

**MINISTRY OF LOCAL GOVERNMENT AND  
RURAL DEVELOPMENT**

**KPANDO MUNICIPAL ASSEMBLY**



**MEDIUM TERM DEVELOPMENT PLAN**

**2018- 2021**

**UNDER**

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

**FACILITATED BY:**

**MUNICIPAL PLANNING CO-ORDINATING UNIT  
KPANDO MUNICIPAL ASSEMBLY, KPANDO, V/R**

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## **LIST OF ABBREVIATIONS**

ART	Anti- Retroviral Therapy
AAP	Annual Action Plan
AEA	Agricultural Extension Agents
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Progress Report
BECE	Basic Education Certificate Examination
BAC	Business Advisory Centre
CBO	Community Based Organization
CNC	Center for National Culture
CLTS	Community Led Total Sanitation
CWSA	Community Water and Sanitation Agency
CHPS	Community Health Planning System
CHRAJ	Commission on Human Rights and Administrative Justice
CSOs	Civil Society Organizations
DA	District Assembly
DMTDP	District Medium Term Development Plan
DACF	District Assemblies Common Fund
DDF	District Development Facility
DPs	Development Partners
EHSU	Environmental Health and Sanitation Unit
ECG	Electricity Company of Ghana
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization
FBOs	Farmer Based Organization
GAWU	General Agricultural Workers Union
GAC	Ghana AIDS Commission
GER	Gross Enrolment Ratio
GES	Ghana Education Service
GIMPA	Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Centre
GEPC	Ghana Export Promotion Council
GOG	Government of Ghana
GAC	Ghana AIDS Commission
GES	Ghana Education Service
GETFund	Ghana Education Trust Fund
GHS	Ghana Health Service
GHA	Ghana Highways Authority
GWCL	Ghana Water Company Limited
GSGDA	Ghana Shared Growth and Development Agenda



GIZ	German Technical Co-operation
HR	Human Resource
HIV	Human Immune Virus
ICT	Information Communication Technology
ISD	Information Services Department
ILGS	Institute of Local Government Studies
IA	Internal Auditor
ILO	International Labor Organization
IGF	Internally Generated Fund
JICA	Japan International Cooperation Agency
JHS	Junior High School
KpMA	Kpando Municipal Assembly
KG	Kindergarten
LED	Local Economic Development
LGS	Local Government Service
LTNDPF	Long Term National Development Policy Framework
MTNDPF	Medium-Term National Development Policy Framework
MCE	Municipal Chief Executive
MCD	Municipal Co-ordinating Director
M& E	Monitoring and Evaluation
MOAP	Market-Oriented Agriculture Programme
MoH	Ministry of Health
MOFA	Ministry of Food and Agriculture
MOTI	Ministry of Trade and Industry
MP	Member of Parliament
MP-DACF	Member of Parliament District Assemblies Common Fund
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MPCU	Municipal Planning and Coordinating Unit
MA	Municipal Assembly
MICCS	Municipal Inter Coordinating Committee on Sanitation
MMDAs	Metropolitan, Municipal and District Assemblies
MWSP	Municipal Water and Sanitation Plan
MWD	Municipal Works Department
MFO	Municipal Finance Officer
MPO	Municipal Planning Officer
MAC	Municipal AIDS Committee
MUSEC	Municipal Security Committee
MBA	Municipal Budget Analyst
NADMO	National Disaster Management Organization

NBSSI	National Board for Small Scale Industries
NCCE	National Commission on Civic Education
NGOs	Non-Governmental Organizations
NMTDPF	National Medium Term Development Policy Framework
NDPC	National Development Planning Commission
NYA	National Youth Authority
NADMO	National Disaster Management Organization
NHIS	National Health Insurance Scheme
NYEP	National Youth Employment Programme
OHLGS	Office of Head of Local Government Service
ODF	Open Defecation Free
ODOF	One District One Factory
POCC	Potential Opportunity Constraint Challenge
PoP	Pencils of Promise
PPP	Public Private Partnership
PPD	Physical Planning Department
PHC	Population and Housing Census
PM& E	Participatory Monitoring and Evaluation
PMTCTC	Prevention of Mother to Child Transmission Center
PTR	Pupil Teacher Ratio
PWDs	Persons living with Disabilities
PTA	Parent Teacher Association
RPCU	Regional Planning Co-ordinating Unit
SDGs	Sustainable Development Goals
SW/CD	Social Welfare and Community Development Department
SPAM	School Performance Appraisal Management
SME	Small Medium Enterprises
SEA	Strategic Environmental Assessment
SHS	Senior High School
TAs	Traditional Authorities
TVET	Technical and Vocational Education Training
TBA	Traditional Birth Attendant
TOR	Terms of Reference
UNICEF	United Nations Children's Fund
VRCC	Volta Regional Co-ordinating Council
VCT	Voluntary Counseling and Testing
VRA	Volta River Authority
WSMTs	Water and Sanitation Management Teams
WRC	Water Resources Commission
ZCs	Zonal Councils

## **EXECUTIVE SUMMARY**

This Medium Term Development Plan (MTDP) of Kpando Municipality is designed to assist the translation of policy goals, objectives and strategies of the Medium Term National Development Policy Framework (MTNDPF) 2018-2021 into programmes and actions to be implemented for the benefit of the people Municipality.

This MTNDPF is anchored on the national vision which is ‘Agenda for Jobs: Creating Prosperity ad Equal Opportunity for all.

This plan is the main working tool to assist the Assembly and its Agencies, Units, Departments and Development Partners to efficiently and effectively allocate limited resources to solve the developmental challenges of the Municipality for the period 2018-2021.

The Plan was prepared based on guidelines issued by the National Development Planning Commission (NDPC). Chapter 20 of the 1992 Constitution of the Republic of Ghana made provision for “Decentralization and Local Government” that creates a framework for citizens’ participation in decision-making at the local level. Participatory approaches to development planning are required with the identification of development problems and issues from communities forming the basis of prioritization of development issues.

