

KETU SOUTH MUNICIPAL ASSEMBLY



MUNICIPAL MEDIUM-TERM DEVELOPMENT PLAN

2018 – 2021

(FINAL DRAFT)

Prepared by MPCU
December 2017

EXECUTIVE SUMMARY

As part of Ghana's decentralization system, MMDAs are mandated to prepare District Medium-Term and Annual Development Plans to guide the process of growth in their respective jurisdictions. Consequently, this Municipal Medium Term Development Plan (MTDP) 2018-2021 of the Ketu South Municipality, which is prepared in line with the National Medium-Term Development Policy Framework (NMTDPF) 2018-2021, will serve as a development road map for the Municipality and for that matter guide all investments aimed at improving the wellbeing of the people as well as a means of fulfilling the mandate of the Assembly.

In line with the MTDP Preparation Guidelines issued by the NDPC, a Municipal Development Plan Preparation Team was constituted from the Municipal Planning Co-ordinating Unit (MPCU) to spearhead the plan preparation. Membership of this Plan Preparation Team includes;

1. Municipal Development Planning Officer
2. Municipal Physical Planning Officer
3. Municipal Budget Analyst
4. Municipal Works Engineer
5. Municipal Director of Agriculture
6. Municipal Director of Health Services
7. Municipal Director of Education

Other departmental heads were also co-opted at different stages of the plan preparation for their inputs, especially data relating to their sectors.

Having painstakingly taken into consideration the Development Dimensions and Focus Areas of the NMTDPF 2018-2021 (Agenda for Jobs), the Plan was prepared in a participatory manner where representatives of all the communities were consulted at related stages of the planning process.

Based on the Development Dimensions of the Agenda for Jobs and Guidelines issued by NDPC, the Plan has been delineated into Six (6) Chapters. Chapter one focuses on Performance Review of the Municipal Medium-Term Development Plan 2014-2017 and Municipal Development Profile whiles chapter two addresses Development Issues emanating from the existing situation and development aspirations of the citizenry. The Development

Projections, Policy Objectives and Strategies form the basis for chapter three. A Programme of Action and Annual Action Plans make up chapters four and five respectively. Finally, chapter six contains the Monitoring and Evaluation Arrangements of the Plan.

Implementation of the activities/projects in this document is expected to cost the Assembly and its Development Partners a whopping amount of Twenty-Two Million Six Hundred and Twenty Thousand Seven Hundred and Seventy-Six Ghana Cedis Twenty-One Pesewas (GH¢22,620,776.21). Out of this amount, expected revenue inflow is estimated at only Eight Million Two Hundred and One Thousand and Twenty-Six Ghana Cedis (GH¢8,201,026.00) leaving a financing gap of **Fourteen Million Four Hundred and Nineteen Thousand Seven Hundred and Fifty Ghana Cedis Twenty-One Pesewas (GH¢14,419,750.21)**. Thus, there is the need to double efforts at internal revenue mobilisation and consciously embark on attracting potential investors, development partners and donors to support the Assembly in executing its planned development programmes/projects.

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LIST OF ABBREVIATIONS

AIDs	Acquired Immune Deficiency Syndrome
HIV	Human Immune Virus
CBO	Community Based Organization
CIDA	Canadian International Development Agency
DCE	District Chief Executive
DA	District Assembly
EXECO	Executive Committee
LI	Legislative Instrument
DED	District Education Directorate
GES	Ghana Education Service
ISD	Information Services Department
DPO	District Planning Officer
IA	Internal Auditor
DFO	District Finance Officer
DE	District Engineer
EO	Estate Officer
DFR	Department of Feeder Roads
PPO	Physical Planning Department
GNFS	Ghana National Fire Service
DACF	District Assemblies Common Fund
IGF	Internally Generated Fund
GoG	Government of Ghana
MoFA	Ministry of Food and Agriculture
MoTI	Ministry of Trade and Industry
MoSDI	Ministry of Special Development Initiatives
MoGCSP	Ministry of Gender, Children & Social Protection
VRA	Volta River Authority
WRC	Water Resource Commission
EPA	Environmental Protection Agency
DMTDP	District Medium Term Development Plan
DPCU	District Planning Co-ordinating Unit
SHS	Senior High School
KG	Kindergarten
DHD	District Health Directorate
GHS	Ghana Health Service
NYA	National Youth Authority
YEA	Youth Employment Agency
OPD	Out Patient Department
DAD	District Agriculture Department
SW&CD	Social Welfare & Community Development
MASLOC	Medium and Small Loans Center
NCCE	National Commission for Civic Education
MMDA	Metropolitan, Municipal & District Assembly
SMEs	Small and Medium Enterprises
STME	Science, Technology & Mathematics Education
CHPS	Community Health Planning Services
GNPC	Ghana National Petroleum Corporation
GSGDA II	Ghana Shared Growth Development Agenda II

GSS	Ghana Statistical Service
JHS	Junior High School
LED	Local Economic Development
M&E	Monitoring and Evaluation
NADMO	National Disaster Management Organization
NGO	Non-Governmental Organization
IOM	International Organisation for Migration
PHC	Population and Housing Census
DWD	District Works Department
POCC	Potential, Opportunity, Constraint and Challenge
PoA	Programme of Action
AAP	Annual Action Plan
DCD	District Co-ordinating Director
KSM	Ketu South Municipal Assembly
MP	Member of Parliament
BAC	Business Advisory Centre
GETFund	Ghana Education Trust Fund
PWD	People with Disability
DBA	District Budget Analyst
HR	Human Resource
PO	Procurement Officer
IDA	Irrigation Development Authority
PPAG	Plan Parenthood Association of Ghana
MoW&S	Ministry of Water & Sanitation
DEHO	District Environmental Health Officer
GACCS	Ghana Alliance for Clean Cook Stoves
ECG	Electricity Company of Ghana

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CHAPTER ONE

PERFORMANCE REVIEW AND CURRENT SITUATION

1.0 Introduction

In charting a development course of the Ketu South Municipality, it is essential to give an account of the present conditions regarding the implementation of the just previous development plan of the Assembly. Thus, this chapter comprises the Vision; Mission; Functions of the Assembly; Performance Review of the Municipal Medium-Term Development Plan 2014 – 2017; and Existing Situation of the Municipality. These critical benchmarks will serve as the basis for the preparation of the Medium-Term Development Plan 2018 – 2021 for the Municipality.

1.1 Vision Statement

The Ketu South Municipal Assembly envisions to be the best managed and decentralized Assembly delivering superior client oriented services.

1.2 Mission Statement

Our mission is to make a positive change in the Ketu South Municipality by mobilizing available fiscal, material and human resources for an efficient and effective delivery of social, economic, political and cultural services through the application of science, technology and transformational leadership.

1.3 Core Values

The values of the Assembly are embedded in Hard Work, Discipline, Integrity, Transparency, Professionalism, Client Focus, Accountability, Equity, Honesty, Participation, Trust and Good Governance.

1.4 Functions of the Assembly

The Municipal Assembly is the administrative and development decision-making body in the Municipality that broadly performs deliberative, legislative and executive functions. Specifically, the Assembly performs the following functions as prescribed by the Local Governance Act, 2016 (Act 936):

1. Be responsible for the overall development of the municipality and to ensure the preparation and submission of development plans and budgets through the Regional Co-coordinating Council to the NDPC and MOFEP respectively for approval.
2. Formulate and execute plans, programmes, and strategies for the effective mobilization of resources necessary for the overall development of the municipality.
3. Promote and support productive activity and social development in the municipality and remove any obstacles to initiative development.
4. Initiate programmes for the development of basic infrastructure and provide municipal works and services in the municipality.
5. Be responsible for the development, improvement and management of human settlements and the environment in the municipality.
6. In co-operation with appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the municipality.
7. Ensure ready access to the courts and public tribunals in the municipality for the promotion of justice.
8. Initiate, sponsor or carry out such studies as may be necessary for the discharge of any of the functions conferred by the Act or any other enactment.
9. Perform such other functions as may be provided under any other enactment.

1.5 Performance Review under Ghana Shared Growth and Development Agenda (GSGDA II)

Performance review of the Medium-Term Development Plan 2014 – 2017 was carried out in consultation with all Heads of Decentralized and Non-decentralized Departments, and other relevant stakeholders. Projects and activities under the various thematic areas of the Plan were reviewed. The thematic areas include Ensuring and Sustaining Macroeconomic Stability; Enhanced Competitiveness of Ghana’s Private Sector; Accelerated Agricultural Modernization and Sustainable Natural Resource Management; Oil and Gas Development; Infrastructure and Human Settlements; Human Development, Productivity and Employment; and Transparent and Accountable Governance.

It came to light during the review that, out of the 213 planned activities/projects 98 (46.0%) were fully implemented while 37 (17.4%) were partially implemented. Besides, 29 (13.6%) are still on-going and 49 (23.0%) of the projects were not implemented.

Figure 1: Projects Performance Review of MTDP 2014-2017

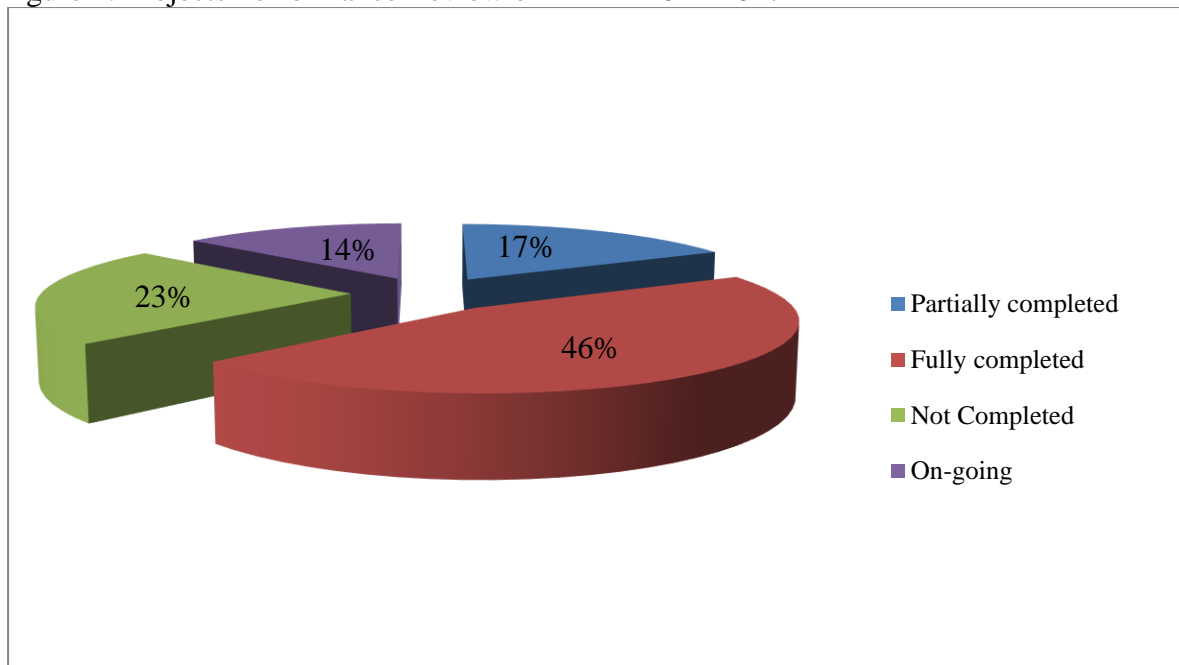


Figure 1 shows the Plan implementation performance of Ketu South Municipal Assembly from 2014 to 2017 under the various thematic areas, policy objectives, projects/activities, indicators, targets, and level of achievement.

Table 1: Performance of the MTDP from 2014 to 2017

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
Thematic Area: Ensuring and Sustaining Macroeconomic Stability							
Policy Objective: To increase fiscal resources mobilization by 30% annually over the 2014's total development fiscal resources by 2017							
2014			Create and maintain a reliable computer – based revenue and financial management database system	Number of computer with revenue database	1 computer	Partially implemented	
2014			Intensify supervision of all revenue collection system	Number of Report Issued	All revenue collection points	Partially implemented	
2014			Intensify public education on rate/fees payment on Radio and in communities	Number of public education held	Fully implemented	Fully implemented	
2014			Capacity building for 30 Revenue collectors and 10 Zonal council Staffs	No. of revenue and zonal council staffs trained	30 Revenue collectors, 10 Zonal Council staff	Fully implemented	
2014			Awards for best Revenue staff annually	Number of collectors receiving award		Not implemented	
2014			Recruit 30 Revenue Collectors and guards to collect IGF ceded to the ZC's.	Number Recruited		Not implemented	
2015			Organise stakeholders workshop to identify new sources of revenue	No. of new revenue sources		Fully implemented	
2014			Develop reliable business and property database system including the street naming and property addressing	All property registered and accessed		Partially implemented	
2014			Rehabilitation of Market (Construction of fence wall and extension of electricity)	Markets fenced and electricity extended		Fully implemented	
2015			Rehabilitation of markets (Re-roofing of some Markets shed and extension of electricity)	Markets sheds reroofed and electricity extended		Fully implemented	
2014			Set aside 30% of IGF for capital projects in the municipality (purchase of plant & others)	IGF Account statement		Fully implemented	
2015			Rehabilitation of lorry parks (pavement) & sanitary facilities	Lorry parks and toilets rehabilitated		Partially implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2015			Procure 10No. motor bikes for Zonal Council & revenue staff for supervision	No. of motor bikes procured		Fully implemented	
2014			Completion of 2-storey 28Unit stores	2 Storey 28 Unit stores completed	2No. 28 Unit stores	Partially implemented	
Thematic Area: Enhanced Competitiveness of Ghana's Private Sector							
Policy Objective:To improve 200 private sector businesses, productivity and competitiveness							
2014			Train 150 unemployed youth and entrepreneurs in soap & detergent and cosmetics/bleach production	150 unemployed youth trained	70	Partially implemented	
2014			Organize 3No. business management and entrepreneurship training for MSEs	No. of MSEs trained		Fully implemented	
2014			Training in grass cutter rearing,mushroom production and bee keeping	Training organized, report		Fully implemented	
2015			Technical training in Batik tie and dye	Training organized, report		Not implemented	
2016			Support capacity building for 50 small scale firms annuallyin competitive business management	Number of firms trained	10	Partially implemented	
2014			Support selected 10 enterprising private firms to participate both national and international fairs.	No. of private firms supported		Not implemented	
2015			Createforumfor private enterprise networking and e-commerce	Number of firms that have networks	5	Partially implemented	
2015			Support the formation of local Association of small Scale Industries	Formation of local association supported		Fully implemented	
2014			Build the capacity ofSMEs to access credit	Capacity of SMEs built		Not implemented	
2016			Support artisans and other professionals to form strong municipal associations/Cooperatives	strong municipal associations/Cooperatives formed		Partially implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
Policy Objective: To develop a database of all business enterprise and opportunities in the municipal by 2017							
2016			Build capacity of institutions responsible for private sector development in enterprise database management	Capacity in enterprise database management built.		Fully implemented	
Policy Objective: To diversify and expand tourism industry by December 2017							
2015			Organise Municipal investment and tourism fair	Investment and tourism fair organized		Not implemented	
			Extension of street lights to and along the beaches to maintain security and sanity.	security and sanity maintained		Fully implemented	
Policy Objective: To ensure the health safety and economic interest of consumers							
2014			To promote salt iodisation programmes	capacity in enterprise database management built..		Fully implemented	
Thematic Area: Accelerated Agricultural Modernisation and Natural Resource Management							
Policy Objective: Promote Agricultural Mechanization							
2015			Organize 4 No. capacity building in Agricultural machinery management, operation and maintenance.	4 No. capacity building in Agricultural machinery management, operation and maintenance Organized.		Not implemented	
2015			Establish of 2 No. mechanization service centres	Establishment of 2 No. mechanization service centers facilitated		Not implemented	
Policy Objectives: Improve science and technology and innovation application							
2014			Hold education programme for farmers on improved technologies in agriculture.	Farmers educated in improved technologies in agriculture		On-going	
2015			Organize 8 No. training workshops for farmers on high yield crops.	8 No. training workshops for organized farmers		On-going	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2015			Resource DOA to liaise with CSIR to coordinate research output	Research output coordinated		On-going	
Policy Objective: To increase access to extension services and reorientation of agriculture education							
2014			Undertake daily agricultural extension and veterinary services delivery	Field visit report		On-going	
2014			Undertake daily extension services to women in agriculture.	No. of women farmers reached		On-going	
2014			Organize 8 No. study tours for farmers and DOA staff to mechanized farms in the country.	Study tours organized		Partially implemented	
2014			Sponsor DOA staff to pursue short courses in application of new technology in mechanized agriculture.	Number of DOA staff sponsored		On-going	
2014			Strengthen the plan implementation and monitoring at the Municipal level.	Monitoring report of MAOs		On-going	
2014			Sensitize DOA staff on the communication strategy and the local government service code.	No. of sensitization carried out		On-going	
2014			Conduct training needs assessment of staff of DOA and implement the report.	Report on training		On-going	
2014			Intensify the use of mass communication system and electronic media for extension services delivery (radio)	Receipts for radio programmes, reports		On-going	
Policy Objective: Improve institutional coordination for agriculture development							
2014			Organize stakeholder forum in partnership with private sector and CSOs	Minutes of meetings		On-going	
Policy Objective: Increase private sector investment in agriculture							
2014			Organize 10 No. sensitization workshops for Youth in Agriculture.	List of participants		On-going	
Policy Objective: Improve post production management							

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2015			Rehabilitate market infrastructure and provide sanitary facilities.	Markets rehabilitated		Fully implemented	
2014			Link vegetable producers to domestic and international markets.	No of producers on domestic and international markets		On-going	
Policy Objective: Develop an effective domestic market DOA							
2015			Organize 10 No. workshops for farmers on formation of FBOs	8 No. workshop organized		On-going	
2014			Organize annual capacity building workshop for FBOs on specific livelihood skills.	Number of FBOs trained		On-going	
	Policy Objective: Promote irrigation development						
2015			Construct 1 No. dam	Dam constructed		Fully implemented	
Policy Objective: Improve agriculture financing							
2014			Facilitate accessibility of credit and incentive for youth in agriculture.	Credit and incentive accessibility facilitated		On-going	
2015			Organize sensitization workshop for farmers on pension schemes	Number of farmers sensitized		Not implemented	
2015			Organize sensitization workshop for farmers on insurance schemes	Number of farmers sensitized		Fully implemented	
Policy Objective: Promote sustainable environment, land and water management							
2014			Organize 10 No. awareness campaign on environmental issues.	Reports on campaign		On-going	
			Undertake capacity building for agric. staff on Soil and Land management (SLM)	Number of staff trained			

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Dissemination of technology on SLM	No. of farmers reached with technology		On-going	
Policy Objective: Promote the development of selected staple and horticulture crops							
2014			Organize 8 No. sensitization workshop for farmers on exotic vegetables & butternut squash production for export market.	8No. sensitization workshop organized		On-going	
Policy Objective: Promote livestock, poultry development for food security and income generation							
2014			Undertake routine disease control and surveillance for zoonotic and scheduled diseases.	Report on routine surveillance and disease control		On-going	
2014			Organize 8 No. training workshops for farmers on high yielding animal breeds.	8No. workshop organised		On-going	
2014			Organize training session on poultry and livestock management.	No. of training sessions organized		On-going	
Policy Objective: Enhance fish production and productivity							
2014			Sensitize Community based fisheries management committee(CBFMC) on fishery laws	Report Attendance list.		On-going	
			Sensitize fisher folks on life insurance schemes.	Report Attendance list		Not implemented	
Project Objective: Promote aquaculture development							
2015			Organize annual workshop on fish husbandry practices and fish health management.	Report on workshop List of participants.		On-going	
Thematic Area:Sustainable Natural Resource Management							
Policy Objective:To ensure sustainable management of natural resources							
2014			Promote the adoption of the principle of green economy	Report List of participants.		Not implemented	
2014			To organize community durbar on the benefits of trees	No. of communities involved, report		Fully implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Promote women based groups on wood lots development	No. of womenbased group & no. of woodlots		Not implemented	
2014			Educate school children on tree planting	No. of schools educated on tree planting		Fully implemented	
2014			Award best performing school in tree planting	No. of schools awarded		Not implemented	
2014			Establish tree nursery	No. of seedlings		Fully implemented	
Thematic Area:Oil and Gas Development							
Policy Objective:To ensure local content and participation across the Oil and Gas value chain							
2014			Organize 5No.sensitization programme on the safe use of oil and gas	5 No. sensitization programme organized		Partially implemented	
2014			Organize capacity training for Disaster Volunteer Groups(DVGs)on fire prevention	Number ofDVGs trained		Fully implemented	
2014			Organize bi-annually public awareness campaigns on DRR &Climate change	Increase in knowledge of climate change			
2014			Collaborate with GNFS to install fire extinguisher for all publicinstitutions	Fire extinguisher installed		Fully implemented	
2014			Hold annual consultative forum with major oil companies operating in the municipalon prevention of oil smuggling to Togo	Reduction in oil Smuggling		Partially implemented	
2015			Support the creation of a green belt in the municipality with tree planting	Green belt created		Fully implemented	
Thematic Area:Infrastructure, Energy and Human Settlement							
Policy Objective:To improve upon the condition of 110Kms of roads across the municipality by the end of 2017							
2014			Rehabilitation and maintenance ofaccess roads linking 20 farming and fishing communities	Length of feeder roads rehabilitated	17km	Fully implemented	
2014			Upgrade 5kmaccess roads to link major	Length of feeder roads	5km	Fully	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
			market centres	constructed		implemented	
2014			Rehabilitate 25km townroads	Length of feeder roads constructed	15km	Partially implemented	
2014			To open up 4km road through Kpoglu to proposed farm site for the youth in agriculture.	Length of feeder roads constructed	4km	Fully implemented	
2014			Maintenance / Spot improvement –Pothole filling from Makavo Jn. To Aflao Market and Beach Road – 1km	Length of feeder roads constructed	5km	Fully implemented	
2014			Maintenance /Spot improvement Reshaping Tokor – High Court and GES Feeder road 1.5 km	Length of feeder roads constructed	1.5km	Fully implemented	
2014			Rehabilitate 20km feeder roads	Length of feeder roads constructed	15km	Partially implemented	
Policy Objective: To promote rapid development and deployment of ICT infrastructure by 2017							
2014			To extend electricity to all basic schools	No of schools on national grid		Fully implemented	
Policy Objective: To provide a reliable and affordable energy							
2014			Support rural electrification	Rural electrification supported		Fully implemented	
2014			Maintain all security lights and street lights	Security and street light maintained		Not implemented	
Policy Objective: To increase the proportion of renewal energy							
2014			Promote the establishment of woodlots	Five (5) woodlots established		Partially implemented	
Policy Objective: Mainstream Gender in the use of renewable energy							
2014			Mainstream Gender in the use of renewable energy	Educate women on the use of modern energy	N0. Of women educated	Not implemented	
Policy Objective: Strengthen the human and institutional capacity for effective land use planning and management							

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Resource Physical Planning Department to enforce building regulations (logistics)	T&C Planning office resourced		Partially implemented	
2015			Educate the public on building regulation	Programme organised		Partially implemented	
2015			Support capacity building of staff and Statutory Planning Sub-Committee on new planning technology & building regulation	No. of staff trained		Fully implemented	
2015			Supply of modern planning equipments to support the Physical Planning D	Equipment supplied		Not implemented	
Policy Objective: To increase access to adequate, safe, secure and affordable shelter							
2015			Facilitate the creation of land banks	Land banks created		Not implemented	
Policy Objective: Improve and accelerate housing delivery in the areas							
2015			Promotion of orderly development of settlement	10 communities demarcated		Partially implemented	
Policy Objective: To increase rural water coverage by 20% annually and urban water by 60% by the end of 2017							
2015			Extend pipe borne water from Satsimadza to six surrounding communities (Taskcorner)	Pipe borne water extended		Partially implemented	
2015			Extend pipe borne water to 10 communities	Pipe water extended to 10 communities	10	Fully implemented	
2014			Extend pipe borne water to 10 unserved communities	Pipe water extended to 50 communities	30	Fully implemented	
2014			Construct 25 bore holes in needy communities	25 boreholes constructed.	15	Partially implemented	
2015			Rehabilitation of non-functional water systems	Non-functioning boreholes rehabilitated.	5	Fully implemented	
2014			Organize capacity building programmes for waterBoard and WATSANS	Water boards and watsans reactivated		Not implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2015			Construction of 2No. Ferro-cement Tank	Number of people served		Fully implemented	
2015			Rehabilitation of non-functional water systems	% increase in population served		Partially implemented	
2014			Organize capacity building programmes for waterBoard and WATSANs	% increase in revenue generated		Not implemented	
2015			Construction of 2No. Ferro-cement Tank	Number of people served		Fully implemented	
Policy Objective: Accelerate the provision of environmental sanitation facilities to achieve a clean and healthy environment with a reduced risk of infection and contamination by 2017.							
2015			Acquire and develop final disposal site for solid and liquid wastes	Finalwaste disposal site acquired			
2015			Construct 3 No. meat shops	Safety meat sold.			
2014			Manufacture 45 refuse containers of 15M ³	45 refuse containers Manufactured	5	Partially implemented	
2014			Undertake 20 No. educational programmes on environmental sanitation	20 No. educational programmes on environmental sanitation undertaken			
2014			Undertake 20No. educational programme on Ebola and Cholera	20 No. educational programmes on Ebola and Cholera prevention organised			
2014			Organize monthly clean-up exercise in the Municipality	Quarterly clean-up exercise organised		Fully implemented	
2014			Construct 1No modern slaughter house	1 No. slaughter house constructed			
2015			Rehabilitate /Conversion 20No.existing public toilets	Rehabilitated 10 No. public toilets			

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Fumigation in the municipality	Municipality fumigated			
2015			Construction of 10 No public toilet and urinal across the municipality	10 No. public toilets constructed			
2015			Acquire 1 No. Durable Cesspool emptier	1 No. durable cesspool emptier acquired		Not implemented	
2014			Facilitate the implementation of CLTS strategies in the communities	CLTS strategies implemented		Fully implemented	
2014			Construction of 5 No 12 Unit WC public toilets.	5 No. 12 unit WC constructed		Fully implemented	
2014			Construction of 19 No. 6 Seater Vault Chamber Toilet	18 No. 6 Seater toilet constructed	6	Partially implemented	
2014			Construction of 3 No. institutional toilet and urinal	3 No. institutional toilet constructed		Fully implemented	
2015			Construction of 12 seater toilet with bathrooms and offices	12 seater toilet constructed		Fully implemented	
2014			Construction of 2 No. 6- Seater institutional KVIP Toilet and Urinal	2 No. 6-seater KVIP contracted		Fully implemented	
2014			Rehabilitation of public toilet at Aflao Lorry Park	1 No. rehabilitated		Fully implemented	
2015			Construction of 1 No. 10 Seater WC Institutional Toilet and urinal at Denu Market	1 No. constructed		Fully implemented	
2015			Construction of 1 No. 6 Seater WC Institutional Toilet and Urinal at St. Paul's SHS	1 No. constructed		Fully implemented	
2015			Construction of 6 No public animal pounds	6 No. public animal pound constructed		Not implemented	
Policy Objective: Strengthen institutional capacity of Environmental Health Division to improve service delivery							
2014			Supply 5 No. motorbike for EHAs at sub-	5 No. motorbike supplied		Not	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
			municipal level			implemented	
2014			Hold monthly planning meetings	Report on meetings		Fully implemented	
2015			Annual provision of sanitary tool	Sanitary tools provided		Partially implemented	
Policy Objective: To increase the housing units by 15% by the end of 2017							
2015			Construction of 2No. Staff Bungalows	5No. staff bungalows constructed		Partially implemented	
2014			Construction of 2No. Nurses quarters	2No. nurses quarters constructed		Not implemented	
2015			Rehabilitation of former MFO Residential Bungalow	Bungalow rehabilitated		Fully implemented	
2015			Rehabilitation of the Residency (phase 1)	Residency rehabilitated		Fully implemented	
2014			Refurbishment of MA office complex (phase I)	MA office refurbished		Partially implemented	
2014			Rehabilitation of High Court Judge residence	High court judge residency rehabilitated		Fully implemented	
2015			Rehabilitation of Assembly's Bungalows	Assembly bungalows rehabilitated			
2014			Renovation of Old Municipal Assembly Office Complex	MA office complex renovated		Partially implemented	
Thematic Area: Human Development, Productivity and Employment							
Policy Objective: To increase equitable access to and participation in quality education at all levels							
2014			Construct 4 No. 6 unit classroom block, office and store with ancillaries	4No. 6unit classroom block constructed			
2014			Construction of 1 No. 3 Unit Classroom Block with 4 – seater KVIP toilet and urinal	Classroom block constructed		Fully implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Implement SHEP programme i.e. sanitation, environment, and safety systems in Schools.	Report		Fully implemented	
2014			Organize enrolment drive in communities	Report		Fully implemented	
2014			Provide sports equipment & kits for sports development	Sports kits and equipment provided		Not implemented	
2014			Support inter-zonal & municipal sports festivals	Programme supported, Report		Fully implemented	
2014			Support cultural festivals	Festivals supported		Not implemented	
2014			Construct 10 No. 3 unit Pre-school block in deprived areas	Schools constructed	6	Partially implemented	
2014			Construct 4 No 3-Unit classroom blocks with auxiliaries	4 No. 3 unit classroom block provided	4	Fully implemented	
2015			Construction of 2 No. 6 Unit classroom blocks with auxiliary facilities	Classroom blocks constructed		Fully implemented	
2015			Support for gender clubs and use of role model	GPI			
2014			Organize girl-child talk programme	Report on programme organised		Fully implemented	
2014			Development of Girl's Week activities and using local radio/media programmes and civil society group to advocate on behalf of girls	GPI		Not implemented	
2014			Organize girl-child talk programme	Report on programme organised			
2014			Provide material support to needy pupils (more girls than boys)	GPI		Fully implemented	
2015			Construction of 2 No. Teachers' quarters	2 No. teachers quarters		Not	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
			starting from hard-to-reach areas.	constructed		implemented	
Policy Objective: Improve management of education service delivery							
2015			Organize Municipality Education Sector Annual Review	Annual review organized		Partially implemented	
2014			Conduct comprehensive School inspection and dissemination of report in timely manner	Comprehensive school inspection report timely delivered		Fully implemented	
2015			Award best teacher	Best teacher awarded		Not implemented	
2014			Conduct a regular payroll audit in basicschools	Audit conducted		Fully implemented	
2015			Scholarship for best science and math's student and support for teacher trainees	Scholarships awarded and teachers trainees supported		Not implemented	
2015			Completion of the Municipal Education office Block	Education block completed		Not implemented	
2014			Strengthen the operation of the PTA/SMC in all basic schools	PTA/SMC supported		Fully implemented	
2014			Support for MEOC operational activities	MEOC activities supported		Fully implemented	
2014			Support the training of circuit supervisors to strengthen supervision.	Circuit supervisors trained		Fully implemented	
Policy Objective: To promote science and technical education and ICT at all levels							
2014			Support the organization of STMEs in St. Paul's SHS	STMEs supported		Partially implemented	
2015			Procure Computers for all Basic schools to facilitate access to ICT training	Computer procured		Fully implemented	
2015			Construction of ICT center for Aflao Community SHS	ICT center constructed		Not implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2015			Support capacity building for 50 Teachers in ICT	50 teachers trained		Partially implemented	
Thematic Area: Health							
Policy Objective: To improve the quality and access to health service delivery system to cover up to 80% of the population by 2017							
2015			Organize annual awards ceremony for health workers in rural areas	A ceremony organized annually.		Fully implemented	
2014			Provide scholarship for 25 nurses trainees from the Municipal	25 nurses trainees supported		Not implemented	
Policy Objective: Improve health infrastructure by 20% by 2017							
2014			Construct 1No. health centres in deprived areas	Number of people with increased access		Fully implemented	
2015			Construction of office complex for Ghana Health Service – Municipal Directorate	Office complex constructed		Partially implemented	
2015			Procure adequate logistics for 6 health centres	Level of service performance		Not implemented	
2014			Construction of 3No. maternity blocks	3No. maternity blocks constructed		On-going	
2015			Rehabilitation of 3 No. health centers 1No. CHPS Compound,	Number of people with increased access		On-going	
2015			Construction of 6No. CHPs compound(bedroom semi-detached apartment)	6 CHPs compound constructed		On-going	
2015			Rehabilitate 4 health centres in the Municipality	4 health centers rehabilitated		On-going	
2014			Rehabilitate 4Maternal and child health units (MCHs) in the Municipal	Rehabilitated 4 RCHs		Not implemented	
Policy Objective: To improve maternal and child health care so as to reduce mortality by 10% by 2017							

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Organize 10 No. education campaign on maternal and child health annually	No. of Campaigns organised		Fully implemented	
2015			Support the Municipal office of NHIS to register pregnant women in remote areas	%increase in NHIS registrants		Fully implemented	
2014			Organize annual capacity building programmes for management and staff of early childhooddevelopment centres and children's home/ orphanage	Increase in the Number of children in ECHDC		Not implemented	
2014			Promotion of the registration of the poor and vulnerable in the NHIS in the remote area.	The poor and vulnerable registered		Fully implemented	
Policy Objective: To reduce the incidence of malaria by 30% annually							
2014			Support the promotion ofthe use of insecticide treated mosquito nets	Insecticides use promoted		Fully implemented	
2014			Desilting drains in major towns	Drains desilted		On-going	
2014			Extension of Nutrition and malaria control for child survival project (NMCCP) in all non-project communities	No. of communities supported		Fully implemented	
2014			Undertake 8No. residual spraying in all communities	%reduction in malaria cases		Notimplemented	
Policy Objective: To reduce the incidence of HIV/AIDS by 50% by December 2017							
2014			Educate citizens on behavioural change strategies and safe sex practices	Citizens educated		Fully implemented	
2014			Organize quarterly counseling and testing services on HIV/AIDS	Counseling and testing services organized		Fully implemented	
2014			Screening of all pregnant women at ANC for HIV/AIDS	Pregnant women screened		Fully implemented	
2014			Procure and distribute free condoms to	Condoms procured and		Fully	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
			citizens	distributed		implemented	
2014			Provide ART to PLWHAs	ARTs provided		Fully implemented	
2014			Support HIV and AIDS orphans	HIV/AIDS orphans supported		partially implemented	
2014			Carry out “know your status” campaign in the municipality	Campaign organised		Fully implemented	
Policy Objective: To identify and equip the vulnerable and excluded with employable skills by 2017							
2015			Collect data on all people with disabilities and vulnerability in the Municipal	Data collected		Fully implemented	
2015			Organize annually capacity building programme for people with disabilities and excluded	PWDs trained		Not implemented	
2015			Construct 1 No early childhood center in partnership with the private sector	1 No. children’s home constructed		Not implemented	
2014			Increase the LEAP beneficiary communities	Beneficiaries increased		Fully implemented	
2015			Set up and support Child Panel	Child panel set up		Not implemented	
Policy Objective: To improve human resource capacity to effectively manage development and enhance citizens welfare in the municipal							
2015			Procure two pick-ups for the municipal office operation	Two pickups procured	1 pickup purchased	partially implemented	
2014			To promote human resource development (short Courses)	Human resource developed		Not implemented	
Thematic Area: Transparent and Accountable Governance							
Policy Objective: To expand sustain opportunities for effective citizen’s engagement							
2015			Organize annual stakeholders forum on development issues in the Municipality	Stakeholders forum organised		Fully implemented	
2015			Institutionalize annual town hall meeting in each Zonal councils	Town hall meeting organised		Fully implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Support the building of capacity of Assembly Members in effective implementation of decentralization	Assembly Members trained		Fully implemented	
2016			Build capacity of selected communities in the zonal councils in participatory Planning, implementation and monitoring.	Community members trained in participatory planning		Not implemented	
2016			Under take review of the PoA 2014-2017 Medium Term Development Plan	Review undertaken		Fully implemented	
2014			Carry out quarterly monitoring of the Development Plan	Monitoring carried out, report		Fully implemented	
Policy Objective: Strengthen and promote the culture of rights and responsibilities							
			Build capacity of Assembly members, citizens and decentralized departments on their rights and responsibilities	Members trained		Not implemented	
			Rehabilitation of Zonal councils	Zonal councils rehabilitated		Not implemented	
			Support the Zonal councils to prepare Zonal Plan for all the Councils	Zonal councils plan prepared		Fully implemented	
Policy Objective: Municipal level planning and budgeting through the participatory process at all levels							
			Deepen the integration and institutionalization of Municipality level planning and budgeting through the participatory process at all levels	All stakeholders involved in planning and budgeting		Fully implemented	
Policy Objective: Mainstreaming Local Economic Development (LED)							
			Promote local business enterprises based on resource endowments for job creation No. of local businesses trained		Not implemented		
Policy Objective: Promote effective and efficient and efficient anti corruption systems							
2015			Form watch dog committees in major towns in the Municipality	Watchdogs committees formed		Partially implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
2014			Provide logistics and fuel for Municipal Security activities	Logistics provided		Fully implemented	
2014			Support the organization of quarterly safety awareness programmes	Awareness programme supported		Fully implemented	
2014			Construction of fence wall at police station	Fence wall constructed		Not implemented	
2014			Construction Municipal Police headquarters	Mun. police headquarters constructed		Partially Implemented	
2015			Support NADMO in disaster prevention and management	Logistics provided		Fully implemented	
2015			Organize training programme for Municipal disaster and fire volunteers	Training organised		Not implemented	
Policy Objective: To strengthen institutions to promote the development of culture in the municipality by 2017							
2014			Support and resource chiefs to document traditional culture and history of the people	Reduction in internal conflicts		Not implemented	
2015			Rehabilitate and a well-equipped Municipal Cultural Centre	CNC rehabilitated		Not implemented	
2014			Support the celebration of National, Regional and Municipal cultural festivals	National integration		Fully implemented	
2014			Support traditional Areas in the celebration of their annual festivals	Traditional festivals supported		Fully implemented	
2015			Support farmers day celebration	Farmers day supported		Fully implemented	
Policy Objective: To enhance Civil Society Participation in governance to increase public awareness on the Assembly and government policies							
2014			Create platform for civil society to participate in Fee Fixing determination and Municipal Budget preparation and hearing	Number of participants		Fully implemented	
2015			Make budget allocation for NCCE, ISD to undertake public education on government	Budget allocated and expended		Fully implemented	

Period	Programmes	Sub-programme	Broad Project / Activity	Indicators			Remarks in relation to criteria in Box 7
				Baseline (2013)	MTDP Target	Achievement	
			policies and activities				
Policy Objective: Safeguard the security, safety and protection of the rights of the vulnerable in the society, especially women and the girl child							
2015			Identify and resource existing women groups/Associations dealing with women and children	Number of groups identified		Partially implemented	
2015			Identify and recruit potential women for leadership training and engagement	Number of women recruited		Not implemented	
2015			Organize training programme for women on their rights and privileges	Number of participants		Not implemented	
2014			Enroll 150 women in non-formal education	150 women educated in non formal		Fully implemented	
Policy Objective: To ensure transparency in the management of Municipal and local fiscal resource							
2014			Conduct regular auditing of Zonal councils and other revenue sources in the municipality	Zonal councils and revenue sources audited		Fully implemented	
2015			Conduct training for key MA and Zonal council staff in procurement management	Training conducted		Fully implemented	
2014			Prepare and implement Operation and Maintenance Plan for the Mun. Assembly	O&M plan prepared		Fully implemented	

1.6 Municipal Profile / Current Situations

1.6.1 Physical and Natural Environment

1.6.1.1 Location and Size

Ketu South Municipality is one of the twenty five (25) municipalities/districts in the Volta Region. The Municipality is located at the south-eastern corner of Ghana. It shares boundaries with the Republic of Togo to the East, Keta Municipality to the West, Ketu North District to the North, and Gulf of Guinea to the South. The Municipality has a total land size of approximately 779 sq. km representing 3.8 percent of the regional land area and lies within latitudes $6^{\circ}03'N$ and $6^{\circ}10'N$, and longitude $1^{\circ}06'E$ and $1^{\circ}11'E$.

