups
- Implement Planting for Food and Jobs programme
- Treat the Dam and construct resort centre at the banks
- Organize annual National Farmers' Day
- Construct 4 No. model markets
- Construct Steel and Alumimium factory under One district on Factory project
- Construct simplified sewerage treatment system from New Town to Roman and rehabilitate the existing treatment facility
- Organize 8 evacuation of solid waste at unauthorized areas
- Facility construction of 2000 household toilets in the municipality
- Supply KG and primary children with 1700 dual writing desks

- Sponsor needy but brilliant pupils
- Monitor LEAP payment to household beneficiaries bi-monthly
- Organise Youth Seminar on empowerment of young people to protect them from HIV /AIDS
- Rehabilitate School Road, Channel 11 Road, Ecuado Road Danquah Road(3.2km)
- Procure and install street names Signages

4.0 MAIN CONTROVERSIES AND MAJOR AREAS OF COMPLAINTS

- Security and arm robbery
- Inadequate street lights/ maintenance
- On-street selling and parking of vehicles
- Traffic jam
- Poor Drainage
- Inadequate land for development
- Encroachment (irrigation Dam)
- Indiscipline and indiscriminate waste disposal
- Poor personal Hygiene and unkempt environmental sanitation
- Location of containers at unauthorised places (market and by road side)
- Teenage pregnancy
- Death as a result of irregular migration
- Illegal connection
- License and market tolls
- ICT infrastructure
- Demarcation of electoral area
- School fees charged by private schools
- Flooding
- Police patrol

The presentation was comprehensively done covering almost all the sectors in the municipality. The participants asked questions and made other recommendations to help improve the welfare of the people during the plan period and beyond.

5.0 QUESTIONS AND PROPOSALS TO RESOLVE CONTROVERSIES

Main Area	Question	Proposals For Resolution Of Controversies
Electricity /Energy	Frequent fire outbreak from electrical faults	<ul style="list-style-type: none"> • It was encouraged that all citizens should be educated/ advised to contact ASHMA for building permit before undertaking all electrical connection. The positive practice will reduce the fire outbreak and loss of property in the market and at homes. • The MCE mentioned an ongoing dialogue that will facilitate the ECG to have a sub office in the municipality to ease contact and interaction with the public.
Nuisance / Security	Congestion of the Central Business District	Parking of vehicles on the streets prevents emergency support when the need arises. The participant cited an instance where a fire tender was blocked for several hours as a result of cars left parked on the street leading to the fire scene at asensu.
Teenage Pregnancy	What can be done to reduce or control	The Health Directorate representative affirmed the proactive actions taken to control the situation. The establishment of adolescent corners,

	the alarming rate at which the female youth get pregnant in the municipality?	engagement with Parents during PTA meetings, SHEP coordinators are among some of the activities been implemented with other partners.
Traffic Jam	what measures has the assembly to control the heavy vehicular traffic experienced from the timber market junction to adjei kojo	The Urban Road Engineer responded that the main road was under construction, and after completion the Road Highways Authority has as part of the road plans to construct another Under Pass in addition to the current one at adjei kojo. He also added the rehabilitation of Tema International Road and other roads within the next four years to facilitate mobility and business spatial interaction between communities.
Drainage	Flood disaster in the municipality	<ul style="list-style-type: none"> • It was recommended for the Assembly to embark on the construction of larger drains to replace the smaller drains which often contribute to flooding. • It was recommended that efforts should be made to collect waste after cleaning the drains.
Street Lights	inadequate street lights	The absence of street lights around the Mandela Park and its environs was cited as a challenge to the security in the area. Robbery and fear was also raised as challenges experienced at the dark areas of the municipality, and the ability of the assembly to expedite actions will help bring the issues under control, and further contribute to achieve the vision of the Assembly.
HIV/AIDS	Inadequate support for PLHIV	It was recommended for the Assembly to support PLHIV with it IGF since the 0.5% DACF allocation was not sufficient to support the PLHIV.
License and market tolls	A participant complained of the Assembly charging her tolls for selling items outside her store despite the amount been paid as license that permit her to sell in the store.	The MCE mentioned that it was required for traders to pay both the license and the tolls. He made a commitment of ASHMA educating traders on the payment of licenses and tolls.
ICT Development	Inadequate ICT infrastructure at Ashaiman Senior High School	A student appealed to the Assembly to consider supporting students with Computers and construction of ICT infrastuture for Ashaiman Senior High school to facilitate learning. In response the MCE mentioned provision would be made for that and would also contact the Ministry of Communication for support.

6.0 GENERAL LEVEL OF PARTICIPATION

The participation in the public hearing was high, and participatory. Though the first public hearing record a lesser number of the participants, the second public hearing had a hundred percent improvement on the first level public hearing, with reference to the total number of participants indicated above. The secondary stakeholders participation was also high and several commitments were made in supporting the Assembly achieve it objectives as planned.