The identification and design of programmes and projects in the plan were therefore informed by stakeholders’ aspirations which were aligned to reflect the strategic policies and visions of the Government. A participatory process (bottom-up approach to planning) was therefore adopted in the preparation of the plan. Throughout the drafting of this plan, a series of consultative meetings were held with sub-district structures, sub-committees of the Assembly, Non-Governmental Organizations (NGO’s), Trade Unions, Civil Society Organizations (CSO’s), and Departments and units of the Assembly and a cross session of the public. Inputs were also received from Traditional Authorities and Assembly Members. The issues collected from the public hearings held at the three (3) zonal councils were analyzed and incorporated in the plan.

This MTDP was also prepared in accordance with Sections 1(2 to 4), 11 of the National Development Planning (System) Act 1994 (Act 480), Sections 1 to 13 of the National Development Planning (System) Regulation, 2016, LI 2232, Sections 83 ((1a-h), 3, 4) and 86 (1-4) of the Local Governance Act, 2016 Act 936. These various legal frameworks established the Assembly as a Planning Authority and define its planning functions

The Plan has also been mainstreamed with the Sustainable Development Goals (SDGs), African Union Agenda 2063 and the Paris Climate Change Agreement (COP21). The MTDP is built on the five (5) broad thematic areas of the Medium-Term National Development Policy Framework for 2018-2021, Agenda for Jobs: Creating Prosperity and Equal Opportunity for All which are:

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

The document is divided into six chapters:

- Chapter one (1) outlined a review of previous MTDP plan GSGDA II 2014-2017 under the seven (7) thematic Areas.
- Chapter two (2) dealt with the key development issues arising out of the performance review and situational analysis of the Municipality.
- The adoption of goals, sub-goal, issues, policy objectives and strategies of the Assembly as well as the Development projections and their implications on the plan were analyzed in Chapter three (3).
- In relation to the adopted thematic areas, issues, policy objectives and strategies, the Assembly reviewed and formulated its programmes and sub-programmes, based on its mandate and functions and developed a programme of action for implementation (2018-2021). An Indicative Financial Strategy detailing how the PoA (2018-2021) would be financed was formulated as inputs into Chapter four (4).
- Chapter five (5) outlined the phasing out of the Municipal composite PoA into Annual Action Plans (AAPs) to be implemented by the Departments and Agencies of the KpMA, in collaboration with NGOs, Development Partners, And Private sector etc.
- Chapter six (6) looked at the Monitoring and Evaluation (M&E) framework and various communication strategies to be adopted to ensure the successful implementation of the plan.

The implementation of the plan would cost an estimated amount of **Fifty Four Million, One Hundred and Ninety Eight Thousand, Three Hundred and One Ghana Cedis, Ninety Nine Pesewas GH¢ 54,198,301.99**

However, revenue that is expected to be mobilized from identified traditional sources such as IGF, DDF, DACF etc. towards the implementation of the Plan stands at **Thirty Seven Million, Two Hundred and Eighty Eight Thousand, Six Hundred and Seven Two Ghana Cedis, Sixty One Pesewas, GH¢ 37,288,672.61**

A financial gap of **Sixteen Million, Nine Hundred and Nine Thousand, Six Hundred and Twenty Nine Ghana Cedis and Thirty Eight Pesewas (GH¢ 16,909,629.38 )** therefore exist. This situation is an indication that additional resources would have to be mobilized in order to cater for the shortfall which has been outlined in this plan.

### **Vision Statement**

The vision of the Assembly is to be one of the leading performing districts in good governance in Ghana.

**Mission Statement**

The Assembly exists to facilitate the improvement in the quality of life of the people through equitable provision of services for the total development within the context of good governance.

**Goal of the Assembly**

To improve upon the general living standard of the people through a concerted efforts of all the stakeholders to achieve self-reliance, accountability, unity of purpose with the creation of the necessary enabling environment for the growth of the private sector -led economy based on the principle of good governance.

**Core Values**

Accountability, Client-oriented, Creativity, Diligence, Discipline, Equity, Integrity, Innovativeness, Timeliness and Transparency

**Functions of the Assembly**

The Kpando Municipal Assembly performs a number of functions as stipulated by the Local Governance Act, 2016 Act 936 and other legal documents. The Assembly:

- Is responsible for the overall development of the Municipality
- Exercises political and administrative authority in the Municipality and provides guidance, gives direction and supervises other administrative authorities.
- Promotes and supports productive activity and social development in the Municipality.
- Is responsible for the development of infrastructure and provide municipal works and services such as water, educational, health facilities, etc.
- Is responsible for the development, improvement and management of human settlements and the environment and sanitation.
- In co-operation with appropriate national and local security agencies is responsible for the maintenance of security and public safety in the Municipality.
- Is responsible for the preservation and promotion of cultural heritage within the Municipality.
- Has the responsibility to guide and support sub-district structures, other public agencies and local communities to perform their functions.
- Promotes and encourage other persons or bodies to undertake development projects, monitor, assess and evaluate their impact on the development of the Municipality and national economy.

# **CHAPTER ONE**

## **PERFORMANCE REVIEW OF THE 2014-2017 MTDP**

The assessment of the performance of the MTDP of the GSGDA II (2014-2017) was done to ascertain the level of performance and the reasons for successes and failures. Generally, the assessment showed that remarkable progress was made during the implementation of the plan. There were 229 activities and projects in the 2014-2017 MTDP out of which 149 were implemented representing 65.1 percent. Forty Four (44) of the activities and programmes representing 19.2% were not implemented while the remaining 10.7% of the activities and programmes were on going and 5% of the activities and programmes implemented were not in the MDTP.

One cannot however lose sight of the fact that certain constraints and challenges such as delays in the release of statutory funds as well as low levels of IGF impeded the full realization of the targets and objectives of the plan. This suggests therefore that a lot more commitments of human, financial and material resources will have to be made in the implementation of the 2018-2021 MTDP. The expected outcome of this review was to identify development gaps and challenges, draw lessons from them so as to inform the formulation of 2018-2021 MTDP.

Detailed review of the performance of the 2014-2017 MTDP based on the thematic areas is outlined in table 1 below.