The Municipality is strategically located with added advantage as the Eastern Gateway to Ghana where continuous cross-border activities are carried out on daily basis. The location of the municipality to the main Ghana-Togo boarder has a lot of security and welfare implications with potentials for brisk commercial economic activities.

Figure 2: Ketu South Municipal Map

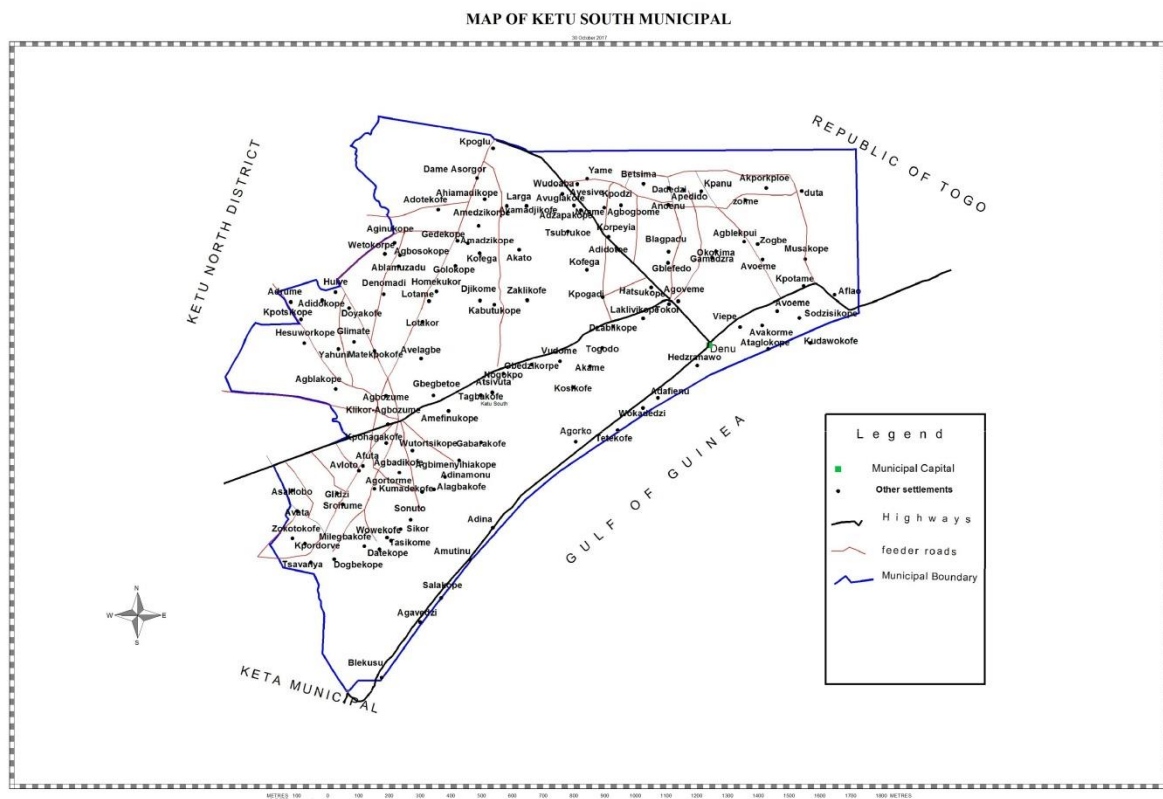
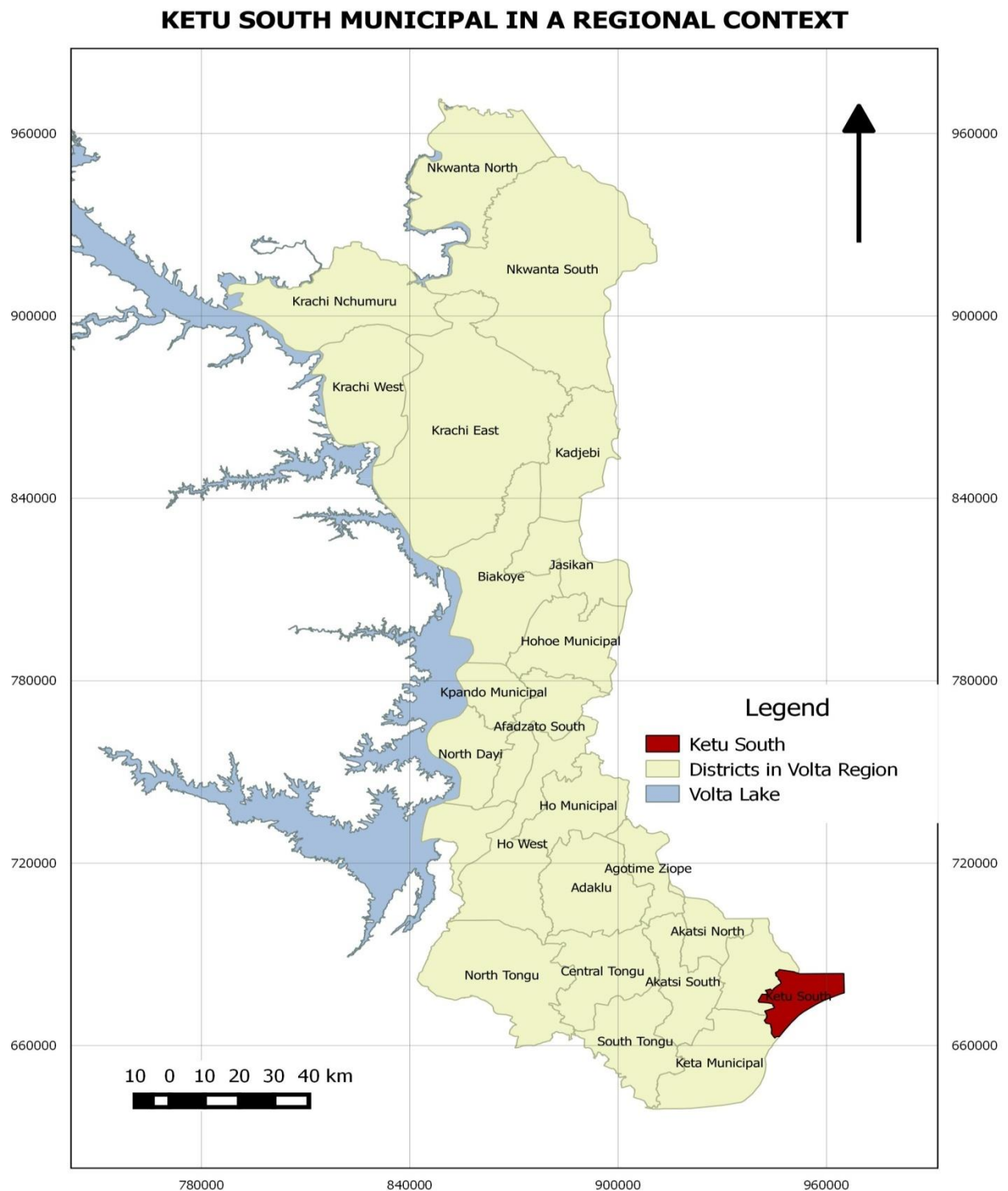


Figure 3: Ketu South Municipal in Regional Context



1.6.1.2 Topography and Drainage

Ketu South Municipal is a relatively low lying area with altitudes ranging from less than 15 metres at the coast and increasing to 66 metres inland. The coastline is fairly smooth and marked by sandbars. The Municipality is drained by the Gulf of Guinea which stretches along its entire southern boundary. The Municipality is endowed with about 30 kilometres stretch of wetlands/lagoon, extending from the Keta lagoon at Blekusu to the environs of Aflao,

which provides opportunities for aquaculture activities, eco-tourism, development of green belt, and salt mining.

These lagoons occasionally get flooded resulting into destruction of property and rendering inhabitants homeless with its social implications. Poor drainage of the Municipality places a lot of limitation on agriculture development especially in the promotion of dam construction for irrigation activities. However, the lagoons in the municipality have the potential for economic development and employment generation.

Figure 4: Map Depicting Wetlands in Ketu South Municipal

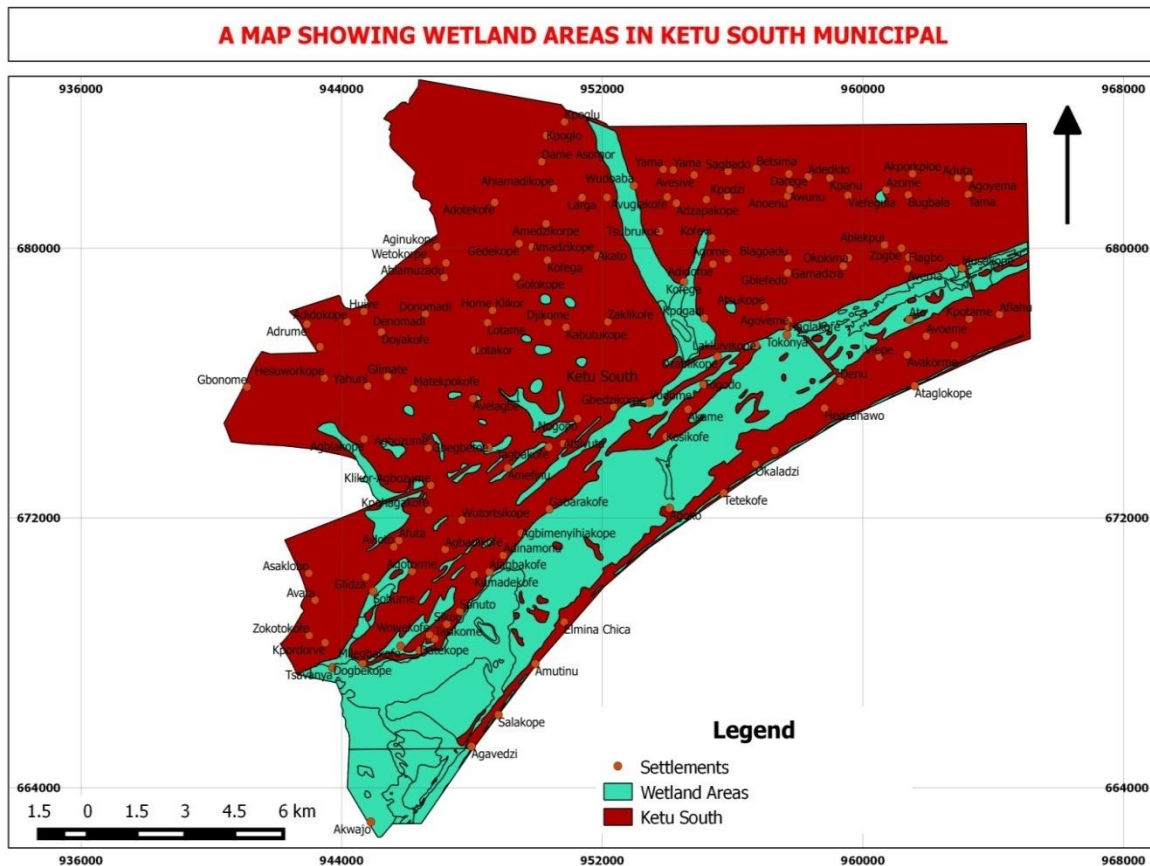


Figure 5: Section of the Lagoon Stretching from Aflao to Keta

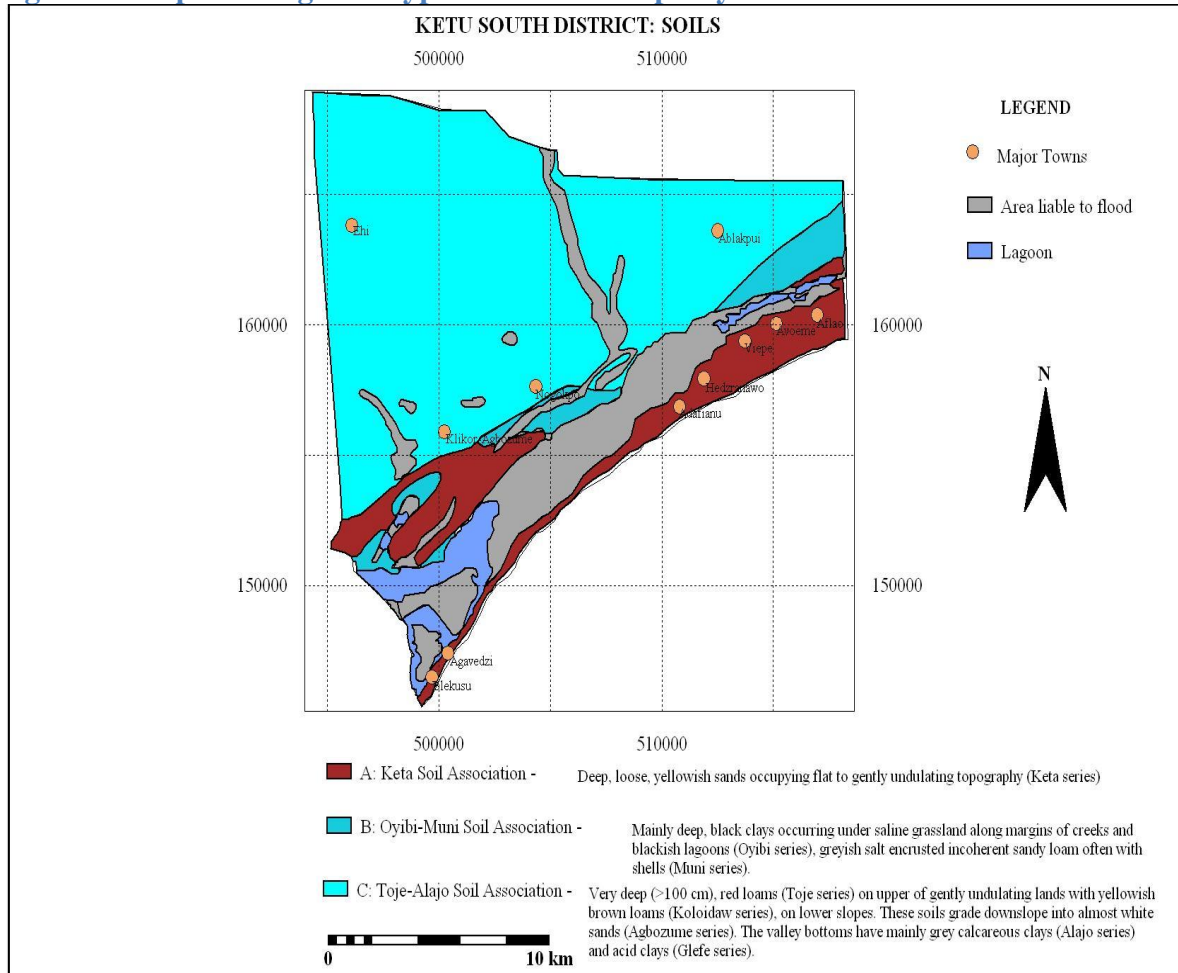


1.6.1.3 Geology and Soil

The Municipality is underlain by three main geological formations namely the Keta Soil Association, Ada-Oyibi and Muni Soil Association and the Toje-Alajo Soil Formation. The Keta Soil Association is characterized with deep loose and yellowish sands occupying flat to gently undulating topography which dominates the southern sector of the Municipality. The Oyibi-Muni Soil Association is characterized mainly with deep black clay occurring under saline grassland along the margin of creeks and blackish lagoon, grayish salt encrusted incoherent sandy loam often with shell. This type of soil is found also in the south especially around Denu-Agbozume areas. The Toje-Alajo Soil Association is a very deep red loam (Toje Series) on upper of gently undulating land with yellowish brown loams. This soil grade down-slope into almost white sand and the valley bottom have mainly grey calcareous and acid clay. This soil formation is the dominant soil type in the municipality and characterizes the central and northern belt of the municipality. The prevailing soil type in the Municipality greatly influence agricultural activities and the type of crops produced. The soil supports the production of mainly cassava, maize and vegetable.

There are other soil formation, the Regosolic Groundwater Laterites, the Recent Deposits of the littoral consisting of marine sands and the Tertiary formation comprising Savannah Ochrosols for its soil type. These soil types are suitable for the cultivation of different types of crops production.

Figure 6: Map showing Soil Types in the Municipality



1.6.1.4 Climate

The Municipality falls within the dry coastal savanna climatic zones. The average monthly temperatures vary between 24°C and 30°C, which are generally high for plant growth throughout the year. The mean annual rainfall for the Municipality is 850mm at the coast increasing to 1,000mm inland. The rainfall is of double maxima type occurring from April to July and September to October. The dry season, which is dominated by the dry harmattan winds, extends from December to February. Generally, rainfall in the Municipality is considered low and erratic particularly along the coastal strip between Agbozume and Aflao during the minor season. The low rainfalls couple with the soil type found in the Municipality account for the low agricultural productivity and interest. This phenomenon makes the municipality dependent on other districts for food supply. It places a lot of limitations on the capacity to develop dams to support agriculture development. In the lean season the Municipality depends on food importation from the republic of Togo to supplement food supply from other parts of Ghana.

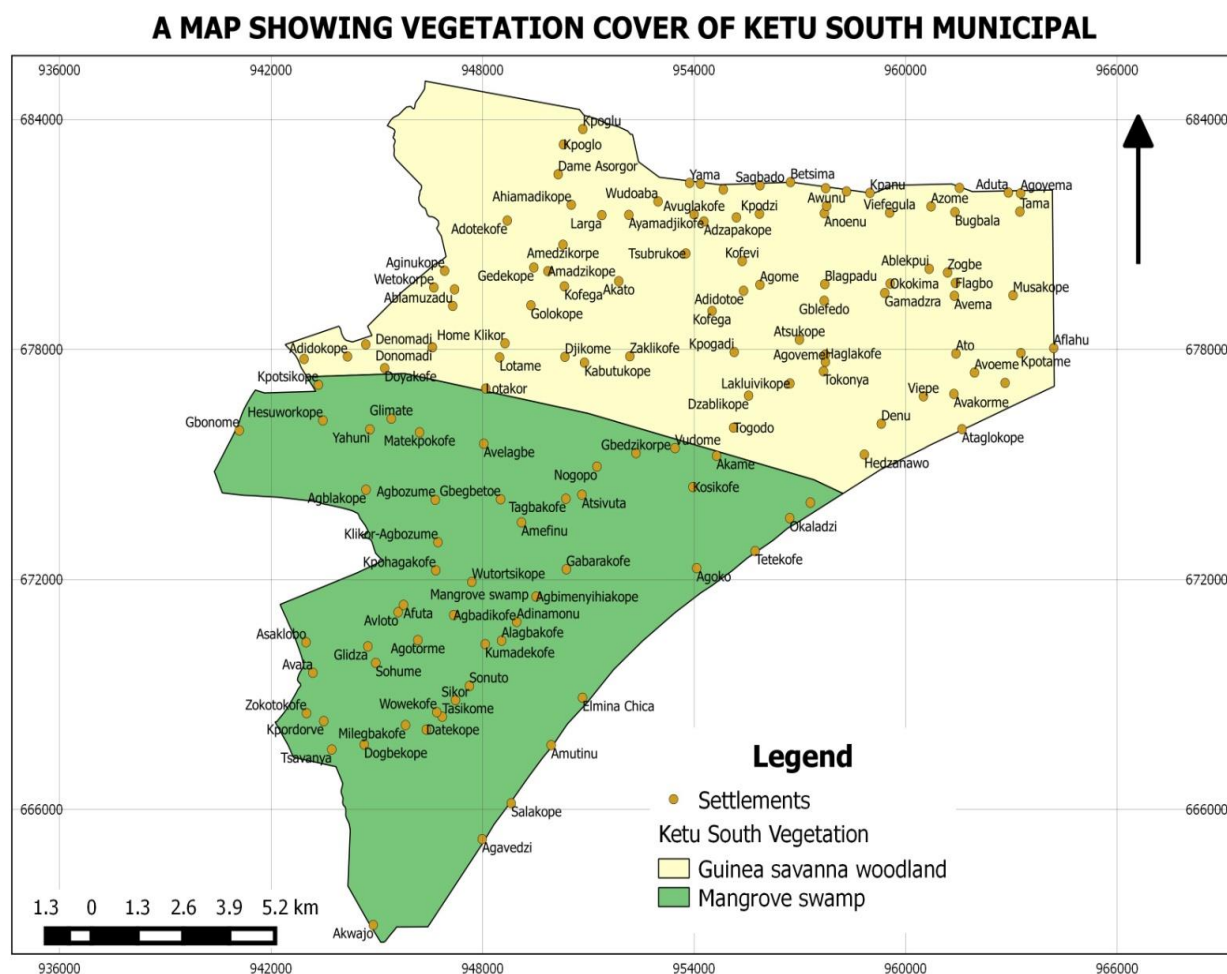
1.6.1.5 Vegetation

The original vegetation of the Municipality is Coastal / Guinea Savannah woodland made up of short grassland with small clumps of bush and trees found mainly in the Northern parts of the Municipality. To the South are coastal scrub, grassland and mangrove forests in the marshlands. The locally known trees are Agorti, Adzido, Atortsi and Atsitoe. Another well-known plant is the Ketsi, which is used in making mats, hats and local basket known as

Kevi. Along the seashore, the plant cover does not form a continuous carpet but is dotted with herbaceous, erect or creeping plants.

The collaborative Forest Management which was implemented during the mid to late 2000 led to the establishment of woodlots in the various parts of the municipality. Among the numerous woodlots were the teak plantations at Akame, Eucalyptus and SenaSiamea stands at Tokor (about 500m from the municipal assembly) and the teak stand at Nanteme-Kopeyia. The extensive farming activities in the municipality, bush burning for games and pasture, and the cutting down of trees for fuel wood over the years, have reduced the natural vegetation. The decimation of the vegetation by population pressure may have adversely affected rainfall in the municipality. As the vegetation changes from its natural state to more grassland, the threat of bush fire are common. This phenomenon have negatively affected agricultural production, water bodies, rainfall and the fauna and flora contributing unnoticeably to the climate change. The incidence of bush fire is a big developmental concern that needs to be addressed in order to conserve the vegetation.

Figure 7: Map Showing Vegetation of the Municipality



1.6.1.6 Environmental Situation

Environmental sanitation cuts across all sectors of the economy including those that concern health, environmental protection, improvement in human settlements and services, tourism and general economic productivity. Addressing the poor behavior and attitude towards environmental sanitation is critical area of concern for achieving the Sustainable Development Goal 6 of ensuring environmental sanitation sustainability. Environmental sanitation encompasses activities such as provision and maintenance of sanitary facilities the provision of services, public education, community and individual actions. The environmental sanitation issues are of great concern since it is linked to the general health condition of the people and more especially because the municipality is surrounded with lagoons that breed a lot of mosquitoes.

1.6.1.7 Condition of Natural Environment

In addition to the devastating effect on the natural environment, the human kind search for survival has led to the exploitation of the existing tropical forest through a mix of economic activities such as hunting, gathering and shifting cultivation of crops. Extensive clearing of land for agriculture and the extraction of lumber for construction and fuel wood had reduced the vegetative cover of the municipality to more or less low savanna. Human search for survival and the need to meet the basic needs of life has led people to engage themselves into

several economic activities. In many cases, these human activities have led to the degradation of the environment.

The common anti-environmental activities in the Municipality include: uncontrolled sand winning which is carried out extensively in Aflao, Somey Fugo and Wego zones. Deliberate bush burning for games and cutting down of trees for charcoal burning and fuel wood for economic gains are done in the entire municipality. These activities have inflicted irreparable damage to the natural environment. The natural environment is therefore threatened by desertification, lost of soil fertility, land degradation, lower rainfall pattern, high temperature and low humidity.

In an attempt to reverse the damage caused to the natural environment, the Forest Services Division has established a forest range at Denu. The range has a total holding capacity of about 120,000 seedlings. The Service is also supporting the establishment of tree nurseries, woodlots and tree planting by individuals and communities. However, the rate of destruction supersedes the intervention for restoration of the natural environment. The underlying issue is for the Municipality to work more in changing the Values, Attitude and Behaviour (VABs) that people have towards the natural environment.

1.6.2 Cultural Characteristics

Culture plays a very important role either in advancing or derailing development. The people of Ketu South are part of the Ewe sub-group found in Togo, Benin and Volta Region of Ghana. They are a patrilineal society governed by hierarchical centralized authority. In the hierarchy of chieftaincy institution, the paramount chief assumes the highest rank and serves as the overlord with enormous powers. Underneath the paramount chief, there are divisional and sub-chiefs which serve in different roles and perform varied responsibilities.

The Municipality is culturally homogenous though with negligible variations. Primarily, the area is dominated by traditional customs and tradition which by their practices had contributed to the preservation of the eco-system with the creation of few virgin forests notably at Nogokpo and Klikor. There are shrines located in most parts of the municipality especially in the rural areas where over 53.4 percent of the population according to the 2010 population and Housing Census live. Some of the well-known shrines in the municipality are Zakadza shrine at Nogokpo and Adzima shrine at Klikor with claims for healing and bringing justice to the oppressed in the society. The main features of the cultural setting in the Municipality could be identified with the chieftaincy institutions, traditional music and dance, Voodoo worship and the traditional recipe which identifies them as a people. These may have affected the value, attitude and behavior systems of the people that could impact on the development of the Municipality.

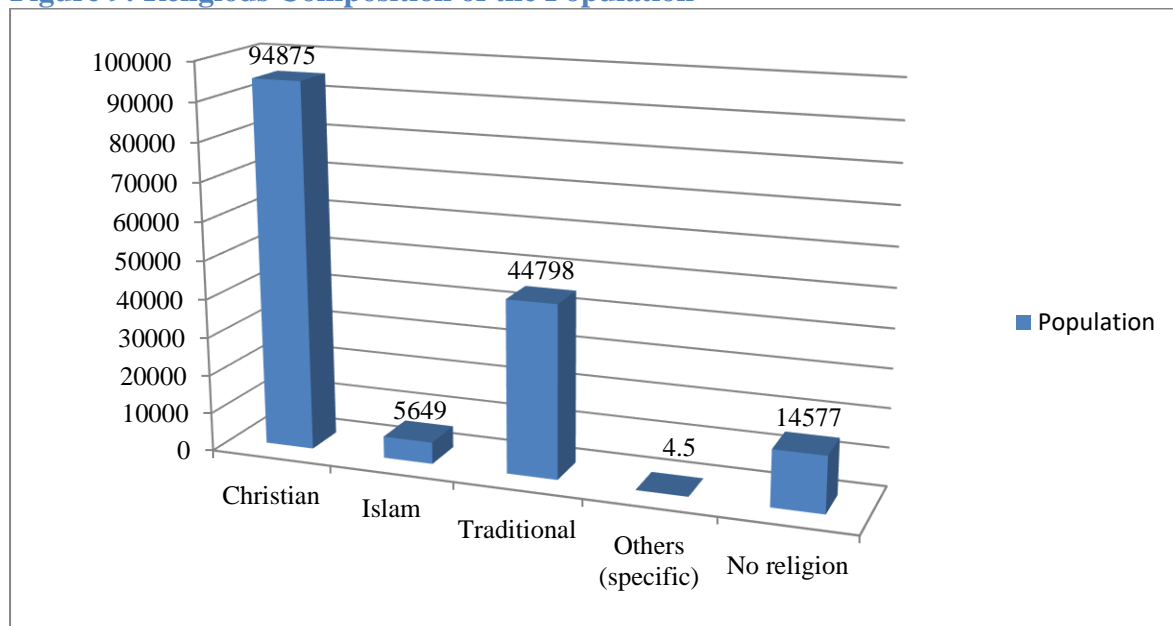
Figure 8: Pouring of Libation, a Traditional Prayer



Source: KSMA, 2013

One other important and recognized religious group in the municipality is Christianity. Orthodox, Charismatic, Pentecostal Churches as well as prayer camps especially in the urban areas abound in the area. According to the 2010 Population and Housing Census, Christianity accounts for 59.0% of the total population followed by Traditional Religion (27.9%) and Islam (3.5%) respectively.

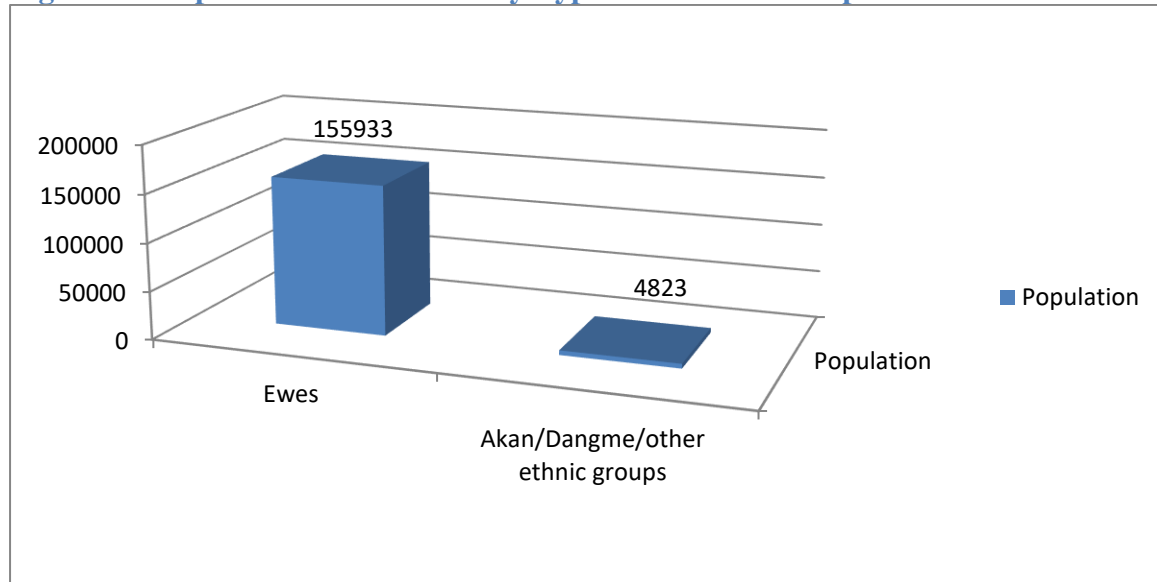
Figure 9: Religious Composition of the Population



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

The Municipality is dominated by one major ethnic group, the Ewes, accounting for 97% of the populace. The remaining 3% are made up of Akans, Dangmes and a negligible proportion of northern ethnic groups. The population distribution on ethnic grounds is presented in the table below

Figure 10: Population Distribution by Type and Ethnic Groups



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

1.6.2.1 Traditional Institutions

The people in the municipality are organized under chiefs at lineage and settlement levels. A lineage comprises extended families that trace their genealogy to the same ancestors. The extended families have heads who are often the oldest male. Ownership of property is passed on by patrilineal inheritances.

The municipality is made up of three (3) Traditional Areas namely; Some Traditional Area, Klikor Traditional Area and Aflao Traditional Area. Each traditional area is headed by a paramount chief. There are other sub-chiefs under each traditional area who are responsible for their areas of jurisdiction. The chiefs have their own territory and assume the name of the stool they represent. The position of chief is protected by the Constitution of Ghana.

The chiefs are regarded as the custodian of traditional beliefs and customs of the traditional areas. Basically, the traditional authorities administer stool and community land by holding them in trust for the people and arrange for the celebration of festival. They are also the custodian of traditional beliefs and customs. The traditional authority also have courts which adjudicate on matters relating to stool land, lineage and family land, chieftaincy title disputes, violation of traditions and disputes between localities, families and individuals.

1.6.2.2 Festivals

The Traditional Areas are united by some very important festivals. Most festivals in the municipality are associated with the worship of deities. The shrines owners observe annual festival of ritual ceremony which attracts hundreds of people all over the country and across some West African countries and this brings funds for implementation of some community development projects. Most of these celebrations are characterized by music and dance which

is dominated by the popular “agbadza”. Rituals are observed at shrines during festive occasions.

Table 2: Festivals in the Municipality

Festival	People/Community	Shrine	Significance
Godigbeza	Aflao Traditional Area	-	In commemoration of the migration of people of Aflao from Notsie
BlizaKli-Adzima	Klikor Traditional Area (July/August)	Adzima	Celebration of good harvest in honour of the gods
Somey-tutu-za	Somey Traditional Area (November)	-	In commemoration of the migration of people of Somey from Keta
ZendoGlimetsoza	Klikor Traditional Area (December)		In commemoration of the migration of people of Klikor from Notsie
Zakadza	Nogokpo Traditional Area (March)	Zakadza	To sacrifice to the Zakadza god and to ask for protection

1.6.3 Gender and Social Development.

The social system of community mobilization has not witnessed any significant shift in women roles and perspective of development in the municipality. The men continue to dominate access to economic resources at the expense of the women. Women voices are still weak in political and social decision making. Even though women are elevated to the kinship with the title queen mother, they virtually have no influence comparable to their male counterparts.

The traditional role of women has had a tremendous impact by creating a lot of limitations on the way of women to rise to public office. This denies them the opportunity to exercise their God-given talent in advancing the good of society. Young women are denied educational opportunities since they are used for the atonement of crime committed by family members (Trokosi). There is the need for strong will and commitment to change this social misdeeds that hamper total development of womanhood.

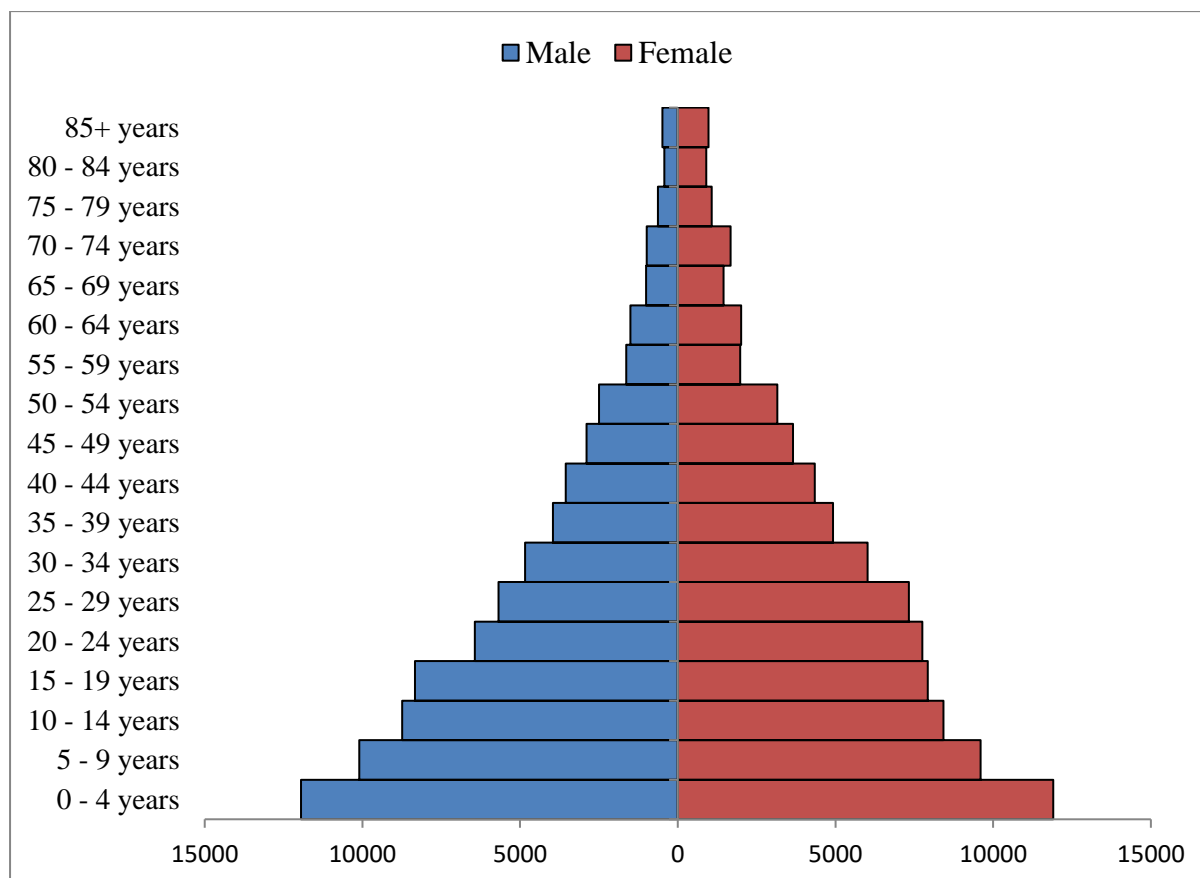
Over the years, the composition of the Municipal Assembly reflect high level of masculinity resulting to the weak capacity, both social and economic, to withstand the chauvinistic attitude of men when it comes to campaigning at the local level election. The main contributing factors of women’s low participation in public debate are educational deficiency, weak financial base and more importantly the defined role of women in society. Implications for these apparent phenomena are numerous and include social and political exclusion, perpetuation of poverty and social vices.