The representative of the GIZ was also present as part of their role under the support for Decentralization Reform Programme. They promised to support the Physical Planning Department to produce the required maps for the plan.

7.0 CONCLUSION

As part of the MCE closing remarks he mentioned that the Town Hall meetings and public hearing aims at collecting inputs from citizens for a positive transformation of the municipality. He thanked participants for their time and efforts in supporting the meeting, and further pleaded for their collaboration to implement all the recommendations as well as itemised projects and programmes for the next four years and beyond. He ended with the call on citizens to participate the National Sanitation clean up exercises as well as in the Farmers' Day Celebration that was scheduled for 1st December 2017.

Assent to Acceptance of Public Hearing Report:

Signature of:

HON. ALBERT BOAKYE OKYERE (MCE):

KWADWO AKUAMOA AH BOATENG (MCD):

COLLINS OHENE GYAN (*Signed for*) MICHEAL AGYEMANG (MPO).....

Adoption of MTDP 2018 -2021 by the General Assembly

Having considered all issues and concerns raised at the Public Hearings, the plan was presented to the Development Planning Sub-Committee of the Assembly for discussions on the 19th October 2017. The Plan was further discussed by the Executive/Authority Committee on the 23rd October 2017. Finally, the 2018 – 2021 MTDP was presented to the General Assembly at its Ordinary Meeting held from 24th to 26th October 2017. The Plan was subsequently adopted by the Assembly on the 26th October 2017.

Signed By:

HON. ALBERT BOAKYE OKYERE (MCE):

KWADWO AKUAMOA AH BOATENG (MCD):

HON. JOHN BINFO DACOSTA (Presiding Member):

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS

6.0. Introduction

This Chapter contains the monitoring and evaluation formats and establishes the responsibilities for monitoring and evaluation of programmes and projects from the planning stage to implementation stage.

The Local Government Act, 2016 (ACT 936) that established the MMDAs gave the MPCUs the responsibility of performing the activities of monitoring and evaluation of programmes and projects in the municipal. This Unit performs this advising role for the Municipal Planning Authority through the preparation of monitoring and evaluation plan and is required to submit quarterly reports to the NDPC with copies to the RPCUs. The sectoral agencies in the municipal also perform similar roles of monitoring and evaluation for actual project monitoring and both receive significant assistance from the community as well as governmental/non-governmental organizations.

6.1 Purpose of the M&E Plan

1. Identify potentials and opportunities during the implementation process
2. To assess the level of participation of key stakeholders
3. To ensure transparency and accountability and judicious use of resources
4. Monitor the implementation of the MMTDP 2018-2021
5. To develop monitoring and evaluation indicators

Among the major issues to monitor are the development of work programmes and plans, materials supplies and schedules, financial flows, technical details of construction and progress of work.

6.2 Monitoring of Projects

Monitoring is the continuous assessment of project implementation in relation to agreed schedules, and of the use of inputs, infrastructure, and services by project beneficiaries. This means that Project monitoring formally begins following actual implementation of the project and specifically when the project commences. The essence of monitoring at the commencement of project is to ensure that the progress of work proceeds in accordance with time schedules outlined in the Programme of Action and the Action Plan. Identified programme objectives should be tested in relation to the OVI and the MOV in the logical framework.

On commencement of the project, the MPCU and/or responsible implementing agency should prepare a detailed and realistic work plan of main and sub-activities of the project showing expected starting and completion dates as well as milestones. The outcome should be displayed in simple graphic presentations as bar charts and line graphs and displayed for the attention of

all stakeholders. This is important to support the implementation of the project and to feed back into the design of other initiatives.

6.3 Monitoring Reports

Regular monitoring of project implementation generates vital information on project performance and is important for the adjustment in the programme in order to promote the attainment of objectives and targets. This information should be analysed and presented in a report according to the formats and contents of monitoring report prescribed by NDPC; Act 480. The monitoring report should cover the broad spectrum of activities and investments being implemented in the POA and should be presented according to the format headed: Programme and Project Monitoring Report.

6.4 Monitoring and Evaluation Activities

The table below presents the proposed monitoring and evaluation activities that will be conducted during the implementation of the activities in the Medium Term Development Plan.