**Table 1: Performance Review of the Assembly (2014-2017)**

<b>THEMATIC AREA: 1. ENSURING AND SUSTAINING MACROECONOMIC STABILITY</b>					
<b>Policy Objective: Improve fiscal revenue mobilization and management</b>					
<b>Year</b>	<b>Project/ Activity</b>	<b>Indicators</b>			<b>Remarks</b>
		<b>Baseline (2013)</b>	<b>DMTDP Target</b>	<b>Achievements</b>	
<b>2014</b>	Fill and level Kpando market	-	1	1	Implemented
	Organize public education on payment of fees, rates etc.	12	12	12	Implemented
	Construct 1.no 20 lockeable stores at Kpando Market	-	1	1	Implemented but not in the MTDP
	Intensify supervision of all revenue collections	<b>12</b>	<b>12</b>	<b>12</b>	Implemented
	Construction of new market and lorry park	-	<b>1</b>	<b>1</b>	Not Implemented
	Collaborate with civil Society Organizations in fee fixing and budget preparation	1	1	1	Implemented
<b>2015</b>	Rehabilitate some selected structures and pave of Kpando Market	-	Yes	Yes	Completed
	Purchase one Pick Up Vehicle to aid in revenue mobilization	1	1	1	Implemented
	Collaborate with civil Society Organizations in fee fixing and budget preparation	1	1	1	Implemented
	Refurbish documentation centers with modern filing system	-	2	2	Implemented
	Train revenue collectors	-	18	18	Implemented
	Organize training for 30 staff in effective data management	15	30	30	Implemented
<b>2016</b>	Procure accounting software	-	1	1	Implemented
	Collaborate with civil Society Organizations in fee fixing and budget preparation	1	1	1	Implemented
	Intensify supervision of all revenue collection	12	12	12	Implemented
<b>2017</b>	Strengthen Internal Audit Unit	-	1	1	On-going
	Rehabilitate selected market sheds at Torkor	-	12	-	Not Implemented
	Collaborate with civil Society Organizations in fee fixing and budget preparation	1	1	1	Implemented
	Intensify supervision of all revenue collections	12	12	5	On-going
<b>THEMATIC AREA: 2. TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>					

<b>Policy Objective: 1.</b> Ensure effective and efficient resource mobilization <b>2.</b> Integrate district level planning and budgeting through the participatory process at all level <b>3.</b> Improve transparency and access to public information					
<b>Year</b>	<b>Project/ Activity</b>	<b>Indicators</b>			<b>Remarks</b>
<b>2014</b>		<b>Baseline (2013)</b>	<b>DMTDP Target</b>	<b>Achievements</b>	
	Organize Open forum at Zonal Council Level	3	3	3	Implemented
	Involve traditional authorities in decision making process of the Assembly	-	Yes	Yes	Implemented
	Conduct quarterly Monitoring and evaluation of projects	4	4	4	Implemented
	Provide relief items to disaster victims	100	20	20	Implemented
	Institutionalize Budget hearing series of the Assembly	1	1	1	Implemented
	Support security agencies	Yes	Yes	Yes	Implemented
	Rehabilitate Residency of MCE	-	1	1	Implemented
<b>2015</b>	Furbish Assembly Office and documentation center	-	2	2	Implemented
	Support to security agencies	Yes	Yes	Yes	Implemented
	Carry out 3. No sensitization programmes on disaster management	9	3	3	Implemented
	Establish Municipal Peace Council	-	1	-	Not Implemented
	Train zonal councils in participatory planning and budgeting	-	3	-	Not Implemented
	Create opportunities for civil society participation in public debate	3	3	3	Implemented
<b>2016</b>	Conduct capacity training of Zonal Councils	3	3	3	Implemented
	Undertake capacity building for Assembly members and staff of the Assembly	-	150	150	Implemented
	Conduct quarterly Monitoring and evaluation of projects	4	4	4	Implemented
	Construction of Police Headquarters office/ station	-	1	0	Not Implemented
	Provide relief items to disaster victims	100	10	10	Implemented
	Strengthen the gender desk unit	-	Yes	Yes	Implemented
<b>2017</b>	Supply the Zonal Councils with office equipment	-	3	3	Implemented
	Construct staff accommodation for the Police services				
	Renovate the Zonal Council offices	-	3	3	Implemented
	Carry out 2. No sensitization programmes on disaster management	9	2	2	Implemented

**THEMATIC AREA 3: ENHANCING COMPETITIVENESS IN GHANA'S PRIVATE SECTOR**



<b>Policy Objective: 1. Expand opportunities for job creation, 2. Improve private sector productivity and competitiveness domestically</b>					
<b>Year</b>	<b>Project/ Activity</b>	<b>Indicators</b>			<b>Remarks</b>
		<b>Baseline(2013)</b>	<b>DMTDP Target</b>	<b>Achievements</b>	
<b>2014</b>	Support the Municipal Business Advisory Centre (BAC)	1	1	1	Implemented
	Organize management and technical skills training for SMEs in the Municipality	100	150	150	Implemented
	Prepare Tourism Development Plan	-	1	-	Not Implemented
	Establish basic economic data on SMEs in the Municipality	1	1	1	Implemented
<b>2015</b>	Support MASLOC activities in the Municipality	Yes	Yes	Yes	Implemented
	Support organization of alternative livelihood training programme (grass cutter farming, snail farming etc.)	50	375	375	Implemented
	Support private firms to participate at national and international Fairs	2	2	2	Implemented
	Organize capacity building in technical and business management for entrepreneurs	15	20	20	Implemented
<b>2016</b>	Maintain a Strong public-private sector collaboration	-	Yes	Yes	Implemented
	Organize bi-annual meeting with local entrepreneurs	1	2	2	Implemented
	Link farmers to markets	-	Yes	Yes	Implemented
	Revive the Bricks and Tiles industry	-	1	-	Not Implemented
<b>2017</b>	Support technical capacity building of artisans in the construction industry (carpenters, masons etc.)	15	30	30	Implemented
<b>THEMATIC AREA 4: ACCELERATED AGRICULTURAL MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT</b>					
<b>Policy Objective: 1. Promote Agriculture Productivity 2. Ensure sustainable management of natural resources</b>					
<b>Year</b>	<b>Project/ Activity</b>	<b>Indicators</b>			<b>Remarks</b>
		<b>Baseline(2013)</b>	<b>DMTDP Target</b>	<b>Achievements</b>	
<b>2014</b>	Established Forty-five acres of improved cassava (Bankyeheman, IFAD, and Sikabankye varieties) commercial multiplication fields had been established in 4 communities.	2	4	4	Implemented
	Construct a rice mill	-	1	0	Not Implemented
	Organize Food demonstration for caterers and flour users on the use of butternut squash in preparing various recipes and composite flours in	60	100	89	Implemented