1.6.4 Demographic Characteristics

The 2010 Population and Housing Census recorded a total population of 160,756 with females’ domination by 52.9 percent and males 47.1 percent. With the growth rate of 2.4 percent, the population is projected to increase to 189,307 in 2017 and 193,549 in 2018 respectively. The population of the Municipality in 2010 constitutes 7.6 percent of the population of the Volta Region. The high population growth in the municipality is largely attributed to the influx of immigrants mainly from nearby countries (Togo, Benin, Nigeria and Niger) who engage in commercial activities in the Municipality.

1.6.4.1 Age and Sex Distribution of the Population

Figure 11: Population Pyramid



1.6.4.2 Sex Ratio

The sex ratio of the population is presented in Table 1.7. The sex ratio is the measure of males to females in a given population, usually expressed as the number of males to every 100 females. The sex ratio in Ketu South Municipality is 88.9 males per 100 females indicating that in 2010 the females outnumbered males in the Municipality. This compared with the regional average, indicates that the regional sex ratio (92.8) is higher than the Ketu South Municipal average. Table 1.2 further shows that at early age from 0-4 to 15-19, males outnumbered the females but, from the age group of 20-24 and older, the females increase more than the males.

1.6.4.3 Age-Dependency Ratio

The dependency ratio is one of the key indicators of socio-economic development. It is the ratio of dependent population (those under 15 years and 65 years and older) to those in the economically active group (15 to 64 years) in a given population. The age-dependency ratio is often used as an indicator to measure the economic burden the productive population must carry.

Table 1.7 presents the age-dependency ratio for the Ketu South Municipality in the Volta Region. It shows that the age-dependency ratio for Ketu South is much 77.8 for both sexes but is lower than the regional average of 81. Comparatively, the male dependency ratio (83.02) is higher than the female (73.37). In terms of locality however, the dependency ratio for rural ones (80.73) is relatively higher than the urban dependency (74.51). With the age-

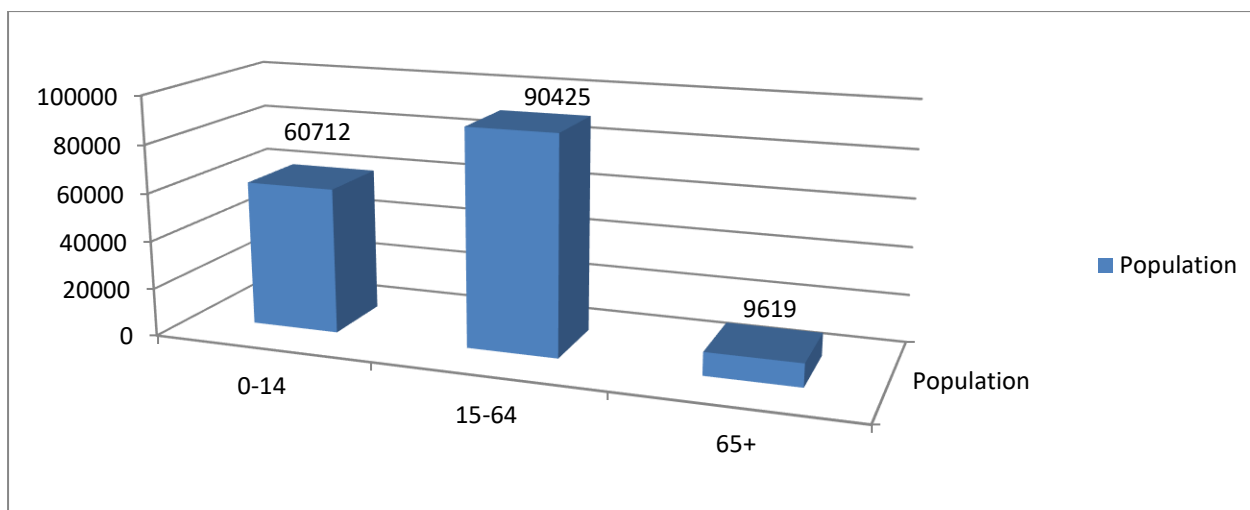
dependency ratio in Ketu South in 2010 at 77.8, this means that there are 78 people in the dependent ages for every 100 people in the working age group. This has implication for savings and investment for those in the economically active age group.

Table 3: Population by Age, Sex and Type of Locality

Age Group	Sex			Sex ratio	Type of locality	
	Both Sexes	Male	Female		Urban	Rural
0 - 4	23,847	11,944	11,903	100.3	12,187	11,660
5 - 9	19,701	10,096	9,605	105.1	8,635	11,066
10 - 14	17,164	8,738	8,426	103.7	7,695	9,469
15 - 19	16,261	8,331	7,930	105.1	7,340	8,921
20 - 24	14,187	6,437	7,750	83.1	6,868	7,319
25 - 29	13,014	5,682	7,332	77.5	6,722	6,292
30 - 34	10,867	4,846	6,021	80.5	5,616	5,251
35 - 39	8,876	3,959	4,917	80.5	4,379	4,497
40 - 44	7,890	3,550	4,340	81.8	3,740	4,150
45 - 49	6,547	2,893	3,654	79.2	2,913	3,634
50 - 54	5,655	2,494	3,161	78.9	2,410	3,245
55 - 59	3,610	1,636	1,974	82.9	1,523	2,087
60 - 64	3,518	1,506	2,012	74.9	1,372	2,146
65 - 69	2,452	1,001	1,451	69.0	879	1,573
70 - 74	2,663	985	1,678	58.7	962	1,701
75 - 79	1,709	634	1,075	59.0	636	1,073
80 - 84	1,332	426	906	47.0	484	848
85 - 89	832	279	553	50.5	294	538
90 - 94	448	154	294	52.4	117	331
95 - 99	183	57	126	45.2	62	121
All Ages	160,756	75,648	85,108	88.9	74,834	85,922
0-14	60,712	30,778	29,934	102.8	28,517	32,195
15-64	90,425	41,334	49,091	84.2	42,883	47,542
65+	9,619	3,536	6,083	58.1	3,434	6,185
Age-dependency ratio	77.78	83.02	73.37		74.51	80.73

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

Figure 12: Broad Age Distribution of the Population



1.6.4.4 Rural-Urban Distribution of the Population

Ketu South Municipality is relatively urbanized. By distribution of population by locality majority of the people in the Municipality live in the rural areas accounting for 53.4 percent which is lower than the regional average of 66.3 percent. The urban population for the Municipality is 46.6 percent which is higher than the regional average of 33.7 percent. The urban settlements include Aflao, Denu, Agbozume and Klikor.

The municipality also shows a high level of rural communities as over 53.4 percent of the population lives in the rural areas. There is therefore the need for more vigorous rural development initiatives to be undertaken in order to alleviate the plight of the rural poor and avoid possible rural-urban migration and its attendant problems.

Table 4: Rural-urban Distribution of the Population

	Total	Share of R/POP	Sex ratio	Male	Female	Rural	Urban
Number	160,756	160,756		75,648	85,108	85,922	74,834
Percentage	100		88.9	46.7	53.3	53.4	46.6

Source: Ghana Statistical Service, 2010 Population and Housing Census

With the urban population of Municipality being 46.6 percent which is higher than the regional average of 33.7 percent, it means that if the estimates are anything to go by, the increase in the population would have a lot of social and political implications for the Municipality. Among these are the undue pressure on existing social facilities including educational, sanitation, housing and water demand; increase in social vices normally associated with border towns and increase in public expenditure for maintaining security. The population structure as presented above again gives an indication particularly with the female domination that gender related issues must be integrated in the formulation of programme to meet the need of the women and the vulnerable. Also the rapid rate of urbanization in the municipality presents both development opportunities and serious challenges for socioeconomic progress. The opportunities offered by urbanization include sustained decrease in fertility and mortality rates; cities serving as engines of growth; cost-effectiveness in the provision of infrastructure and social services such as health and education; and more efficient environmental management.

Table 5: Projected Population of Ketu South Municipal (2017-2022)

YEAR	TOTAL	MALE	FEMALE	REMARKS
2010	160,756	75,648	85,108	Actual
2017	189,307	92,869	96,435	Projected
2018	193,549	95,132	98,417	Projected
2019	198,051	97,407	100,644	Projected
2020	202,614	99,709	102,905	Projected
2021	214,409	100,896	113,513	Projected
2022	219,618	103,347	116,271	Projected

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

1.6.5 Settlement Systems

1.6.5.1 Settlements

The municipality exhibits both rural and urban types of settlements and is largely rural. There are 5 large settlements – Denu, Aflao, Avoeme, Klikor and Agbozume and the remaining being small communities.

By functionality, Aflao, Denu and Agbozume perform more than 10 functions each of the 30 services used for the analysis. Aflao had a total centrality index of 750, Denu, 778, and Agbozume 468. Aflao, Denu and Agbozume therefore qualify as the first order/hierarchy settlements. The situation may be explained by Aflao’s strategic location, as a border town and hence its influence to attract immigrants and the polarization of investments and functions. Denu is the capital of the municipality whiles Aflao and Agbozume are commercial towns. Fifteen out of the selected settlements for the scalogram analysis perform less than 50 percent of the selected functions (5-17functions).The first and second order settlements are functionally inefficient and economic/social linkages are weak.The implications are that there is a serious stress on the few facilities, poor access to services and hence a poor space economy

The municipal’s spatial development focus should consider an integrated space economy by using the Zonal council centers as growth poles for development. An attempt should be made to spread investments to settlements like Denu, Avoeme and Hedzranawo to offload the pressure in Aflao.

Equally important is the full implementation of the Street Naming and Property Addressing (SNPA) project in the Municipality. Apart from the development of schemes/layouts as one of the project’s products, this exercise is expected to eventually lead to the identification, coding and mapping of ratable properties in the municipality – leading to optimum internal revenue generation. Attempts have been made in the past to implement the SNPA in the Municipality but only streets were identified and named with erected signages in few communities.

Presently, the Assembly in collaboration with GIZ is executing this project at Aflao and Denu. It is hoped that other major communities would be considered as and when enough funds are available.

1.6.6 Road Network

The Municipality can boast of approximately 160km of road network, consisting of highways (27km), urban roads (28km) and feeder roads (103km). Out of these roads, a distance of

20km has been asphalted while 16km is bitumen surfaced. Also, almost 81km of roads are graveled/shaped of which much concern is the remaining stretch of feeder roads (43km) which are not motorable particularly during rainy season.

Table 6: Road Conditions in the Municipality

Classification	Distance	Condition
Highways		
Asphalt	12km	Very good, and first class.
Bitumen	16km	Satisfactory, with spot potholes.
Urban Roads		
Asphalt	8km	Good
Earthed/Graveled	20km	Fairly good, and motorable.
Feeder Roads		
Shaped	60.3km	Fairly good, and motorable.
Unshaped	42.7km	Bad, and not motorable.

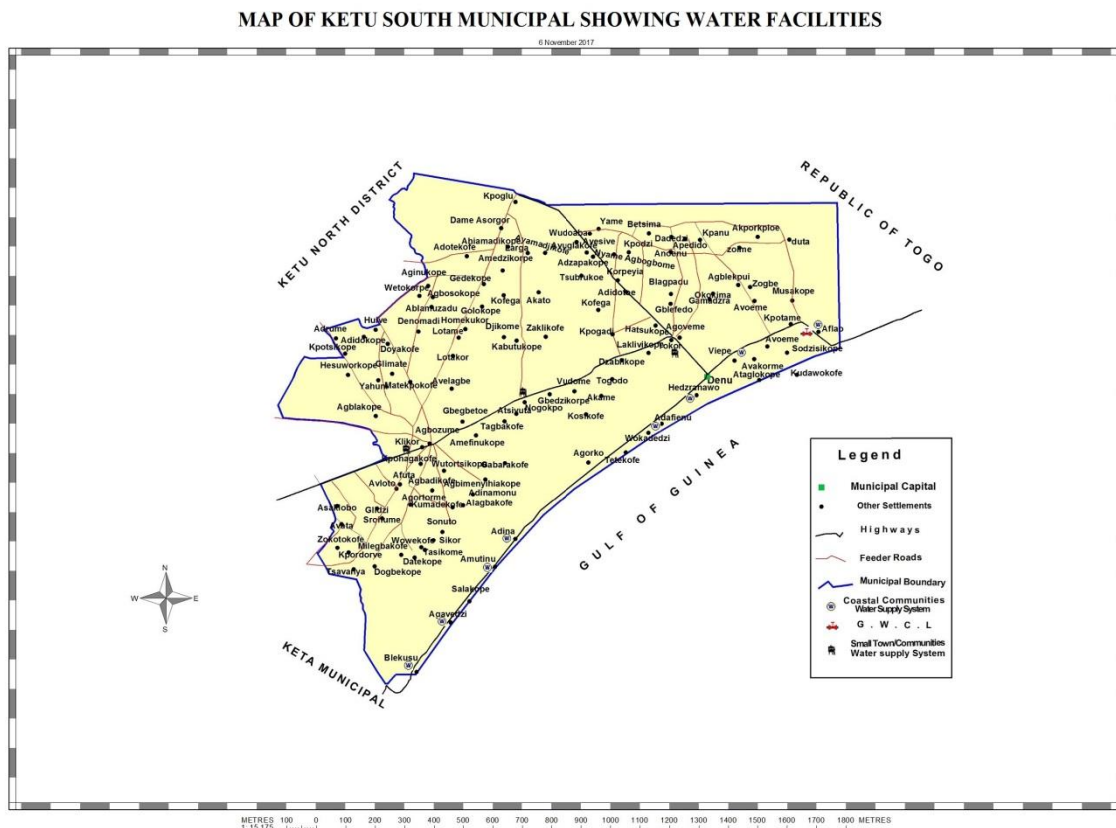
Source: MPCU, September 2017

1.6.7 Water And Sanitation

Although the Municipality has a few fresh ground water bodies, it is endowed with abundant underground water. Thus, all potable water available to the populace is sourced from high yielding underground water systems known as Small Town Water Supply Schemes. Notable among these are the Coastal Communities Water Supply Scheme (which stretches from Aflao/Denu to Blekusu), Nogokpo Communities Water Supply Scheme, and Klikor Communities Water Supply Scheme.

Management of these schemes falls under the supervision of Community Water & Sanitation Agency (CWSA) except that of Aflao which is directly managed by Ghana Water Company Limited (GWCL).

Figure 13: Map of Ketu South Municipal Showing Water Facilities



The Municipality like other municipalities in Ghana continues to face sanitation management challenges, especially with regards to solid waste. In spite of the fact that there is no readily available data on waste generation in the municipality, Aflao still remain on top of the list due to the influx of thousands of migrants and brisk commercial activities in the municipal capital on daily basis. However, structures are in place to manage the situation and prevent any disease outbreak of public concern.

1.6.8 Economy of the Municipality

Most of the population derives their livelihood from agriculture. The only heavy industries in the Municipality are the Diamond Cement and Kisengton Co. Ltd. (now Seven Seas Co. Ltd.) Salt Factories in Aflao and Adina respectively. According to the 2010 population and housing census, the manufacturing industry account for 25.8%, the wholesale and retail, repairs of motor vehicles and motorcycles is 24.0%, the Agriculture sector 17.7% and Construction is 3.3%. This structure clearly attests to the fact that for the Municipality to achieve any meaningful development, it must concentrate on the agriculture sector and improve upon the value chain.

Local Economic Development

The concept of Local Economic Development (LED) as a model of Local Development is gradually gaining recognition in Ghana. The thrust of the Municipality in promoting LED is to embark on measures aimed at identifying the key stakeholders through whom partnerships could be fostered to promote effective utilization of the identified resources for effective

exploitation, which could lead to large scale job creation for improved living conditions of the people. It is also to identify the immediate bottlenecks to current economic growth and design measures for improvement. To this end, a number of measures have been implemented to enhance LED. These include the formation of the conduct of a Business Establishment Survey by GSS to take stock of existing businesses within the Municipality and identify the interventions that could lead to attraction of New Businesses, Retain the existing ones and expand same. Similarly, measures are in place to identify Co-operative Societies among farmers and artisans for the purpose of accessing credit for the expansion of their businesses. A number of these Co-operative Societies were assisted to access financial support. The Assembly also organized Skills Enhancement Training Programmes in the areas of ICT, Carpentry, Masonry, Fitting, hairdressing and Tailoring. The impact of these training programmes on the beneficiaries is the improved skills they exhibit in their various professions. The Business Advisory Centre is also established in the Municipality and is currently providing skills training and business development services to Micro and Small Enterprises.

The above notwithstanding the following still remain as critical challenges for local Economic Development:-

- ✓ Limited resources in terms of human capital and finance. The Municipality lacks skilled personnel in the various trades who can regularly visit and help streamline the operation of business even after skills training programmes.
- ✓ The efforts at providing financial support directly to enhance local economic development annually is being hindered due to deductions from its allocation of the District Assemblies Common Fund by the Fund Administrator. This affects actual releases to the Municipality there by reducing the amount of funds available to implement planned activities.
- ✓ Also, the Municipal Department of Co-operatives charged with the responsibility of co-ordinating local businesses is poorly funded and hence incapable of executing this role effectively.
- ✓ At community level, most business holders are largely unwilling to participate in activities aimed at promoting local economic development due to inadequate awareness.

These shortfalls will be addressed in the Medium-Term Plan through mainstreaming of LED issues.

1.6.8.1 Space Economy

Ketu South Municipality economically links other major marketing centres in neighbouring Municipalities. A critical trend of commercial interconnecting symbiosis that has developed all these years between the Municipality on one hand and Ketu North Municipal and Akatsi South District on the other hand, which could be termed the 'Golden Trade Triangle, is worth harnessing for economic development in the southern enclave.

1.6.8.2 Major Economic Activities

1.6.8.2.1 Trade and Commerce

Ketu South municipality has three major market centres that attract sellers and buyers from all parts of Ghana and the Republic of Togo. Trade and commerce in Ketu South is both vibrant and exuberantly hinged on the concept of market rotation.

These market centers are located in Denu, Agbozume and Aflao. Markets are held on rotational basis every four (4) days. Other satellite markets are found in Aflao and Wudoaba,

which are held mostly on daily basis. The major markets specialize in selling fish especially smoked herrings and agricultural produce. The Border market of Aflao is a commercial distribution centre for agricultural produce from Western, Brong-Ahafo Eastern and Central regions of Ghana. These goods are subsequently exported to Togo.

Hedzranawo (Denu) Market

Figure 14: Hedzranawo Market Located on the Denu-Adafienu Road



Source: KSMA MPCU, 2017

Hedzranawo (denu) market

Denu market is the biggest of all the markets. However a pictorial view of the Hedzranawo market suggests that the infrastructure condition is inadequate and that the market has limited space for expansion. Land owners around the market have taken advantage of the prevailing situation and are engaging in private collection of revenue from the traders thus depriving the assembly of its revenue collection capacity. The major challenge confronting the assembly is that since the Assembly does not hold title to the land, as such, the assembly is compelled to share its revenue collected with the land lords. The implication is that with the increase in the Municipality's population and the expected growth in the commercial activities particularly resulting from the influence of the oil and gas industry in Ghana, it will impact negatively on the assembly to effectively manage revenue collection from the market if the present state is not improved. It follows that there will be the need to strategically relocate the market to be able perform at its maximum level

Agbozume market

Agbozume market is operational throughout the week dealing mainly in agricultural produce and other commercial and industrial items. The market draws its strength from the Agbozume Kente industry and extraction of starch that was buoyant in the 1990s. However, the creation of market at Afife in the Ketu North and the exit of most of the Kente weavers to Nigeria had affected the capacity of the market to sustain its generation of more revenue though potential still exist.

The lorry park which is also located just outside the market is relatively small in size compared to the volume of vehicles and traders patronizing the market. As a result vehicles are often seen parked outside the designated station obstructing free flow of persons and vehicular movement along the main road. The result is that, these floating vehicles usually find it very easy to evade payment of lorry park tolls accounting for a loss to the Municipal Assembly's revenue generation capacity. Like other markets Agbozume market is held every four days on rotational basis.

Aflao Market

Aflao characterized by satellite markets. They include the central and the border markets with varied capacity and importance. The Aflao markets are potential revenue sources and have the capacity of generating about 75% of total market revenue. The major concerns in the markets are the infrastructure to support and sustain the need business and commercial activities. The strategic location of Aflao as border town is an incentive to focus attention in creating the right environment for business to grow.

A lorry park is being constructed at Aflao is ongoing, this will bring much revenue to the Municipal Assembly and would address its numerous developmental needs. Another dimension of the market is that given the fact that the Aflao serve dual functions, it equally attracts a lot immigrants and paupers with the added environmental responsibility for the management of the assembly.

1.6.8.2.2 Banking Services

There are five (5) Commercial Banks in the Municipality. These are the Ghana Commercial Banks, United Bank of Africa (UBA), ECOBANK and GT Bank located at Aflao, and the Agricultural Development Bank (ADB) at Denu. There is also a branch of the Avenor Rural Bank located at Denu and Unity Rural Bank located at Aflao. In addition, other credit and loans schemes are available across the municipality to support economic activities. These financial institutions provide credit to promote agricultural production as well as commercial activities in the municipality. However, large sections of the population lack access to credit because of the strict collateral requirements and most especially weak entrepreneurial acumen.

1.6.8.3 Industrial Development

1.6.8.3.1 Diamond Cement Factory

The Ketu South Municipality has one of the largest cement factories in Ghana. The Diamond Cement Factory was established in the year 2001. The factory has a production capacity of 1.8million tones per year. It distributes its products to Ghana, Togo and Benin. Diamond Cement Factory employs over 600 people majority of who are natives of the Municipality.

Figure 15: Diamond Cement Factory at Aflao



Source: KSMA MPCU, 2017

1.6.8.3.2 Kente Industry

Large scale kente production is a predominant economic activity of most people in the Agbozume-Klikor communities. The artists produce indigenous kente products which are sold mostly in the Agbozume market. The clothes are bought by traders from all parts of Ghana, and other countries such as Nigeria, Togo and Benin. The Bobbo Ewe-Kente Weaving Institute at Hatsukope and Korpeyia Art Centre train the youth to acquire skills of weaving the traditional cloth and making other art works. These serve as employment opportunities for both men and women in the Municipality.

Figure 16: Kente Weaving Industry



Source: KSMA MPCU, 2017

1.6.8.3.3 Small Scale Industrial Activities

Citizens also engage in other industrial activities on small scale. These activities are categorized into food processing, alcoholic beverages, manufacturing and service industries. Small scale processing comprises converting cassava into cassava dough, gari and starch biscuits (Agbelikpornor). Handicrafts like metal works; clay, fiber and wood dominate the relics and jewellery of the shrines in Ketu South. Ritual wood carvers are found in Klikor, Aflao, Agbozume, Tokor, and in some remotest villages. Artisans in the streets, at market places and in the villages, with simple tools, turn out beautiful products.

There are small-scale workshops with basic equipment located in the urban centers to produce metal products such as hand tools for farming and cassava graters. One of the challenges facing the small scale industry is the continued application of outmoded technology and the lack capacity to produce competitive products that can compete on the international market. The other challenge is that the linkage between processing and manufacturing on one hand, and the Agriculture Sector on other is however weak and need to be activated.

1.6.8.3.4 Salt Mining Industry

Salt mining is one other major economic activity for the people in Taskcorner, Adina, Agavedzi, Blekusu, Amutinu, Dogbekope, Sonuto, Tagbato and Dzaglame. This activity is however undertaken on small scale basis. Mining is usually carried out during the sunny period when the lagoon is drying up. There is a need to iodise the salt mined before it is sent to the market to make it healthy for human consumption. The lagoon serves a multipurpose for its dependents. During the rainy season, fishing is done by men, women and children. There is therefore the need for the industry to be harnessed in such a sustainable manner that the beneficiaries will be the local people. The figure below shows the salt heap gathered by some individuals during the harvest season.

Figure 17: Salt Deposit at Tascorner



Source: KSMA MPCU, 2017

1.6.9 Tourism Potentials

There are great potentials for the tourism development in the Municipality. Significant among them are the coastal sea shore for beach development, a large track of lagoon land with potential for eco-tourism, a vibrant kente industry, rich traditional festivals and a buoyant hospitality industry. There are a number of beach fringes with coconut trees along the coastline stretching from Aflao to Blekusu. The beaches are potential tourism sites for holiday makers.

****Figure....: coastline/beach, festival**

1.6.10 Agriculture

The Agricultural sector is the single most important economic sector in the Ketu South municipality, employing over 18 percent of the labour force according to the 2010 population and housing census and also the 2010 Population and Housing Census reported a total of 8,353 constituting 21.4 percent of households are engaged in agriculture in Ketu South Municipality, as against 30,766 (78.6%) households not engaged in agriculture. The agricultural sector is divided into three sub-sectors: Crop, Livestock and Fisheries of which the Fisheries sub – sector have become the dominant.

1.6.10.1 Crops Sub-Sector

About 98 percent of the total farmlands in the Municipality are under subsistence food crops production involving maize, cassava and vegetables. The rest of the farmland is devoted for the cultivation of non-traditional cash crops mainly; mango and chili pepper which is for exportation.

1.6.10.1.1 Food Crop Production

The food crops grown extensively over the entire municipality are cassava and maize. The current average yield of maize is 1.2 tons/ha and that of cassava is 13.8 tons/ha. The average land holding is 0.4 for both crops. The small land holding is due to a high population pressure. The improvement in production of both crops can only come about by increasing yield per hectare through the adoption of good agricultural practices. At current yield and production levels, the Municipality is only capable of meeting 50% of the maize requirement and the difference are met from inflows from other districts and regions. However, the Municipality has about 60% surplus in cassava production which is processed into dough and “gari” for sale.

The major challenge to cassava and particularly maize production is crops failure resulting from over reliance on rainfall, low access to mechanized agriculture and credit to support the procurement of farm inputs.

1.6.10.1.2 Cash and Export Crops Production

The cash and export crop in the municipality is currently mango. The mango production is just emerging and is on a very small scale with less than ten years in existence. The land and the climate of the Municipality are favourable to support investment in the mango cultivation. Currently, there are 70 hectares of land under mango production with average farm size of five hectares. One of the challenges is that expanding the mango production on commercial plantation extending over 40 hectares can only be possible at the expense of food crop production.

The municipality used to produce pepper under rain fed and irrigation for export and local markets. The municipality currently produces pepper under rain fed for internal market only.

The municipality no longer produces pepper in commercial quantities under irrigation. This development has greatly affected the livelihood of urban gardeners whose second most important vegetable crop after onion was pepper which they produce for export market. Butternut squash is a new vegetable introduced into the Municipality in 2013 for export market. It is a promising crop for export market and can serve as a substitute for collapsed pepper industry in the municipality. The mango production is just emerging and is on a very small scale with less than ten years in existence. The land and the climate of the Municipality are favourable to support investment in the mango cultivation. Currently, there are 70 hectares of land under mango production with average farm size of five hectares. One of the challenges is that expanding the mango production on commercial plantation extending over 40 hectares can only be possible at the expense of food crop production.

Table 7: Crop Production Figures 2014-2016

COMMODITY				CULTIVATED AREA			YIELD			PRODUCTION		
	Number of Farmers			Ha			(MT/ha)			(MT)		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Maize	18240	18240	18240	15,322	10000	10000	2.1	1.6	1.2	32176	16000	12000
Cassava	18240	18240	18240	12500	10000	10000	13.1	13.7	13.8	163750	137000	138000
Onion	400	400	410	184	190	170	25.5	26	26	4692	4940	4420
Pepper	500	450	325	50	50	52	6.0	6.0	5.0	300	300	260
Okro	650	600	650	85	80	86	10.0	10.0	10.0	850	800	860
Carrot	200	200	350	40	40.0	44.0	2.0	2.0	2.0	80.0	80.0	88.0
Mango	40	40	40	100	100	100	-	-	-	-	-	500
Butternut squash	-	-	40	-	-	16	-	-	13.55	-	-	216.80

Source: MADU, 2017

1.6.10.1.3 Plantation Crops

Coconut is the largest plantation crop grown in the municipality. Large contiguous plantations are evident all along the coast. There are mixtures of coconut varieties grown all over. Farmers depend on their trees for their seed source since there are no seed producing centres. The result is poor rate of germination. There had not been any conspicuous pest and disease situations of coconut in the municipality. The coconut fruits are either harvested fresh for eating or as copra for processing into oil.

Figure 18: Coconut plantation along the coast from Aflao to Blekusu



Source: KSMA MPCU, 2017

1.6.10.1.4 Urban Vegetable Productions

Though there is a general vegetable production throughout the Municipality as a way of life, the actual vegetable production as a business, which is known as Urban Gardening, is concentrated along the coastline. The traditional areas covered include Aflao, Awakorme, Viepe, Denu, Hedzranawo, Adafienu, Wokadedzi, Tetekope and Agorkor. Currently the urban gardening is expanding to Nogokpo and Agbozume areas.

The vegetables produced are onion, chilies, okro, tomatoes, carrot and leafy vegetables (Gboma) and butter nut. The urban gardening business is an all-year-round activity with water obtained from shallow tube wells mechanized by electrically operated water-pumping machines or petrol operated ones where there is no electricity. The farming practices involve extensive land preparation and application of chemical for pest and disease control. The land is usually obtained through leasehold and the land rent ranges from GH¢50.00 – GH¢100.00 per acre per annum.

Figure 19: Urban Vegetables Along the Coast – Tube Well Technology



Source: KSMA MPCU, 2017

The cropping calendar for Onion and Chilies is in May through to September, while Tomato is cultivated around June –November. Okro, Carrot and Leafy Vegetables are cultivated all year round. The various vegetables are cropped in pure stands.

Urban gardening is a labour intensive business using labour at all phases of production. The enterprise employs about three thousand people. Out of this number about six hundred (600) people are farm owners of which women form about 20 percent. The rest of the number, form the labour force of which 10 percent are permanent.

The target market for the chili is the European market, whilst the Onion and Tomatoes are for the domestic market, Togo, Benin and Nigeria. The leafy vegetables and carrot are mainly for the domestic and the Togo Markets. The main challenge now is with the processing of the crops so as to improve value chain process and also to increase the income of the people involved in the industry.

1.6.10.1.5 Agro-processing

The main raw material for processing is cassava, which is processed into the dough and gari. The average annual production of cassava in the municipality is 120,000 metric tons of fresh cassava. The current municipality requirement is 49,000 metric tons and therefore we have a surplus of 69,000 metric tons for processing annually. The major collection point for gari in the municipality is Wuduoba market, from where trucks loaded with gari leave to other destinations.

The Municipal Agricultural Development Unit in collaboration with Root and Tuber Improvement and Marketing Programme (RTIMP) is introducing high yielding cassava varieties into the Municipality and we expect yields to increase by 50%. The challenge Farmers will be facing with the increase in production is access to improved processing equipment which could reduce the drudgery of manual processing. The Municipal can produce cassava to meet demand of agro- industries that use cassava as raw material.

1.6.10.2 Livestock Sub-Sector

Livestock sub – sector forms about 10 percent of agricultural activities in the Municipality. Livestock and Poultry are a source of food, income, recreation and also an important element in the socio-cultural context. They are also a means of storing wealth in times of agricultural plenty and provide cash reserves for emergencies and guarantees of food security in times of crop failures. The main livestock types reared in the Municipal include cattle, sheep and goats, pig, poultry and quite recently glasscutters.

Almost every farmer keeps some sort of livestock as a security to fall on during times of crop failure. There are over 17,000 sheep, 16,000 goats, 5,000 pigs (local breed-4,500) and 40,000 poultry (local fowls 32,000) in the municipality (*source: 2005 Livestock Census, MoFA, and Denu*). The local poultry are scattered all over the municipality whilst the exotic ones are concentrated around the urban communities like Denu and Aflao. Goats and sheep are predominantly found in the klikor and somey Traditional areas (Glitame, Lotakor, Agbozume, Dornamadi and its surrounding villages) Pigs which are predominantly local can be found in Aflao and Akame. The weakness of the livestock sub sector in the municipality includes in breeding of small ruminants (Goats and Sheep) leading to reduction in size of the animals, reluctance of the owners to undertake yearly vaccination against PPR resulting in the lost of large numbers of small ruminants annually.

Table 8: Estimated Population of Livestock

Category	2007	2008	2009	2010	2011	2012	2013
Cattle	3504	4157	4476	4678	4689	4702	4909
Sheep	23840	24672	25168	26188	28266	29011	29880
Goat	21470	24784	25271	27020	27782	29901	30421
Swine (IND.)	3732	4193	4276	3187	2868	2047	1899
Swine Exotic	450	376	418	546	554	604	656
Fowl (Local)	46156	47080	47623	50688	50794	51446	51882
Fowl (Exotic)	10,210	9874	10,270	3086	4458	5680	5886
Rabbit	356	376	394	410	458	481	516
Dogs	6527	6474	6849	7956	8146	8046	8401
Cats	5680	4879	5780	6894	5178	6894	6946
Duck	-	-	-	15896	15984	16024	16896
Turkey	-	-	-	3404	3564	3886	3994
Guinea fowl	-	-	-	8740	8857	8910	8994

1.6.10.3 Fisheries Sub-Sector

The fisheries sub – sector accounts for about 30 percent of the agricultural activities in the municipality and it is solely marine fisheries. The coast stretch of the Municipality extends from Blekusu on the East to Aflao on the West. Marine fishing is intensive from Aflao to Blekusu to Adafienu, where livelihood is dependent on fishing.

Figure 20: The coastline from Aflao to Blekusu

Source: KSMA MPCU, 2017

There are Two hundred and four (204) canoes in the municipality. Out of this, One Hundred and Fifty-five (155) are used for beach seine fishing and Forty-nine (49) for Watsa. (Canoe Frame Survey, 2004). There are about Seven Thousand Eight Hundred and Eighty-two (7,882) Fishermen in the Municipality. Pelagic fish species such as Anchovy and Sardine are caught throughout the year with the peak season from August to October. The catches have been experiencing decline in over the years due to poor management and over exploitation of the marine resources. There is though the potential for increasing output of the marine water.

The lagoon on the other hand also has the potential to be developed into fishing sites for prawns and shrimps.

The Ministry of Food and Agriculture in collaboration with seven communities, (Blekusu, Agavedzi, Amutinu, Adina, Adafienu, Denu and Aflao) along the coast have put in place the Community Based Fisheries Management Communities (CBFMC) to co-manage the fisheries resources.

1.6.10.3.1 Fish Processing

Women are mostly engaged in fish processing in the Municipality. Chorkor Smoker (a fish processing device) has grown even faster than anticipated producing better quality-smoked fish. The constraints being faced by the stakeholders in this enterprise is the inadequacy of firewood which is used as fuel for the smoking of fish. Solar energy is being exploited on clayey patios for the drying of anchovies. Processed fish in the Municipality is sold in neighbouring Togo and other sahelian countries. The processing reduces postharvest losses in the fisheries sector in the municipality and also serve as a source of employment for women folk along the coast.

1.6.11 Revenue Generation

The Local Governance Act, 2016, Act 936 which is the legal framework for the establishment of District Assemblies mandates the Assemblies to impose fees and rates on the constituents. In addition to the Internally Generated Fund, the 1992 Constitution also provided that the central government make annual grant in the form of Municipality Assembly Common Fund (DACF). Apart from these sources, the Municipal Assembly also receives financial and technical support from donor agencies. These are the three main sources of resources available to the Municipal Assembly for executing its mandates.

Table 9: Total Releases from Government of Ghana

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	-	1,459,456.00	1,381,024.03	-	78,432.17	1,223,007.46	158,016.57
2015	-	1,557,000.00	1,545,980.18	-	11,019.82	1,440,000.00	105,980.18
2016	1,777,332.00	-	944,968.19	-	-	944,968.19	0
2017	1,915,712.00	-	-	-	-	-	-
CAPITAL EXPENDITURES/ASSETS							
Year							
2014	-	4,648,209.22	2,020,025.73	-	-	-	-
2015	-	2,538,656.88	1,496,674.98	-	-	-	-
2016	-	2,460,392.00	1,308,673.00	-	-	-	-
2017	556,376.00	-	-	-	-	-	-
GOODS AND SERVICES							
2014	-	1,631,487.00	1,184,146.67	-	-	-	-
2015	-	2,265,400.00	2,345,650.00	-	-	-	-
2016	-	3,662,279.00	1,870,627.35	-	-	-	-
2017	47,135.23	-	-	-	-	-	-

Table 10: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG				55,109.46	32,059.00		434,833.00	1,045,165.97		47,135.23	43,285.44	
IGF	853,706.00	719,756.67		725,050.00	672,215.10		880,840.00	858,102.24		1,020,400.00	80,635.60	
DACF	2,428,565.00	883,405.49		2,600,000.00	2,125,155.92		3,507,357.00	1,965,522.99		3,522,185.58	432,546.36	
DDF	624,244.00	1,020,392.15		979,188.31	562,402.00		900,748.00	897,200.00		891,358.00	-	
UDG	-	-		-	-		-	-		-	-	
Dev't Partners	799,846.00	800,738.16		595,000.00	420,595.83		37,534.60	16,360.00		560,595.83	-	
GETFund	-	-		-	-		-	-		-	-	
Other(please, specify)	222,160.00	144,094.23		115,000.00	365,319.09		401,446.26	493,708.82		408,497.42	59,678.88	
Total										7,644,191.79	606,146.28	

The capital expenditure is concentrated usually on the provision of socio- economic infrastructure, human resource development and sports development. There is however a noticeable silence on building the capacity of the communities and other stakeholders involvement in rural development. The main Municipal finance problems identified were:

- ◆ Non availability of inaccurate revenue data base.
- ◆ Low revenue generation from own sources.
- ◆ Poor revenue projections and expenditure management.
- ◆ Inadequate logistics for revenue collection especially vehicle, uniform etc.