Table 6.1: Monitoring and Evaluation Activities

Activities	Time frame				Actors
	2018	2019	2020	2021	
MTDP Evaluations					
Mid-term evaluation	Start 15 th march 2018				MPCU
Annual Performance Review	From 15 th January annually				MPCU
Terminal evaluation	Start 15 th march 2018				MPCU
Specific evaluations and studies	Bi-annually				MPCU
Participatory M&E	Start 25 th April bi-annually				MPCU
Implementation monitoring					
Quarterly field visits	1 st week of every quarter				MPCU
Quarterly review meetings	2 nd week of every 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 Annual Progress Report	15 th January annually				MPCU
Organise draft APR review workshop	20 th January annually				MPCU
Final APR submitted to RCC/ NDPC	End of January annually				MPCU
Dissemination of Municipal APR	From February annually				MPCU

Table 6.2: Monitoring Matrix Or Results Framework Outlining All Indicators, Their Baselines And Targets

LTNPD Development Dimension: ADOPTED DEVELOPMENT DIMENSIONL: ECONOMIC DEVELOPMENT										
2018-2021 NMTDF Objective: Ensure improved fiscal performance and sustainability										
Indicators	Indicator type	Indicator Definition	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
%Increase in revenue mobilization	outcome	Percentage increase in revenue	Ghc 16,000.00 of revenue generated per day	Ghc 18,000 per day	Ghc 19,000 per day	Ghc 20,000 per day	Ghc 21,000 per day	Property rate Market toll	daily	mpcu
Increased accessibility pay points	outcome	Reduction in travelling time to access pay point	2 pay points available	4 pay points	6 pay points	8 pay points	10 pay points	Per zonal council	Quarterly	MPCU
Objective 2:Ensure improved skills development for Industry										
Increased in local made produce	outcome	Percentage increase in production	101 no. of small/medium scale enterprise involve in made in Ghana	20% increase	30% increase	35% increase	40% increase	Small scale Medium scale Large scale	quarterly	MPCU
Objective 3 ensure sustainable development and management of agriculture										
Improved productivity of farmers	outcome	Level of income improved	233 bags of vegetables per year 376 livestock	5% increase	8% increase	11% increase	20% increase	Crops Livestock	monthly	MPCU
Objective 4 Improve production efficiency and yield										
Improved livelihood of farmers	outcome	Level of income improved	Average income of farmer ghc5,000	Ghc 8,000	Ghc10,000	Ghc12,000	Ghc15,000	Male female	monthly	MPCU
Objective 5 Promote a demand-driven approach to agricultural development										
Increased in food crop yield	outcome	Percentage increase in yield	67 tons of rice yield	20% increase	30% increase	40% increase	50% increase	Legumes Fruits and Vegetables roots	quarterly	MPCU

Improved farming practice	outcome	Level of improvement	135 tons of maize	10% increase	12% increase	20% increase	40% increase	Irrigation farmers Other farmers	Quarterly	MPCU
Objective 6 Enhance the application of science, technology and innovation										
Improved knowledge in math, science and technology	outcome	Increased in pupils performance in Maths, science and technology	40% pass B.E.C.E in the basic level	41% pass B.E.C.E in the basic level	45% pass B.E.C.E in the basic level	50% pass B.E.C.E in the basic level	60% pass B.E.C.E in the basic level	Male Female	Yearly	MPCU
Objective 7 Promote livestock and poultry development for food security and income generation										
Improved livelihood of livestock farmers	Impact	Level of improvement	20% have annual turnover above the average farmer	25% have annual turnover above the average farmer	30% have annual turnover above the average farmer	38% have annual turnover above the average farmer	50% have annual turnover above the average farmer	Male Female	Yearly	MPCU
Improved market data for distribution of poultry product	outcome	Level of improvement	47% of data available on poultry farmers and sellers	48% of data available	50% of data available	65% of data available	70% of data available	Retailers Whole salers	Quarterly	MPCU
Objective 8 Strengthen food and nutrition security governance										
Level of government support for food production	outcome	Level of improvement	68% of farmers supported for food production	69% of farmers supports	70% of farmers supported	72% of farmers supported	75% of farmers supported	Male Female	Yearly	MPCU
Objective:9 Promote sustainable land management										
Improved estate development	outcome	Level of improvement	1 no. well planned estate existing	1 no. well planned estate existing	2 no. well planned estate	2 no. well planned estate	3no. well planned estate existing	Community		MPCU

					existin g	existin g					
Objective: 10 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements											
Presence of a good layout for ASHMA	outcome	Visible layout document	0 No. of layout	1 no. layout	1 no. layout	Integrat ed spatial plan	Integrat ed spatial plan	-	yearly		MPCU
Objective : Enhance inclusive and equitable access to, and participation in education at all levels											
Improved adherence to standards of teaching and learning environment	outcome	Level of improvem ent	70% of teachers have higher qualification	70% of teachers have higher qualifica tion	73% of teache rs have higher qualifi cation	75% of teache rs have higher qualifi cation	82% of teachers have higher qualifica tion	Male Female	Yearly		MPCU
Enhance School Feeding Programme											
Increase in enrollment in basic schools	outcome	Percentag e increase	2056 no. of pupils in basic schools	10% increase	13% increa se	20% increa se	30% increase	Male Female	Yearly		MPCU
Improve local government service and institutionalize district level planning and budgeting											
Improvement in planning and provision of services	outcome	Level of improvem ent	80% of funds for planning process are released	85% of funds released	87% of funds releas ed	90% of funds releas ed	100% of funds released	Meetings Programs	Quarterly		MPCU
Diversify and expand the tourism industry for economic development											
Improved tourism sector	outcome	Level of improvem ent	0 tourist site	Researc h and feasibility for turning dam site to tourist site	Establ ished PPP arrangement for constr uction	Constr uction of a tourist facilities at the dam site	Dam site established into a tourist site	-	Quarterly		MPCU