	baking and making of pastries.				
	Set up a plant clinic to diagnose and prescribe appropriate pesticides to control infected and infested farms for farmers.	100	150	102	Implemented
	Carry out demonstration on high quality export vegetables like sweet pepper, cucumber, egg-plant, carrot, watermelon, hot pepper, cabbage, onions and okra for farmers.	120	230	203	Implemented
	Organize 2014 farmers day celebrations	1	1	1	Implemented
<b>2015</b>	Distribute improved cassava planting materials to farmers in the municipality.	50	70	59	Implemented
	Promote the planting of 1,500 trees	2,000	1500	1500	Implemented
	Rice farmers supported in the form of rice seeds, land preparation assistance, supply of weedicides and other inputs.	300	400	310	Implemented
	Establish demonstration plots to train farmers on integrated soil fertility management, compare the performance of improved and local varieties of maize and cowpea and the effect of different fertilizer application rates on yield.	1	2	2	Implemented
	Sensitize farmers in selected communities on farmer field School concept, its establishment and its benefits to actors along the value chain.	2	5	5	Implemented
	Conducted training for Rice Producers on Good Practices in Rice Production, Record Keeping and Entrepreneurship.	20	40	32	Implemented
<b>2016</b>	Organize demonstrations for farmers on integrated Soil Fertility Management technology in 3 communities of Sovie, Togorme and Abanu.	700	1000	1,240	Implemented
	Organize Plant Clinic Activities for farmers.	50	70	61	Implemented
	Organize 2016 Municipal Farmers Day	1	1	1	Implemented
	Train farmers in five communities on nutrition. The communities are Gabi, Kudzra, Konda, Dzoanti and Gbefi	50	100	89	Implemented
	Establish a demonstration farm at Gbefi to expose farmers to appropriate technology in good nursery practices, fertilizer application etc.	50	60	55	Implemented

	Organize nine (9) clinic sessions at Torkor and Kpando on disease and pest management to achieve food security.	55	70	67	Implemented
	Carry out sensitization of 2 communities on climate change	6	2	2	Implemented
<b>2017</b>	Sensitize and registered farmers for planting for food and jobs programme	-	650	650	Implemented
	Carry out sensitization of 3 communities on climate change	6	3	3	Implemented
	Plant clinic activities for crop farmers		75	65	Implemented
	Organize demonstrations for farmers on integrated Soil Fertility Management technology.	300	200	150	Implemented

#### **THEMATIC AREA 5: INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT**

**Policy Objective:** 1. Provide adequate, reliable and affordable energy, 2. Ensure effective spatial and land use planning, 3. Promote infrastructure development, maintenance and provision of basic services, 4. Promote provision of adequate and safe water

<b>Year</b>	<b>Project/ Activity</b>	<b>Indicators</b>			<b>Remarks</b>
		<b>Baseline (2013)</b>	<b>DMTDP Target</b>	<b>Achievements</b>	
<b>2014</b>	Spot improvement of Fesi-Bame-Agudzi-Gadza roads	-	3.60km	3.60km	Implemented
	Construct fire service office (phase II)	-	1	1	Implemented
	Rehabilitate Agric Directors bungalow	-	1	1	Implemented
	Rehabilitate 34 boreholes fitted with hand pumps	1	34	10	On Going 40%
	Fabricate and Erect of street naming sign post and name plates	-			Implemented
	Construct police post at Kpando Torkor	-	1	1	Implemented
	Educate 6 communities on Street Naming and Property Addressing System	-	6	6	Implemented
	Level and develop final disposal site	1	1	1	Implemented
	Renovate CHPS Compound at Avetikope	-	1	1	Implemented
	Undertake Monthly National Sanitation Day in the Municipality.	12	12	12	Implemented
	Rehabilitate health Director's bungalow	-	1	1	Implemented
<b>2015</b>	Undertake weekly development control activities	52	52	52	Implemented
	Construct drains at Kpando Market	-	1	1	Implemented
	Undertake weekly development control activities	52	52	52	Implemented
	Organize monthly clean up exercise in the Municipality (NSD)	12	12	12	Implemented
	Construction of culvert on River Aflabo	-	1	1	Not Implemented
Construct and equip 5 communities with school libraries	-	5	0	Not Implemented	

	Equip 5 schools with ICT classes	-	5	0	Not Implemented
	Pave Kpando Market	1	1	1	Implemented
2016	Undertake Sectional Improvement of Gbefi Hoeme to Tornu road	-	1.5km	1.5km	Implemented
	Renovate Kpando Municipal Library	-	1	1	Implemented
	Reshape Togorme-Dzigbe-Gborfe road	-	5.40km	5.40km	Implemented
	Organize monthly clean up exercise in the Municipality (NSD)	12	12	12	Implemented
	Train female natural leaders on gender mainstreaming.	-	16	16	Implemented
	Screen food vendors in the Municipality.	1,350	1,300	1,384	Implemented
	Prepare planning schemes and lay out for parts of Angola and Abanu.	-	2	-	Not Implemented
	Renovate 2 no. Assembly Bungalows	2	2	1	Implemented
	Construct Police Post at Gbefi	1	1	-	Not Implemented
	Renovate Municipal Police Office at Kpando	-	1	-	Not Implemented
	Construct 1. No 20 seater WC toilet at Kpando Station	-	1	-	Not Implemented
	Provide and maintain street lights in the Municipality	30	50	50	Implemented
	2017	Renovate Bungalow of external auditor	2	1	1
Renovate Bungalow of internal auditor		2	1	1	Implemented