1.6.12 Public Administration

1.6.12.1 Municipal Assembly

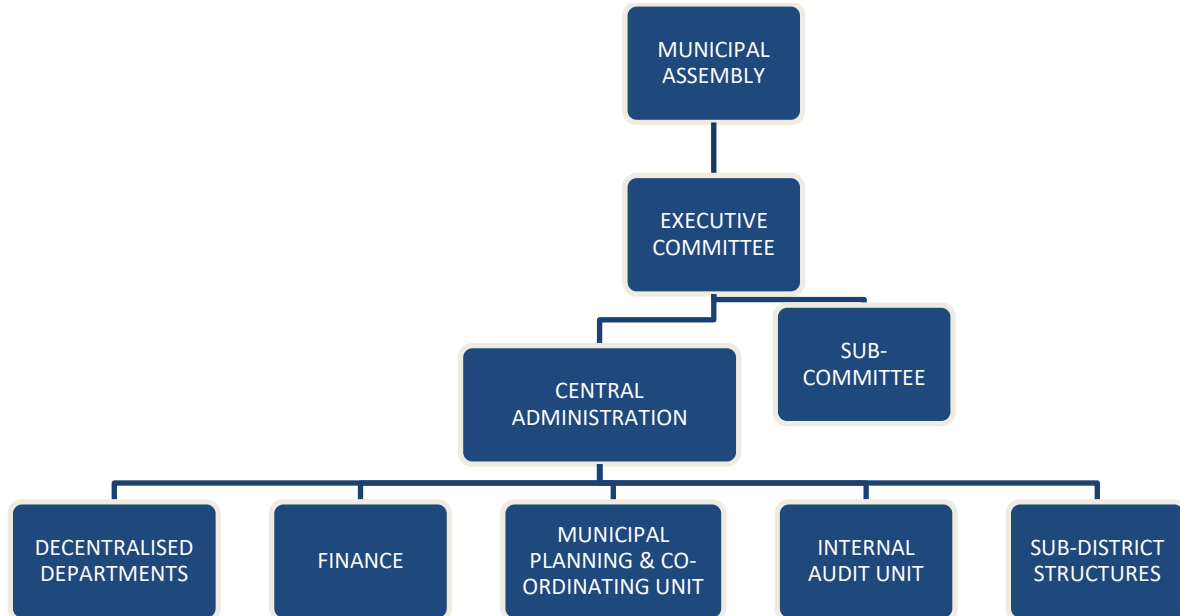
The Ketu South Municipal Assembly is the highest administrative and planning authority in the Municipality. The Ketu South Municipality was formerly created by an Act of Parliament in 2007 through the Legislative Instrument (LI) 1897 of 2007 which split Ketu into Ketu North and Ketu South. In 2012, Ketu South Municipality was elevated to a Municipal status through LI 2155 of 2012. The Municipal Assembly has a policy making body made up of elected and government appointed Assembly members. There are fifty seven (57) Assembly members in the Municipality out of which only 2 are females. Even these devoted women are government appointees alongside 16 male appointed members – indicating a worrying situation of non participation and representation of females in local level governance leadership.

The Municipal Assembly has two main committees namely Public Relation and Complain Committee and Executive Committee. The members serve on the five major sub-committees of the executive of the Assembly. The established sub-committees function as the operating arm of the Executive Committee and assist in the implementation of specific activities of the Assembly. The sub- committees include: Justice and Security, Finance and Administration, Social Services, Works and Development Planning.

The Municipal Chief Executive, who is the political head of the Assembly, heads the Municipal Assembly. He also chairs the Executive committee, the decision making organ of the Municipal Assembly. The Central Administration assists in the general administration of the Assembly. The Municipal Coordinating Director (MCD) with the support of

Development Planning, Budget and Finance Officers and Heads of other sector departments such as Health, Agriculture, Education, Physical Planning to constitute the Municipal Planning Coordinating Unit.

Figure 21: Organogram of the Municipal Assembly



1.6.12.2 Sub-District Structures

There are five Zonal Councils that assist in the planning and implementing of projects in the Municipality. The Councils are Somey-Wego Zonal Council, Somey-Fugo Zonal Council, Aflao-Wego Zonal Council, Aflao Zonal Council and Klikor Zonal Council. All the councils are functioning. To enhance the performance of the councils, the Assembly provides support to the zonal councils to enable them mobilize enough revenue for the Assembly.

1.6.13 Social Services

1.6.13.1 Education

The Ketu South Municipality has eight (8) circuits and eighty-two (82) public basic schools and forty-three (43) recognized private schools. For SHS, there are four (4) public schools and one (1) private school. There is only one private technical / vocational institute in the municipality.

Figure 22: Map of Ketu South Municipal Showing Educational Facilities

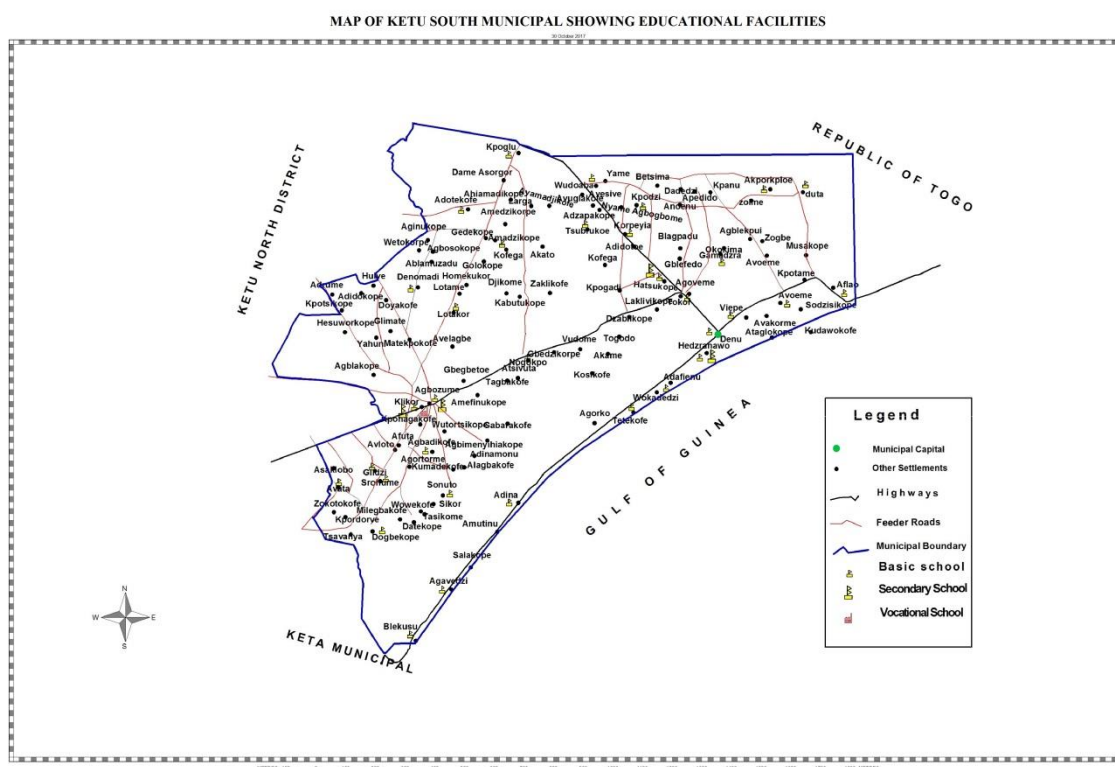


Table 11: Circuits and Number of Schools

CIRCUITS	KG		PRIMARY		JHS		SHS		VOC/TECH.	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Adina-Denu	15	12	14	12	14	7	1			
Aflao-Central	13	26	13	26	10	15				
Aflao-West	9	12	9	12	9	11	1	1		
Aflao-North	8	1	8	1	8	1				
Agbozume Central	9	5	9	5	9	2				
Agbozume-East	8	5	8	5	8	3	1			
Klikor East	8	3	8	3	7	1				
Klikor West	8	3	8	3	8	3	1			1
Total	78	67	77	67	73	43	4	1		1

Source; GES, Denu 2017

1.6.13.1.1 Enrolment in Basic School

The table below showed the school age population of the municipality; 4-5, 6-11, 1-14 and 15-17 years for kindergarten, primary, Junior high School and Senior High School respectively. These school age populations of the municipality showed an increasing behavior over the five years at the rate of 2.5% per annum. Table 15: shows the school age population of (KG/PRIM/JHS/SHS) in the Municipality

Table 12: School Age Population of KG/PRIM/JHS/SHS in the Municipality

Levels and Sex				
Levels/Age	Kindergarten	Primary	JHS	SHS
Years	(4-5)	(6-11)	(12-14)	(15-18)

2012/13	9080	24052	10623	10297
2013/14	9307	24653	10889	10555
2014/15	9540	25269	11161	10818
2015/16	9779	25901	11440	11089
2016/17	10023	26548	11726	11366

Source; GES, Denu 2017

The tables below show the number of students and pupils enrolled in both public and private schools in the municipality. Table 16: Enrolment of public schools as at 2016/17 academic year in the Ketu South Municipality

Table 13: Enrolment of public schools as at 2016/17 academic year

KG			PRIMARY			JHS			SHS		
M	F	T	M	F	T	M	F	T	M	F	T
3530	3469	6999	9442	8830	18272	3835	4249	8084	3021	1843	4864

Source: GES, Denu 2017

Table 14: Enrolment for Private schools as at 2016/17 academic year

KG			PRIMARY			JHS			SHS		
M	F	T	M	F	T	M	F	T	M	F	T
1569	1498	3068	3588	3566	7154	1225	1094	2319	130	111	241

Source: GES, Denu 2017

Table 15: Ghana School Feeding Programme (GSFP)

CIRCUIT	S/N	NAME OF SCHOOL	ENROLMENT
Adina-Denu	1	Unit For Specila Needs	593
	2	Ansahrul Islamic/M.A Basic School	
	3	Amutinu M/A Basic School	
Aflao-West	4	Anoenu M/A Basic School	253
	5	Yelibato M/A Prim. School	455
	6	Gamadzrah R.C Basic School	364
	7	Aflao Agblekpui M/A Prim. School	259
Aflao- North	8	Kpogedi Comm. M/A Basic School	390
	9	Aflao-Aveyiborme M/A Primary Sch.	483
	10	Tublukope M/A Basic School	276
	11	Agbogbome M/A Basic School	486
Agbozume-Central	12	Sonuto M/A Basic School	260
	13	Dogbekope R.C Prim. School	215
	14	Agbozume Sukladzi R.C Basic School	591
	15	Srohume A.M.E Basic School	283
Agbozume-East	16	Ativuta R.C Basic Schools	235
	17	Nogokpo M/A Basic School	312
	18	Kpedzakope M/A Primary School	272
Klikor-East	19	Bodzakope M/A Basic School	463
	20	Adotekope M/A Prim. School	
	21	Dornormadi M/A Basic School	255
	22	Glitame M/A Basic School	144
	23	Dodorkope M/A Basic School	452

CIRCUIT	S/N	NAME OF SCHOOL	ENROLMENT
Klikor.....	24	Klikor Unity M/A Basic School	346
	25	Klikor-Agblekpui A.M.E.Zion Basic	317
	26	Avata M/A Primary School	263
	27	Glidzi Basic Schools	411
	28	Akatsavakpo M/A Primary School	
	29	Amedzikope R.C/M.A Basic School	345
	30	Atsiaklorbor M/A Basic School	337
		Total	9060

Figure 23: Public Schools Enrolment of Pupils and Students for 2017/2018 Academic Year

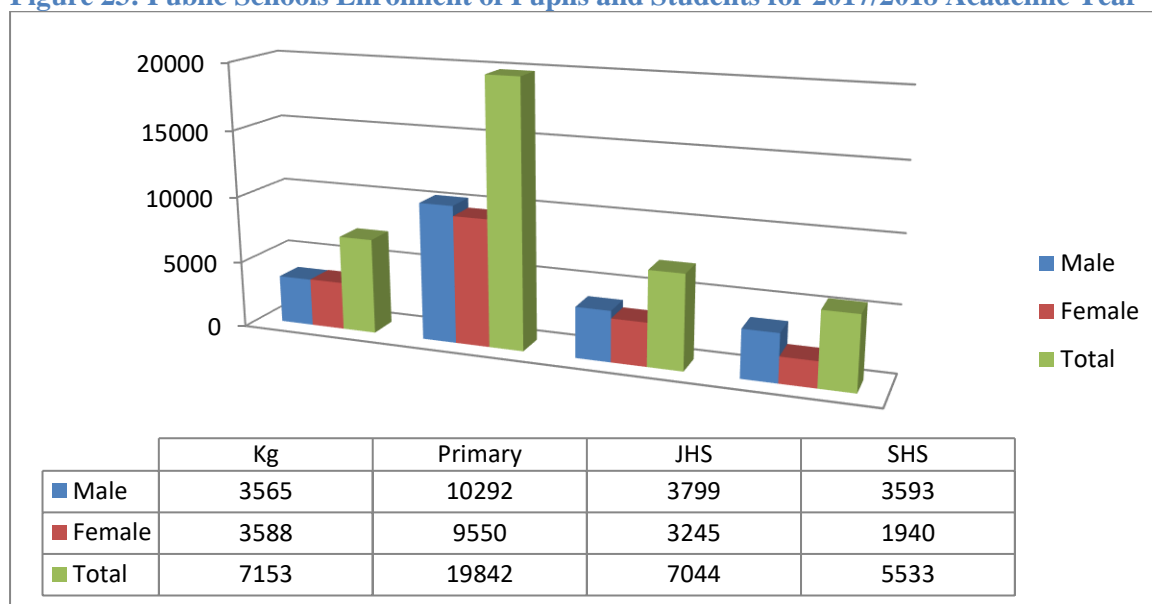
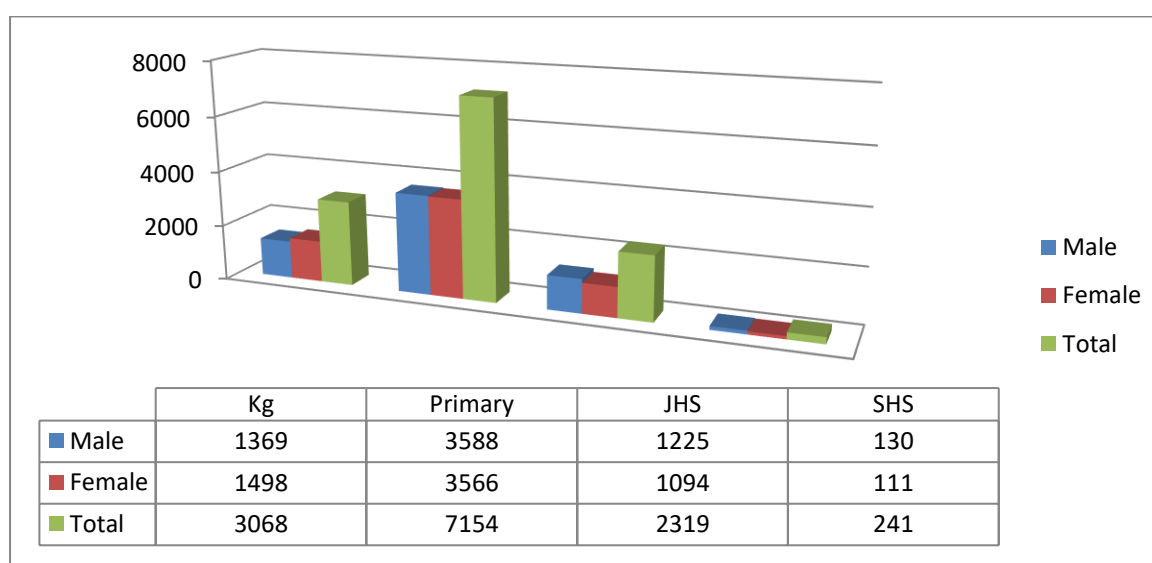


Figure 24 below shows the enrolment of pupils and students as at 2017/2018 in the Private school:

Figure 24: Enrolment of Pupils and Students for 2017/2018 Academic Year



As a result of the free education, School Feeding Programme and the free uniform and text books has led to the increase in the enrolment level over the years. However, there is still much to be achieved. The table below shows the teachers population in the Municipality.

Table 16: Teacher Population as at 2016/2017 Academic Year

S/N	CIRCUIT/NAME OF SCHOOL	POPULATION OF TEACHERS						
		GES				OTHERS		
		TRAINED		UNTRAINED		NYEP		GRAND TOTAL
		M	F	M	F	M	F	
1.	Adina-Denu	108	115	7	9	12	9	260
2.	Aflao-Central	119	94	13	6	9	8	249
3.	Aflao-North	62	47	8	23	4	20	174
4.	Aflao-West	69	61	14	37	8	36	225
5.	Agbozume Central	79	47	10	5	7	8	156
6.	Agbozume East	66	50	2	7	2	7	134
7.	Klikor East	76	15	14	31	6	17	159
8.	Klikor West	73	22	12	59	-	-	166
	Total	652	451	80	117	48	105	1523

Source: Ketu South Municipal Directorate of Education, 2017

Over the years, the performance of pupils in the annual BECE has been encouraging as shown in the table below. Unfortunately, some research in some rural communities revealed that some schools (e.g. Anoenu Basic School) scored zero percent in the last two BECEs. The table below depicts the performance score for the past four years.

Table 17: BECE Performance over the past four years

Years	Total number of candidates	Total number of candidates who obtained aggregate 6-30	Total percentage scored (%)	General performance
2013	2898	1402	49.0	Fair
2014	3009	965	57.6	Fair
2015	3138	1588	50.6	Fair
2016	2989	1639	76.8	Fair

Source: Ketu South Municipal Directorate of Education, 2017

1.6.13.2 Health Sector

The Municipality has five (5) health demarcated sub-districts. These are Aflao, Aflao Wego, Klikor, Some Fugo and Some Wego. There are 33 public and private health facilities which are mostly concentrated in the urban areas of the Municipality. Figure 24 depicts this situation.

Figure 25: Map of Ketu South Municipal Showing Health Facilities

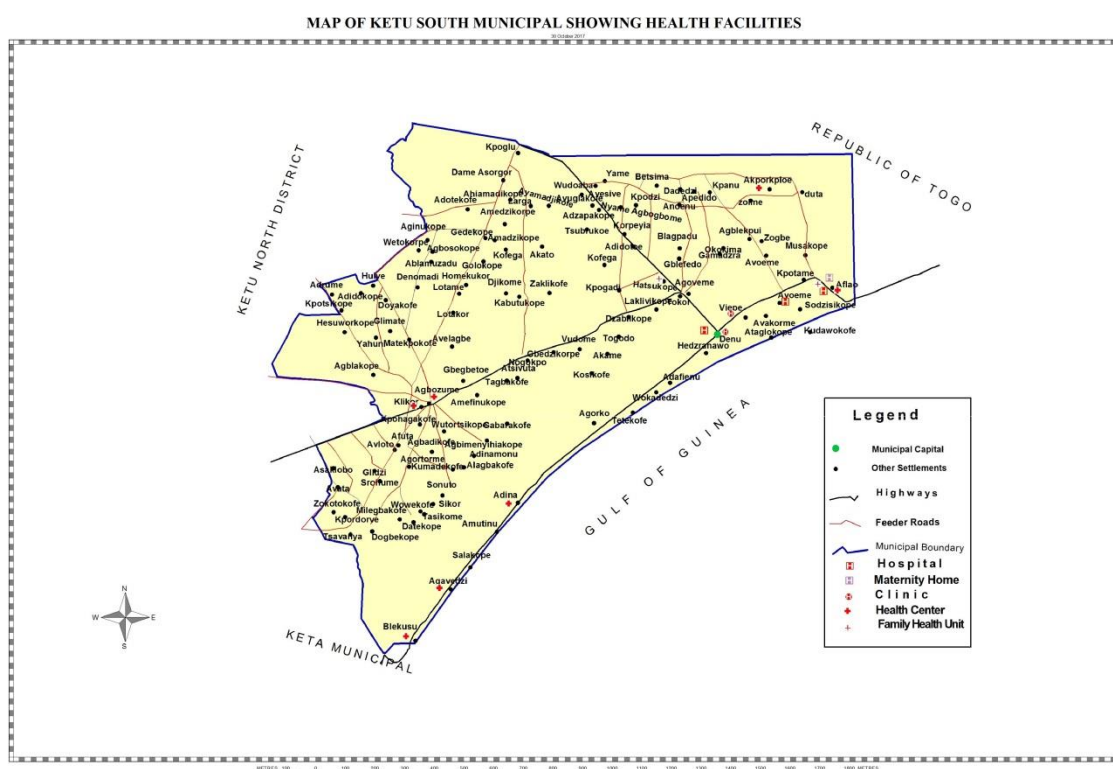


Table 18: Distribution of health facilities in the Municipality

Type of Health Facility	Number of Health Facility	Location
Hospital (Government)	1	Aflao
Hospital (Private)	3	Avoeme & Denu-Hedranawo
Clinics (Private)	2	Viepe, Denu
Health centres	8	Agbozome, Klikor, Akporkploe, Blekusu, Adina, Agavedzi, and Avoegato-Aflao Health centers
Maternity homes (Private)	1	Aflao
CHPS Compounds	16	Blekusu
Family Health Units	2	Aflao&Hatsukope
Total	33	

Source: Ketu South Municipality Health Directorate, 2017

1.6.13.2.1 The Top Ten Diseases from 2013 to 2016

In area of disease condition Malaria, Acute Respiratory Infection, Hypertension and Rheumatism iare most prevailing health issues in the municipality. Over the years malaria was identified to be the top most disease conditions among the first ten diseases in the municipality.

The table 1.23 below depicts the top ten diseases in the municipality.

Table 19: Top Ten Diseases from 2013-2016

NO.	DIAGNOSIS	2013	2014	2015	2016
1	Malaria	22,591	19,218	16,216	17,172
2	Acute Respiratory infection	24,158	22,415	4,298	4,759

3	Hypertension	11,822	8,909	6,088	2,582
4	Anaemia	8,850	12,862	11,915	8,660
5	Diarrhoea disease	7,833	9,631	11,915	7,117
6	Intestinal worm	4,013	10,366	8,516	5,647
7	Rheumatism& other joint pains	12,790	19,638	16,004	11,358
8	Diabetes Mellitus	2,958	1,589	1,734	495
9	Chicken pox	1,138	1,257	1,298	179
10	Sickle cell disease	1,451	622	350	194

Source: Ketu South Municipal Health Directorate 2017

1.6.13.2.2 HIV and AIDS

There is a high prevalence rate of HIV and AIDS in the municipality. It is difficult to assess the exact rate of the disease in the municipality since in-migrants and patients across the Ghana-Togo Border attend hospitals in the municipality for treatment.

The table below shows the details of the HIV and AIDS cases in the municipality from the year 2013 to 2016. The existence of commercial sex workers continues to pose a threat and serves as a challenge to the municipality anti HIV and AIDS programs. The tested and positive ranges from 8.4 % to 12.7% from 2010 to 2013 as shown in table 1111 below.

Table 20: Trend of HIV and AIDS cases in Ketu South Municipality by 2013-2016

YEAR	TESTED	POSITIVE	% POSITIVE
2013	4,894	350	7.2
2014	5,548	409	7.4
2015	5,323	286	5.4
2016	6,108	316	5.2

Source: Ketu South Municipal Health Directorate, 2017

Table 21: Trend of HIV/AIDS positive cases in Ketu South Municipality by gender 2013-2016

YEAR	MALE	FEMALE	MALE TO FEMALE RATIO
2013	76	107	1:2
2014	101	308	1:3
2015	80	206	1:3
2016	82	234	1:3

Source: Ketu South Municipal Health Directorate, 2017

The Municipal Assembly is collaborating with NGOs/CBOs in the campaign against HIV and AIDS and efforts are made to support people living with HIV and AIDS (PLWHIV). Some of the programs target institutions, long distance drivers, and commercial sex workers and identified groups like artisans.

1.6.14 Security Services

Security in the municipality is one of the major concerns for peaceful coexistence and business development. The contiguous location of the municipality along the Togo national capital has a lot of political ramifications and cost implications. The municipality has a massive inflow of foreigners with diverse character. Security issues in the municipality are varied. These range from pick pocketing, robbery, assaults, mob actions ritual murder among others. In view of the volatile nature of the security situation, the Municipal Assembly depends heavily on the support services of all security agencies for support in order to maintain law and order and protection of property. The security services include: the Police

Service, the Immigration Services, the Fire Services, the Customs Excise Services and the Military.

1.6.15 Sports And Recreation Development

The provision of sports facilities in the municipality is a major constraint in the promotion of sports it has not been given any serious attention except for sporadic and uncoordinated assistance to schools. There are other challenges to sports development including finances. Sports development and promotion is a very expensive venture and the reliance and competing demand on the Assembly's resources is a serious constraint to sports development. Potentials and interest for sports in the Municipality however exist. There are a number of football clubs been formed across the municipality and external support is therefore needed to advance the course of sports promotion.

1.6.16 Cultural Development

The municipality abound with numerous traditional believes, values and practices; systems of ownership, language and history. Common cultural heritage can be identified as running through. There are positive as well as negative aspects of the culture which can be harnesses for economic and social development of the municipality while the negative aspect of our cultures especially those that demean human dignity should undergo modification. A lot of resources will be needed to manage the negative cultural practices.

1.6.17 Vulnerability Analysis

The vulnerability analysis of Ketu south municipality takes into cognizance the people living with Disability, subsistence farmers, Aged, children and women.

1.6.17.1 People living with Disabilities

In the 2010 Population and Housing Census, Ketu South Municipality recorded a total of 5,820 persons with disability representing 3.6 percent of the population of the Municipality. Table 6.1 provides information on the distribution of persons with disability in Ketu South. It shows that the population with disability is 3.6 percent. Generally, the proportion of persons with disability is higher among females (3.7%) than among males (3.5%). With regards to locality distribution on disability in the Municipality, urban disability population stands at 2,428 and rural disability is 3,392. This implies that there are more disability in rural areas (58.5%) than in urban areas (41.7%).

1.6.17.2 Type of Disability

A person may be disabled if he or she has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing, or learning). Table 6.1 also presents data on the type of disability in Ketu South Municipality. The Table indicates that sight is the highest form of disability in the Municipality (48.0%) followed by physical (31.9%) and intellectual disability (27.2%). For both sexes, apart from speech disability (19.2%) where the rate in female is lower than that of male counterpart (23.1%), all other forms of disability are higher for females than for males. this means that more females are disabled than males.

1.6.17.3 Disability by Type of Locality

Table 6.1 again provides data on disability by type of locality. It could be observed that rural disability rate is slightly higher (3.9%) than urban disability rate (3.2%). In both Rural and Urban locality, sight disability appears to be the highest form of disability accounting for 41.1 percent in rural and urban (57.6%). Intellectual disability on the other hand is the least form

of disability (32.4%) in urban locality whereas in the rural locality speech disability forms the least (11.4%). In the case of sex, sight remains the highest form of disability for both males and females for urban and rural localities.

Table 22: Population by Type of Locality, Disability Status and Sex

Disability status	Sex				
	Both sexes			Male	Female
	Number	%		%	%
Total	160,756	100.0		100.0	100.0
Without disability	154,936	96.4		96.5	96.3
With disability	5,820	3.6		3.5	3.7
Sight	2,793	48.0		45.8	49.8
Hearing	1,353	23.2		21.6	24.6
Speech	1,217	20.9		23.0	19.2
Physical	1,855	31.9		31.4	32.2
Intellectual	1,585	27.2		27.2	27.3
Emotional	1,506	25.9		25.2	26.4
More than one form of disability	713	12.3		12.5	12.0
Urban					
Total	74,834	100.0		100.0	100.0
Without disability	72,406	96.8		96.8	96.7
With disability	2,428	3.2		3.2	3.3
Sight	1,399	57.6		55.0	59.8
Hearing	869	35.8		33.4	37.8
Speech	830	34.2		35.9	32.7
Physical	968	39.9		38.8	40.7
Intellectual	787	32.4		31.2	33.4
Emotional	939	38.7		36.8	40.2
More than one form of disability	188	7.7		7.4	8.1
Rural					
Total	85,922	100.0		100.0	100.0
Without disability	82,530	96.1		96.2	95.9
With disability	3,392	3.9		3.8	4.1
Sight	1,394	41.1		39.2	42.7
Hearing	484	14.3		13.2	15.2
Speech	387	11.4		13.7	9.5
Physical	887	26.1		26.1	26.2
Intellectual	798	23.5		24.3	22.9
Emotional	567	16.7		16.9	16.6
More than one form of disability	525	15.5		16.2	14.9

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

In term of children, the total number of child laborers shot up to five hundred and fifty (550) in the year under review. Two hundred (200) were withdrawn with one hundred and ninety nine sent back to basic schools and the other sent into apprenticeship. From the table above, eighteen (18) of these children were found to engage in serious head porting in Aflao and

other Two hundred and sixty (260) engaged in fishing, farming and other commercial activities along the other coastal areas including Adina, Agavedzi among others.

1.6.18 Natural Disaster

The disaster prone areas in the municipality includes Aflao Central, Agorkpanu, Denu, Aflao Wego, Kpoglu, Avoeme-Viepe, Adina-Blekusu, Some Wego, Klikor Central and Klikor West. These areas are considered disaster prone area in view of occurrences of one or more of the following; flood, tidal waves, windstorm and fire, which mostly have adverse effects in the communities that are mostly affected.

Table 23: Distribution of Natural Disasters in the Municipality

Type of Disaster	Sex Distribution of Victims Affected								
	2011			2012			2013		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Flooding	117	120	237	95	98	193	35	31	66
Windstorm	54	62	116	60	78	138	270	286	556
Tidal waves	12	12	24						
Fire	9	19	28	41	50	91	30	22	52

Subsistence food farmers especially the vegetable farmers along the coast are relatively poor and mostly feed on their small produce for the survival of their families. The technical knowhow and the use of some agricultural tools for the farming are not available. Those mostly affected are the women and children in these communities. They also lack adequate access to agric extension services. Indiscriminate dumping of all forms of refuse which litters our surrounding, streets, drainage systems, culverts, waterways and so on breed mosquitoes and diseases such as malaria, cholera, diarrhea and other related diseases in the municipality and thereby making residents vulnerable.

1.6.19 Information and Communication Technology (ICT)

Information Communications Technology (ICT) is recognized as an important component of socioeconomic development. The government has been implementing policies and programmes to expand access of the population to ICT infrastructure and technology. This chapter presents information on access of individuals and households to ICT in the Municipality.

Today, scientific and technological innovation requires more complex and interactive processes. This added complexity has led innovators to partner to share costs, find complementary expertise, gain access to different technologies and knowledge quickly, and collaborate as part of an innovative network. This entails a need for individuals and institutions to adopt a more “open” perspective on innovation. The Ketu Municipal Assembly, in order to promote effective teaching and learning of ICT in the basic schools, the Education Directorate has directed SMCs and PTAs to help the basic schools to create ICT centers in their schools. Some Rlg computers have been distributed to 42 schools in the municipality. An rLG ICT center at Denu basic school helps in training teachers in ICT.

1.6.19.1 Ownership of Mobile Phone

The use of mobile phones has been an important mode of communication for social and business activities for the majority of Ghanaians since as far back as 2003 (Ayensu, 2003). Table 5.1 provides information on mobile phone ownership. For the Municipality, there are 50,341 persons 12 years and older with mobile phones, representing 45.8 percent of the

population. It is evident from the Table that more males own mobile phone (51.2%) than females (48.8%).

1.6.19.2 Use of Internet

The growth in information technology has increase the urge for ownership and use of computer in modern business transactions. It is essential to promote easy access to internet, electronic mail (e-mail), and other related services

The data in Table 5.1 shows that there are only 3.9 percent of persons 12 years and older are using internet facility in the Municipality. The use of internet facility by persons 12 years and older, is more for males (70%) than for females (30%). The low usage of the internet could be attributed to the availability of the infrastructure and institutions that supports ICT.

Table 24: Persons 12 years and older are using internet facility

I C T Indicators	Number	Percent
Population 12 years and older	Population havingmobile phone	Population using internet facility
Total	110,005	100.0
Male	49,932	45.4
Female	60,073	54.6

1.7 Projects And Programme Implemented Outside The 2014-2017 MTDP

Analysis of programmes and projects which could be mainstreams in any of the thematic Areas have the following comments on implementation status:Other programmes such as Ghana School Feeding Programme and National Youth Employment Programme were very instrumental in poverty reduction and social protection despite some challenges.

1.8 Key Problems Encountered During Implementation and LessonsLearnt/Recommendations

The main problems encountered during the implementation of the plan were;

- ❖ Poor coordination of activities
- ❖ Delay in release of funds from central government
- ❖ Poor commitment on the part of beneficiaries
- ❖ Inadequate funds for programme/project implementation
- ❖ Delay in the implementation of donor projects.
- ❖ Too much interference from central government especially in the disbursement of the DACF
- ❖ Too many projects were captured in the 2010-2013 DMTDP
- ❖ Poor functioning of the Sub-District Structures
- ❖ Inadequacy of support for monitoring and evaluation.

Lessons Learnt

- ❖ The DMTDP should be strictly adhered to during the plan period
- ❖ Development projects should be well coordinated
- ❖ Adequate development funds should be released on time
- ❖ Improve the collection of Internally Generated Funds

Recommendations

The following are some of the recommendations to improve performance:

- ❖ Creation of reliable data base for the Municipality.
- ❖ Dissemination of Reports to relevant stakeholders and decision makers should be more intensified
- ❖ Monitoring and evaluation budget line created should also be rigidly respected and used only for the purpose.
- ❖ Capacity building tools for Monitoring and Evaluation Team especially MPCU.
- ❖ Exploitation of new revenue sources as well as training of revenue staff and public education.

1.9 Key Identified Development Problems/Issues/Gaps

The following major development gaps were identified in the analysis of the Municipal Profile:

1. Inadequate supply of potable water to communities
2. Poor conditions of community roads
3. Haphazard physical development leading to inaccessibility of demarcated routes
4. Poor drainage system particularly along the coast
5. Poor sanitary conditions
6. Lack of standard markets
7. Depletion of the vegetation and soil erosion
8. Prevalence of preventable diseases
9. Inadequate health facilities
10. Inadequate education facilities
11. Considerable high level of crime and social vices
12. Marginalisation of women in leadership and decision making
13. Low mobilisation of internal funds
14. Ineffective functioning of Assembly Sub-structures
15. Poor tourism infrastructure
16. Lack of large-scale irrigated agriculture.

Table 25: Summary of Key Development Issues of GSGDA II

Thematic areas of GSGDA II	Key Identified Issues (as harmonised with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and Sustaining Macro-Economic Stability	<ul style="list-style-type: none"> • Low mobilisation of internal funds
Enhancing Competitiveness of Ghana's Private Sector	<ul style="list-style-type: none"> • Lack of standard markets
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ul style="list-style-type: none"> • Depletion of the vegetation and soil erosion
Oil and Gas Development	-
Infrastructure and Human Settlements	<ul style="list-style-type: none"> • Inadequate supply of potable water to communities • Poor drainage system particularly along the coast • Haphazard physical development leading to inaccessibility of demarcated routes • Poor conditions of community roads
Human Development, Productivity and Employment	<ul style="list-style-type: none"> • Prevalence of preventable diseases • Inadequate health facilities • Inadequate education facilities • Poor sanitary conditions
Transparent, Responsive and Accountable Governance	<ul style="list-style-type: none"> • Marginalisation of women in leadership and decision making • Considerable high level of crime and social vices • Ineffective functioning of Assembly Sub-structures

CHAPTER TWO DEVELOPMENT ISSUES

2.0 Identification of Development Issues with Implication for 2018-2021

It is imperative to take into high consideration the development issues confronting the people in the Municipality. To this end, citizens in the various communities were giving the opportunity through community meetings/fora with the MPCU to identify and prioritize their own needs and aspirations. In prioritizing these needs, community leaders (e.g. Assembly members, Unit Committee members, opinion leaders) decided to place premium on each need mentioned by casting votes. Thus, the highest, higher, high and low votes were assigned respectively to the listed needs accordingly to the level of importance and eventually ranked. The key development problems that emerged during these encounters, in no particular order, are as follows:

- 1) Lack of access to potable water
- 2) Bad road conditions
- 3) Inadequate markets
- 4) Inadequate of health facilities; structures, staff accommodation
- 5) Inadequate education facilities; structures, teachers accommodation, teaching and learning materials
- 6) Poor sanitation services
- 7) Inaccessible planned community roads
- 8) Lack of electricity, in unserved communities
- 9) Lack of employable skills and jobs for the youth
- 10) Infrastructure upgrading of second cycle educational institutions, particularly Klikor SHS and Klikor Technical and Vocational School
- 11) Poor tourism infrastructure.
- 12) Lack of large-scale irrigated agriculture.