LTNDP Development Dimension: ADOPTED DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (URBAN ROADS)										
2018-2021 NMTDF Objective: <i>Prevent environmental pollution</i>										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
reduction in pollution related diseases	Percentage reduction	outcome	51% of disease are communicable disease	50% of disease are communicable disease	45% of disease are communicable disease	41% of disease are communicable disease	20% of disease are communicable disease	Children Adults	Monthly	MPCU
<i>Objective 2: Improve access to improved and reliable environmental sanitation services</i>										
No. of HH with improved toilet and hand washing facilities	Total No. built	Outcome	2,500 HH have access to hh toilets	40% increase	50% increase	70% increase	99% increase	Male Female		MPCU
<i>Objective 3: Reduce greenhouse gases</i>										
reduction in burning of tyres and e-waste	Rate of burning activities	Outcome	Average of 12 separate burning daily	Average of 10 separate burning daily	Average of 9 separate burning daily	Average of 4 separate burning daily	Average of 2 separate burning daily	Community	Daily	MPCU
<i>Objective 4: Promote proactive planning for disaster prevention and mitigation</i>										
Improvement in safety and security in disaster management	Level of improvement	Outcome	20% of resident affected by flood annually	18% of residents affected	15% of residents affected	10% of residents affected	5% of residents affected	Male Female	Yearly	MPCU
Improved liquid/ solid waste collection	Level of improvement	outcome	12,000 involve improper disposal	15% reduction in people who dispose waste	18% reduction in people who dispose waste	35% reduction in people who dispose waste	85% reduction in people who dispose waste	Male Female	Quarterly	MPCU

				indiscriminately	indiscriminately	indiscriminately	indiscriminately			
<i>Objective 7: Improve efficiency and effectiveness of road transport infrastructure and services</i>										
reduced travel time and rate of maintenance	Reduction in waiting time	Outcome	45 mins waiting time	40 mins waiting time	35 mins waiting time	32 mins waiting time	10 mins waiting time	Taxi Bus	Quarterly	MPCU
<i>Objective 8: Promote proper maintenance culture</i>										
Improved in cultural services	Level of improvement	Outcome	40% of programs organized have cultural activated inculcated	45% of programs organized	50% of programs organized	55% of programs organized	75% of programs organized	Local programs Regional programs	Yearly	MPCU

LTNPD Development Dimension: ADOPTED DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT										
2018-2021 NMTDF Objective: Ensure effective child protection and family welfare system										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Improvement in judicial services	Level of improvement	Outcome	Average of 36 cases heard monthly	37 cases heard	40 cases heard	48 cases heard	60 cases heard	Criminal cases Civil cases	Quarterly	MPCU
Objective 2: strengthen social protection, especially for children, women, persons with disability and the elderly										
Improved welfare of the vulnerable family	Level of improvement	Impact	40% of vulnerable and poor receive monthly allowance	44% of receive allowances	48% of receive allowances	50% of receive allowances	60% of receive allowances	Male Female	Quarterly	MPCU
Objective 3: Strengthen the capacity of care givers										
Level of knowledge of care givers	Level of improvement	Outcome	32 caregivers trained	50% of care givers trained	60% of care givers trained	70% of care givers trained	90% of care givers trained	Male Female	Quarterly	MPCU
Objective 4: Develop adequate skilled human resource base										
No. of women with professional training	Total No.	Output	254 women trained	30% increase in women trained	50% increase	54% increase	60% increase	Skilled Academic	Quarterly	MPCU
Objective 5: Ensure the rights and entitlements of children										
Level of Improved welfare of children	Level of improvement	Outcome	Average of 96 lost and found children reintegrated with their families	20% increase	30% increase	38% increase	40% increase	Male Female	Quarterly	MPCU