#### **THEMATIC AREA 6: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT**

**Policy Objectives:** 1. Increase inclusive and equitable access to education at all levels, 2. Improve management of education service delivery, 3. Create opportunities for accelerated job creation, 4. Bridge the equity gaps in access to health care, 5. Ensure the reduction of new HIV and AIDS/STIs infections, 6. Ensure adequate capacity and skills development of the youth and PWDs, 7. Protect children from direct and indirect physical and emotional harm, 8. Ensure improved environmental sanitation

Year	Project/ Activity	Indicators			Remarks
		Baseline (2013)	DMTDP Target	Achievements	
2014	Organize training for all primary school teachers in reading skills	98	110	120	Implemented
	Carry out advocacy programmes on HIV/AIDS in communities	4	4	4	Implemented
	Support Malaria control programme	1	1	1	Implemented
	Mark World AIDS Day	1	1	1	Implemented
	Support National Immunization Programme	1	1	1	Implemented
	Organize 2014 Independence Day celebration.	1	1	1	Implemented
	Rescue and integrate trafficked children on the Volta Lake	120	25	25	Implemented

	Observe 2014 UN day against child labor	1	1	1	Implemented
	Identify and register Persons with Disability (PWDs)	-	200	117	Implemented
	Organize my First Day at School programme	1	1	1	Implemented
	Undertake awareness creation on adolescence reproductive health in selected schools in the Municipality.	15	10	10	Implemented
	Promote the construction household latrines	-	227	227	Implemented
	Promote the construction household hand washing facilities	-	105	105	Implemented
	Train community members on water treatment and safe storage	-	255	255	Implemented but not in the MTP
	Undertake fumigation activities	12	12	12	Implemented
	Provide facilities for the special community school	-	1	-	Not Implemented
	Train women's groups in records keeping and in other business management skills.	85	137	137	Implemented
<b>2015</b>	Construct 3 Unit Classroom Block at English and Arabic JHS	1	1	1	Implemented
	Construct 1. no Clinic block at Torkor	-	1	1	Implemented
	Support school sports festivals	Yes	Yes	Yes	Implemented
	Provision of 10No. Urinals and refuse Bays in schools	1	10	5	On-going (50%)
	Carry out advocacy programmes on HIV/AIDS in communities	4	4	4	Implemented
	Support Malaria control programme	1	1	1	Implemented
	Mark World AIDS Day	1	1	1	Implemented
	Support National Immunization Programme	1	1	1	Implemented
	Construct 1. no Nurses quarters at Torkor	-	1	1	Implemented
	Undertake fumigation activities	12	12	12	Implemented
	Expand infrastructure for Technical and Vocational training at Sovie and Kpantech	-	4	4	Implemented
	Construct CHPS compound with Nurses quarters at Sovie Konda	1	1	1	On-going (90%)
	Promote the Construction household latrines	227	231	231	Implemented
	Promote the Construction household hand washing facilities	105	110	110	Implemented
	Train community members on water treatment and safe storage	255	265	265	Implemented but not in the MTP
	Construct 3 Unit Classroom Block at Sovie Konda	1	1	1	Implemented

	Construct 4 Unit Classroom Block at E.P Kpodzi	1	1	1	Implemented
	Organize capacity building workshop for Girl Child coordinators in various schools.	50	62	62	Implemented
	Organize my First Day at School programme	1	1	1	Implemented
	Undertake Supervision at children homes and day care centers in the Municipality.	5	6	6	Implemented
	Embark on monitoring and supervision of HTC / PMTCT centers in the Municipality	2	2	2	Implemented
	Conduct departmental needs assessment and develop Training plan for MA	-	Yes	Yes	Implemented
<b>2016</b>	Construct 3 Unit Classroom Block at Aziave	1	1	1	Ongoing (50%)
	Undertake fumigation activities	12	12	12	Implemented
	Organize 2016 Independence Day Anniversary	1	1	1	Implemented
	Undertake Child welfare clinic outreach at Island communities.	10	10	10	Implemented
	Undertake HIV monitoring and Support visit to HTC and PMPTCT centers	2	2	2	Implemented
	Engage youth under National Youth Employment Agency	-	201	201	Implemented
	Promote the Construction household latrines	458	259	259	Implemented
	Promote the Construction household hand washing facilities	215	116	116	Implemented
	Carry out advocacy programmes on HIV/AIDS in communities	4	4	4	Implemented
	Support Malaria control programme	1	1	1	Implemented
	Mark World AIDS Day	1	1	1	Implemented
	Support National Immunization Programme	1	1	1	Implemented
	Train community members on water treatment and safe storage	490	274	274	Implemented but not in the MTP
	Organize my First Day at School programme	1	1	1	Implemented
	Procure and distribute furniture to various KGs in the municipality.	100	150	150	Implemented
	Support STMIE Clinic for pupils from the Municipality	20	30	30	Implemented
	Undertake child rights protection and promotion activities	6	5	5	Implemented
	Support mass distribution of praziquantel for the treatment of Bilharzia in communities	30	45	45	Implemented
	Supply of (15) motor bikes to GHS	-	15	0	Not Implemented
<b>2017</b>	Procure and supply working tools to PWDs	-	10	10	Implemented
	Undertake sensitization programmes on HIV/AIDS	5	8	8	Implemented

	Carry out advocacy programmes on HIV/AIDS in communities	4	4	4	Implemented
	Support Malaria control programme	1	1	1	Implemented
	Institute annual incentive package for teachers in deprived areas	-	1	-	Not Implemented
	Undertake fumigation activities	12	12	12	Implemented
	Mark World AIDS Day	1	1	1	Implemented
	Support National Immunization Programme	1	1	1	Implemented
	Organize my First Day at School programme	1	1	1	Implemented
	Construct 1 No. maternity block at Gbefi	-	1	-	Not Implemented
	Construction of staff accommodation for Kpando health centre	-	1	-	Not Implemented
	Provide Vaccine Fridges to health facilities	-	5	-	Not Implemented
	Provision of Ward for Hospital	-	1	-	Not Implemented
	Organise programmes to sensitise communities on child labour and Child trafficking	5	2	2	Implemented
	Organize 2017 Independence Day anniversary celebrations	1	1	1	Implemented
	Support STMIE programme	30	40	15	Implemented