Figure 26: Community Needs Assessment Sessions



Community needs assessment session at Somey-Wugo Zonal Council (Denu)



Community needs assessment session at Somey-Wego Zonal Council (Agbozume)



Community leaders brainstorming during a needs assessment session at Klikor Zonal Council (Klikor)

Community needs assessment session at Aflao-Wego Zonal Council (Wudoaba)

Having identified the key development problems/gaps from the current situation and performance review as well as community needs and aspirations, there is the need to harmonise these issues/needs in order to establish or not the link between each of the corresponding development issues and community needs by employing the following scoring criteria:

Strong Relationship – 2

Weak Relationship – 1

No Relationship – 0

Table 26: Harmonization of Community Needs with Identified Development Problems/Issues

Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues	Score
Access to potable water	Inadequate supply of potable water to communities	2
Good road conditions	Poor conditions of community roads	2
Availability of good markets	Lack of standard markets	2
Access to health facilities; structures, staff accommodation	Inadequate health facilities	2
Access to education facilities; structures, teachers accommodation, teaching and learning materials	Inadequate education facilities	2
Access to sanitation services	Poor sanitary conditions	2
Accessible planned community roads	Haphazard physical development leading to inaccessibility of demarcated routes	2
Poor tourism infrastructure	Poor tourism infrastructure	1
Lack of large-scale irrigated agriculture.	Lack of large-scale irrigated agriculture.	1

It is crystal clear in table 26 that, the various corresponding community needs and key development gaps are strongly related and for that matter have direct implications for 2018-2021. Besides, other development issues which did not reflect in this harmonization exercise are equally important for consideration.

Table 27: Key Development Issues under GSGDA II with Implications for 2018-2021

Thematic Areas of GSGDA II	Key Development Issues under GSGDA II with Implications for 2018-2021
Ensuring and Sustaining Macro-Economic Stability	<ul style="list-style-type: none"> • Low mobilisation of internal funds
Enhancing Competitiveness of Ghana's Private Sector	<ul style="list-style-type: none"> • Lack of standard markets
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ul style="list-style-type: none"> • Depletion of the vegetation and soil erosion
Oil and Gas Development	
Infrastructure and Human Settlements	<ul style="list-style-type: none"> • Inadequate supply of potable water to communities • Poor drainage system particularly along the coast • Haphazard physical development leading to inaccessibility of demarcated routes • Poor conditions of community roads • Lack of electricity, in unserved communities
Human Development, Productivity and Employment	<ul style="list-style-type: none"> • Prevalence of preventable diseases • Inadequate health facilities • Inadequate education facilities • Poor sanitary conditions • Lack of employable skills and jobs for the youth • Infrastructure upgrading of second cycle educational institutions, particularly Klikor SHS
Transparent, Responsive and Accountable Governance	<ul style="list-style-type: none"> • Marginalisation of women in leadership and decision making • Considerable high level of crime and social vices • Ineffective functioning of Assembly Sub-structures

Table 28: Identified Development Issues under GSGDA II and Agenda for Jobs, 2018-2021

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
Thematic Areas	Issues	Development Dimensions	Issues
Ensuring and Sustaining Macro-Economic Stability	Low mobilisation of internal funds.	Economic Development	<ol style="list-style-type: none"> 1. Revenue under performance due to leakages and loopholes, among others. 2. Narrow tax base. 3. Limited availability and accessibility of economic data.
Enhancing Competitiveness of Ghana's Private Sector	<ol style="list-style-type: none"> 1. Lack of standard markets. 2. Poor tourism infrastructure. 	-do-	<ol style="list-style-type: none"> 1. Limited access to credit by SMEs. 2. Limited supply of raw materials for local industries from local sources. 3. Limited number of skilled industrial manpower. 4. Poor tourism infrastructure and Service.

			<p>5. Lack of entrepreneurial skills for self-employment.</p> <p>6. Inadequate apprenticeship opportunities.</p>
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<p>1. Depletion of the vegetation and soil erosion.</p> <p>2. Lack of large-scale irrigated agriculture.</p>	-do-	<p>1. Low application of technology especially among smallholder farmers leading to comparatively lower yields.</p> <p>2. Low level of irrigated agriculture.</p> <p>3. Seasonal variability in food supply and prices.</p> <p>5. Inadequate development of and investment in processing and value addition.</p> <p>6. Low levels of private sector investment in aquaculture (small-medium scale producers).</p>
Oil and Gas Development		-	-
Infrastructure and Human Settlements	<p>1. Inadequate supply of potable water to communities.</p> <p>2. Poor drainage system particularly along the coast.</p> <p>1. Haphazard physical development leading to inaccessibility of demarcated routes.</p> <p>2. Poor conditions of community roads.</p> <p>3. Lack of electricity, in unserved communities.</p>	Environment, Infrastructure and Human Settlement	<p>1. Inadequate access to water services in urban areas.</p> <p>2. Increasing demand for household water supply.</p> <p>3. Loss of forest cover.</p> <p>4. Environmental degradation.</p> <p>5. Vulnerability of coastal zone to the impact of climate change.</p> <p>6. Potential rise in sea level resulting in wetland flooding.</p> <p>7. Improper disposal of solid and liquid waste.</p> <p>8. Inadequate engineered landfill sites and waste water treatment plants.</p> <p>9. Impact of plastic on terrestrial, aquatic and marine ecosystems.</p> <p>10. Poor quality and inadequate road transport network.</p> <p>11. Poor drainage system.</p> <p>12. Scattered and unplanned human settlements.</p> <p>13. Congestion and overcrowding in urban areas.</p>
Human Development, Productivity and Employment	<p>1. Prevalence of preventable diseases</p> <p>2. Inadequate health facilities.</p> <p>3. Inadequate education facilities</p> <p>4. Poor sanitary conditions.</p> <p>5. Lack of</p>	Social Development	<p>1. Inadequate and inequitable access to education for PWDs and people with special needs at all levels.</p> <p>2. Inadequate funding source for education.</p> <p>3. Gaps in physical access to quality health care.</p> <p>4. High school drop-out rates among adolescent girls.</p> <p>5. High youth unemployment.</p> <p>6. Increasing trend of irregular and precarious migration.</p>

	employable skills and jobs for the youth. 6. Infrastructure upgrading of second cycle educational institutions, particularly Klikor SHS.		7. Poor quality of services for children and families 8. Low awareness of child protection laws and policies. 9. Inadequate care for the aged. 10. Inadequate opportunities for persons with disabilities to contribute to society. 11. Declining interest in locally organized sports by general public. 12. Inadequate and poor sports infrastructure. 13. Weak institutions for marketing and promotion of locally organized sports. 14. Unfavourable socio-cultural environment for gender equality.
Transparent, Responsive and Accountable Governance	1. Marginalisation of women in leadership and decision making. 2. Considerable high level of crime and social vices. 3. Ineffective functioning of Assembly Sub-structures.	Governance, Corruption and Accountability	1. High incidence of violence and crime. 2. Lack of patriotism and volunteerism among the youth. 3. Ineffective sub-district structures. 4. Poor coordination in preparation and implementation of development plans. 5. Poor linkage between planning and budgeting at national, regional and district levels. 6. Weak spatial planning capacity at the local level. 7. Inadequate exploitation of local opportunities for economic growth and job creation. 8. Limited capacity and opportunities for revenue mobilisation. 9. Weak relations between citizens and law enforcement agencies. 10. High rate of recidivism.

Table 29: Adopted Development Dimensions and Issues of SMTDP

DMTDP Dimensions, 2018-2021	Adopted Issues
Economic Development	1. Revenue under performance due to leakages and loopholes, among others. 2. Limited availability and accessibility of economic data. 3. Limited local participation in economic development 4. Limited access to credit by SMEs. 5. Poor tourism infrastructure and Service. 6. Low application of technology especially among smallholder farmers leading to comparatively lower yields 7. Low level of irrigated agriculture 8. Low levels of private sector investment in aquaculture (small-medium scale producers)

Social Development	<ol style="list-style-type: none"> 1. Negative perception of TVET. 2. Inadequate funding source for education. 3. Inadequate and inequitable access to education for PWDs and people with special needs at all levels. 4. Gaps in physical access to quality health care. 5. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups. 6. Inadequate access to water services in urban and rural areas. 7. Low awareness of child protection and family welfare laws and policies. 8. Unfavourable socio-cultural environment for gender equality. 9. Youth unemployment and underemployment among rural and urban youth. 10. Inadequate and poor sports infrastructure. 11. Inadequate apprenticeship opportunities.
Environment, Infrastructure and Human Settlement	<ol style="list-style-type: none"> 1. Loss of forest cover. 2. Potential rise in sea level resulting in wetland flooding. 3. Improper disposal of solid and liquid waste. 4. Poor quality and inadequate road transport network. 6. Poor drainage system 7. Scattered and unplanned human settlements. 8. Congestion and overcrowding in urban areas.
Governance, Corruption and Accountability	<ol style="list-style-type: none"> 1. Ineffective sub-district structures.
Ghana's Role in International Affairs	<ol style="list-style-type: none"> 1. Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)

2.1 Prioritisation of Development Issues

2.1.1 POCC Analysis

Development Dimension 1: Economic Development Strong and Resilient Economy

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Revenue under performance due to leakages and loopholes, among others	<ul style="list-style-type: none"> -Available means of transport. -Existence of fee-fixing resolution and byelaws. 	<ul style="list-style-type: none"> -Engagement of private revenue collecting firms. -Adoption of best practices. 	<ul style="list-style-type: none"> -Lack of comprehensive data base. -Poor commitment at sub-structure level. 	<ul style="list-style-type: none"> -Limited revenue collectors. -Inadequate logistics. -Unreliable market conditions.
<p>Conclusion: Under performance of revenue can be adequately addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be managed through conscious lobbying and demand for additional revenue staff and logistics.</p>				

Strong and Resilient Economy Continued

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Limited availability and accessibility of economic data.	-Availability of human resource. -Available ICT equipment.	-Availability of private data collection firms. -Presence of GSS. -Existence of Development Partners (DPs).	-Lack of logistics to conduct data collection. -Inadequate funds.	-Limited technical capacity of personnel. -Lack of funds.

Conclusion: The availability and accessibility of economic data can be established since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be surmounted through demand for relevant technical staff and dialogue with development partners for financial assistance.

Industrial Transformation

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Limited local participation in economic development.	-Availability of human resource. -Available land. -Available raw materials. -Available banks and microfinance companies.	-Government policy on industrial transformation. -Existence of GIPC, EDAIF, AGI. -Presence of DPs.	-Inadequate data on local economy. -Inadequate training and education. -Lack of business start-up capital.	-Limited employable skills. -Lack of job opportunities. -High cost of living. -High inflation.

Conclusion: Limited local participation in economic development can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be minimized through taking advantage of government's initiatives/programmes aimed at creating jobs in the private sector.

Private Sector Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Limited access to credit by SMEs.	-Existence of banks. -Existence of BAC to offer technical advice. -Presence of trade associations.	-Available government initiatives. -Presence of DPs/NGOs/CSOs.	-Lack of record keeping. -Lack of basic requirements to access credit. -High defaulting rate.	-Lack of collateral security. -High interest rate and inflation.

Conclusion: Limited access to credit by SMEs can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be managed through dialogue and appreciable terms with accredited and potential

creditors.

Tourism Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Poor tourism infrastructure and service.	-Available tourist sites. -Existence of human resource. -Existence of basic social amenities.	-Available enabling environment. -Favourable climate. -Existence of DPs and investors.	-Poor accessible infrastructure. -Lack of domestic interest in tourism. -Limited local investment capital.	-Lack of tourism infrastructure. -Lack of huge capital investment into tourism development.
Conclusion: Poor tourism infrastructure and service can be conveniently addressed since sufficient potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through conscious tourism investment drive into the municipality by the Assembly.				

Agriculture and Rural Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Low application of technology especially among smallholder farmers leading to comparatively lower yields	-Presence of municipal technical personnel. -Existence of smallholder farmer-based groups	-Available government initiatives. -Existence of agriculture research institutions	-low extension services. -Influx of uncontrolled technology products in the open market.	-Inadequate Extension Officers. -Lack of effective collaboration between research institutions and farmers.
Conclusion: Low technology application among farmers can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through conscious demand for adequate extension officers from MOFA and collaboration with crop research institutions.				

Agriculture and Rural Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Low level of irrigated agriculture	-Available inland land. -Existence of a number of small scale irrigated farms.	-Available technology for irrigated agriculture. -Government policy on agriculture mechanization.	-Capital intensive nature of irrigated agriculture. -High salt content of available underground water.	-High cost of irrigation facilities. -Difficulties in accessing credit from banks.
Conclusion: Low level of irrigated agriculture can be addressed since potentials and opportunities				

exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through dialogue with financial institutions and MOFA to access credit and existing tax wavers.

Fisheries and Aquaculture Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Low level of private sector investment in aquaculture (small-medium scale producers)	-Available fresh water (wetland). -Presence of manpower. -High demand for fresh fish.	-Favourable government policy on aquaculture development. -Available technology.	-Inconsistent wetland tenure system. -Lack of initial investment capital.	-Erratic rainfall -Salty underground water. -Lack of invest in aquaculture.
Conclusion: Low technology application among farmers can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through concerted aquaculture investment drive into the municipality by the Assembly.				

Development Dimension 2: Social Development Education and Training

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Negative perception of TVET.	-Existence of Klikor TVTS. -Presence of unqualified teeming junior and senior high school leavers. -Presence of school dropouts.	-Existence of technical universities/polytechnics for further training. -Available government initiatives to promote and provide startup capital for technical/vocational graduates.	-Lack of interest in vocational training by the youth. -Lack of startup capital towards self-employment after training. -Poor academic performance at basic school level.	-Inadequate suitable institutions for industrial internship. -Over-concentration on academic qualification for public and private sectors employment.
Conclusion: Negative perception of TVET can be addressed since credible potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through placing premium on technical and vocational training.				

Education and Training

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Inadequate	-Availability of IGF of the	-Available	-Inadequate	-Late and inadequate

funding source for education.	Assembly to support administrative activities of education. -Existence of NGOs/CBOs/Philanthropies to assist in funding/providing school infrastructure, and teaching and learning materials.	fund sources from GOG/Grants/Donors. -Available fund sources from DPs. -Available funds from GETFund.	mobilisation of internal funds. -Lack of extension of budgetary allocations/support from MOE to education directorates at local levels.	releases of GOG/Donor funds to Assemblies. -Over-reliance on fund sources from DPs leading to disappointments.
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Conclusion: Inadequate funding source for education can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through special request from central government/MOE.

Health and Health Services

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Gaps in physical access to quality health care.	-Presence of health personnel. -Available land. -High demand for medical services. -Available high population to meet thresholds.	-Available GOG/Grads/Donor funds. -Available funds from DPs. Government policy on accessible quality health care.	-Inadequate health facilities/materials. -Uncompleted CHPS Compounds. -Poor rural roads conditions. -Inadequate nurses' quarters in rural areas.	-Late and inadequate releases of GOG/Donor funds to Assemblies. -Over-reliance on fund sources from DPs leading to disappointments. -Overwhelming high population.

Conclusion: Gaps in physical access to quality health care can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through lobbying central government for health infrastructure as a fair share of development.

Health and Health Services

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable	--Existence of technical health personnel. -Considerable awareness on HIV and AIDS/STIs created.	-Existence of GAC technical support. -Available funds from DACF (0.5%) -Available funds from DPs.	-Lack of logistics. -Lack of internal funding sources. -Stigmatisation of PLWHA.	-Prevalence of HIV and AIDS, particularly among vulnerable groups. -Dwindling national and DPs financial support.

groups.	-Available care giving centres. -Presence of NGOs/CBOs.			
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Conclusion: Lack of comprehensive knowledge of HIV and AIDS/STIs can be addressed since substantial potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through mobilisation of internal funds to support HIV and AIDS activities and continuous collaboration with GAC.

Water and Sanitation

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Inadequate access to water services in urban and rural areas.	-Availability of abundant underground water. -Available population to meet threshold demand. -Available initial water infrastructure.	-Existence of GWCL and CWSA. -Available GOG budgetary funds. -Available DPs/Donor financial support.	-Unsatisfactory service delivery by service providers. -Rationing of water to customers intermittently. -Illegal water connections. -Unreported cases of damaged pipelines.	-High water bills. -Lack of effective interaction between the service provider and customers. -Haphazard physical development, especially buildings.

Conclusion: Inadequate access to urban water services can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through dialogue and regular interaction among stakeholders.

Child and Family Welfare:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Low awareness of child protection and family welfare laws and policies.	-Existence of Municipal Social Welfare & Community Development Department. -Presence of NGOs/CBOs. -Existence of traditional authority.	-Available laws and policies on child protection and family welfare. -Available financial support from DPs. -Government commitment to child and family welfare.	-Lack of logistics for awareness creation. -Lack of funds to create awareness. -Inadequate trained personnel to create awareness.	-Uncompromising traditional socio-cultural orientation of society. -Unsuitable adoption of foreign child and family welfare issues by contemporary citizens.

Conclusion: Low awareness of child and family welfare laws and policies can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed by understanding and accepting our

homegrown policies on the child and family.

Gender Equality:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Unfavourable socio-cultural environment for gender equality.	<ul style="list-style-type: none"> -Identified gap in gender equality. -Presence of traditional authorities -Existence of formal education. -Presence of NGOs/CBOs. 	<ul style="list-style-type: none"> -Existence of FCUBE. -Existence of role models. -Presence of DPs. 	<ul style="list-style-type: none"> -Deep rooted cultural beliefs and orientation. -Inhibiting natural physiology of women. -Child bearing and care, and traditional family roles of women. 	<ul style="list-style-type: none"> Male dominated social status and livelihood empowerment system. Male dominated political and administrative structure. Male dominated traditional decision-making structure.

Conclusion: Unfavourable socio-cultural environment for gender equality can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through conscious efforts at promoting and empowering female gender towards attainment of gender equality.

Disability and Development:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Inadequate and inequitable access to education for PWDs and people with special needs at all levels.	<ul style="list-style-type: none"> -Available educational institutions. -Presence of Special Education Unit at the education directorate. -Available access roads to all schools. 	<ul style="list-style-type: none"> -Existence of FCUBE& Free SHS. -Availability of Disability Act, -Available policy on inclusive education. 	<ul style="list-style-type: none"> -Limited physical access to education structures. -Lack of teaching and learning aids. -Inadequate trained special needs teachers. 	<ul style="list-style-type: none"> -Discrimination against PWDs in society. -Limited enrollment/admission opportunities for PWDs due to inadequate related facilities in schools.

Conclusion: Limited access to education among PWDs can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through provision of enabling facilities (appropriate physical structures, and teaching and learning materials) at designated schools across the municipality.

Youth Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Youth unemployment and	<ul style="list-style-type: none"> -Available abundant HR/manpower. 	<ul style="list-style-type: none"> -Available avenues for skills 	<ul style="list-style-type: none"> -Inadequate employable skills. 	<ul style="list-style-type: none"> -High youth unemployment. -Inadequate job

underemployment among rural And urban youth.	-Available teeming youth. Booming but unregulated motorbike taxi transport network.	development. -Existence of NYEP/YEA. -Favourable government policy on youth employment. -Stable political environment.	-Woefully inadequate technical and vocational training schools. -Limited avenues for self-employment.	experience by the youth. -Weak linkage between industry and professional training institutions.
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Conclusion: Youth unemployment and underemployment in the municipality can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through creating the needed platform(s) and enabling environment industrial internship for the youth to acquire job experience and skills.

Sports and Recreation

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Inadequate and poor sports infrastructure.	-Available sports talents. -Available school/community parks. -Presence of Sports and Recreation Unit at the education directorate.	-Existence of various national sports agencies and associations. -Favourable government policy on sports development. -Presence of private sports infrastructure development firm(s).	-Bare school/community parks. -Lack of interest in community sports activities. -Lack of funds to provide sports infrastructure by the Assembly.	-Limited fund sources for sports infrastructure development. -Limited private and DPs investment into sports infrastructure. -Lack of infrastructure for lesser known sports.

Conclusion: Inadequate and poor sports infrastructure can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through deliberate sourcing of funds from DPs, multinational organisations, international NGOs and sports organisations, and sister city relationships.

Employment and Decent Work:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Inadequate apprenticeship opportunities.	-Presence of unqualified teeming junior high school leavers. -Presence of school dropouts. -Presence of	-Available relevant project(s) under NYEP/YEA. -Available job demands upon completion of an apprenticeship course due to	-Lack of interest in undergoing apprenticeship by the youth. -Lack of endurance and patience to learn a trade by the youth.	-Dwindling numbers of self-employed master artisans and 'trade masters'. -Negative perception of apprenticeship as last resort and old fashioned. -Unclear policy on apprenticeship by

	self-employed master artisans and 'trade masters'.	increasing demands in the fashion and construction industries.	-Lack of dignity associated with apprenticeship and vocational skills nowadays.	successive governments.
<p>Conclusion: Inadequate apprenticeship opportunities can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through massive campaigns on the need to consider apprenticeship as a viable livelihood alternative path across the municipality.</p>				

Development Dimension 3: Environment, Infrastructure and Human Settlement

Protected Areas:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Loss of forest cover.	<ul style="list-style-type: none"> -Presence of Forestry Division outfit. -Available tree nursery (seedlings). -Available manpower. -Available farmer based groups. 	<ul style="list-style-type: none"> --Existence of National Afforestation Programme. -Available financial support from DPs/Donors. -Available incentives/rewards for planting sufficient trees by individuals. 	<ul style="list-style-type: none"> - Unregulated bush burning -Increasing harvesting of trees/shrubs for fuelwood. -Inadequate education on the importance of conserving vegetation due to a few available forestry staff. 	<ul style="list-style-type: none"> -Lack of law enforcement on destroying the forest. -Limited regard for protecting trees during constructions. -Limited reforestation drive by communities.
<p>Conclusion: Inadequate apprenticeship opportunities can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through intensive awareness creation on the need to conserve and protect the forest cover across the municipality.</p>				

Coastal and Marine Area Erosion:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Potential rise in sea level resulting in wetland flooding.	<ul style="list-style-type: none"> -Available land for resettlement. -Availability of labour and affordable building materials for resettlement. -Sustainability of lagoons and associated 	<ul style="list-style-type: none"> -Government policy to protect immediate coastal dwellers. -Available grant facilities to construct sea defense walls. -Presence of biodiversity conservation 	<ul style="list-style-type: none"> -Risk of losing lives and property. -Lack of funds to undertake remedial actions during and after flooding. -Cutoff of road access to affected 	<ul style="list-style-type: none"> -Huge capital outlay in constructing sea defense walls. -Devastating vulnerability effects on coastal ecosystem when sea levels rise. -Severe pressure on the Government to offer relief to and resettle affected persons.

	aquatic life.	CSOs/NGOs.	communities.	
<p>Conclusion: Inadequate apprenticeship opportunities can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through dialogue with stakeholders especially natives to consider resettling on available and designated higher grounds.</p>				

Environmental Pollution:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Improper disposal of solid and liquid waste.	<ul style="list-style-type: none"> -Available technical environmental health personnel. -Available manpower to dispose of the waste. -Availability of organic manure, when waste is managed properly. 	<ul style="list-style-type: none"> -Attraction of private investment into waste management. -Job creation. -Available grants from DPs for waste management. 	<ul style="list-style-type: none"> -Indiscriminate dumping of solid waste in major communities. -Inadequate giant solid waste containers. -Lack of engineered landfill site. -Lack of waste water treatment plant. -Woefully inadequate logistics/equipment. 	<ul style="list-style-type: none"> -Poor attitude towards waste generation and disposal. -Huge capital expenditure in managing waste. -Limited private/DPs investment into waste management.
<p>Conclusion: Inadequate apprenticeship opportunities can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through aggressive waste management investment drive and sanitation promotion in order to attract potential investors/DPs.</p>				

Transport Infrastructure; Road, Rail, Water and Air:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Poor quality and inadequate road transport network.	<ul style="list-style-type: none"> -Existence of Works Department. -Available casual manpower. -Available gravel and cement. -Available grader and haulage truck. 	<ul style="list-style-type: none"> -Existence of GHA/DFR/DUR. -Available funds from the oil revenue. -Available Road Fund. -Presence of DPs and Donors. 	<ul style="list-style-type: none"> -Lack of funds to maintain and construct roads. -Lack of funds to operate and maintain available equipment. -Haphazard and unauthorized physical developments. 	<ul style="list-style-type: none"> -Absence of DFR and DUR staff in the Municipality. -High cost of road construction and maintenance.
<p>Conclusion: Poor quality and inadequate road network can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through lobbying for funds and dialogue with the various</p>				

roads departments.

Drainage and Flood Control:

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Poor drainage system	<ul style="list-style-type: none"> -Existence of Works and Environmental Health Departments. -Available casual manpower. -Available gravel and cement. -Available grader and haulage truck. 	<ul style="list-style-type: none"> -Existence of DUR, Environmental Engineers and DFR. -Available funds from the oil revenue. -Available Road Fund. 	<ul style="list-style-type: none"> -Limited funds to maintain and construct drains. -Dumping and accumulation of waste in existing drains. -Haphazard and unauthorized physical developments. 	<ul style="list-style-type: none"> -Absence of Environmental Engineering, DFR and DUR staff in the Municipality. -High cost of construction and maintenance of drains.

Conclusion: Poor quality and inadequate road network can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through effective collaboration and dialogue with Ministry of Water & Sanitation and Ministry of Works & Housing.

Human Settlements and Housing

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Scattered and unplanned human settlements.	<ul style="list-style-type: none"> -Available byelaws. -Existence of technical personnel and law enforcement institutions. 	<ul style="list-style-type: none"> -Available laws, regulations and standards. -Existence of GIP, GIE, and other related professional bodies. 	<ul style="list-style-type: none"> -Limited technical personnel. -Lack of logistics. -Disregard for planning authority. -Weak enforcement of planning and building regulations. -Inadequate education on planning and building regulations. 	<ul style="list-style-type: none"> -Inability to put in place basic utility infrastructure according to plan by authorities at newly planned/zoned areas before allowing people to start building due to lack of funds. -Issuance of unauthorized building permits by some unscrupulous officials. -Lack of dialogue between authorities and private property developers.

Conclusion: Poor quality and inadequate road network can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
programme. Challenges can be addressed through advanced zoning/planning of potential land development areas and regular interaction among stakeholders.				

Urban Development

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Congestion and overcrowding in urban areas.	-Social Capital. -Social Cohesion.	-Government policy on slums and inner cities development. -Presence CSOs for advocacy and social cohesion.	-Limited access to individual houses and some public facilities. -Poor sanitary conditions. -Prevalence of waterborne and communicable diseases.	-High risk of disease outbreak. -Limited space to provide social services and amenities. -High level of social vices and crime.
Conclusion: Congestion and overcrowding in urban areas can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through urban development initiatives to curb the risks identified.				

Development Dimension 4: Governance, Corruption and Accountability

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Ineffective sub-district structures.	-Functioning and effective Municipal Assembly. -Revenue mobilisation. -Existence of office structures and core staff. -Local development authority.	-Capacity Building and Training. -Conduits for local governance and development. -Presence of DPs, NGOs and CBOs.	-Lack of funds to run the office. -Lack of logistics to reach out to the populace. -Poor record keeping. -Inadequate remuneration for secretariat staff. -Inadequate IGF. -Lack of development plan and budget.	-Weak administrative capacity of ZCs. -Weak collaboration between ZCs and the Assembly.
Conclusion: Ineffective sub-district structures can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through building the capacity of ZC members, especially the secretariat staff, and establishment of strong relationship between ZCs and the Assembly.				

Development Dimension 5: Ghana's Role in International Affairs

Adopted Issue to be Addressed	Potentials	Opportunities	Constraints	Challenges
Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)	<ul style="list-style-type: none"> -Presence of security services (Police, CEPS, Immigration, etc) -Existence of MUSEC. -Presence of recognized watchdog committees. 	<ul style="list-style-type: none"> -Existence of security personnel. -Existence of REGSEC. 	<ul style="list-style-type: none"> -Woefully inadequate access roads along the Ghana-Togo border for patrols. -Lack of logistics (eg. patrol vehicles, check point materials/equipment) -Inadequate security personnel. 	<ul style="list-style-type: none"> -Unapproved entry and exit routes. -Political interference. -Inadequate security personnel.
<p>Conclusion: Transnational organized crime can be addressed since potentials and opportunities exist. Constraints can be addressed through developing synergies in designing the programme. Challenges can be addressed through engagement of adequate security personnel to manentry/exit points along the Ghana-Togo boundary.</p>				

Table 30: Sustainable Prioritised Issues as Categorised under Themes and Goals

Development Dimension	Focus Areas of MTDP 2018-2021	Adopted Sustainable Prioritised Issues
Economic Development	Strong and Resilient Economy	1. Revenue under performance due to leakages and loopholes, among others. 2. Limited availability and accessibility of economic data.
	Industrial Transformation	3. Limited local participation in economic development.
	Private Sector Development	4. Limited access to credit by SMEs.
	Tourism and Creative Arts Development	5. Poor tourism infrastructure and Service.
	Agriculture and Rural Development	6. Low application of technology especially among smallholder farmers leading to comparatively lower yields 7. Low level of irrigated agriculture
	Fisheries and Aquaculture Development	8. Low levels of private sector investment in aquaculture (small-medium scale producers)
Social Development	Education and Training	1. Negative perception of TVET. 2. Inadequate funding source for education. 3. Inadequate and inequitable access to education for PWDs and people with special needs at all levels.
	Health and Health Services	4. Gaps in physical access to quality health care. 5. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups.
	Water and Sanitation	6. Inadequate access to water services in urban and rural areas.
	Child and Family Welfare	7. Low awareness of child protection and family welfare laws and policies.
	Gender Equality	8. Unfavourable socio-cultural environment for gender equality.
	Youth Development	9. Youth unemployment and underemployment among rural and urban youth.
	Employment and Decent Work	10. Inadequate apprenticeship opportunities.

	Sports and Recreation	11. Inadequate and poor sports infrastructure.
Environment, Infrastructure and Human Settlement	Protected Areas Coastal and Marine Area Protection Environmental Pollution Transport Infrastructure: Road, Rail, Water And Air Drainage and Flood Control Human Settlements and Housing Urban Development	1. Loss of forest cover. 2. Potential rise in sea level resulting in wetland flooding. 3. Improper disposal of solid and liquid waste. 4. Poor quality and inadequate road transport network. 5. Poor drainage system 6. Scattered and unplanned human settlements. 7. Congestion and overcrowding in urban areas.
Governance, Corruption and Accountability	Local Government and Decentralisation	1. Ineffective sub-district structures.
Ghana's Role in International Affairs.	International Relations	1. Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)

CHAPTER THREE
DEVELOPMENT PROJECTIONS, AND ADOPTED GOALS, OBJECTIVES AND STRATEGIES

3.0 DEVELOPMENT PROJECTIONS

This segment emphasizes the need to employ total projected populations from 2017 to 2022 to project some critical development needs areas. These include education, health and water which came up strongly in the aforementioned analysis.

3.0.1 Education

Planning Standards for Educational Facilities

Status	Enrolment Per Class		Population to be Served		Catchment Area
	Min.	Max.	Min.	Max.	
Nursery / KG	40	50	1,000	5,000	10minutes walking distance from house
Primary	40	45	1,500	6,000	0.40km-8.05km
Junior High School	35	40	5,000	10,000	3.22km-8.05km
Senior High School	30	35	10,000	20,000	4.02km-8.05km
Training School	-	32	10,000	20,000	Whole district
Others	-	30	-	50,000	-

Source: Zoning Guidelines and Planning Standards, TCPD, 2011.

Projections for Educational Facilities 2017

Projected Population: 189,307 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery / KG	1,000	5,000	Walking distance from house	145	189
Primary	1,500	6,000	0.40km-8.05km	144	126
Junior High School	5,000	10,000	3.22km-8.05km	116	38
Senior High School	10,000	20,000	4.02km-8.05km	5	19
Training School (vocational/technical)	10,000	20,000	Whole district	1	19
Others	-	50,000	-		-

Projections for Educational Facilities 2018

Projected Population: 193,549 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery / KG	1,000	5,000	Walking distance from house	145	194
Primary	1,500	6,000	0.40km-8.05km	144	129

Junior High School	5,000	10,000	3.22km-8.05km	116	39
Senior High School	10,000	20,000	4.02km-8.05km	5	19
Training School (vocational/technical)	10,000	20,000	Whole district	1	19
Others	-	50,000	-		-

Projections for Educational Facilities 2019
Projected Population: 198,051 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery / KG	1,000	5,000	Walking distance from house	145	198
Primary	1,500	6,000	0.40km-8.05km	144	132
Junior High School	5,000	10,000	3.22km-8.05km	116	40
Senior High School	10,000	20,000	4.02km-8.05km	5	20
Training School (vocational/technical)	10,000	20,000	Whole district	1	20
Others	-	50,000	-		-

Projections for Educational Facilities 2020
Projected Population: 202,614 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery / KG	1,000	5,000	Walking distance from house	145	203
Primary	1,500	6,000	0.40km-8.05km	144	135
Junior High School	5,000	10,000	3.22km-8.05km	116	40
Senior High School	10,000	20,000	4.02km-8.05km	5	20
Training School (vocational/technical)	10,000	20,000	Whole district	1	20
Others	-	50,000	-		-

Projections for Educational Facilities 2021
Projected Population: 214,409 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery /KG	1,000	5,000	Walking distance from house	145	214
Primary	1,500	6,000	0.40km-8.05km	144	143
Junior High School	5,000	10,000	3.22km-8.05km	116	43
Senior High School	10,000	20,000	4.02km-8.05km	5	21

Training School (vocational/technical)	10,000	20,000	Whole district	1	21
Others	-	50,000	-		-

Projections for Educational Facilities 2022
Projected Population: 219,618 (2010 PHC)

Status (Facility)	Population to be Served		Catchment Area	No. of Existing Facilities	Number Required
	Min.	Max.			
Nursery / KG	1,000	5,000	Walking distance from house	145	220
Primary	1,500	6,000	0.40km-8.05km	144	146
Junior High School	5,000	10,000	3.22km-8.05km	116	44
Senior High School	10,000	20,000	4.02km-8.05km	5	22
Training School (vocational/technical)	10,000	20,000	Whole district	1	22
Others	-	50,000	-		-

3.0.2 Health

Planning Standards for Health Facilities

Status	Number of Beds		Population to be Served		Sphere of Influence
	Min.	Max.	Min.	Max.	
Regional Hospital	150	300	600,000	1,000,000	Whole region
District Hospital	60	120	80,000	200,000	Whole district
Urban Health Centre (polyclinic)	10	20	30,000	50,000	Urban neighbourhood
Health Centre	5	10	5,000	25,000	8km-16km radius from sub-district
Health Post	-	-	-	5,000	Village
Clinic	-	-	-	5,000	In urban and rural neighbourhood
CHPS Compound	-	-	-	5,000	-

Source: Zoning Guidelines and Planning Standards, TCPD, 2011.

Projections for Health Facilities 2017
Projected Population: 189,307 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. of Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-
District Hospital	80,000	200,000	Whole district	1	2 (.37)
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	6
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	38

Health Post	-	5,000	Village	0	38
Clinic	-	5,000	In urban and rural neighbourhood	0	38
CHPS Compound	-	5,000	-	16	38

Projections for Health Facilities 2018
Projected Population: 193,549 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-
District Hospital	80,000	200,000	Whole district	1	2 (.42)
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	6 (.50)
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	39
Health Post	-	5,000	Village	0	39
Clinic	-	5,000	In urban and rural neighbourhood	0	39
CHPS Compound	-	5,000	-	16	39

Projections for Health Facilities 2019
Projected Population: 198,051 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. of Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-
District Hospital	80,000	200,000	Whole district	1	3
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	6 (.60)
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	40
Health Post	-	5,000	Village	0	40
Clinic	-	5,000	In urban and rural neighbourhood	0	40
CHPS Compound	-	5,000	-	16	40

Projections for Health Facilities 2020
Projected Population: 202,614 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. of Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-

District Hospital	80,000	200,000	Whole district	1	3
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	7
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	41
Health Post	-	5,000	Village	0	41
Clinic	-	5,000	In urban and rural neighbourhood	0	41
CHPS Compound	-	5,000	-	16	41

Projections for Health Facilities 2021

Projected Population: 214,409 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. of Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-
District Hospital	80,000	200,000	Whole district	1	3
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	7
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	43
Health Post	-	5,000	Village	0	43
Clinic	-	5,000	In urban and rural neighbourhood	0	43
CHPS Compound	-	5,000	-	16	43

Projections for Health Facilities 2022

Projected Population: 219,618 (2010 PHC)

Status (Facility)	Population to be Served		Sphere of Influence	No. of Existing Facilities	Number Required
	Min.	Max.			
Regional Hospital	600,000	1,000,000	Whole region	-	-
District Hospital	80,000	200,000	Whole district	1	3
Urban Health Centre (polyclinic)	30,000	50,000	Urban neighbourhood	0	7
Health Centre	5,000	25,000	8km-16km radius from sub-district	8	44
Health Post	-	5,000	Village	0	44
Clinic	-	5,000	In urban and rural neighbourhood	0	44
CHPS Compound	-	5,000	-	16	44

3.0.3 Water

Planning Standards for Water Facilities

Status	Population to be Served		Walking Distance (from the farthest house in the comm.)
	Min.	Max.	
Hand dug well fitted with hand pump	75	300	500m
Borehole fitted with hand pump	301	1,200	500m
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m
Small town water supply scheme	2,000	5,000	500m
Communities water supply scheme	5,001	15,000	500m
Others (expanded/grand schemes)	15,001	30,000+	500m

Source: CWSA Ho, 2017.

Projections for Water Facilities 2017

Projected Population: 189,307 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	158
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	95
Small town water supply scheme	2,000	5,000	500m	3	38
Communities water supply scheme	5,001	15,000	500m	2	13
Others (expanded/grand schemes)	15,001	30,000+	-	1	6

Projections for Water Facilities 2018

Projected Population: 193,549 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	161
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	97
Small town water supply scheme	2,000	5,000	500m	3	39
Communities water supply scheme	5,001	15,000	500m	2	13
Others (expanded/grand schemes)	15,001	30,000+	-	1	6

Projections for Water Facilities 2019
Projected Population: 198,051 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	165
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	99
Small town water supply scheme	2,000	5,000	500m	3	40
Communities water supply scheme	5,001	15,000	500m	2	13
Others (expanded/grand schemes)	15,001	30,000+	-	1	7

Projections for Water Facilities 2020
Projected Population: 202,614 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	169
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	101
Small town water supply scheme	2,000	5,000	500m	3	41
Communities water supply scheme	5,001	15,000	500m	2	14
Others (expanded/grand schemes)	15,001	30,000+	-	1	7

Projections for Water Facilities 2021
Projected Population: 214,409 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	179
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	107
Small town water supply scheme	2,000	5,000	500m	3	43
Communities water supply scheme	5,001	15,000	500m	2	14
Others (expanded/grand schemes)	15,001	30,000+	-	1	7

Projections for Water Facilities 2022
Projected Population: 219,618 (2010 PHC)

Status (Facility)	Population to be Served		Walking Distance	No. of Existing Facilities	Number Required
	Min.	Max.			
Hand dug well fitted with hand pump	75	300	500m	-	-
Borehole fitted with hand pump	301	1,200	500m	204	183
Mechanized borehole(s) with simple piped scheme and PVC tank(s)	1,201	2,000	500m	3	110
Small town water supply scheme	2,000	5,000	500m	3	44
Communities water supply scheme	5,001	15,000	500m	2	15
Others (expanded/grand schemes)	15,001	30,000+	-	1	7

3.1 Adopted Goals, Objectives and Strategies

Identification and certification of development issues alone do not lead to the achievement of meaningful lives unless they are correspondingly linked to goals, objective and strategies. This section demonstrates the adopted goals, objective and strategies from the NMTDPF 2018-2021 for the various sustainable development issues.