Objective 6: Provide the youth with opportunities for skills training, employment and labor market information											
Rate of professionalis m among the youth	Level of professionalis m	Outcome	35% of youth groups trained in employable skills	45% trained	50% trained	52% trained	60% trained	Male Female	Yearly	MPCU	
Objective: Strengthen school management systems											
Level of students' academic performance	Rate of performance	Outcome	65% passing B.E.C.E	68% passing B.E.C.E	70% passing B.E.C.E	72% passing B.E.C.E	75% passing B.E.C.E	Male Female	Yearly	MPCU	
Objective: Ensure sustainable sources of financing for education											
Teacher to pupil ratio (PTR)	Level of professionalis m	Outcome	Teacher to pupil ration of 1:60	1:55	1:50	1:45	1:40	Basic Kindergarten	Yearly	MPCU	
Objective: Ensure sustainable funding sources for the growth and development of sports											
Increase sponsorship in sports	Percentage increase	Outcome	15% of sporting activities sponsored	18% of sporting activities sponsored	25% of sporting activities sponsored	45% of sporting activities sponsored	50% of sporting activities sponsored	School sports Professional	Quarterly	MPCU	
Objective: Enhance sports and recreational infrastructure											
No. of new sports facilities available	Total No.	Output	1 football rehabilitated	-	-	-	1 no. recreational center constructed	Community	Quarterly	MPCU	
Objective: Strengthen healthcare management system											
increase in access to health	Level of improvement	Outcome	13 no. of patient	20% increase in in patient	25% increase in in patient	40% increase in in patient	60% increase in in patient	Male Female	Quarterly	MPCU	

services delivery										
Objective: Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)										
Increased access to health services	Level of accessibility to healthcare	Outcome	86% of population has improved access to healthcare	20% increase	22% increase	40% increase	42% increase	Male Female	Quarterly	MPCU
Objective: Improve population management										
Improved family planning method	Level of improvement		Educations cover 50% of women	55% of women are covered	65% of women are covered	75% of women are covered	78% of women are covered	Employed unemployed	Quarterly	MPCU

LTNDP Development Dimension: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (SECURITY SERVICE)										
2018-2021 NMTDF Objective: Enhance public safety										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Improved public/vehicular safety and security	Level security and safety	outcome	137 cases accidents recorded	20% reduction	25% reduction	30% reduction	60% reduction	Lorry accidents Fire/others	Quarterly	MPCU
Objective 1: Promote access and efficiency in delivery of Justice										

Improved human rights justice	Level of improvement	outcome	231 cases of right violation in court	20% increase in cases	26% increase in cases	30% increase in cases	50% increase in cases	Circuit court Magistrate	Yearly	MPCU
Objective: Strengthen fiscal decentralization										
Improved monitoring and evaluation	Level of improvement	outcome	4 monitoring activities annually	5 annually	6 annually	6 annually	8 annually	Male Female	Quarterly	MPCU
Objective: Promote gender equality and equity in political development systems and outcomes										
Increase women leadership	Percentage increase	outcome	20% as women participation in local governance	30% as women participation	35% as women participation	40% as women participation	50% as women participation	Educated Uneducated	Yearly	MPCU
Objective: Improve decentralized planning										
Increased planning programmes and activities	Percentage increase	outcome	80% of planning	82% of planning	85% of planning	90% of planning	100% of planning	Meeting programmes	Quarterly	MPCU
Objective: Enhance capacity for policy formulation and coordination										
Improved public services	Percentage increase	Outcome	40% of community are happy with public services	45% of community are happy with public services	48% of community are happy with public services	60% of community are happy with public services	70% of community are happy with public services	Male Female	Yearly	MPCU
Objective: Improve popular participation at regional and district levels										
Increased community participation	Rate of participation	outcome	60% of invitee attend program	65% of invitee attend program	68% of invitee attend program	73% of invitee attend program	80% of invitee attend program	Male Female	Yearly	MPCU

6.5 Data Collection, Collation, Analysis and Usage

The MPCU will collect, collate and analyse data from field visits, stakeholders, sector departments and other sources to generate quarterly and annual reports for dissemination. Data collected for M&E will be used in assessing the socio economic impact of the programmes and projects implemented within the plan period. The indicators, targets and activities identified in the M&E Core indicators and the matrix will be used.