**THEMATIC AREA: 7 OIL AND GAS DEVELOPMENT**

**Policy Objectives:** Leverage the opportunities offered by the oil and gas industry to create decent jobs

Year	Project/ Activity	Indicators			Remarks
		Baseline (2013)	DMTDP Target	Achievements	
2014	Sensitize the populace on the opportunities that exist in the oil and gas industry.	-	Yes	Yes	Implemented
	Support youth with science background to undertake courses related to oil and gas	-	50	-	Not Implemented

**Table 2: Total Releases from Government of Ghana**

<b>PERSONNEL EMOLUMENTS (wages and salaries)</b>						
<b>YEAR</b>	<b>Requested A</b>	<b>Approved B</b>	<b>Released C</b>	<b>Deviation (B-C)</b>	<b>Actual Expenditure D</b>	<b>Utilization capacity (C-D)</b>
<b>2014</b>	1,335,591.83	1,335,591.83	1,335,591.84	0.01	1,335,591.84	—
<b>2015</b>	948,304.00	948,304.00	948,303.96	0.04	948,303.96	—
<b>2016</b>	1,188,855.69	1,188,855.69	1,188,855.72	0.03	1,188,855.72	—
<b>2017</b>	1,267,819.36	1,267,819.36	206,055.42	1,061,763.94	206,055.42	—
<b>CAPITAL EXPENDITURES/ASSETS</b>						
<b>2014</b>	1,596,094.00	1,596,094.00	1,286,883.04	309,210.96	1,286,883.04	-
<b>2015</b>	2,024,997.00	2,024,997.00	1,881,803.93	143,193.07	1,466,187.48	416,616.45
<b>2016</b>	3,186,553.00	3,186,553.00	3,544,338.66	357,785.66	2,359,791.63	1,184,547.03
<b>2017</b>	2,678,986.00	2,678,986.00	347,624.67	2,331,361.33	226,099.74	121,524.93
<b>GOODS AND SERVICES</b>						
<b>2014</b>	1,471,971.00	1,471,971.00	160,747.47	1,311,223.53	160,747.47	-
<b>2015</b>	1,635,276.00	1,635,276.00	131,493.16	1,503,782.84	125,021.96	6,471.20
<b>2016</b>	1,095,311.00	1,095,311.00	108,189.44	987,121.56	108,189.44	-
<b>2017</b>	1,588,201.00	1,588,201.00	32,424.64	1,555,776.36	24,318.56	8,106.08

From table 2 above, it can be deduced that a total of GHC1,335,591.84 was received as compensation for employees in 2014. The 2017 receipt of GHC 206,055.45 for compensation covered only January to March 2017. For capital expenditure/ assets, except 2016, expenditures for other years other years were within limits. The overrun recorded in 2016 was as a result of excess Central Government releases in an election year.



**Table 3: All Sources of Financial Resources for the Assembly**

Sources	2014			2015			2016			2017		
	Approved	Actual received	Variance	Approved	Actual received	Variance	Approved	Actual received	Variance	Approved	Actual received as at July 2017	Variance
<b>GOG</b>	1,447,443.83	1,335,591.84	111,851.99	1,018,258.56	948,303.96	69,954.60	1,228,568.69	1,201,947.72	26,620.94	1,329,513.08	737,172.92	592,340.16
<b>IGF</b>	310,426.00	251,618.89	58,807.11	331,162.00	230,093.41	101,068.59	230,000.00	276,955.57	46,955.57	300,000.00	147,389.42	152,610.58
<b>DACF</b>	2,119,654.23	881,083.72	1,238,570.00	2,711,845.71	1,894,940	896,905.71	3,189,314.30	2,082,778.99	1,106,535.30	3,504,025.00	399,046.79	3,104,978.21
<b>DDF</b>	305,525.00	547,572.76	(242,047.76)	265,525.00	101,852.24	163,672.76	463,1199.00	166,702.00	296,497.00	567,101.00	123,486.47	443,614.53
<b>Donors</b>	30,333.00	–	30,333.00	–	–	–	35,640.00	45,470.00	(9,830)	110,070.00	21,131.00	88,939.00
<b>Total</b>	4,213,382.06	3,015,867.21	1,197,514.85	4,406,791.27	3,175,189.61	1,231,601.66	5,146,721.9	3,773,854.28	1,372,867.71	5,510,709.08	1,428,226.60	4,382,482.48

From table 3 above, it can be realized that, compensation of employees and central government transfers to decentralized departments constitute the highest GOG funds received for the years under review and the highest was received in 2014. In 2014, **GHC 30,333.00** was budgeted for donor support but no releases were made during the year. In 2015, there was no budget line for donor support; however, subsequent years indicated budgetary provisions. 2016 for instance, recorded **GHC 45,470.00** as against an estimated amount of **GHC 35,640.00**. Again, in 2016, total revenue raked in i.e. all sources stood at **GHC 3,773.854.28** more than any other year under consideration.

## **KEY PROBLEMS/ISSUES/CHALLENGES ENCOUNTERED DURING THE IMPLEMENTATION OF GSGDA II (2014-2017) MTDP**

- Weak linkage between implementation of Approved Plans and Budget Allocations.
- Ineffective Monitoring and Evaluation of programs and activities due to inadequate resources and logistics.
- Ineffective Sub-structures to aid in IGF mobilization
- Low levels of Internally Generated Fund
- Untimely and non-release of Central Government transfers
- High attrition rate of critical staff e.g. Budget unit, PPD etc.
- Inadequate logistics for general administration and management issues.
- Inadequate and unreliable data for planning purposes.