Table 31: Adopted Development Dimensions and Development Issues

Development Dimension	Development Issues
Economic Development	<ol style="list-style-type: none"> 1. Revenue under performance due to leakages and loopholes, among others. 2. Limited availability and accessibility of economic data. 3. Limited local participation in economic development 4. Limited access to credit by SMEs. 5. Poor tourism infrastructure and Service. 6. Low application of technology especially among smallholder farmers leading to comparatively lower yields 7. Low level of irrigated agriculture 8. Low levels of private sector investment in aquaculture (small-medium scale producers)
Social Development	<ol style="list-style-type: none"> 1. Negative perception of TVET. 2. Inadequate funding source for education. 3. Inadequate and inequitable access to education for PWDs and people with special needs at all levels. 4. Gaps in physical access to quality health care. 5. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups. 6. Inadequate access to water services in urban and rural areas. 7. Low awareness of child protection and family welfare laws and policies. 8. Unfavourable socio-cultural environment for gender equality. 9. Youth unemployment and underemployment among rural and urban youth. 10. Inadequate apprenticeship opportunities.

Development Dimension	Development Issues
	11. Inadequate and poor sports infrastructure.
Environment, Infrastructure and Human Settlement	1. Loss of forest cover. 2. Potential rise in sea level resulting in wetland flooding. 3. Improper disposal of solid and liquid waste. 4. Poor quality and inadequate road transport network. 5. Poor drainage system 6. Scattered and unplanned human settlements. 7. Congestion and overcrowding in urban areas.
Governance, Corruption and Accountability	1. Ineffective sub-district structures.
Ghana's Role in International Affairs	1. Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)

Table 32: Adopted Objectives and Strategies

Focus Area	Adopted Development Issues	Adopted Policy Objectives	Adopted Strategies & Global, Regional Linkage
Economic Development: Strong and Resilient Economy	1. Revenue under performance due to leakages and loopholes, among others. 2. Limited availability and accessibility of economic data.	Ensure improved fiscal performance and sustainability.	1.1 Eliminate revenue collection leakages(SDG Targets 16.5, 16.6, 17.1). 2.1 Enhance the production and dissemination of disaggregated data(SDG Target 17.18).
Industrial Transformation	3. Limited local participation in economic development.	Pursue flagship industrial development initiatives.	3.1 Implement One district, one factory initiative(SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c).
Private Sector Development	4. Limited access to credit by SMEs.	Support Entrepreneurship and SME Development.	4.1 Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3).
Tourism and Creative Arts Development	5. Poor tourism infrastructure and Service.	Diversify and expand the tourism industry for economic development.	5.1 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards (SDG Target 8.9).

Focus Area	Adopted Development Issues	Adopted Policy Objectives	Adopted Strategies & Global, Regional Linkage
<p>Agriculture and Rural Development</p> <p>Fisheries and Aquaculture Development</p>	<p>6. Low application of technology especially among smallholder farmers leading to comparatively lower yields.</p> <p>7. Low level of irrigated agriculture.</p> <p>8. Low levels of private sector investment in aquaculture (small-medium scale producers)</p>	<p>Improve production efficiency and yield.</p> <p>Ensure sustainable development and management of aquaculture.</p>	<p>6.1 Reinvigorate extension services(SDG Target 2.a).</p> <p>7.1 Implement Government’s flagship intervention of ‘One village One dam to facilitate the provision of community-owned and managed small-scale irrigation(SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4).</p> <p>8.1 Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture (SDG Target 14.4).</p>
<p>Social Development: Education and Training</p> <p>Health and Health Services</p>	<p>1. Negative perception of TVET.</p> <p>2. Inadequate funding source for education.</p> <p>3. Inadequate and inequitable access to education for PWDs and people with special needs at all levels.</p> <p>4. Gaps in physical access to quality health care.</p> <p>5. Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups.</p>	<p>Enhance inclusive and equitable access to and participation in quality education at all levels.</p> <p>Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC).</p> <p>Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups.</p>	<p>1.1, 2.1 Continue implementation of free SHS and TVET for all Ghanaian children(SDG Target 4.1).</p> <p>3.1 Ensure inclusive education for all boys and girls with special needs(SDG Targets 4.1, 4.2, 4.5, 4.a).</p> <p>4.1 Accelerate implementation of CHPS policy to ensure equity in access to quality health care(SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6).</p> <p>5.1 Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB(SDG Targets 3.3, 3.7)</p>

Focus Area	Adopted Development Issues	Adopted Policy Objectives	Adopted Strategies & Global, Regional Linkage
Water and Sanitation	6. Inadequate access to water services in urban and rural areas.	Improve access to safe and reliable water supply services for all.	6.1 Provide mechanized borehole and small town water systems(SDG Target 6.1).
Child and Family Welfare	7. Low awareness of child protection and family welfare laws and policies.	Ensure effective child protection and family welfare system.	7.1 Increase awareness on child protection and family welfare (SDG Targets 5.3, 16.2, 16.3).
Gender Equality	8. Unfavourable socio-cultural environment for gender equality.	Attain gender equality and equity in political, social and economic development systems and outcomes.	8.1 Introduce measures to promote change in the socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2).
Youth Development	9. Youth unemployment and underemployment among rural and urban youth.	Promote effective participation of the youth in socioeconomic development.	9.1 Build integrated youth centre to serve as an information hub for youth development (SDG Targets 16.6, 16.7). 9.2 Support the youth to participate in modern agriculture (SDG Target 8.6)
Employment and Decent Work	10. Inadequate apprenticeship opportunities.	Promote the creation of decent jobs.	10.1 Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6).
Sports and Recreation	11. Inadequate and poor sports infrastructure.	Enhance sports and recreational infrastructure.	11.1 Develop and maintain sports and recreational infrastructure(SDG Target 9.1).
Environment, Infrastructure and Human Settlement: Protected Areas	1. Loss of forest cover.	Expand forest conservation areas.	1.1 Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare

Focus Area	Adopted Development Issues	Adopted Policy Objectives	Adopted Strategies & Global, Regional Linkage
Coastal and Marine Area Erosion	2. Potential rise in sea level resulting in wetland flooding.	Reduce coastal and marine erosion.	species(SDG Targets 2.5, 2.a, 15.5, 15.7). 2.1 Strengthen the participation of local communities in sustainable coastal management practices(SDG Targets 6.b, 15.c).
Environmental Pollution	3. Improper disposal of solid and liquid waste.	Reduce environmental pollution.	3.1 Promote science and technology in waste recycling and waste-to-energy technologies(SDG Targets 6.a, 7.1, 12.5).
Transport Infrastructure	4. Poor quality and inadequate road transport network.	Improve efficiency and effectiveness of road transport infrastructure and services.	4.1 Provide bitumen surface for road networks and areas of high agricultural production and tourism (SDG Targets 7.3, 11.2).
Drainage and Flood Control	5. Poor drainage system	Address recurrent devastating floods.	5.1 Construct storm drains to address recurrent floods(SDG Targets 9.a, 11.3).
Human Settlements and Housing	6. Scattered and unplanned human settlements. 7. Congestion and overcrowding in urban areas.	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements. Promote resilient urban development.	6.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925). 7.1 Prepare and implement structure plans for all grade 1, 2 and 3 settlements(SDG Targets 11.3, 11.b).
Governance, Corruption and Accountability: Local Government and Decentralisation	1. Ineffective sub-district structures.	Deepen political and administrative decentralization.	1.1 Strengthen sub-district structures (SDG Targets 16.6, 17.9).

Focus Area	Adopted Development Issues	Adopted Policy Objectives	Adopted Strategies & Global, Regional Linkage
Ghana's Role in International Affairs: International Relations	1. Transnational organized crime (narcotics and arms smuggling, human trafficking, money laundering, piracy, etc.)	Enhance Ghana's international image and influence.	1.1 Maintain an identity based population register for effective management of immigration (SDG Targets 10.7, 16.9).

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.0 Introduction

It is important to design programmes/sub-programmes for the various sustainable development issues, objectives and strategies and assignations, time schedules and estimated costs to them. A broad consultative approach was employed in the programming and collation of inputs towards this section. Subsequently, the MPCU held production workshops to put together and validate the Programme of Action (POA).

4.1 Programme of Action (2018-2021)

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Economic Development: Ensure improved fiscal performance and sustainability.	1. Eliminate revenue collection leakages. 2. Enhance the production and dissemination of disaggregated data.	Strong and Resilient Economy.	1. Engage a credible revenue collection firm on contract basis to collect revenue and develop one stop revenue database.	1. Credible revenue collection firm contracted and reliable revenue database developed.	√				3000.00			Central Admin.	ETC
			2. Organise training workshops for revenue collectors	Annual (4No.) training workshops organized.	√	√	√	√	12,000.00			MFD	HR, OHLGS

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			annually.	sed.									
			3.Undertake digital street naming and property addressing in Aflao and Klikor/ Agbozume.	Streets and properties in Aflao and Klikor/ Agbozume digitised.	√	√	√		100,000.00 (DACF)		150,000.00	MPPD	GIZ, MPCU
			4.Conduct valuation of all properties in the municipality.	Valuation of properties documented.	√	√	√	√	150,000.00 (DACF)			MFD	LVD of Lands Commission

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			5. Acquire or pay compensation for market/public lands.	Market/public lands acquired /compensated for.	√				50,000.00 (DACF)			Central Admin.	MFD, MPPD, Lands Commission, Landlords
			6. Install/maintain 1,200 streetlights.	1,200 streetlights installed/maintained.	√	√	√		225,000.00 (DACF)			Central Admin.	DACF Administrator
Pursue flagship industrial development initiatives .	Implement One District, One Factory initiative .	Industrial Transformation.	1. Build a viable factory in the municipality.	1No. factory built.	√	√			2,000,000.00			MCE	MPCU, General Assembly, MOTI
			2.Acquire/procure adequate land for the proposed factory.	Adequate land acquired for construction of the	√				500,000.00			Central Admin.	Traditional Authority, Lands Commission

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			3. Establish raw material-based enclaves/ land banks.	factory. Raw material-based enclaves/land banks established.	√	√	√	√	Uncertain			MADU/ BAC	Traditional Authority, Lands Commission, REP
			4. Build/ establish a Visual Arts Development Centre.				√	√	-do-			MCE	KNUST, NBSSI, MOE, MOTCA
Support Entrepreneurship and SME development.	Mobilise resources from existing financial and technical sources to support	Private Sector Development.	1. Support rural enterprise development initiatives.	BAC supported with needed resources to work.	√	√	√		30,000.00 (DACF)			Central Admin.	BAC, NBSSI, REP
			2. Engage financial	SMEs have	√	√						MCE	VRCC, NBSSI, REP, GIPC

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	MSMEs.		institutions to advance credit to SMEs on flexible terms.	access to flexible credit.									
			3.Completion of Construction of 2-Storey 28-Unit Stores at Aflao.	Project completed and handed over for use.	√				84,500.00 (DACF)			Works Dpt.	MPCU
			4. Completion of Assembly Guest House.	Project completed and handed over for use.	√				105,467.15 (DACF)		221,118.57 (DDF)	Works Dpt.	MPCU
			5.Completion of construction of 1No.	Project completed and handed over for use.	√							Works Dpt.	MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Storey Market Stores at Denu.	use.									
			6.Completion of Construction of 1No Storey Market Stores and Pavement at Aflao.	Project completed and handed over for use.	√				59,493.92 (DACF)		322,985.45 (DDF)	Works Dpt.	MPCU
			7.Consultancy Services for feasibility studies, design, tendering, evaluation ,construction, Supervisi-	Projects completed and handed over for use.	√							Works Dpt.	MPCU, Consultant

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			on, and post construction follow up for pavement of Aflao lorry park and Denu market stores. 8. Construction/upgrading of Wudoaba (Alaga) and Agbozume markets.			√			500,000.00			Central Admin.	MPCU
Diversify and expand the tourism industry for	Promote and enforce local tourism and develop	Tourism and Creative Arts Development	1. Market local tourist sites in and outside the	Awareness on tourist sites created internally and	√	√			20,000.00			MPCU	GTA, Assembly Members, Traditional Authority

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
economic development.	available and potential sites to meet international standards .		municipality. 2.Construct/upgrade access roads to potential tourist sites. 3. Build receptive facilities at or near tourist sites.	externally. Access roads linking tourist sites constructed/upgraded. Receptive facilities built at tourist sites.		√	√	√	Uncertain			MPCU/ Works Dpt.	DFR, DUR, GHA, GTA
					√	√			600,000.00			Works Dpt./ MPCU	GTA, Assembly Members, Traditional Authority
Improve production efficiency and yield.	1.Reinvigorate extension services.	Agriculture and Rural Development.	1. Request and lobby for posting of #extension	#Extension Officers posted to the	√				-			Central Admin.	MADU, MCD, VRCC

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	2. Implement Government's flagship intervention of 'One Village One Dam' to facilitate the provision of community-owned and managed small-scale irrigation, especially		officers to the Assembly. 2. Facilitate and support construction/installation of dams and small irrigation systems in farming communities. 3. Continue the implementation of planting for food and jobs initiative.	Assembly and at post. Dams and small irrigation systems constructed/ installed in farming communities. Subsidised farm inputs accessible to all farmers.	√	√	√	√	Uncertain			MADU/ Central Admin.	MOFA
					√	√	√	√				Central Admin.	MADU, MOFA

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	in the Afram Plains and northern savannah .												
Ensure sustainable development and management of aquaculture.	Promote the use of irrigation systems and other impounded reservoirs for aquaculture and promote mariculture.	Fisheries and Aquaculture Development.	1.Facilitate and encourage private investment into aquaculture in the municipality. 2.Develop /establish2 No. demonstration aquaculture facilities/sites.	Aquaculture facilities owned by private investors. 2No. demonstration aquaculture sites developed.	√	√	√					Central Admin.	MADU, MOFA, VRCC
						√	√		Uncertain			MADU	MOFA, REP

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			3. Support National Farmers' Day celebration.	Allocate funds released towards the celebration.	√	√	√	√	300,000.00			Central Admin.	MOFA, VRCC
Ensure efficient management and utilisation of oil and gas revenue.	Improve transparency in the management and utilisation of oil and gas resources and revenues.	Energy and Petroleum Development	1. Train women groups on leadership for oil and gas governance. 2. Build capacity of Assembly members and key community leaders on oil and gas governance	Identifiable women groups trained on oil and gas governance. Capacity of Assembly members built on oil and gas governance and opport-		√	√	√	NA yet			Friends of Nations	OXFAM,KSMA
						√	√	√	-do-			Friends of Nations	GIZ, OXFAM, KSMA

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			ce and opportunities. opportunities. 3. Stakeholder engagement on the opportunities and challenges of oil and gas exploration in the Volta Region. 4. Extension of Rural Electrification Project at Klikor New Town.	unities. Stakeholders become aware and actively participating in oil and gas governance and opportunities. Electricity extended to serve the community.		√	√	√	-do-			Friends of Nations	GIZ, OXFAM, KSMA
						√	√		-do-			KSMA	MOEP, ECG

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Social Development: Enhance inclusive and equitable access to, and participation in quality education at all levels.	1. Continue implementation of free SHS and TVET for all Ghanaian children. 2.Ensure inclusive education for all boys and girls with special needs.	Education and Training	1. Support STMIE Clinics/ Girl Child Education Activities.	STMIE Clinics/ Girl Child Education Activities supported with funds.	√	√	√	√	65,921.00 (DACF)			Central Admin.	MEPT, GES
			2.Support MEPT/ GES Programmes.	MEPT/ GES Programmes supported with funds.	√	√	√	√	80,000.00 (DACF)			Central Admin.	MEPT, GES
			3.Upgrade infrastructure of Klikor	Infrastructure of Klikor SHS		√	√	√			GET-Fund	GES, KSMA	MOE,

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies		
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
			SHS. 4.Upgrade infrastructure of AME Zion Voc. Train. Centre at Klikor. 5.Completion of Construction of 6No.Class room Blocks. 6. Construct 8No. classroom blocks with ancillary facilities.	upgraded. Infrastructure of AME Zion Voc. Train. Centre upgrade 6No. School blocks constructed and in use. 8No. School blocks constructed and in use.		√	√	√	Uncertain 532,694.55 (DACF) 1,520,000.			GET-Fund Central Admin. Central Admin.	GES, KSMA GES GES	MOE,

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC).	Accelerate implementation of CHPS policy to ensure equity in access to quality health care.	Health and Health Services	7. Construct 2No. KG blocks.	KG blocks constructed and in use.		√	√		500,000.00			Central Admin.	GES
			8. Fencing of Babanawokope M.A Basic School.	School fence constructed.			√		50,000.00			Central Admin.	GES
			9. Completion of Construction of 9No. CHPS Compounds with ancillary facilities.	9No. CHPS compounds constructed and in use.	√				500,111.17 (DACF /GOG)		105,812.44 (DDF)	Central Admin.	MHMT, GHS
			10. Construct 8No. CHPS compounds	8No. CHPS compounds		√	√		1,600,000.			Central Admin.	MHMT, GHS

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			unds.	constru-cted and in use.									
			11. Const- ruct 1No. nurses accomm- odation at Akame.	Nurses accomm- odation constru- cted and in use.		√			180,000.00			Central Admin.	MHMT, GHS
			12.Const- ruct 3No. maternity wards/ homes.	3No. matern- ity wards constru- cted and in use.		√	√		800,000.00			Central Admin.	GHS, MHMT
			13.Upgra- de CHPS compound to health centre at Kpoglu.	Facility upgra- ded to health centre.			√		500,000.00			Central Admin.	GHS, MHMT

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			14.Support Nat. Immunization Programme.	National Immunization Programme supported with funds.	√	√	√		20,000.00 (DACF)			Central Admin.	GHS, MHMT
			15.Malaria Prevention in the Municipality.	MHMT supported with funds to fight malaria.	√	√	√	√	70,797.68			Central Admin.	GHS, MHMT
			16.SupportMunicipal Health Directorate.	Municipal Health Directorate supports with funds to carry out its operations.	√	√	√	√	60,000.00			Central Admin.	GHS, MHMT
			17.District										

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				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.	Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB.		Response Initiative (DRI) on HIV and AIDS.	MHMT supported with funds to respond to HIV& AIDS issues.	√	√	√	√	70,797.68			Central Admin.	GHS, MHMT
			18.Create comprehensive awareness on HIV&AIDS, especially among high risk groups.	The high risk groups adequately educated on HIV& AIDS.	√	√			10,000.00			MHMT	GHS, KSMA
			19. Build a Mun. Health Directorate	Permanent Mun. Health Directorate built.					800,000.00			GHS	KSMA
			20. Com-										

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve access to safe and reliable water supply services for all.	Provide mechanized borehole and small town water systems.	Water And Environmental Sanitation	pletion of 4No. Water Supply Projects.	4No. water supply projects completed and in use.	√				438,878.62			Central Admin.	MOEP, MOFEP, CWSA, PIAC
			21. Provide 3No. small town water supply systems.	3No. small town water supply systems provided and in use.		√	√	√	600,000.00			Works Dpt.	Lifetime Foundation, CWSA
			22. Extension of 2No Water Projects.		√				50,000.00 (DACF)			Works Dpt.	CWSA
			22. Train 6 comm. Water Boards. 23. Form	6 comm. Water Boards trained.	√				12,000.00			Central Admin.	CWSA

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Ensure effective child protection and family welfare system.	Increase awareness on child protection and family welfare.	Child and Family Welfare	child protection and family welfare committees in 40 communities.	Child protection and family welfare committees established in 40 communities.	√				1500.00			SWCDD	VRCC
			24.Sensitize 40 communities on child protection and family welfare.	Child protection and family welfare committees in 40 communities sensitized.	√				3000.00			SWCDD	VRCC
			25.Moni-										

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			tor activities of community child protection and family welfare committees.	Activities of the community child protection and family welfare committees monitored.	√	√	√		15,000.00			SWCDD	MPCU
	Promote implementation of policies that increase enrolment and retention in school such as school		26. Build capacity of 50 school feeding caterers.	Capacity of 50 school feeding caterers built.	√	√			24,000.00			Central Admin.	DACF Administrator, GSFP
			27. Payment to school feeding caterers.	Caterers receive payment every term.	√	√			1,158,820.00			Central Admin.	DACF Administrator, GSFP
			28. Monit-										

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	feeding programme and capitation grants		or and report on school feeding programme.	Monitoring Reports	√	√			5,000.00			Central Admin.	
			29.Organize District Implementation Committee meetings quarterly.	Quarterly DIC meetings organised.	√	√			6,000.00			Central Admin.	GES, GHS
			30.Increase number of schools under GSFP.	50 schools	√	√						Central Admin.	GSFP
			31.Construct 10 school kitchens.		√	√						Central Admin.	Works Dpt.
			32. Liase										

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Attain gender equality and equity in political, social and economic development systems and outcomes .	Introduce measures to promote change in the socio-cultural norms and values inhibiting gender equality.	Gender Equality	with Regional Gender/ Women Department to establish Gender Desk.	Functioning and effective gender established.	√							Central Admin.	Regional Gender Dpt.
			33.Provide resource/ logistics for gender office.	Gender office appropriately resourced.	√				10,000.00			Central Admin.	Regional Gender Dpt.
			34.Organise 4 sensitisation workshops for stakeholders in gender dev. 35.Const-	Four (4) workshops held and stakeholders sensitised on gender equality.	√				16,000.00			Gender Officer	Regional Gender Dpt., TA, Assembly members, Religious bodies

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote effective participation of the youth in socio-economic development.	1. Build integrated youth centre to serve as an information hub for youth development 2.Support the youth to participate in modern agriculture.	Youth Development	Construct and establish an Integrated Youth Development Centre.	Integrated Youth Development Centre constructed and accessible.		√	√	√	Uncertain			MCE	VRCC, DPs, MOC, MOTI, MOI, MOYS
			36.Regulate the motor-cycle commercial transport system.	‘Okada’ regularised under the local transport union(s) by law.	√				-			GPS	KSMA, Transport Unions
			37. Facilitate access to employment on commercial farms by the youth.	Number of youth employed on commercial farms under		√			-			MCE	MADU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote the creation of decent jobs.	Develop and promote schemes that support skills training, internship and modern apprenticeship.	Employment and Decent Work	38. Create vigorous awareness on the importance of self-employment and acquisition of technical/ vocational skills training.	this activity. Citizens, especially school drop-outs, educated on importance of self-employment and skills training.	√	√	√		9,000.00			BAC/ MPCU	TA, Assembly members, Religious bodies
			39. Collaborate with GRATIS Foundation, NBSSI and AME Zion Voc. Train.	Master artisans and 'trade masters' trained in modern		√	√	√	10,000.00			BAC	GRATIS Foundation, NBSSI, AME Zion Voc. Train. Centre Klikor

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies		
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating	
Enhance sports and recreational infrastructure.	Develop and maintain sports and recreational infrastructure.	Sports and Recreation	Centre to train master artisans and 'trade masters' in modern apprenticeship practices and technologies. 40. Provide basic sporting facilities at 50 selected community/school parks. 41. Build	apprenticeship practices and technologies. 50 school/community parks equipped with basic sporting facilities	√	√	√		200,000.00			MPCU/ MEPT	NSC, GES	MOYS,

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			a modern Municipal Sports Stadium.	Modern sports stadium built for the municipality.		√	√	√	Uncertain			MCE	DPs, NSC, MOYS
			42.Support for sports and cultural activities.	Sports and cultural activities funded	√	√	√	√	40,000.00			Central Admin.	NSC, MOYS
Expand forest conservation areas.	Establish gene banks for indigenous species and refuge areas for threatened, endemic and rare species.	Protected Areas	1, Nurse5000 trees.	Nursery for 5000 tree seedlings in place.	√				7000.00			FSD	Parks & Gardens Unit
			2. Plant and nurture4800 trees at schools /public places and selected	4800 trees planted under the care of communities.		√	√		9000.00			FSD/Parks & Gardens Unit	MEPT, Assembly members, MADU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Reduce coastal and marine erosion.	Strengthen the participation of local communities in sustainable coastal mgt. practices	Coastal and Marine Area Protection	communities. 3. Educate coastal communities to protect the coastline and marine lives.	Coastal communities educated on sustainable management of their environment.	√	√			5000.00			MPCU	EPA, MEST, MOFAD
Reduce environmental pollution.	Promote science and technology in waste recycling and waste-to-energy technologies.	Environmental Pollution	4. Build 1No. recycling plant for solidwaste . 5. Build 1No. recyclingp	1No. functional solid waste recycling plant built. 1No. functional			√	√	Uncertain			Central Admin.	EPA, MEST, TA, MPCU
					√	√	√		-do-			Central Admin.	EPA, MEST, TA, MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			lant for liquid waste.	liquid wasterecycling plant built.									
			6.Acquisition/Development of final disposal site.	Final solid waste disposal site developed.	√				40,000.00			MPCU	EPA, TA
			7. Procure 50No. 15m ³ public refuse containers .	50No. 15m ³ public refuse containers acquired and distributed for use.	√	√	√		400,000.00 (DACF)			Central Admin.	EHU, Donors, DPs, DACF Administrator

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			8.Rehabilitate/ procure cesspool emptier.	Cesspool emptier rehabilitated/procured and operational.		√			200,000.00			Central Admin.	EHU, DACF Administrator DPs,
			9.Repair 1No. refuse truck.	Refuse truck repaired and operational.			√	√	20,000.00			Central Admin.	EHU, DACF Administrator DPs,
			10. Acquire and develop 5No public cemeteries at all zonal council levels.	5No public cemeteries acquired and developed.	√	√			Uncertain			Central Admin.	EHU, Assembly members TA,

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			11. Procurement / Maintenance of Sanitation Equipment, Tools and motorbikes.	Sanitation equipment and tools procured and maintained.	√				35,000.00			Central Admin.	EHU
			12. Construction of 20No platforms for refuse containers .	20No. refuse container platforms ready.	√				50,000.00			EHU/ Works Dpt.	MPCU
			13. Sanitation improvement package.		√	√	√	√	584,000.00			Central Admin.	DACF Administrator
			14.Fumigation in the		√	√	√	√	560,000.00		72,429.	MEHO	DACF Administrator,Zo omlion Co. Ltd.,

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Municipality. 15. Completion of Construction of 4No. 6-Seater Institutional WC Toilets.	Construction of 4No. institutional toilets completed and in use.	√				30,000.00		69 (DDF)	Works Dpt.	EHU, CWSA
			16. Provision for Env. Protection and Climate Change.		√	√	√	√	25,455.00			Central Admin.	EHU
			17. Construct 8No. 20-seater public WC toilets.	8No. WC toilets constructed and in use.		√	√	√	1,440,000.			Works Dpt.	EHU, MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve efficiency and effectiveness of road transport infrastructure and services.	Provide bitumen surface for road networks and areas of high agricultural production and tourism.	Transport Infrastructure: Road, Rail, Water and Air	18. Construct 20No. 6-seater public WC toilets along the beach(s).	20No. WC toilets constructed and in use.		√	√	√	400,000.00			Works Dpt.	EHU, MPCU
			19. Construction/ bitumen surfacing of Aflao market road (rainbow road)	Aflao market road bitumen surfaced and opened to traffic.			√	√	Uncertain			DUR	Works Dpt.
			20. Construction/ bitumen surfacing of Viepe Jn.-Viepe road.	Viepe Jn.- Viepe road bitumen surfaced and opened to traffic.			√	√	-do-			DUR	Works Dpt.

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			21. Construction/ bitumen surfacing of Trofito-Kumade-kope feeder road.	Trofito-Kumade-kope road bitumen surfaced .			√	√	Uncertain			DFR	Works Dpt.
			22.Construction/ bitumen surfacing of Adafianu township roads.	Adafianu and its environs roads bitumen surfaced .			√	√	-do-			DUR/ DFR	Works Dpt.
			23.Construction/ bitumen surfacing of Kpoglu-Klikor feeder rd.	Kpoglu-Klikor feeder road bitumen surfaced .			√	√	-do-			DFR	Works Dpt.

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Address recurrent devastating floods.	Construct storm drains to address recurrent floods.	Drainage and Flood Control	23. Construction/ bitumen surfacing of Aflao, Denu, Agbozume and Klikor town roads.	Aflao, Denu, Agbozume and Klikor town roads bitumen surfaced.			√	√	Uncertain			DUR	Works Dpt.
			24. Const. of critical drains in Aflao, Denu, Agbozume and Hatsukoje.	Critical drains constructed at these selected communities.				√	√	Uncertain			DUR
Promote a sustainable, spatially integrated, balanced and	Fully implement Land Use and Spatial Planning Act, 2016	Human Settlements and Housing	25. Educate general public on building regulations and need for spatial	Communities sensitised on building regulations and spatial	√	√	√	√	10,000.00			MPPD	MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies				
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating			
orderly development of human settlements.	(Act 925).		planning.	planning												
			26.Train PPD staff and spatial planning committee members on building regulation (Act 925)	PPD staff trained on building regulations and spatial planning	√	√			5,000.00			Consultant	MPPD, MPCU, SPC			
			27. Procure double cabin monitoring pickup for PPD.	1No. pickup acquired for PPD monitoring.		√	√			100,000.00			Central Admin.	MPPD, MFD		
			28.Prepare layouts/ schemes and demarcation for 7 major towns.	Layouts for 7 major towns developed.		√	√					150,000.00			PPD	TCPD, GIZ

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Deepen political and administrative decentralization.	Strengthen sub-district structures and decentralised departments.	Local Government and Decentralisation	1. Establish functioning ZC Secretariats.	√	√			40,000.00			Central Admin.	ZC members, Assembly members, TA	
			2. Train ZCs on their mandated functions.	√				20,000.00			Central Admin.	ZC members, Assembly members, TA	
			3. Train ZCs in Dev. Plann. & Budgeting and Financial Mgt.	√	√			25,000.00			Central Admin.	ZC members, Assembly members, TA	
			4.Rehab. of MCE's residence.	√				70,000.00			Works Dpt.	MPCU	

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			5.Rehab. of staff accommodation.		√				35,000.00			Works Dpt.	MPCU
			6.Rehab. of office buildings.		√				34,000.00			Works Dpt.	MPCU
			7. Procurement / repairs of office facilities and equipment		√				45,000.00			MFD	Central Admin.
			8.Refurbishment of Assembly Hall and offices.		√				39,562.57			Works Dpt.	MPCU
			9. Human Resource Management.		√	√	√	√	190,000.00			HR Unit	MCD

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			10. Monitoring and Evaluation of Development Projects.		√	√	√	√	120,000.00			Core MPCU	MPCU
			11.Support for MPCU activities.		√	√	√	√	112,000.00			MFD	MPCU
			12.Preparation of 2018 DACF and composite budgets.		√				22,500.00			Central Admin.	MPCU
			13.OrganiseTown Hall Meetings.		√	√	√	√	160,000.00			Central Admin.	HODs

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			14. Contribution to NALAG	√	√	√	√	40,000.00				Central Admin.	DACF Administrator, PM
			15. Preparation/Dissemination of MTDP.	√				10,000.00				Central Admin.	MPCU
			16. Celebration of National Events.	√	√	√	√	200,000.00				Central Admin.	HODs, Security Services
			17. Procurement of general goods.	√	√	√	√	120,000.00				Central Admin.	MFD
			18. Rehab. of main Office Building.	√				80,000.00				Works Dpt.	MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			19. Completion of Police Station at Amedzi-kope.		√				87,937.72			Works Dpt.	MPCU, GPS
			20. Maintenance of Law, Order and Security in the Municipality.		√	√	√	√	180,000.00			Central Admin.	MUSEC, GPS
			21. Rehabilitate ISD Cinema Van.		√				10,000.00			Central Admin.	Mun. ISD
			22. Procure cinema van for ISD.			√			100,000.00			ISD	MOI

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			23. Acquire ambulance for the municipality.			√			100,000.00			KSMA	GHS, MOH
			24. Procure 3No. motorbikes for MADU.			√			20,000.00			Central Admin.	MADU
			25. Rehabilitate double-cabin pickup for MADU.	√					10,000.00			Central Admin.	MADU
			26. Procure laptop computer, tabletop computer, coloured printer, projector	√					20,000.00			Central Admin.	MPCU

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			and digital camera for MPCU.										
			27. Support for Disaster Mgt.	√	√	√	√	120,000.00				Central Admin.	NADMO
			28. Support Initiatives by Persons With Disability.	√	√	√	√	200,000.00				Central Admin.	SWCDD
			29. Completion of Construction of Police Barracks at Tokor.	√				85,000.00				Central Admin.	Works Dpt., GPS, MoI
			30. Completion of DFR	√				50,000.00				Central Admin.	Works Dpt., DFR

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Bungalow at Tokor.										
			31.Construction of 2No. 2-bedroom semi-detached Bungalows for Assembly staff.			√	√		750,000.00			Central Admin.	MPCU
			32. Construct Municipal Fire Station at Tokor.	√					350,000.00			Central Admin.	GFS
			33. Construct 1No. Police Posts at Aflao Main	√	√				30,000.00			Central Admin.	GPS

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Border. 34. Construct 1No. Ground Floor of Police Divisional Command Office (Phase I) at Tokor.	√					400,000.00			Central Admin.	GPS

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Enhance Ghana's international image and influence.	Maintain an identity based population register for effective management of immigration.	International Relations	1. Construct road along the Ghana-Togo border in the municipality.		√	√						Central Admin.	MoFA, VRCC
			2. Construct fence along the Ghana-Togo border in the municipality.			√	√					Central Admin.	MoFA, VRCC

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
		Planting for Food & Jobs	1. Supply of improved seeds to farmers.	200 mini bags received	√	√			200,000.00			Central Admin.	Agric Dpt.
			2. Supply of subsidized fertilizers to farmers.	1500 sachets	√	√			60,000.00			Central Admin.	Agric Dpt.
			3. Build capacity of farmers through extension services.	2000 farmers	√	√			20,000.00			Central Admin.	Agric Dpt.
			4. Provision of improved storage facilities.	10 storage facilities	√	√			5,000.00			Central Admin.	Agric Dpt.
			5. Pests and disease	Reports on field works	√	√			200,000.00			Central Admin.	Agric Dpt.

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
		Nation Builders Corps	control. 1.Orienta- tion for new entrants of NaBCO. 2.Payment of salaries/ allowance s to employees under the following modules of NaBCO: -Heal Ghana -Educate Ghana -Feed Ghana -Revenue Ghana	Incept- ion and orienta- tion reports Financ- ial reports and bank statem- ents	√	√						Central Admin.	
					√	√						Central Admin.	

Adopted Objectives	Adopted Strategies	Programmes / Focus Area	Projects/ Activities	Outcome/ Impact Indicators	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			-Digitized Ghana -Civic Ghana -Enterprise Ghana 3. Monitoring, supervision and reporting on all NaBCO activities.	Monitor-ing Reports	√	√						Central Admin.	

Indicative Financial Strategy (Outstanding)

Table 33: Indicative Financial Strategy

Programme	Total Cost 2018-2021	Expected Revenue					Gap	Summary of resource mobilisation strategy	Alternative course of action
		GOG	IGF	Donor	Others	Total revenue			
Management and Administ- ration	7,235,362.60	2,264,400.00	1,167,120.00	71,743.00	-	3,503,263.00	3,733,099.60	Intensify revenue collection and privatize non performing items	Identify prospective donors and designing development proposal to meet donor criterion
Social Service Delivery	4,435,362.60	1,138,863.00	8,000.00	355,846.00	-	1,573,508.00	2,862,854.60	Intensify revenue collection and lobby for increase allocations from Central government	Identify prospective donors and designing development proposal to meet donor criterion
Infrastructure Delivery and Management	2,636,222.60	923,594.00	2,000.00	-	-	925,594	1,710,628.60	Intensify revenue collection and pursue Public Private Partnership	Identify prospective donors and designing development proposal to

Programme	Total Cost 2018-2021	Expected Revenue					Gap	Summary of resource mobilisation strategy	Alternative course of action
		GOG	IGF	Donor	Others	Total revenue			
								arrangements	meet donor criterion
Economic Development	5,935,362.60	620,614.00	2,000.00	641,397.00	-	1,264,011.00	4,672,351.60	Intensify revenue collection and pursue Public Private Partnership arrangements	Identify prospective donors and designing development proposal to meet donor criterion
Environmental Management	3,378,465.60	898,144.00	2,000.00	33,506.00	-	933,650.00	2,444,815.60	Intensify revenue collection and lobby for increase allocations from Central government	Identify prospective donors and designing development proposal to meet donor criterion
Grand Total	22,620,776.21					8,200,026.00	14,420,750.21		

CHAPTER FIVE

ANNUAL ACTION PLANS

5.0 Introduction

Having designed the POA, it is imperative to develop respective Annual Action Plans (AAP) under the planned period. This is expected to serve as the basis for the preparation of corresponding Municipality Annual Budgets. In carrying out this exercise, priority was given to on going and uncompleted projects/activities under the GSGDA II and other pressing development needs for consideration into the first year (2018) AAP.