Table 6.3: Data Collection Matrix

Indicator	Data Collection Period	Data Collection Method	Data Disaggregation	Results
%Increase in revenue mobilization	Quarterly (March, June, September, December)	Desk study of monthly and quarterly financial reports	<ul style="list-style-type: none"> IGF revenue Central Government funding Donor funding 	
No. of new sports facilities available	Annually (December)	Field survey, and desk study of Annual reports	Number of facilities constructed/ provided	
increase in access to health services delivery	Quarterly (March, June, September, December)	Field survey, and desk study of Health Directorate progress reports	<ul style="list-style-type: none"> No. of cases recorded at OPD No. of CHPS zone functional 	
Increase number of women in leadership	Quarterly (March, June, September, December)	Field survey, desk study of town hall reports, and changing composition of Women in governance	<ul style="list-style-type: none"> Level of Participation of women in public forums Number of women led / focused CBOs Number of women in the Assembly 	
Increased community participation in governance	Quarterly (March, June, September, December)	Field survey, desk study of town hall reports, and number of community initiated projects	<ul style="list-style-type: none"> Level of men and women Participation in town hall meetings Involvement of community members in projects planning, implementation and monitoring and evaluation 	
No. of women with professional training	Quarterly (March, June, September, December)	Field survey, desk study of NBSSI reports	<ul style="list-style-type: none"> No. of women in formalized entrepreneurship No. of women that received professional training 	
Improved welfare of the vulnerable family	Quarterly (March, June, September, December)	Field survey, desk study of social welfare department reports (LEAP and PWD)	<ul style="list-style-type: none"> No. of households benefiting from LEAP programme No. of vulnerable people with decent jobs 	
Improvement in safety and security in disaster management	Quarterly (March, June, September, December)	Field survey, desk study of NADMO, fire service, and police reports	<ul style="list-style-type: none"> Reduction in number of road accidents Reduction in number of reported flood and fire disaster Number of voluntary disaster groups formed and functional 	
No. of HH with improved toilet and hand washing facilities	Quarterly (March, June, September, December)	Field survey, desk study of Environmental Health reports	<ul style="list-style-type: none"> Reduction in open defecation rate No. of households with toilet facilities No. of institutions with hand washing facilities 	
Improved tourism sector	Quarterly (March, June, September, December)	Field survey / site visit, desk study of progress reports	<ul style="list-style-type: none"> No. of tourist recorded in each quarter No. of new tourist site developed 	

			<ul style="list-style-type: none"> • Revenue generated from tourism activities 	
Improved adherence to standards of teaching and learning environment	Quarterly (March, June, September, December)	Field survey / site visit, desk study of Municipal Education Directorate progress reports	<ul style="list-style-type: none"> • No. of schools with play ground • No. of schools with located at serene environment • Number of schools with standard educational infrastructure 	
Improved market data for distribution of poultry product	Quarterly (March, June, September, December)	Field survey / site visit, desk study of Municipal Agriculture Department progress reports	<ul style="list-style-type: none"> • No. of existing poultry farms/ farmers • Data on prices of poultry products • No. of emerging / new markets 	
Improved productivity of farmers	Biannual (mid-year (June), end-of-year (December))	Field survey, desk study of Municipal Agriculture Department progress reports	<ul style="list-style-type: none"> • Staple food crops yield • No. of farmers with extended farm lands • No. of farmers with employed additional staff 	
Increased accessibility to revenue pay points	Quarterly (March, June, September, December)	Field survey, desk study of quarterly financial progress reports	<ul style="list-style-type: none"> • % increase in IGF revenue 	

6.6 Data Collection on Projects and Programmes

The existing data in the MA, departments and organizations in the municipality and reports submitted will be used for M&E.

The MPCU will compile a register of all ongoing programmes and projects in the municipality. This register would be regularly updated with details on each activity such as project description/name, start time, costs, location and source of funding, expected completion date, status of project, contract sum etc.

This reporting format is periodically used by the NDPC, EU, CBRDP and other donors.

In the municipality some project information exists from projects reports to the MA through the Executive Committee, RPCU, NDPC and donors. The MPCU would design and use questionnaires or structured interviews to collect primary data that is not available. Data on the key indicators and targets will enable tracking of detailed information on the projects and programmes, their inputs, activities and outputs and would be based on component work programmes or monthly progress meetings.

6.6.1 Primary Data

Basic data will be collected in the field as primary data. It will also augment existing secondary data. The data will be both quantitative and qualitative and will include demographic, socioeconomic, revenue, expenditure, gender issues, environmental concerns, and others that may be requested by the MA, RPCU, NDPC, MDAs and other stakeholders.

The data will be in four categories

1. Processed data operations of the MPCU and sub-district structures, tendering, and contract awards, compliance with audit recommendations, etc.
2. Input data- government transfers (DACF, UDG etc.), transfers from development partners,, MDAs, NGOs, IGF etc.

3. Output data – (goods and services provided)
4. Outcome/impact data (changes in livelihoods as a result of certain interventions) e.g. BECE results, infant mortality etc.

6.6.2 Secondary Data

Existing data from secondary sources will be obtained from reports in the central and decentralized departments, NGOs, organizations and other stakeholders. These sources will be collected, analyzed and validated to assess whether they are achieving the desired goals and objectives set.

6.7 Data Validation

After data collection, a data validation forum would be held to review all data collected with stakeholders and after collation.

6.8 M&E Information System

The MPCU analyses data manually as it has not got any scientific software in analyzing data like the Ghana Info database software. However, the municipal will acquire available data entry and analysis software like Statistical Package for the Social Scientist (SPSS).