## **LESSONS LEARNT DURING THE IMPLEMENTATION STAGE OF THE DMTDP (2014-2017)**

- Inadequate resources and logistics have negatively affected project M&E, as a result not much M&E was conducted over the planned period. The Assembly should therefore make adequate resources and logistics available to undertake effective M&E activities.
- The Assembly was not involved adequately in the award and implementation of most central government projects which negatively affected monitoring of such projects. The Assembly should be directly involved in the award and execution of Central Government projects in the Municipality and be properly furnished with all necessary documentation for effective monitoring and evaluation.
- There have been weak linkages between implementation of MTDPs, Approved Plans and Budget Allocations which negatively affected plan implementation. There should therefore be commitment on the part of the management towards the implementation of MTDP, Annual Action Plans and approved budgets.
- The sub district structures of the Assembly have been ineffective. The sub-district structures therefore should be well resourced to be able to participate effectively in the local governance processes.
- There had been low IGF of the Assembly which affected plan implementation. The Assembly should therefore annually develop and implement a workable RIAP with the view to increase the IGF and other financial resources.
- Inadequate resources and logistics have hampered administrative activities of the Assembly. Resources such as vehicles and other facilities should be provided to departments/ divisions and units of the Assembly to ensure effective service delivery.
- The Assembly's support to development initiatives of NGOs and donors was inadequate. The Assembly should adequately collaborate and counterpart fund development initiatives of NGOs and Donors.

- Data for planning purposes was inadequate and unreliable. The Assembly should establish a reliable data bank to aid in planning and budgeting.

## **INSTITUTIONAL CAPACITY NEEDS**

The legislative and deliberative organ of the Assembly is made up of 30 Assembly Members including the Hon. Municipal Chief Executive and Member of Parliament. There are Nineteen (19) elected Assembly members, nine (9) government appointees, the MCE and MP making a total of thirty (30) members of the Assembly. This is made up of twenty-four (24) males and six (6) females

An Executive Committee chaired by the Municipal Chief Executive (MCE) performs the executive and administrative functions of the Assembly. The Executive Committee, which excludes the Presiding Member (PM) of the Assembly, operates through the following five (5) Statutory Sub-Committees:

- Development Planning;
- Justice and Security;
- Works;
- Finance and Administration; and
- Social Service.

These sub-committees are responsible for deliberation on specific issues and submitting recommendations to the Executive Committee for onward submission to the General Assembly for consideration.

The Municipal Coordinating Director (MCD) heads the Directorate and provides advisory services to the Executive Committee and the General Assembly in its planning, programming, and budgeting and M&E functions. The Municipal Planning and Budget Units serve as the secretariat for the Municipal Planning and Coordinating Unit (MPCU) responsible for the planning and M&E, and budgeting functions of the Assembly.

## **Human Resource Capacity of the Assembly**

A total of 101 staff made up of 68 males and 33 females are available at all the Decentralized Departments of the Assembly. Of this number 27 are between the ages of 20-35, 28 between the ages of 36-45, 29 between the ages of 46-55 while 16 are above 55 years. Only one person is less than 20 years old. A total of 6 staff has Post Graduate Degrees, 17 with first degrees while 14 have HNDs. The rest are Certificate-49, NVTI-2, SSSCE-4 and BECE-9.

There are also non-decentralized Departments, Boards, Companies and quasi-governmental institutions currently operating at various levels in the Municipality. Some of these institutions

are: Ghana Revenue Authority, Ghana Post, Ghana Telecom, Ghana Police Service, Ghana Commercial Bank, Ghana Fire Service, Ghana Prison Service, Ghana Immigration Service, Ghana Water Company, Electricity Company of Ghana, Electoral Commission, Commission of Human Right and Administrative (CHRAJ), National Commission for Civic Education (NCCE), National Health Insurance Authority (NHIA), National Disaster Management Organization (NADMO)

### **PLAN IMPLEMENTATION AND M&E NEEDS**

An assessment of the capacity of the Assembly indicate that the required resources including human, material, financial and physical inputs are available but inadequate to implement the plan and conduct an effective M&E. A key area of assessment was in the area of personnel, staffing position, qualification, experience, availability and utilization of funds, office space, equipment, skills, motivation and provision of incentives. Eleven (11) out of the 13 statutory departments are well established in the Municipality. The others are yet to be established in the Municipality. Most positions in these departments are filled with highly qualified and motivated personnel. Few of the departments, however, require additional logistic support such as vehicles, computer accessories, photocopying machines, scanners, cameras and other office equipment to improve upon performance.

**Table 4: Assessing MTDP and M& E Capacity Needs**

<b>Issue</b>	<b>Status</b>	<b>Remarks/Recommendation</b>
Human Resource	There is a functional Municipal Planning and Coordinating Unit (MPCU) which has all its 24 Members (comprising heads of decentralized departments), with the MCD as the Chairman and the MPO as the Secretary. Some of the MPCU members lack the needed skills in Plan preparation and Participatory Monitoring and Evaluation	There is the need to upgrade the skills of members in Plan preparation and Participatory Monitoring and Evaluation
Management Information System	There is a documentation center where all developmental plans, guidelines, manuals, reports and other correspondences are kept. The Office has access to internet connectivity. There is also a website for the municipality.	There is the need for a refresher training for MPCU members in Database management
Logistics	There is an office space to accommodate some MPCU members (e.g. The MPO, MBA, Engineer) The MPCU does not have a vehicle and/or motorbikes to carry out effective M&E activities The MPCU Secretariat has 1 Laptop and 2 Desktop computers, 1 Printer and 1 LCD Projector. Paramount among the challenges facing the MPCU is inadequate resources for monitoring.	There is the need for 1No. 4×4 Pick-ups and/or at least 2No. motorbikes to support M&E activities of the MPCU The MPCU needs 1 digital camera, 1 laptop and 1 photocopier to facilitate office works

Issue	Status	Remarks/Recommendation
Stakeholders	In particular, Primary stakeholders and some secondary stakeholders do not have the requisite skills in Plan Preparation, Implementation and Participatory Monitoring and Evaluation.	Organize M&E training programme for all stakeholders

### Assessment of MPCU's Management Capacity Index

This assessment is done to determine means of improving the capacity of the MPCU. The scores below indicate the status of resources available for MPCU members in accomplishing its functions.