5.1 Annual Action Plan 2018

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Strong and Resilient Econ-omy.	1. Engage a credible revenue collection firm on contract basis to collect revenue and develop one stop revenue database.	Denu		1. Cred- ible revenue collect- ion firm contrac- ted and reliable revenue databa- se develop- ed.	√	√			2000.00			Central Admin.	ETC
	2. Organi- se training workshop for revenue collectors.	Denu		Annual training work- shop organi- sed.		√			3,000.00			MFD	HR Unit, OHLGS

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	3.Undertake digital street naming and property addressing in Aflao and Klikor/Agbozume.	Aflao, Klikor/Agbozume		Streets and properties in Aflao and Klikor/Agbozume digitised.	√	√	√	√	50,000.00 (DACF)		50,000.00	MPPD	GIZ, MPCU
	4.Conduct valuation of all properties in the municipality.	Municipal wide		Valuation of properties documented.	√	√	√	√	30,000.00 (DACF)			MFD	LVD of Lands Commission
	5. Acquire or pay compensation for market/public lands.	Aflao, Denu, Agbozume		Market/public lands acquired or compensated for.		√	√		50,000.00 (DACF)			Central Admin.	MFD, MPPD, Lands Commission, Landlords

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	6. Install/ maintain 400 streetligh- ts.	Municip al wide		400 street- lights install- ed/mai- ntained.	√	√	√	√	75,000.00 (DACF)			Central Admin.	DACF Administrator
Industr-ial Transf- ormation.	1. Build 1No. viable factory in the municipal- ity.			1No. factory built.			√	√	2,000,000.0 0			MCE	MPCU, General Assembly, MOTI
	2.Acquire/ procure adequate land for			Adequ- ate land acquir- ed for	√	√	√	√	500,000.00			Central Admin.	TA, Lands Commission

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	the proposed factory. 3. Establish 2 raw material-based enclaves.	Municipal wide		construction of the factory. 2 raw material-based enclaves established.		√	√	√	Uncertain			Agric Department/BAC	TA, Lands Commission, REP
Private Sector Development.	1. Support rural enterprise development initiatives. 2. Engage financial institutions to advance credit to SMEs on flexible	Denu Municipal wide		BAC supported with needed resources to work. SMEs have access to flexible credit.	√	√	√	√	10,000.00 (DACF)			Central Admin. MCE	BAC, NBSSI, REP Banks, Microfinance Companies, NBSSI, REP, GIPC

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	terms.												
	3. Completion of Construction of 2-Storey 28-Unit Stores.	Aflao Lorry Park		Project completed and handed over for use.	√	√	√	√	84,500.00 (DACF)			Works Dpt.	MPCU
	4. Completion of Assembly Quest House.	Hedzranawo		Project completed and handed over for use.	√	√			105,467.15 (DACF)			Works Dpt.	MPCU
	5. Completion of Construction of 1No. Storey Market Stores.	Denu		Project completed and handed over for use.	√	√	√				221,118.57 (DDF)	Works Dpt.	MPCU

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	6. Completion of Construction of 1No Storey Market Stores and Pavement.	Aflao		Project completed and handed over for use.	√	√	√				322,98 5.45 (DDF)	Works Dpt.	MPCU
	7.Consultancy Services for feasibility studies, design, tendering, evaluation ,construction, Supervision, and post construction follow up for pavement of Aflao			Projects completed and handed over for use.	√	√	√		59,493.92 (DACF)			Works Dpt.	MPCU, Consultant

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	lorry park and Denu market stores.												
Tourism and Creative Arts Devel- opment	1. Market local tourist sites in and outside the municipal- lity.	Intern- ally and Extern- ally		Aware- ness on tourist sites created interna- lly and externa- lly.	√	√	√	√	5000.00			MPCU	GTA, Assembly Members, TA
	2.Build receptiv facilities at or near tourist sites.	Munici- pal wide		Recept- ive facilities built at tourist sites.	√	√	√	√	100,000.00			Works Dpt./ MPCU	GTA, Assembly Members, TA
Agricu- lture and Rural Devel- opment.	1. Request and lobby for posting of #extension officers to the Assembly.	Munici- pal wide		#Extens- ion Officers posted to the Assemb- ly and at post.	√	√	√	√	-			Central Admin.	MADU, VRCC

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies		
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating	
	2. Facilitate and support construction/installation # of dams and # small irrigation systems in farming communities.	Municipal wide		# dams and # small irrigation systems constructed/installed .	√	√	√	√	-				Central Admin./MADU	MOFA
	3. Continue the implementation of planting for food and jobs initiative.	Municipal wide		Subsidised crop farm inputs accessible to all farmers.	√	√	√	√					MCE	MADU, MOFA

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Fisheries and Aqua- culture Devel- opment.	1. Facilit- ate and encourage private investm- ent into aquacultu- re in the municipal- ity.	Municipal wide		Aqualt- ure facilities owned by private invest- ors.	√	√	√	√	-			Central Admin.	MOFA, VRCC
	2. Support National Farmers’ Day celebrat- ion.			Allocate funds released towards the celebra- tion.	√	√	√	√	30,000.00			Central Admin.	MADU, MOFA, VRCC
Educa-tion and Training	1. Support STME Clinics/ Girl Child Education Activities.			STME Clinics/ Girl Child Educa- tion Activit- ies suppor- ted with		√	√		16,480.25 (DACF)			MEPT	KSMA, GES

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	2.Support MEPT/ GES Program- mes.			funds. MEPT/ GES Progra- mmes suppor- ted with funds.	√	√	√	√	20,000.00 (DACF)			MEPT	KSMA, GES
	3.Comp- letion of Constr- uction of 6No.Class room Blocks.	Lotakor, Aflao Preven- tive, Aflao Huime/ Agodo- me, Aflao Agbe- kpui, Akpor- kploe, Kpedza- kofe.		6No. School blocks constru- cted and in use.	√	√	√	√	532,694.55 (DACF)			KSMA	GES

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Health and Health Services	4. Comple- tion of Construc- tion of 9No. CHPS Compou- nds with ancillary facilities.	Glidzi, Atoklo- kofe, Agbod- ome, Nogo- kpo, Wudoa- da, Taskco- ner, Dodor- kofe, Agbo- zume, Denu.		9No. CHPS comp- ounds constru- cted and in use.	√	√	√	√	500,111.17 (DACF /GOG)		105,81 2.44 (DDF)	KSMA	MHMT, GHS
	5. Supp- ortNatio- nal Immuni- zation Progra- mme.	Munici- pal wide		National Immuni- zation Progra- mme suppor- ted with funds.			√	√	5,000.00 (DACF)			KSMA	GHS, MHMT

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	6. Malaria Prevention in the Municipality.	Municipal wide		MHMT supported with funds to fight malaria.	√	√	√	√	17,699.42			KSMA	GHS, MHMT
	7. Support Municipal Health Directorate.	Municipal wide		Municipal Health Directorate supported with funds to carry out its operations.	√	√	√	√	15,000.00			KSMA	GHS, MHMT
	8. District Response Initiative (DRI) on HIV and AIDS.	Municipal wide		MHMT supported with funds to respond to HIV & AIDS issues.	√	√	√	√	17,699.42			KSMA	GHS, MHMT
	9. Create												

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Water and Sanitation	comprehensive awareness on HIV&AIDS, especially among high risk groups.	Municipal wide		The high risk groups adequately educated on HIV& AIDS.		√	√	√	5,000.00			MHMT	GHS, KSMA
	10. Completion of 4No. Water Supply Projects.	Klikor, Satsimadza, Tokor, Dodor-kofe.		4No. water supply projects completed and in use.	√	√	√	√	438,878.62			CWSA	MOEP, MOFEP, KSMA, PIAC
	11. Extension of WaterSupply.	Viepe-Kpotame, Viepe Alume Kpotame, Kofeyia, Gaglok-			√	√	√	√	80,000.00 (DACF)			Works Dpt.	CWSA, GWCL

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Child and Family Welfare	12. Form/train community water boards.	ofe. Klikor, Satsim- adza, Tokor, Dodor- kofe, Bleamaza do, Kpoglu.					√	√	3000.00			Central Admin.	CWSA
	13. Form child protection and family welfare committees in 40 communities.	40 selected commu- nities		Child protection and family welfare committees established in 40 comm.	√	√			1000.00			SWCDD	VRCC
	14. Sensitize 40 communities on child protection and family	40 selected commu- nities sensiti- sed.		Child protection and family welfare	√	√	√		2000.00			SWCDD	VRCC

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	welfare.			commit- ees in 40 commu- nities sensiti- sed.									
	15. Build capacity of 50 school feeding caterers.	Denu	31 caterers	Capacity of 50 school feeding caterers built.		√	√		12,000.00			Central Admin.	DACF Administrator, GSFP
	16. Pay- ment to school feeding caterers.	Denu	31 caterers	Caterers receive payment every term.		√	√	√	579,410.00			Central Admin.	DAFC Administrator, GSFP
	17. Monit- or and report on school feeding program- me.	Munici- pal wide	-	Monito- ring Reports		√	√	√	2,000.00			Central Admin.	
	18. Orga-												

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	nize District Implemen-tation Committee meetings quarterly.	Denu		Quarterly DIC meetings organised.		√	√	√	2,500.00			Central Admin.	GES, GHS
	19.Increase number of schools under GSFP.	Municipal wide	31 schools	50 schools		√	√	√				Central Admin.	GSFP
	20.Construct10 school kitchens.	Municipal wide				√	√	√				Central Admin.	Works Dpt.
	15. Liase												

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Gender Equality	with Regional Gender/ Women Depart- ment to establish Gender Desk.	Denu		Func- tioning and effective gender desk establi- shed.	√							Central Admin.	Regional Gender Dpt.
	16.Prov- ide resource/ logistics for gender office.	Denu		Gender office appro- priately resour- ced.	√	√	√	√	10,000.00			Central Admin./ MFD	VRCC, Regional Gender Dpt.
	17. Orga- nise 4 sensitisa- tion workshops for stakeho- lders in gender dev. 18. Regu-	Munici- pal wide		Four (4) worksh- ops held and stake- holders sensiti- sed on gender equality.		√	√		5000.00			Gender Officer	Regional Gender Dpt., TA, Assembly members, Religious bodies

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Youth Develop- ment	late the motor- cycle commerc- ial transport system.	Munici- pal wide		‘Okada’ regulari- sed under the local transport union(s) by law.		√	√	√				GPS	KSMA, Transport Unions
Employ- ment and Decent Work	19.Create vigorous awareness on the importan- ce of self- employ- ment and acquisit- ion of technical/ vocational skills training. 20.Supp-	Munici- pal wide		Citizens, especia- lly school drop- outs, educated on import- ance of self- empl- oyment and skills training.	√	√	√		5000.00			BAC/ MPCU	TA, Assembly members, Religious bodies

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Sports and Recreation	ort for sports and cultural activities.			Sports and cultural activit- ies funded.	√	√	√	√	10,000.00			Central Admin.	DPs, NSC, MYS
Protected Areas	1, Nurse 5,000 trees.	Tokor		Nursery for 3000 tree seedli- ngs in place.	√	√	√	√	7000.00			FSD	Parks & Gardens Unit (PGU)
Coastal and Marine Area Protect-ion	2. Educate coastal communi- ties to protect the coastline and marine lives.	Munici- pal wide		Coastal communi- ties educated on sustain- able mana- gement of their enviro- nment.	√	√	√	√	3000.00			MPCU	EPA, MEST, MoFA

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Enviro- nmental Pollution	3.Acquisi- tion/Deve- lopment of final disposal site.	Munici- pal wide		Final solid waste disposal site develo- ped.	√	√	√		500,000.00			Central Admin.	EPA, TA, MPCU
	4. Procure 50No. 15m ³ public refuse containers .	Munici- pal wide		50No. 15m ³ public refuse contain- ers acquired and distribu- ted for use.	√	√	√	√	200,000.00			Central Admin.	DPs, Donors, DACF Administrator
	5.Proc- urement / Mainten- ance of Sanitation Equipm- ent, Tools	Munici- pal wide		Sanitat- ion equipm- ent and tools procured and	√	√	√	√	40,000.00 (DACF)			Central Admin.	DACF Administrator

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	and Vehicles.			mainta- ined.									
	6.Const- ruction of 10No platforms for refuse containers .	Munici- pal wide		10No. refuse contain- er platfor- ms ready.	√	√	√	√	35,000.00			Works Dpt.	MPCU
	7. Sanita- tion improve- ment package.	Munici- pal wide			√	√	√	√	146,000.00			Central Admin	DACF Administrator
	8. Fumi- gation in the Municipa- lity.	Munici- pal wide			√	√	√	√	140,000.00			Central Admin.	DACF Administrator Zoomlion Co. Ltd., Assembly members
	9. Comp- letion of Const- ruction 3No. 6-	Agbo- zume, Aflao Agave- dzi,		Constru- ction of 3No. institut- ionaltoil	√	√	√	√	30,000.00			Works Dpt.	MPCU, CWSA

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Drainage and Flood Control	Seater Institution -nal WC Toilets.	Aflao Agorkpa nu		ets complet ed and in use.									
	10. Provi- sion for Env. Protection and Climate Change.	Munici- pal wide			√	√	√	√	25,455.00		72,429. 69 (DDF)	Central Admin.	DACF Administrator
	Const. of critical drains in selected communi- ties.	Aflao, Denu, Agboz- ume, Hatsu- kope			√	√	√	√	Uncertain			Central Admin.	DUR, MPCU
Human Settlem- ents and Housing	11.Educa- te general public on building regulat- ions and need for	Munici- pal wide		Commu nities sensitise d on building regulatio ns and	√	√	√	√	10,000.00			MPPD	MPCU

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	spatial planning. 12.Train PPD staff and spatial planning committee members on building regulation (Act 925)	Denu		spatial planning PPD staff trained on building regulat- ions and spatial planning	√	√			5,000.00			Consul-tant	MPCU, SPC

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Local Govern- ment and Decentra- lisation	1. Estab- lish function- ing ZC Secretar- iats.	All ZC Offices.			√	√	√	√	100,000.00			Central Admin.	ZC members, Assembly members, TA
	2. Train ZCs on their mandated functions.	All ZC Offices			√	√			6,000.00			Central Admin.	ZC members, Assembly members, TA
	3. Train ZCs in Dev. Plann. & Budgeting and Fin. Mgt.	All ZC Offices					√	√	6,000.00			Central Admin.	ZC members, Assembly members, TA
	4.Rehab. of MCE's residence.	Denu/ Tokor			√	√	√		70,000.00			Works Dpt.	MPCU
	5.Rehab. of staff accomm-	Munici- pal wide				√	√	√	35,000.00			Works Dpt.	MPCU

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	odation.												
	6.Rehab. of office buildings.	Denu/ Tokor				√	√	√	34,000.00			Works Dpt.	MPCU
	6.Rehab. of former MFO's bungalow.	Hedzra- nawo			√	√	√	√	16,698.75			Works Dpt.	MPCU
	7. Procur- ement / repairs of office facilities and equipment	Denu			√	√	√	√	45,000.00			Central Admin.	DACF Administrator
	8.Refur- bishment of Assembly Hall and offices.	Denu/ Tokor			√	√	√	√	39,562.57			Works Dpt.	MPCU
	9. Human Resource	Munici- pal wide			√	√	√	√	46,423.82			Central Admin.	OHLGS

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Management.												
	10. Monitoring and Evaluation of Development Projects.	Municipal wide			√	√	√	√	30,000.00			Central Admin.	MPCU
	11.Support for MPCU activities.	Denu			√	√	√	√	13,000.00			Central Admin.	MPCU
	12.Preparation of 2018 DACF and composite budgets.	Denu			√	√	√	√	22,500.00			Central Admin.	Budget Committee, F&A Subcommittee
	13. OrganiseTown Hall Meetings.	Municipal wide			√	√	√	√	40,000.00			Central Admin.	HODs

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	14.Contr- ibution to NALAG.				√	√	√	√	10,000.00			Central Admin.	PM, NALAG
	15.Prepa- ration/Dis- tribution of MTDP.				√	√	√	√	10,000.00			Central Admin.	MPCU
	16. Celeb- ration of National Events.	Municip- al wide			√	√	√	√	50,000.00			Central Admin.	HODs, VRCC
	17.Procu- rement of general goods.	Denu			√	√	√	√	30,000.00			Central Admin.	Procurement Unit
	18.Rehab. of main Office Building.	Denu			√	√	√	√	80,000.00			Works Dpt.	MPCU
	19.Comp- letion of Police Station.	Amedzi- kofe			√	√	√		87,937.72			Works Dpt.	MPCU

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	20. Maintenance of Law, Order and Security in the Municipality.	Municipal wide			√	√	√	√	45,000.00			Central Admin.	GPS, MUSEC
	21. Rehabilitate ISD Cinema Van.	Denu			√	√			10,000.00			Central Admin.	Mun. ISD
	22. Rehabilitate double-cabin pickup for MADU.	Denu			√	√			10,000.00			Central Admin.	MADU
	23. Procure laptop computer, tabletop computer, coloured	Denu			√	√	√	√	15,000.00			Central Admin.	MPCU

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	printer, projector and digital camera for MPCU.												
	24. Supp- ort for Disaster Mgt.	Munici- pal wide			√	√	√	√	30,800.00			Central Admin.	NADMO
	25. Supp- ort Initiatives by Persons With Disability.	Municip al wide			√	√	√	√	50,000.00			Central Admin.	SWCDD
	26. Com- pletion of Construct- ion of Police Barracks.	Tokor				√	√	√	85,000.00			Central Admin.	Works Dpt.

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	27. Com- pletion of DFR Bungalow	Tokor				√	√	√	40,000.00			Central Admin.	Works Dpt.
	28. Con- struct Municipal Fire Station.	Tokor				√	√	√	350,000.00			Central Admin.	Works Dpt., GFS
	29. Con- struct 1No. Police Posts.	Aflao Main Border.				√	√	√	30,000.00			Central Admin.	Works Dpt., GPS
	30. Con- struct 1No. Ground Floor of Police Divisional Command Office (Phase I) at Tokor.	Tokor				√	√	√	400,000.00			Central Admin.	Works Dpt., GPS

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Planting for Food & Jobs	1. Supply of improved seeds to farmers.	Municipal wide	Maize: 105 bags(45 kg)	200 mini bags received		√	√	√	100,000.00			Central Admin.	Agric Dpt.
			Vegetables: 1100 sachets	1500 sachets					30,000.00				
	2. Supply of subsidized fertilizers to farmers.	Municipal wide	2289 registered farmers	2000 farmers		√	√	√	10,000.00			Central Admin.	Agric Dpt.
	3. Build capacity of farmers through extension services.	Municipal wide	-	10 storage facilities		√	√	√	5,000.00			Central Admin.	Agric Dpt.

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Nation BuildersCo rps	4.Provi- sion of improved storage facilities.	Munici- pal wide	-	Reports on field works		√	√	√	100,000.00			Central Admin.	Agric Dpt.
	5.Pests and disease control.	Munici- pal wide				√	√	√				Central Admin.	Agric Dpt.
	1.Orienta- tion for new entrants of NaBCO.	Denu	-	Incept- ion and orienta- tion reports		√	√	√				Central Admin.	
	2.Payment of salaries/all owances to employees under the following modules of	Denu	-	Financ- ial reports and bank statem- ents		√	√	√				Central Admin.	

Programme/ Focus Area	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time Schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	NaBCO: -Heal Ghana -Educate Ghana -Feed Ghana -Revenue Ghana -Digitized Ghana -Civic Ghana -Enterp- rise Ghana 3. Monito- ring, supervis- ion and reporting on all NaBCO activities.	Munici- pal wide	-	Monitor- ing Reports		√	√	√				Central Admin.	

5.2 Year Two (2019) Annual Action Plan

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
1. Building Strong and Resilient Economy.	1.Organise training workshops for revenue collectors.	Denu		Annual (4No.) training workshops organised.		√	√		4,000.00			MFD	Central Admin., OHLGS
	2.Undertake digital street naming and property addressing	Aflao, Klikor/ Agbozume		Streets and properties in Aflao and Klikor/ Agbozume digitised.	√	√	√	√	50,000.00 (DACF)			MPPD	GIZ, MPCU
	3. Install/maintain 400 streetlights.	Municipal wide		400 streetlights installed/maintained.	√	√	√	√	75,000.00 (DACF)			Central Admin.	DACF Administrator

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Promoting Industrial Transformation.	1. Build 1No. viable factory in the municipality.	Municipal wide		1No. factory built.	√	√	√	√				MCE	MPCU, General Assembly, MTI, MOFA
	2. Establish 2No. raw material-based enclaves			2No. raw material-based enclaves established.	√	√	√	√				Agric Department/BAC	TA, Lands Commission
Ensuring private sector development.	1. Support rural enterprise development initiatives.	Municipal wide		BAC supported with needed resources to work.	√	√	√	√	10,000.00 (DACF)			Central Admin.	BAC, NBSSI, REP
	2. Engage financial institutions to	Municipal wide		SMEs have access to flexible	√	√	√	√				MCE	VRCC, NBSSI, REP, GIPC

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	advance credit to SMEs on flexible terms. 9.Construction/upgrading of markets.	Wudoba, Agbozume		credit. Standard markets constructed and in use.	√	√	√		500,000.00			Central Admin.	ETC, MPCU
Promoting Tourism and Creative Arts Development	1. Market local tourist sites in and outside the municipality. 2. Construct/upgrade access roads to potential tourist sites.	Country wide Municipal wide		Awareness on tourist sites created internally and externally. Access roads linking tourist sites constructed/up-	√	√	√	√	5000.00			MPCU Central Admin.	GTA, Assembly Members, TA DFR, GHA, MPCU DUR, GTA,

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	3. Build receptiveness facilities at or near tourist sites.	Municipal wide		graded. Receptive facilities built at tourist sites.	√	√	√	√	100,000.00			Central Admin.	GTA, MPCU Assembly Members, TA
Improving Agriculture and Rural Development.	1. Facilitate and support construction/installation of dams and small irrigation systems in farming communities.	Municipal wide		Dams and small irrigation systems constructed/ installed in farming communities.	√	√	√	√				Central Admin.	MADU, MOFA, VRCC
	2. Continue the implementation of planting for food	Municipal wide		Subsidised crop farm inputs accessi-	√	√	√	√				MCE	MADU, MOFA

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	and jobs initiative.			ble to all farmers.									
Boosting Fisheries and Aquaculture Development.	1. Facilitate and encourage private investment into aquaculture in the municipality.	Municipal wide		Aquaculture facilities owned by private investors.	√	√	√	√				Central Admin.	MADU, MOFA, VRCC
	2. Develop /establish 2 No. demonstration aquaculture facilities/sites.			2No. demonstration aquaculture sites developed.	√	√	√	√				Mun. Agric Dpt.	MOFA, REP
	3. Support National Farmers' Day celebrat-	Municipal wide		Allocated funds released towards the	√	√	√	√	40,000.00			Central Admin.	Mun. Agric Dpt., MOFA, VRCC

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	ion.			celebration.									
Energy and Petroleum Development	1. Train women groups on leadership for oil and gas governance.	Municipal wide		Identified women groups trained on oil and gas governance.	√	√	√	√				Friends of Nations	OXFAM, KSM A
	2. Build capacity of Assembly members and key community leaders on oil and gas governance and opportunities.	Municipal wide		Capacity of Assembly members built on oil and gas governance and opportunities.	√	√	√	√				Friends of Nations	GIZ, OXFAM, KSMA

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	3. Stakeholder engagement on the opportunities and challenges of oil and gas exploration in the Volta Region.	Municipal wide		Stakeholders become aware and actively participating in oil and gas governance and opportunities.	√	√	√	√				Friends of Nations	GIZ, OXFAM, KSMA
Education and Training	1. Support STME Clinics/ Girl Child Education Activities.	Municipal wide		STME Clinics/ Girl Child Education Activities supported with funds.	√	√	√	√	16,480.25 (DACF)			Central Admin.	KSMA, GES, MEPT

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	2.Support MEPT/ GES Programmes.	Municipal wide		MEPT/ GES Programmes supported with funds.	√	√	√	√	20,000.00 (DACF)			Central Admin.	MEPT/GES
	3.Upgrade infrastructure of Klikor SHS.	Klikor		Infrastructure of Klikor SHS upgraded.	√	√	√	√				GETFund	MOE/GES, KSMA
	4.Upgrade infrastructure of AME Zion Voc. Train. Centre.	Klikor		Infrastructure of AME Zion Voc. Train. Centre upgraded.	√	√	√	√				GETFund	MOE/GES, KSMA
	5.Construct 8No. classroom	Lotakor, Adina, Agave-		8No. School blocks	√	√	√	√	1,200,000.0			Central Admin.	GES

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Health and Health Services	blocks with ancillary facilities.	dzi, Agbozume, Sonuto Zion, Tackconner Duta, Vume		construted and in use.									
	6. Construct 2No. KG blocks.	Lotakor, Srohumme Basic		KG blocks constructed and in use.	√	√	√	√	150,000.00			Central Admin.	GES
	7. Construct 8No. CHPS compounds.	Afornyokofe, Hatsukofe, Hedzranawo, Amutinu, Milebakofe, Tagboto, Awleshiaboryi		8No. CHPS compounds constructed and in use.	√	√	√	√	1,600,000.0			Central Admin.	MHMT, GHS

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	8. Construct 1No. nurses accommodation.	/Kpedzakofo, Adafianu. Akame		1No. nurses accommodation constructed and in use.		√	√	√	150,000.00			Central Admin.	MHMT, GHS
	9. Construct 2No. Maternity wards/ homes.	Blekusu Dome, Atoklokofo		2No. maternity wards constructed and in use.	√	√	√	√	300,000.00			KSMA	GHS, MOH, MHMT
	10. Support National Immunization Programme.	Municipal wide		National Immunization Programme supported with	√	√	√	√	5,000.00 (DACF)			KSMA	GHS, MHMT

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	11.Malaria Prevention in the Municipality.	Municipal wide		funds. MHMT supported with funds to fight malaria.	√	√	√	√	17,699.42			KSMA	GHS, MHMT
	12.SupportMunicipal Health Directorate.	Municipal wide		Municipal Health Directorate supported with funds to carry out its operations.	√	√	√	√	15,000.00			KSMA	GHS, MHMT
	13.District Response Initiative (DRI) on HIV and AIDS.	Municipal wide		MHMT supported with funds to respond to	√	√	√	√	17,699.42			KSMA	GHS, MHMT

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Water and Sanitation	14. Create comprehensive awareness on HIV&AIDS, especially among high risk groups.	Municipal wide		HIV&AIDS issues. The high risk groups adequately educated on HIV&AIDS.	√	√			5000.00			MHMT	GHS, KSMA
	15. Provide 3No. small town water supply systems.	Amedzikofe, Kofeyia, Gaglokofo		3No. small town water supply systems provided and in use.	√	√	√	√	75,000.00			Central Admin.	MEP, MOFEP, CWSA, PIAC
	16. Moni-												

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Child and Family Welfare	tor activities of community child protection and family welfare committees.	Municipal wide		Activities of the community child protection and family welfare committees monitored.	√	√	√	√	6000.00			SWCDD	MPCU
	15. Build capacity of 50 school feeding caterers.	Denu	31 caterers	Capacity of 50 school feeding caterers built.					12,000.00			Central Admin.	DACF Administrator, GSFP
	16.Payment to school feeding caterers.	Denu	31 caterers	Caterers receive payment every term.					579,410.00			Central Admin.	DAFC Administrator, GSFP
	17.Monit-												

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	or and report on school feeding programme.	Municipal wide	-	Monitoring Reports					2,000.00			Central Admin.	
	18.Organize District Implementation Committee meetings quarterly.	Denu	-	Quarterly DIC meetings organised.					2,500.00			Central Admin.	GES, GHS
	19.Increase number of schools under GSFP.	Municipal wide	31 schools	50 schools								Central Admin.	GSFP
	20.Construct 10 school kitchens.	Municipal wide										Central Admin.	Works Dpt.
	17. Orga-												

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Gender Equality	nise sensitisation workshop for stakeholders in gender dev.	Municipal wide		Workshop held and stakeholders sensitised on gender equality.		√	√		4000.00			Central Admin.	Reg. Gender Dpt., TA, Assembly members, Religious bodies
Youth Development	18. Construct and establish an Integrated Youth Development Centre.			Integrated Youth Development Centre constructed and accessible.		√	√	√	Uncertain			MCE/ KSMA	VRCC, DPs, MOC, MOTI, MOI, MYS
Employment and Decent Work	19. Facilitate access to employment on commercial farms	Municipal wide		Number of youth employed on comm-	√	√	√	√				MCE	MADU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	by the youth. 20. Create vigorous awareness on the importance of self-employment and acquisition of technical/vocational skills training.	Municipal wide		ercial farms under this activity. Citizens, especially school drop-outs, educated on importance of self-employment and skills training.	√	√	√	√	5000.00			BAC/ MPCU	TA, Assembly members, Religious bodies
	21. Collaborate with GRATIS Foundation, NBSSI and AME	Municipal wide		Master artisans and 'trade masters'	√	√	√	√	6000.00			BAC	GRATIS Foundation, NBSSI, AME Zion Voc. Train. Centre Klikor

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Sports and Recreation	Zion Voc. Train. Centre to train master artisans and 'trade masters' in modern apprenticeship practices and technologies.	Municipal wide		trained in modern apprenticeship practices and technologies.									
	22. Provide basic sporting facilities at 50 selected community/school parks.			√	√	√	√	100,000.00			Central Admin.	NSC, MOYS, GES, MPCU	
	23. Supp-			50 school/ community parks equipped with basic sporting facilities									

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	ort for sports and cultural activities.	Municipal wide		. Sports and cultural activities funded.	√	√	√	√	10,000.00			Central Admin.	NSC, MOYS
Protected Areas	1. Plant and nurture 4800 trees at schools /public places and selected communities.	Municipal wide		4800 trees planted under the care of communities.		√	√		9000.00			FSD	Parks & Gardens Unit, MEPT, Assembly members,
Coastal and Marine Area Protection	2. Educate coastal communities to protect the coastline and marine lives.	Municipal wide		Coastal communities educated on sustainable management of their	√	√	√	√	3000.00			MPCU	EPA, MEST, MOFAD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Environmental Pollution	4. Build 1No. recycling plant for liquid waste.			env't. 1No. functional liquid waste recycling plant built.	√	√	√	√	Uncertain			MCE	EPA, MEST, TA, MPCU
	5. Procure 50No. 15m ³ public refuse containers .			50No. 15m ³ public refuse containers acquired and distributed for use.	√	√	√	√	200,000.00			Central Admin.	DPs, Donors, DACF Administrator, MEHO
	7.Rehabilitate cesspool emptier.			Cesspool emptier rehabilitated and	√	√	√	√	20,000.00			Central Admin.	DPs, DACF Administrator, MEHO

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	8. Construct 8No. 20-seater public WC toilets.	Dzaglame, Denu Lorry Park, Akpor-kploe, Aveyime, Aflao Aflagatigome, Avakome, Sikakofe Agbozume South Agbozume market.		operational. 8No. WC toilets constructed and in use.	√	√	√	√	1,400,000.0			Central Admin.	MEHO, MPCU
Human Settlements and Housing	9. Educate general public on building regulat-	Municipal wide		Communities sensitised on building	√	√	√	√	10,000.00			Central Admin.	PPD, MPCU, SPC

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	ions and need for spatial planning.			regulations and spatial planning									
	10. Procure double cabin monitoring pickup for PPD.			1No. pickup acquired for PPD monitoring.	√	√	√	√	100,000.00			Central Admin.	MPCU, SPC
	11. Prepare layouts/schemes for 7 major towns.	Afloa, Denu, Klikor, Agbozume, Kpoglu, Adina, Nogo-kpo.		Layouts for 7 major towns developed.	√	√	√	√	20,000.00			Central Admin.	PPD, GIZ

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Local Government and Decentralisation	1. Establish functioning ZC Secretariats.	Klikor, Aflao, Wudoba, Denu, Agbozume		All ZC Secretariats functioning effectively.	√	√	√	√	20,000.00			Central Admn.	ZC members, Assembly members, TA
	2. Procurement / repairs of office facilities and equipment			Office facilities and equipment procured	√	√	√	√	45,000.00			Central Admin.	MFD
	3. Human Resource Management.	Municipal wide			√	√	√	√	46,423.82			Central Admin.	OHLGS, VRCC
	4. Monitoring and Evaluation of Development	Municipal wide			Development projects monitored with reports.	√	√	√	√	30,000.00			Central Admin.

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Projects. 5. Support for MPCU activities.	Municipal wide		MPCU activities funded with reports on record.	√	√	√	√	28,000.00			Central Admin.	MPCU
	6. Preparation of 2019 DACF and composite budgets.			Budgets prepared and disseminated.					22,500.00			Central Admin.	MPCU
	7. Organise Town Hall Meetings.	Municipal wide		Meetings organised with reports.	√	√	√	√	50,000.00			Central Admin.	HODs, MPCU
	8. Contribution to NALAG.					√	√	√	10,000.00			Central Admin.	DACF Administrator
	9. Celebration of National	Municipal wide			√	√	√	√	50,000.00			Central Admin.	HODs

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Events.												
	10. Procurement of general goods.				√	√	√	√	30,000.00			Central Admin.	MFD
	11. Maintenance of Law, Order and Security in the Municipality.	Municipal wide			√	√	√	√	45,000.00			Central Admin.	Security Services
	12. Support for Disaster Mgt.	Municipal wide			√	√	√	√	30,000.00			Central Admin.	NADMO, GPS
	13. Support Initiatives by PWDs.	Municipal wide			√	√	√	√	50,000.00			Central Admin.	DACF Administrator, SWCDD

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	14. Construction of 2No. 2-bedroom semi-detached bungalows for Assembly staff.	Tokor				√	√	√	400,000.00			Central Admin.	MPCU
	15. Procure cinema van for ISD.	Municipal wide				√	√	√	100,000.00			Central Admin.	MOI, ISD
	16. Acquire ambulance for the municipality.	Municipal wide					√	√	100,000.00			Central Admin.	MOH, GHS
	17. Procure 3No. motorbikes for MADU.					√	√	√	40,000.00			Central Admin.	MOFA

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Planting for Food & Jobs	1. Supply of improved seeds to farmers.	Municipal wide	Maize: 105 bags(45 kg)	200 mini bags received		√	√	√	100,000.00			Central Admin.	Agric Dpt.
			Vegetables: 1100 sachets	1500 sachets					30,000.00				
	2. Supply of subsidized fertilizers to farmers.	Municipal wide	2289 registered farmers	2000 farmers		√	√	√	10,000.00			Central Admin.	Agric Dpt.
	3. Build capacity of farmers through extension services.	Municipal wide	-	10 storage facilities		√	√	√	5,000.00			Central Admin.	Agric Dpt.
	4. Provision of improved storage facilities.	Municipal wide	-	Reports on field works		√	√	√	100,000.00			Central Admin.	Agric Dpt.

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Nation Builders Corps	5.Pests and disease control.	Municipal wide				√	√	√				Central Admin.	Agric Dpt.
	1.Orientation for new entrants of NaBCO.	Denu	-	Inception and orientation reports		√	√	√				Central Admin.	
	2.Payment of salaries/all owances to employees under the following modules of NaBCO: -Heal Ghana -Educate Ghana	Denu	-	Financial reports and bank statements		√	√	√				Central Admin.	

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	-Feed Ghana -Revenue Ghana -Digitized Ghana -Civic Ghana -Enterprise Ghana 3. Monitoring, supervision and reporting on all NaBCO activities.	Municipal wide	-	Monitoring Reports		√	√	√				Central Admin.	