6.9. Data Analysis and Use of Results

In M&E, data collected is compared with results on targets and assessed projects and programmes of the MTDP. The MPCU with the other departments will lead in the data collection, analysis and interpretation. Data to be collected by stakeholders will be analyzed using Microsoft Excel, Statistical Package for the Social Scientist (SPSS) and Microsoft Word.

Use of Results

The database will be stored in the MPO's office (the Secretariat of the MPCU) where the data would be disseminated and retrieved. The results of the analysis will help to identify and address the problems during the implementation of the DMTDP.

Results of data analysis on health Sector

Data on the health sector would help to determine the extent of success and inadequacies in health delivery and to identify unavailable health logistics and equipment as indicated under health indicators.

6.10 Results of data analysis in Education Sector

The results generated from data analysis in the education sector would help measure;

1. The indicators and targets set out in the plan.
2. The ratio of girl's enrolment in schools in relation to total enrolment and also indicate the low girl's participation and drop out in the municipality.
3. The proportion of students especially girls who make it to the secondary level and other vocational institutions in relation to boys and to total primary school leavers.

4. Increased enrolment in Primary, JHS and SHS levels as well as the general trend of results at all levels.
5. The number of teachers in the municipality.

Results of data analysis in the sanitation and water Sectors

Data analysis on water and sanitation delivery systems would help to address the problems of inadequate provision of potable water facilities. This would include among others; coverage, the number of water points per community and the prevalent water borne diseases, and environmental sanitation. On the Sanitation aspect, data would be available on the level of service in environmental and both liquid and solid waste management in terms of coverage, type and frequency of collection, treatment and disposal.

Results from the data analysed will also be used for the quarterly and annual reports on the annual action plan.

6.11 Quarterly And Annual Progress Report 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

6.12 Dissemination and Communication Strategies

The dissemination strategies adopted by the District Planning Coordinating Unit (DPCU) includes all the outlined indications in the table shown below.

Table 6.4: Communication Strategies

Activity	Purpose	Audience	Method/Tool	Time frame	Responsibility
Area Council Meetings	To update stakeholders on the performance of the DMTDP (2014-2017)	NGO's and CSO's, Associations, Traditional Authorities, Opinion leaders, Departmental Heads, Assembly Members etc	Public Hearing		MCD/ MPO, Chair persons of zonal councils
Area Council Meetings	To collect data on needs and aspirations for the DMTDP	NGO's and CSO's, Associations, Traditional Authorities, Opinion leaders, Departmental Heads, Assembly Members etc	Public Fora and Interviews		MCD/MPO, Chair persons of zonal councils
Public Hearing/ Fora	Present Assembly profile and draft MTDP	Town/Area Councils	Interaction Between the MPO and the Local People.	Annually	MPO, PRO
Presentation of Reports to the various Institutions Involved (RPCU and NDPC)	To solicit for comments from such institutions and also serve monitoring purposes.	Regional Planning and Coordinating Unit National Development Planning Commission	Reporting system (Submission of Quarterly and Annual Progress Reports)	Quarterly Reports	MPCU
Submission Final MTDP to RCC/ NDPC	To communicate to RCC about the MTDP	To RCC	Submission of Report to R C C	Quarterly Reports	MPCU
Publish ASHMA News biannually	Coverage of events interviews	To disseminate information about developments projects and peregrines from the Assembly to the indigenes and vice- versa to promote by local concept by advertising local industries	Presentation of articles and News papers	Biannually	MPO, PRO
Organize 2no.Town Hall Meetings	To Present their quarterly Reports on what they very done and answer questions when the need arise	MCE, Assembly members, MCD and Heads of Department, Executive committee, General Assembly	Interaction between the assemble members and Heads of Staff	Quarterly	Administration, MPO, PRO

Posting information on notice Boards	To make information available to general public.	For All	Interaction between MPO and MCD/MCE	Monthly	MPCU, PRO

6.13 Strategies to Improve Communication

Some of the strategies that will be adopted to improve the communication process for the implementation of the plan include;

- Dissemination of the DMTDP and Annual Progress Report of the implementation of the DMTDP through effective reporting.
- Creation of awareness on the expected roles of the stakeholders in the implementation of the Municipal programmes, projects and activities through the organisation of frequent public forums
- Promotion of dialogue and generation of feedback on the performance of the Assembly through public hearing and open fora
- Promotion of access and management of expectations of the public concerning the services of the Assembly.

6.14 Evaluation Arrangement

Evaluation and Monitoring share some similarities; they are entirely two different activities. They differ in terms of their scope and content. Evaluation is a more detailed or rigorous activity meant to assess the impacts of goals and objectives implemented. It looks at the social, economic and the environmental impacts of goals and objectives.

Mid-way through plan implementation, the monitoring team intends undertaking an evaluation exercise to assess the effects of the interventions implemented so far. Even though the plan period may not have to end, it is important to conduct a mid-term evaluation to assess whether impact indicators set for the mid-term have been achieved. Some other activities to be undertaking include

- Review of all quarterly and Annual Progress Reports
- Focus group discussions with beneficiary communities
- Data collection on completed projects to assess their short-term effects on the local communities.

A final evaluation will be undertaken at the end of the plan period. The essence of this exercise will be to assess the overall impact of the DMTDP after its implementation. It will assess the performance of specific projects and their impacts in the projects areas.

6.15 DMTDP Evaluation matrix

The Evaluation Matrix is a table of the evaluation work plan. All the components in the matrix are interrelated and help to develop the most appropriate work plan for conducting an evaluation. The matrix in table below have been developed along five main criteria to formulate evaluation questions that will seek to assess the relevance, efficiency, effectiveness, impact and sustainability of interventions in the DMTDP.

Table 6.5: DMTDP Evaluation matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Method
	Main Questions	Sub-Questions			
Relevance	1.0 Is the program purpose set in line with the NMDPF	1.1 Is the program consistent with the NMDPF?	2018-2021 National Medium-Term Development Policy Framework 2018-2021 Development programmes of the DMTDP	NMDPF, NDPC Guidelines, 2018-2021 DMTDP	Questionnaire
		1.2 Is the program consistent with the prioritized development needs of the Assembly?			
		1.3 Is the program consistent with the DMTDP?			
Efficiency	2.0 Is the scenario to achieve the program purpose appropriate?	2.1 Is the program purpose clear?	POA	2018-2021 DMTDP,	Questionnaire, Interview
		2.2 Can the program purpose be examined based on the data or facts?			
		2.3 Can the program purpose (its target value) be achieved within the plan period?			
		2.4 Is the logical sequence from each sub-component project to the program purpose clear?			
		2.5 Was the Program structured by considering the accomplishments of the district and other districts in order to achieve the program purpose effectively?			
Effectiveness	3.0 Were the sub-programmes implemented properly to achieve	3.1 Were the plans (approval and implementation of sub-component projects) conducted as planned?	Quarterly/Annual Progress reports	Progress report file	Questionnaire, Interview
		3.2 Was there an integrated system to manage the sub-component projects of the Assembly Program (an assignment of program manager and others)?			

	the program purpose?	3.3 Was the understanding of the Assembly’s Program by related persons adequate?			
		3.4 Was the monitoring system shared among the related persons? Was the necessary data and information collected and accumulated?			
		3.5 Were other program management activities (collaboration and coordination with the GARCC and other departments of the assembly, risk management, revision of the program, and others) conducted properly?			
Impact	4.0 Was the program purpose achieved?	4.1 To what extent was the program purpose achieved?	Annual Progress Reports	Progress report file	Questionnaire, Interview
		4.2 What kinds of impact did the implementation of the Program generate to achieve the development goal of the NDPC?			
		4.3 What other impact was generated by the implementation of the Program?			
Sustainability	5.0 Was the program outcome sustainable?	5.1 To what extent was the program outcome sustainable?	Evaluation Reports	Evaluation Reports	Questionnaire, Interview

6.15 Conclusion

The tenets of decentralised process and development planning administration is to avoid the long perceived status when programmes and projects are remotely determined at the national level with enormous amount of authority, decision making, and actions at the local level still lying in the ambit of centralized control. The new paradigm has emphasized on the development agenda that responds to the needs and aspirations of the local people and direct beneficiaries of programmes and projects.

The formulation of this four-year development plan has emphasized the active participation of all stakeholders at the municipal and sub-municipal structure levels. It is meant to make the development plan implementation-oriented with the specific communities as the immediate targets. The preparation of this development plan has been based on consultations from series of stakeholder consultation and town hall meetings, workshops and public hearings aimed at ensuring a well-coordinated action.

The plan has analyzed the physical conditions and the current development situation of the Ashaiman Municipality. The municipal's strengths, weaknesses, opportunities and challenges have been analyzed upon which basis realistic municipal goals have been formulated and priority objectives set. The plan also contains the municipal's development programme and medium term programme of action with indicative budget and Action Plan for the year 2018-2021. A Monitoring and Evaluation system has been designed to keep the plan in focus.

The Plan Preparation Team represented by all key stakeholders followed critically the guidelines (2018-2021) provided by the National Development Planning Commission (NDPC) in preparing this development plan and all efforts have been made to ensure that the plan is implementable. It is important therefore that all lead implementing agencies and cooperating agencies provide the necessary inputs (including labour) to make sure that the programmes and projects are implemented on schedule