5.3 Year Three (2020) Annual Action Plan

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
1. Building Strong and Resilient Economy.	1. Organise training workshops for revenue collectors.			Annual training workshop organised.		√	√		3,000.00			MFD	HR Unit, OHLGS
	2. Install/maintain #street lights.			#streetlights installed/maintained.	√	√	√	√	225,000.00 (DACF)			Central Admin.	DACF Administrator
Promoting Industrial Transformation.	1. Build/establish a Visual Arts Development Centre.			Visual Arts Development Centre constructed/established.	√	√	√	√	Uncertain			MCE	KNUST, NBSSI, MOTCA, MOTI
Ensuring private sector development.	1.Support rural enterprise development initiatives.	Municipal wide		BAC supported with needed resources.	√	√	√	√	10,000.00 (DACF)			Central Admin.	BAC, NBSSI, REP

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Promoting Tourism and Creative Arts Development	1. Construct/upgrade access roads to potential tourist sites.	Municipal wide		Access roads linking tourist sites constructed/upgraded.	√	√	√	√	Uncertain			DFR/DUR/GHA	Central Admin., GTA
Improving Agriculture and Rural Development.	1. Facilitate and support construction/installation # of dams and # small irrigation systems in farming communities. 2. Continue the implementation of planting	Municipal wide		# dams and # small irrigation systems constructed/installed Subsidised crop farm inputs	√	√	√	√	Uncertain			Central Admin. MCE	MADU, MOFA MADU, MOFA

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	for food and jobs initiative.			accessible to all farmers.									
Boosting Fisheries and Aquaculture Development.	1. Facilitate and encourage private investment into aquaculture in the municipality.	Municipal wide		Aquaculture facilities owned by private investors.	√	√	√	√				MCE	MOFA, MOTI, VRCC
	2. Develop/establish 2 No. demonstration aquaculture facilities/sites.	Municipal wide		2 No. demonstration aquaculture sites developed.	√	√	√	√	Uncertain			Central Admin.	MOFA, REP, MAD
	3. Support National Farmers' Day			Allocate funds released towards	√	√	√	√				Central Admin.	MOFA, VRCC, MAD

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	celebration.			the celebration.									
Energy and Petroleum Development	1. Train women groups on leadership for oil and gas governance. 2. Build capacity of Assembly members and key community leaders on oil and gas governance and opportunities.			Identifiable women groups trained on oil and gas governance. Capacity of Assembly members built on oil and gas governance and opportunities.		√	√	√		NA yet		Friends of Nations	OXFAM, KSM A
						√	√	√		-do-		Friends of Nations	GIZ, OXFAM, KSMA

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	3. Stakeholder engagement on the opportunities and challenges of oil and gas exploration in the Volta Region.			Stakeholders become aware and actively participating in oil and gas governance and opportunities.		√	√	√		-do-		Friends of Nations	GIZ, OXFAM, KSMA
Education and Training	1. Support STME Clinics/ Girl Child Education Activities.			STME Clinics/ Girl Child Education Activities supported with funds.	√	√	√	√	16,500.00 (DACF)			Central Admin.	MEPT, GES

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	2.Support MEPT/ GES Programmes.			MEPT/ GES Programmes supported with funds.	√	√	√	√	20,000.00 (DACF)			Central Admin.	MEPT, GES
	3.Upgrade infrastructure of Klikor SHS.			Infrastructure of Klikor SHS upgraded.		√	√	√	Uncertain			GETFund	GES, KSMA
	4.Upgrade infrastructure of AME Zion Voc. Train. Centre at Klikor.			Infrastructure of AME Zion Voc. Train. Centre upgraded.		√	√	√	Uncertain			GETFund	GES, KSMA
	5. Construct 7No. classroom	Lotakor, Adina, Agave-		7No. School blocks	√	√	√	√	1,200,000.0			Central Admin.	GES

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Health and Health Services	blocks with ancillary facilities.	dzi, Agbozume, Sonuto Zion, Duta, Vume		constructed and in use.									
	6. Construct 2No. KG blocks.	Lotakor, Srohumme Basic		KG blocks constructed and in use.	√	√	√	√	240,000.00			Central Admin.	GES
	7. Fencing and of School Block.	Babana-wokofe Basic		School fence constructed.	√	√	√	√	100,000.00			Central Admin.	GES
	8. Construct 7No. CHPS compounds.	Afornyokofe, Hatsukofe, Hedzranawo, Amutinu, Milebakofe		7No. CHPS compounds constructed and in use.		√	√		1,950,000.0			Central Admin.	MHMT, GHS

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	9. Construct 1 No. maternity ward.	, Tagboto, Awleshiaboryi / Kpedza kofe Mun. Hosp. Aflao.		The maternity ward constructed and in use.	√	√	√	√	500,000.00			Central Admin.	GHS, MHMT
	10. Upgrade CHPS compound to Health Centre.	Kpoglu		Facility upgraded to health centre.	√	√	√	√	500,000.00			Central Admin.	GHS, MHMT
	11. Support National Immunization Programme.			National Immunization Programme supported with funds.	√	√	√	√	5,000.00 (DACF)			Central Admin.	GHS, MHMT

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	12. Malaria Prevention in the Municipality.			MHMT supported with funds to fight malaria.	√	√	√	√	17,997.68			Central Admin.	GHS, MHMT
	13. Support Municipal Health Directorate.			Municipal Health Directorate supports with funds.	√	√	√	√	20,000.00			Central Admin.	GHS, MHMT
	14. District Response Initiative (DRI) on HIV and AIDS.			MHMT supported with funds to respond to HIV & AIDS issues.	√	√	√	√	17,997.68			Central Admin.	GHS, MHMT

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Water and Sanitation	15. Provide 3No. small town water supply systems.	Amedzikofe, Kofeyia, Gaglokofo		3No. small town water supply systems provided and in use.	√	√	√	√	600,000.00			Central Admin.	CWSA
Child and Family Welfare	16. Monitor activities of community child protection and family welfare committees.	Municipal wide		Activities of community child protection and family welfare committees monitored.	√	√	√	√	5,000.00			SWCDD	MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Gender Equality	17.Organise 4 sensitisation workshops for stakeholders in gender dev.	Municipal wide		Four (4) workshops held and stakeholders sensitised on gender equality.	√	√	√	√	4,000.00			Central Admin. (Gender Officer)	Regional Gender Dpt., TA, Assembly members, Religious bodies
Youth Development	18. Construct and establish an Integrated Youth Development Centre.			Integrated Youth Development Centre constructed and accessible.	√	√	√	√	Uncertain			MCE	Central Admin., VRCC, DPs, MOC, MOTI, MOI, MOYS
Employment and Decent Work	19.Create vigorous awareness on the important-			Citizens, especially school drop-outs,	√	√	√		5,000.00			Central Admin.	TA, Assembly members, Religious bodies, BAC, MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	<p>ce of self-employment and acquisition of technical/vocational skills training.</p> <p>20. Collaborate with GRATIS Foundation, NBSSI and AME Zion Voc. Train. Centre to train master artisans and ‘trade masters’ in modern</p>			<p>educated on importance of self-employment and skills training.</p> <p>Master artisans and ‘trade masters’ trained in modern apprenticeship practices and technologies.</p>	√	√	√	√	10,000.00			Central Admin.	BAC, GRATIS Foundation, NBSSI, AME Zion Voc. Train. Centre Klikor

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Sports and Recreation	<p>apprenticeship practices and technologies.</p> <p>21. Build a modern Municipal Sports Stadium.</p>			Modern sports stadium built for the municipality.	√	√	√	√	Uncertain			MCE	Central Admin., DPs, NSC, MOYS
	<p>34. Support for sports and cultural activities.</p>			Sports and cultural activities funded	√	√	√	√	5,000.00			Central Admin.	NSC, MOYS, GES, GHS

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Protected Areas	1. Plant and nurture 4500 trees at schools /public places and selected communities.			4500 trees planted under the care of communities.	√	√	√		4,000.00			Central Admin.	FSD, PGU, MEPT, Assembly members,
Coastal and Marine Area Protection	2. Educate coastal communities to protect the coastline and marine lives.			Coastal communities educated on sustainable management of their environment.	√	√	√	√	5,000.00			Central Admin.	MPCU, EPA, MEST, MOF
Environmental Pollution	3. Build 1No. recycling plant for solid			1No. functional solid waste recycling	√	√	√	√	Uncertain			MCE	EPA, MEST, TA, central Admin.

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	waste.			ng plants built.									
	4. Build 1No. recycling plant for liquid waste.			1No. functional liquid waste recycling plant built.	√	√	√	√	Uncertain			MCE	EPA, MEST, TA, Central Admin.
	6. Acquire 1No. refuse truck.			Refuse truck procured and operational.	√	√	√	√	200,000.00			Central Admin.	DPs, DACF Administrator
	7. Acquire and develop 5No public cemeteries at all zonal	Alfao, Denu, Agbozume, Klikor, Wudoaba		5No public cemeteries acquired and developed.	√	√	√	√	40,000.00			Central Admin.	TA, Assembly members

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	council levels. 8. Construct 9No. 20-seater public WC toilets.	Denu Lorry Park, Dzaglame, Akporploe, Aveyime, Aflao Aflagatigome, Avakome, Sikakofe, Agbozume South, Agbozume Market		9No. WC toilets constructed and in use.	√	√	√	√	1,500,000.0			Central Admin.	MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Transport Infrastructure: Road, Rail, Water and Air	9. Construction/ bitumen surfacing of Aflao market road (rainbow road)	Aflao		Aflao market road bitumen surfaced and opened to traffic.	√	√	√	√	Uncertain			DUR	MWD
	10. Construction/ bitumen surfacing of Viepe Jn.-Viepe road.	Viepe		Viepe Jn.-Viepe road bitumen surfaced and opened to traffic.	√	√	√	√	Uncertain			DUR	MWD
	11. Construction/ bitumen surfacing of Trofito-Kumade-kope	Trofito		Trofito-Kumade-kope road bitumen surfaced	√	√	√	√	Uncertain			DFR	MWD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	feeder road.												
	12.Construction/ bitumen surfacing of Adafianu and its environs roads.	Adafianu		Adafianu and its environs roads bitumen surfaced .	√	√	√	√	Uncertain			DUR/ DFR	MWD
	13.Construction/ bitumen surfacing of Kpoglu-Klikor feeder rd.	Kpoglu		Kpoglu-Klikor feeder road bitumen surfaced .	√	√	√	√	Uncertain			DFR	MWD
	14. Construction/ bitumen surfacing of Aflao, Denu,	Aflao, Denu, Agbozume, Klikor		Aflao, Denu, Agbozume and Klikor town-	√	√	√	√	Uncertain			DUR	MWD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Drainage and Flood Control	15. Construction of critical drains.	Aflao, Denu, Agbozume, Klikor, Hatsu-kofe		ship roads bitumen surfaced .	√	√	√	√	Uncertain			DUR	MWD
Human Settlements and Housing	16. Prepare layouts/ schemes for 7 major towns.	Aflao, Denu, Agbozume, Klikor, Nogo-kpo, Adina, Kpoglu		Layouts for 7 major towns developed.	√	√	√	√	20,000.00			Central Admin.	PPD, MFD GIZ,

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Local Government and Decentralisation	1. Procurement / repairs of office facilities and equipment				√	√	√	√	45,000.00			Central Admin.	MFD
	2. Human Resource Management.	Municipal wide			√	√	√	√	46,423.82			Central Admin.	MPCU, OHLGS, HU,
	3. Monitoring and Evaluation of Development Projects.	Municipa wide			√	√	√	√√	30,000.00			Central Admin.	MPCU
	4. Support for MPCU activities.	Municipal wide			√	√	√		28,000.00			Central Admin.	MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	5. Preparation of 2020 DACF and composite budgets.	Municipal wide			√	√	√	√	22,500.00			Central Admin.	MPCU
	6. OrganiseTown Hall Meetings.	Municipal wide			√	√	√	√	10,000.00			Central Admin.	MPCU
	7. Contribution to NALAG.				√	√	√	√	10,000.00			Central Admin.	DACF Administrator
	8. Celebration of National Events.	Municipal wide			√	√	√	√	50,000.00			Central Admin.	MPCU
	9. Procurement of general goods.				√	√	√	√	30,000.00			Central Admin.	MFD

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	10. Maintenance of Law, Order and Security in the Municipality.	Municipal wide			√	√	√	√	45,000.00			Central Admin.	MUSEC, Security Services
	11. Construction of 2No semi-detached bungalow.	Tokor			√	√	√	√	750,000.00			Central Admin.	MPCU
	12. Support for Disaster Management.	Municipal wide							30,000.00			Central Admin.	NADMO

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
International Relations	1. Construct road along the Ghana-Togo border in the municipality.	Aflao			√	√	√	√	Uncertain			Central Admin.	MOIt, MOD, MOFAf
	2. Construct fence along the Ghana-Togo border in the municipality.	Aflao			√	√	√	√	-do-			Central Admin.	MOIt, MOD, MOFAf

5.4 Year Four (2021) Annual Action Plan

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
1. Building Strong and Resilient Economy.	1. Organise training workshop for revenue collectors.	Municipal wide		Annual training workshop organised.	√	√	√	√	3,000.00			Central Admin.	HRU, OHLGS
	2. Install/maintain #streetlights.		#streetlights installed/maintained.	√	√	√		225,000.00 (DACF)			Central Admin.	DACF Administrator	
Promoting Industrial Transformation.	1. Build and establish a Visual Arts Development Centre in the municipality.			Visual Arts Development Centre established and operational.	√	√	√	√	Uncertain			MCE	GES, KNUST, NBSSI, MOTI, REP

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Promoting Tourism and Creative Arts Development	1. Construct/upgrade access roads to potential tourist sites.	Municipal wide		Access roads linking tourist sites constructed/upgraded.	√	√	√	√	Uncertain			Central Admin.	DFR, DUR, GHA, GTA
Improving Agriculture and Rural Development.	1. Facilitate and support construction/installation # of dams and # small irrigation systems in farming communities.	Municipal wide		# dams and # small irrigation systems constructed/installed	√	√	√	√	Uncertain			Central Admin.	MAD, MOFA
	2. Continue the implementation of planting			Subsidised crop farm inputs	√	√	√	√				MCE	MOFA, MAD

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	for food and jobs initiative.			accessible to all farmers.									
Boosting Fisheries and Aquaculture Development.	1. Support National Farmers' Day celebration.			Allocate funds released towards the celebration.	√	√	√	√	50,000.00			Central Admin.	MOFA, MAD
Energy and Petroleum Development	1. Train women groups on leadership for oil and gas governance.			Identifiable women groups trained on oil and gas governance.		√	√	√	NA yet			Friends of Nations	OXFAM, KSM A
	2. Build capacity of Assembly members and key community leaders			Capacity of Assembly members built on oil and gas		√	√	√	-do-			Friends of Nations	GIZ, OXFAM, KSMA

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	<p>on oil and gas governance and opportunities.</p> <p>3. Stakeholder engagement on the opportunities and challenges of oil and gas exploration in the Volta Region.</p>			<p>governance and opportunities.</p> <p>Stakeholders become aware and actively participating in oil and gas governance and opportunities.</p>		√	√	√	-do-			Friends of Nations	GIZ, OXFAM, KSMA

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Education and Training	1. Support STME Clinics/ Girl Child Education Activities.	Municipal wide		STME Clinics/ Girl Child Education Activities supported with funds.	√	√	√	√	16,500.00 (DACF)			Central Admin.	GES/MEPT
	2. Support MEPT/ GES Programmes.	Municipal wide		MEPT/ GES Programmes supported with funds.	√	√	√	√	20,000.00 (DACF)			Central Admin.	GES/MEPT
	3. Upgrade infrastructure of Klikor SHS.	Klikor		Infrastructure of Klikor SHS upgraded.		√	√	√	Uncertain			GETFund	GES, KSMA

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Health and Health Services	4. Upgrade infrastructure of AME Zion Voc. Train. Centre at Klikor.	Klikor		Infrastructure of AME Zion Voc. Train. Centre upgraded.	√	√	√	√	Uncertain			GETFund	GES, KSMA
	5. Support National Immunization Programme.	Municipal wide		National Immunization Programme supported with funds.	√	√	√	√	5,000.00 (DACF)			Central Admin.	GHS/MHMT
	6. Malaria Prevention in the Municipality.	Municipal wide		MHMT supported with funds to fight malaria.	√	√	√	√	17,997.68			Central Admin.	GHS/MHMT

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Child and Family Welfare	7.SupportMunicipal Health Directorate.	Municipal wide		Municipal Health Directorate supports with funds to carry out its operations.	√	√	√	√	15,000.00			KSMA	GHS, MHMT
	8.District Response Initiative (DRI) on HIV and AIDS.	Municipal wide		MHMT supported with funds to respond to HIV& AIDS issues.	√	√	√	√	17,997.68			Central Admin.	GHS/MHMT
	9. Monitor activities of community child	Municipal wide		Activities of the community child	√	√	√	√	5,000.00			Central Admin.	MPCU, SWCDD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Gender Equality	protection and family welfare committees. 10. Organise sensitisation workshop for stakeholders in gender dev.	Municipal wide		protection and family welfare committees monitored. Workshop held and stakeholders sensitised on gender equality.	√	√	√	√	4,000.00			Central Admin. (Gender Officer)	Regional Gender Dpt., TA, Assembly members, Religious bodies
Youth Development	11. Construct and establish an Integrated Youth Development Centre constructed and			Integrated Youth Development Centre constructed and	√	√	√	√	Uncertain			MCE	VRCC, DPs, MOC, MOTI, MOI, MOYS

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Sports and Recreation	Centre. 33. Build a modern Municipal Sports Stadium.	Municipal wide		accessi-ble. Modern sports stadium built for the munici-pality.	√	√	√	√	Uncertain			MCE	DPs, NSC, MOYS
	34. Supp-ort for sports and cultural activities.							6,000.00			Central Admin.	NSC, MOYS	
Coastal and Marine Area Protection	1. Educate coastal communi-ties to protect the coastline and marine lives.	Munici-pal wide		Coastal commu-nities educated on sustain-able enviro-nment mana-gement.	√	√	√	√	5,000.00			Central Admin.	EPA, MEST, MOFAD, MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Environmental Pollution	2. Build 1No. recycling plant for solid waste.			1No. functional solid waste recycling plants built.	√	√	√	√	Uncertain			MCE	EPA, MEST, TA, Central Admin.
Transport Infrastructure: Road, Rail, Water and Air	3. Construction/ bitumen surfacing of Aflao market road (rainbow road)	Afao		Aflao market road bitumen surfaced and opened to traffic.	√	√	√	√	-do-			DUR	MWD
	4.Construction/ bitumen surfacing of Viepe Jn.-Viepe road.	Viepe		Viepe Jn.-Viepe road bitumen surfaced and opened to	√	√	√	√	-do-			DUR	MWD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	5. Const- ruction/ bitumen surfacing of Trofito- Kumade- kope feeder road.	Trofito		traffic. Trofito- Kumade -kope road bitumen surfaced .	√	√	√	√	Uncertain			DFR	MWD
	6.Const- ruction/ bitumen surfacing of Adafianu and its environs roads.	Adafia- nu		Adafia- nu and its environs roads bitumen surfaced .	√	√	√	√	-do-			DUR/ DFR	MWD
	7.Const- ruction/ bitumen surfacing of Kpoglu-	Kpoglu		Kpoglu- Klikor feeder road bitumen surfaced	√	√	√	√	-do-			DFR	MWD

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Drainage and Flood Control	Klikor feeder rd.			.									
	8. Construction/ bitumen surfacing of Aflao, Denu, Agbozume and Klikor township roads.	Aflao, Denu, Agbozume, Kilkor		Aflao, Denu, Agbozume and Klikor township roads bitumen surfaced .	√	√	√	√	Uncertain			DUR	MWD
	9. Construct critical drains in selected communities.	Aflao, Denu, Agbozume, Kilkor, Hatsukofe			√	√	√	√	-do-			DUR	MWD
Human Settlements and Housing	10. Prepare layouts/ schemes for 7 major	Aflao, Denu, Agbozume, Kilkor,		Layouts for 7 major towns devel-	√	√	√	√	20,000.00			Central Admin.	PPD, GIZ

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	towns.	Kpoglu, Nogo-kpo, Adina		oped.									
Local Government and Decentralisation	1. Human Resource Management.	Municipal wide			√	√	√	√	46,423.82			Central Admin.	HRU, OHLGS, VRCC
	2. Monitoring and Evaluation of Development Projects.	Municipal wide			√	√	√	√	30,000.00			Central Admin.	MPCU
	3. Support for MPCU activities.	Municipal wide			√	√	√	√	28,000.00			Central Admin.	MPCU
	4. Preparation of 2021 DACF and composite	Municipal wide			√	√	√	√	22,500.00			Central Admin.	MPCU

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	budgets.												
	5.OrganiseTown Hall Meetings.	Municipal wide			√	√	√	√	20,000.00			Central Admin.	MPCU
	6.Contribution to NALAG				√	√	√	√	10,000.00			Central Admin.	DACF Administrator
	7. Celebration of National Events.	Municipal wide			√	√	√	√	50,000.00			Central Admin.	MPCU
	8. Procurement of general goods.				√	√	√	√	30,000.00			Central Admin.	MFD
	9. Maintenance of Law, Order and Security in the Municipa-	Municipal wide			√	√	√	√	45,000.00			Central Admin.	MUSEC, Security Services

Programmes	Projects/Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	lity. 10. Support for Disaster Management	Municipal wide			√	√	√	√	30,000.00			Central Admin.	NADMO
	11. Construct 2No. semi-detached bungalows	Tokor			√	√	√	√	200,000.00			Central Admin.	MPCU
International Relations	1. Construct road along the Ghana-Togo border in the municipality.	Aflao			√	√	√	√	Uncertain			Central Admin.	MOIt, MOD, MOFAf
	2. Construct fence along the Ghana-	Aflao			√	√	√	√	-do-			Central Admin.	MOIt, MOD, MOFAf

Programmes	Projects/ Activities (Operations)	Location	Baseline	Outcome / impact indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Togo border in the municip- ality.												

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.0 Introduction

In order to appraise performance of the Plan, there is the need to be measure progress of the stated objectives and projects/activities in the respective AAPs within specific planned periods. This segment is devoted to the monitoring and evaluation arrangements during the course of implementing the various designed and coordinated actions in the Plan.

6.1 Monitoring Indicators, Baselines and Targets

For purposes of aligning to the adopted sustainable objectives and strategies and the need to adhere to national standards, this Plan depended heavily on national adopted indicators and their respective baselines and targets as indicated in table 39.

Table 39: Core Monitoring Indicators

	Indicator	Baseline (2017)	Target (2018)	Actual (2018)	Target (2019)	Actual (2019)	Target (2020)	Actual (2020)	Target (2021)	Actual (2021)
	Inclusive, Industrialised & Resilient Economy									
1.	Change in yield of selected crops, livestock and fish (%)									
	Maize									
	Rice (milled)									
	Cassava									
	Yam									
	Pineapple									
	Pawpaw									
	Mango									
	Banana									
2.	Proportion/length of roads maintained/rehabilitated									
	- Trunk Roads (in km)									
	- Urban Roads (in km)									
	- Feeder Roads (in km)									
3.	% change in number of households with access to electricity									
4.	Hectares of degraded forest, mining, dry and wet lands rehabilitated/restored:									
	a. Forest									
	b. Mining									
	c. Dry and wetland									
5.	Change in tourist arrivals (%)									
6.	Teledensity/Penetration rate:									

	Indicator	Baseline (2017)	Target (2018)	Actual (2018)	Target (2019)	Actual (2019)	Target (2020)	Actual (2020)	Target (2021)	Actual (2021)
	Equitable, Healthy & Disciplined Society									
7.	HIV/AIDS prevalence rate (% of adult population, 15-49 yrs. HIV positive)									
8.	Maternal mortality ratio (Number of deaths due to pregnancy and childbirth per 100,000 live births)									
9.	Under-five mortality rate (Number of deaths occurring between birth and exact age five per 1000 live births)									
10.	Malaria case fatality in children under five years per 10,000 population									
11.	Percent of population with sustainable access to safe water sources									
12.	Proportion of population with access to improved sanitation (flush toilets, KVIP, Household latrine)									
13.	a.Gross Enrolment Rate (Indicates the number of pupils/students at a given level of schooling- regardless of age- as proportion of the number children in the relevant age group) - Primary - JSS - SSS b.Net Admission Rate in Primary Schools (Indicates Primary One enrolment of pupils aged 6 years)									
14.	Gender Parity Index (Ratio between girls' and boys' enrolment rates, the balance of parity is 1.00)									

	Indicator	Baseline (2017)	Target (2018)	Actual (2018)	Target (2019)	Actual (2019)	Target (2020)	Actual (2020)	Target (2021)	Actual (2021)
15.	Proportion of unemployed youth benefiting from skills/apprenticeship and entrepreneurial training									
	Effective, Efficient & Dynamic Institutions									
16.	Total amount of internally generated revenue									
17.	Amount of Development Partner and NGO funds contribution to DMTDP implementation									
18.	% of DA expenditure within the DMTDP budget (How much of DA's expenditure was not in the annual budget?)									
19.	Number of reported cases of abuse (children, women and men)									
20.	Police citizen ratio									

6.2 Strategy for Data Collection, Collation, Analysis and Use of Results

As part of the monitoring process, the MPCU would develop programme/project register/matrix based on the PoA with details on activities such as start time, costs, location and source of funding, expected completion date and status of project and their implications for the achievement of the goals and objectives of the DMTDP. The register would be updated regularly. The format for preparing the register provided by the DMTDP Preparation Guidelines would be strictly adhered to as follows:

1. Programme/Project Name
2. DMTDP Medium-term goal
3. District Sector
4. Project Description
5. Project Location
6. Contractor
7. Budget, source and type of funding
8. Date started
9. Expected completion date
10. Contract sum
11. Expenditure to date
12. Project implementation status
13. Remarks

This register is expected to be complemented by a data collection sheet/matrix. This matrix is prepared by using indicators from the monitoring matrix. It would also provide further information on data collection period, methods, disaggregation and results.

Information generated from the monitoring exercises could be used by local departments and other stakeholders to inform decision, while the findings, lessons learnt and recommendations can be fed into the AAPs reviews and the next DMTDP.

6.3 Reporting Arrangements

In order to widely disseminate findings of the M&E activities, the MPCU would prepare and submit Quarterly and Annual Progress Reports to NDPC through the RCC and other relevant stakeholders as follows:

- ❖ Departments and Agencies in the Municipality
- ❖ Member of Parliament of the Constituency
- ❖ Presiding Member of the Assembly
- ❖ Collaborating CSOs
- ❖ Collaborating DPs

6.4 Dissemination and Communication Strategy

The main purposes of the Assembly's commitment to communicate with its stakeholders include the following:

- a. Ensure transparency and accountability in programme initiation and implementation
- b. Motivate the stakeholders to actively involve themselves in development issues
- c. Improve implementation of development interventions
- d. Advocate for additional resources to accelerate development
- e. Promote understanding and commitment among stakeholders
- f. Promote organization learning and sharing of lessons

The Assembly and for that matter MPCU will employ the following communication channels to reach out to its stakeholders.

Table 40: Channels of Communication with Stakeholders Matrix

No.	Means of Communication	Language(s) to be Used	Means of Engagement	Responsibility
1	Mobile Phones	English/Ewe	Invitations, Consultations, Advocacy, Information Dissemination	MCD, MDPO, MIO
2	Memos/Circulars & Letters	English	Invitation, Consultation, Reporting, Information Dissemination	MCD, MDPO
3	Gong-gong Beating	Ewe	Invitations	Assembly members
4	Briefing Meetings	English/Ewe	Media and Community Engagements	MCE, MCD, MFO, MBA, MDPO, MWE
5	Presentations (workshops, seminars)	English/Ewe	Advocacy, Reporting, Information Sharing, Consultations	MCD, MFO, MBA, MDPO, MWE
6	Publications (brochures, facts sheets, banners)	English	Reporting, Information Sharing	MDPO, MWE

Furthermore, a communication and continuous action intended to inform the public on the implementation of the MMTDP is presented in table 41.

Table 41: Communication and Continuous Action Matrix

Target Stakeholders	Key Message	Communication Tool	Timeframe	Responsibility
Departments and Agencies, Parliament and Cabinet, NDPC, OHLGS	Key milestones achieved as against targets in the implementation of the MMTDP Challenges Advocate for policy change Solicit for adequate resources to complete projects and programmes	Presentations to stakeholders Discussion of formal reports	Quarterly & Annually	MCE, MCD, MDPO, MBA

Target Stakeholders	Key Message	Communication Tool	Timeframe	Responsibility
	Co-ordination among departments.			
Communities, Traditional Authorities, CSOs, Media, Training and Research Institutions, Development Partners.	Increase public/stakeholders awareness on implementation of the MMTDP Key milestones achieved as against targets Challenges	Briefing Meetings Presentations to stakeholders Official Visits Media Interactions	Bi-annually	MCE, MCD, MDPO
Private Sector Organizations	Implementation of the MMTDP Challenges Key milestones achieved as against targets	Written Reports Presentations at conferences and seminars Official Visits Media Interactions	Annually	MCE, MCD, MDPO

6.4 Evaluation Arrangements

Conducting evaluation(s) of the Plan is critical in the sense that it reveals the level of impact made in the implementation of the various projects/activities in the respective AAPs. In this respect, MPCU would plan for evaluations annually taking into consideration the key steps outlined in the NDPC Guidelines and National M&E Manual. The following matrix will serve as a guide for the evaluation exercise(s).

Table 42: Evaluation

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance					
Efficiency					
Effectiveness					
Impact					
Sustainability					
Others					

Adapted from JICA, 2004

6.5 Participatory Monitoring and Evaluation Arrangements

Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The MPCU would make extensive use of one of the following convenient PM&E methods which have been discussed in detail in the National M&E Manual:

- i. Participatory Rural Appraisal.
- ii. Citizen Report Card.
- iii. Community Score Card.
- iv. Participatory Expenditure Tracking Surveys.

Equally, The MPCU would take into full consideration the various steps outlined in planning for PM&E in the DMTDP Guidelines issued by NDPC.

ANNEXES

Annex I: Sustainability Test(s)

Description of Activity: Construction/Bitumen Surfacing of Aflao, Denu, Agbozume and Klikor Township Roads.		
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	■ [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	■ [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	■ [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	[0] [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] [4] [5]
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] [4] [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	■ [1] [2] [3] [4] [5]
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	■ [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		

Description of Activity: Construction of 6No. Basic School Classroom Blocks and ancillary facilities in selected communities.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved,	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]

and these resources should be enhanced where practical		
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	[0] [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	[0] [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	[0] [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, Nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	[0] [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] [4] [5]
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] [4] [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] [5]
Vulnerability and Risk: of drought, bushfire, floods crises and Conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	[0] [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] [4] [5]

Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	[0] [1] [2] [3] [4] 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour	Description of investment strategy	[0] [1] [2] [3] [4] 5

Sustainability Test: 14

Description of Activity: Construction of 7No. CHPS Compounds in selected communities.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	[0] [1] [2] 3 [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] 2 [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	[■] [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] 4 [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	■ [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] 4 [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, Nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] 5
Gender: The Activity should empower women	Number of women to be empowered	■ [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] 4 [5]
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] 4 [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be	[■] [1] [2] [3] [4] [5]

	assisted	
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] [5]
Vulnerability and Risk: of drought, bushfire, floods crises and Conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	■ [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] [4] [5]
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	[0] [1] [2] [3] [4] [5]
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour	Description of investment strategy	[0] [1] [2] [3] [4] [5]

Description of Activity: Construction of 20No. 6-Seater WC Toilets in selected communities along the beach.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be	Vulnerable areas shown on maps	■ [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	[0] [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	[0] [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	■ [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] [4] [5]
Participation: Active participation and involvement of local	Level of participation proposed	[0] [1] [2] [3] [4] [5]

communities should be encouraged (especially vulnerable and excluded sections).		
Access to Land: Activity should improve access to land	Number of the poor to be assisted	[1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	[1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	[1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] [5]
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	[0] [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] [4] [5]
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	Description of sources	[0] [1] [2] [3] [4] [5]
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream	Description of investment strategy	[0] [1] [2] [3] [4] [5]

Sustainability Test: 14

Description of Activity: Construction of 7No. CHPS Compounds in selected communities.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	[0] [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	■ [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	■ [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, Nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	■ [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] [4] [5]
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] [4] [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] [5]

Vulnerability and Risk: of drought, bushfire, floods crises and Conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	■ [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] [4] [5]
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	[0] [1] [2] [3] [4] [5]
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials and labour.	Description of investment strategy	[0] [1] [2] [3] [4] [5]

Description of Activity: Construction of 20No. 6-Seater WC Toilets in selected communities along the beach.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	[0] [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	■ [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: should retain their natural character.	Minimum flows/water levels to be set	■ [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: and cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, Nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	■ [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people particularly women and young people	Number of people to be employed	[0] [1] [2] [3] [4] [5]
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] [4] [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	■ [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] [4] [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] [5]

Vulnerability and Risk: of drought, bushfire, floods crises and Conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	■ [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] [4] [5]
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	[0] [1] [2] [3] [4] [5]
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials and labour.	Description of investment strategy	[0] [1] [2] [3] [4] [5]

Description of Activity: Construction of 1No. Municipal Factory.

CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURES
EFFECT ON NATURAL RESOURCES		
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical	Sensitive areas shown on maps	■ [1] [2] [3] [4] [5]
Degraded Land: Areas vulnerable to degradation should be protected and restored.	Vulnerable areas shown on maps	[0] [1] [2] [3] [4] [5]
Energy: The Activity should encourage efficient energy use, and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/energy to be identified	[0] [1] [2] [3] [4] [5]
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity and type of pollutants and waste to be identified	[0] [1] [2] [3] [4] [5]
Use of Raw Materials: All raw materials should be used with maximum efficiency, and recycled where practical.	Quantity and type of materials to be assessed	[0] [1] [2] [3] [4] [5]
Rivers and Water bodies: All water bodies should retain their natural character.	Minimum flows/water levels to be set	■ [1] [2] [3] [4] [5]
EFFECT ON SOCIAL AND CULTURAL CONDITIONS		
Local Character: Cohesion of local communities should be enhanced where practical.	Opinions of local communities to be assessed	[0] [1] [2] [3] [4] [5]
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, Nutrition, shelter, education and cultural expression	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed	[0] [1] [2] [3] [4] [5]
Gender: The Activity should empower women	Number of women to be empowered	■ [1] [2] [3] [4] [5]
Job Creation: The activity should create jobs for local people	Number of people to be employed	[0] [1] [2] [3] [4] [5]

particularly women and young people		
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	[0] [1] [2] [3] 4 [5]
Access to Land: Activity should improve access to land	Number of the poor to be assisted	1 [1] [2] [3] [4] [5]
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	[1] [1] [2] [3] [4] [5]
Access to Transport: Activity should improve access to transport	Number of the poor to be assisted	1 [1] [2] [3] [4] [5]
Sanitation: Activity should improve sanitation	Number of the poor to be assisted	[0] [1] [2] [3] 4 [5]
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people	Number of the poor to benefit on Equitable terms	[0] [1] [2] [3] [4] 5
Vulnerability and Risk: of drought, bushfire, floods crises and Conflicts and epidemics should be reduced.	Occurrence to be noted and Monitored	1 [1] [2] [3] [4] [5]
EFFECTS ON THE ECONOMY		
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	[0] [1] [2] [3] 4 [5]
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible	Description of sources	[0] [1] [2] [3] [4] 5
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	[0] [1] [2] [3] [4] 5

Annex II: Public Hearing Report(s)

1.0 Introduction

In order to receive public endorsement of the Medium-Term Development Plan (MTDP) 2018-2021 for the Municipality, the Assembly and for that matter MPCU held two (2) successive Public Hearings on the draft MTDP on December 12 and 14, 2017 at Aflao and Agbozume respectively. This exercise is also in partial fulfillment of the Plan Preparation Guidelines issued by the NDPC.

At these separate hearings, the MPCU Secretariat made a comprehensive presentation on the highlights of the draft Plan. The main issues discussed were Data Collection and Analysis, Community Needs Assessment, Development Projections, and Proposed Community Projects/Activities.

2.0 Medium of Invitations

The Assembly relied heavily on invitation letters and public announcements to invite the general public to this important gathering. Invitation letters were distributed to MPCU Members, other Heads of Departments/Agencies, Security Agencies, Assembly Members, Zonal Councils, selected VRCC Officials, CSOs, Traditional Authorities, Association Representatives, Religious Bodies, Transport Unions, and Financial Institutions.

Official Public Announcements were sent to two (2) popular local FM stations for radio announcements clear ahead of time. Similar official notices were posted on Zonal Council notice boards.

3.0 Names of Interest Groups & Individuals Invited

The following interest groups and individuals were invited to take part in the public hearing(s):

- Member of Parliament, Ketu South Constituency
- Municipal Chief Executive, Ketu South Municipal Assembly
- Presiding Member, Ketu South Municipal Assembly
- Volta Regional Minister
- Regional Economic Planning Officer, V/R
- GIZ Regional Technical Advisers, V/R
- Paramount Chiefs/Queen mothers of Aflao, Klikor and Agbozume
- Foundation for Sustainable Development in Africa, CSO
- Friends of Nations, CSO
- PWDs
- Christian Council / Council of Churches
- Muslim Council / Chief Imams
- Traditional Religion Council
- Market Queens of Aflao, Denu and Agbozume
- Hair Dressers Association
- Tailors / Seamstresses Association

- Garages (Fitters) Association
- GPRTU / PROTOA
- Commercial Banks
- Rural Banks

3.1 Identifiable Representations at the Hearing

Present at the hearing were the following personalities/identifiable groups:

- ✓ Municipal Chief Executive, Ketu South Municipal Assembly
- ✓ Presiding Member, Ketu South Municipal Assembly
- ✓ GIZ Regional Technical Advisers, V/R
- ✓ Representatives of Paramount Chiefs of Klikor and Agbozume
- ✓ Chief Priest, Traditional Religion Council
- ✓ Municipal President, PWDs
- ✓ Representative of Council of Churches
- ✓ Representative of Chief Imam(s)
- ✓ Municipal President, Hair Dressers Association
- ✓ Municipal President, Tailors/Seamstresses Association
- ✓ Representatives of Garages (Fitters) Association
- ✓ Representatives of GPRTU and PROTOA
- ✓ Branch Manager, Unity Rural Bank, Aflao
- ✓ Representative of the Police Service, Aflao
- ✓ Representative of the Immigration Service, Aflao
- ✓ Market Queens of Aflao, Agbozume and Denu

4.0 Number of Participants at the Hearing

In all, a total of 232 persons attended and participated in the public hearings. Approximately 30% of the participants were women. Details of the number of participants are as follows:

Number of Participants at Aflao			Number of Participants at Agbozume		
Male	Female	Total	Male	Female	Total
87	37	124	64	24	88

Participants at the Public Hearings



5.0 Languages Used

Ewe, which is the mother tongue of the people of Ketu South Municipality, was predominantly used as a means of communication at the fora. English was also made use of when necessary.

6.0 Major Issues of Concern

Considering the numerous developmental needs and aspirations of the citizenry in the Municipality, most participants were emphatic on that fact that the Plan should be implemented to the later this time around and not in piece meal as it used to be. Concerns were equally raised on the urgent need to improve upon roads, potable water delivery and security in the municipality.

6.1 Main Controversies and Major Areas of Complaints

At the Agbozume forum, some community leaders protested vehemently about the fact that some of their development proposals during need assessment sessions a couple of months ago were not considered. They claimed previous planned development interventions were skewed towards the area, hence their vigilant posture.

The lead Facilitator (MDPO) and MEHO explained that all community proposals cannot be brought on board because there is the need to adhere to the guidelines for the preparation of the plan which seeks to focus on priority needs of the people. Attention was also drawn to one of the major lessons learnt from the elapsing MTDP where too many projects/activities were considered but only less than 50% of them were implemented. Finally, consensus prevailed and the meeting went on smoothly.

7.0 General Level of Participation

Participation with regards to target interest groups and individuals was quite good. However, considering the high population(s) and status of the host communities, general turnout was not too encouraging. An estimated 400 inhabitants were expected to participate in the hearings.

8.0 Assent to Acceptance of Public Hearing Report

Municipal Chief Executive:
Name Signature

Municipal Co-ord. Director:
Name Signature

Presiding Member:
Name Signature

Chairperson, Dev. Plann. Sub-Committee:
Name Signature

Mun. Dev. Planning Officer:
Name Signature