**Scale:** Score 1 = Worst, Score 5 = Average, Score 10 = Best case

**Table 5: Assessment of MPCU's Management Capacity**

INDICATOR SCORE	SCORE = 1	SCORE = 5	SCORE = 10
Qualifications of Personnel	-	-	All staff have the required Qualification
2. Staff compliment	-	-	All positions in the MPCU are filled
3. M&E Skills & Knowledge	-	-	All staff have requisite M&E skills and knowledge
4. Availability of Funds	-	Funds are inadequate to meet basic costs and all other activities in the M&E plan.	-
5. Utilization of Funds	-	-	Resources are spent as budgeted in accordance with the DMTDP
6. Timely Access to Funds	-	Funds are, in most cases, not released on time	-
7. Leadership	-	-	Leadership is dynamic and motivates the DA staff and members to work together for long term development
8. Management	-	-	There is full complement of management and technically skilled to handle all functions
9. Workload	-	Workload forces staff to work overtime to complete planning and M&E functions	-
10. Motivation /Incentives	-	Some central government motivation/incentives are accessible (training, maternity leave, per diem, transfer grants, etc.)	-

<b>INDICATOR SCORE</b>	<b>SCORE = 5</b>	<b>SCORE = 10</b>
11.Equipment /Facilities	-	All staff have access to appropriate office space, furniture and other facilities
<b>Total score</b>	<b>0</b>	<b>20</b>
<b>Average score</b>		<b>4.6</b>

The implication of the assessment is an indication that some capacity exists for MPCU members but it is not adequate to enable them perform efficiently. To enable the MPCU perform effectively and efficiently, the following are recommended:

- Adequate allocation of funds and other resources to enable MPCU to carry out its mandates.
- Timely release of funds to enable Planning and M&E activities to be conducted according to schedule
- Training in leadership and management skills
- Capacity building in M&E, management administration, project management, work planning etc.
- Capacity building in database management and report writing, Provision of motivation/incentives packages for all staff to enhance productivity, adequate resourcing of the MPCU with logistics such as Vehicle, motorbikes, additional computers, photocopier, camera etc.

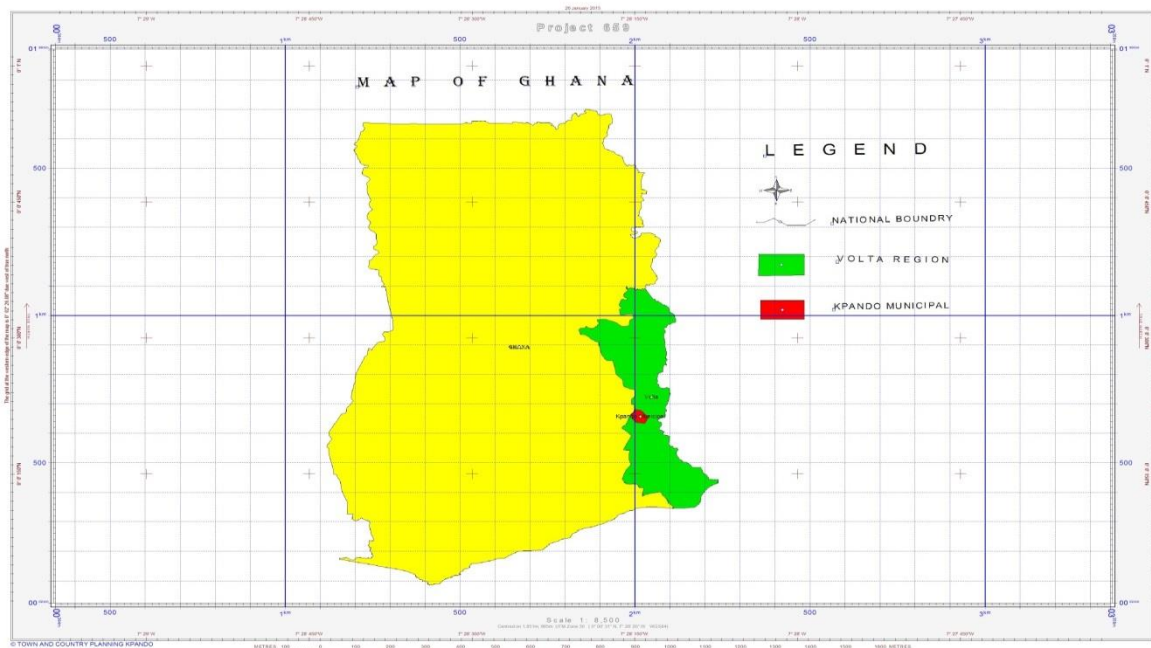
# PROFILE OF THE MUNICIPALITY

## PHYSICAL AND NATURAL ENVIRONMENT

### Location

The Municipality is located in the Volta Region of Ghana and lies within Latitudes 6° 55' N and 7° 05' N, and Longitude 0° 23' E. It shares boundaries with Biakoye District in the North, Afadzato South to the East and North Dayi District in the South. The Volta, which stretches over 20km of the coastal line, demarcates the western boundary. The Municipality covers approximately a total land area of 314.07 square kilometers representing 1.5% of the Volta Region with almost 12% of the land submerged by the Volta Lake. Kpando, the Municipal capital, is about 70km from Ho, the Regional Capital.

**Figure 1: Location of Kpando Municipality within Volta Region and Ghana**



The location of the Municipality places it at a strategic position with potentials in Agriculture, tourism, manufacturing, provision of services etc. for fast economic growth and development.

### Climate

The Municipality falls within the tropical zone and is generally influenced by the South West Monsoon winds from the South Atlantic Ocean and the dry Harmattan winds from the Sahara. There are two rainy seasons, the major one occurs from mid-April to early July and the minor one from September to November. Annual rainfall ranges from an average of 900mm to 1,300mm. The mean annual temperature is about 27 Celsius whereas the mean daily temperature

ranges from 22 to 33 Celsius. The months of February and March are generally the hottest while July and August are relatively cooler. The average relative humidity is 80 percent. This climatic condition is favorable for agricultural activities.

Even though the climatic condition of the Municipality may predispose it to high rate of malaria and related diseases, the average temperature equally absolves it from the incidence of Cerebra-Spinal –Meningitis (CSM) diseases.

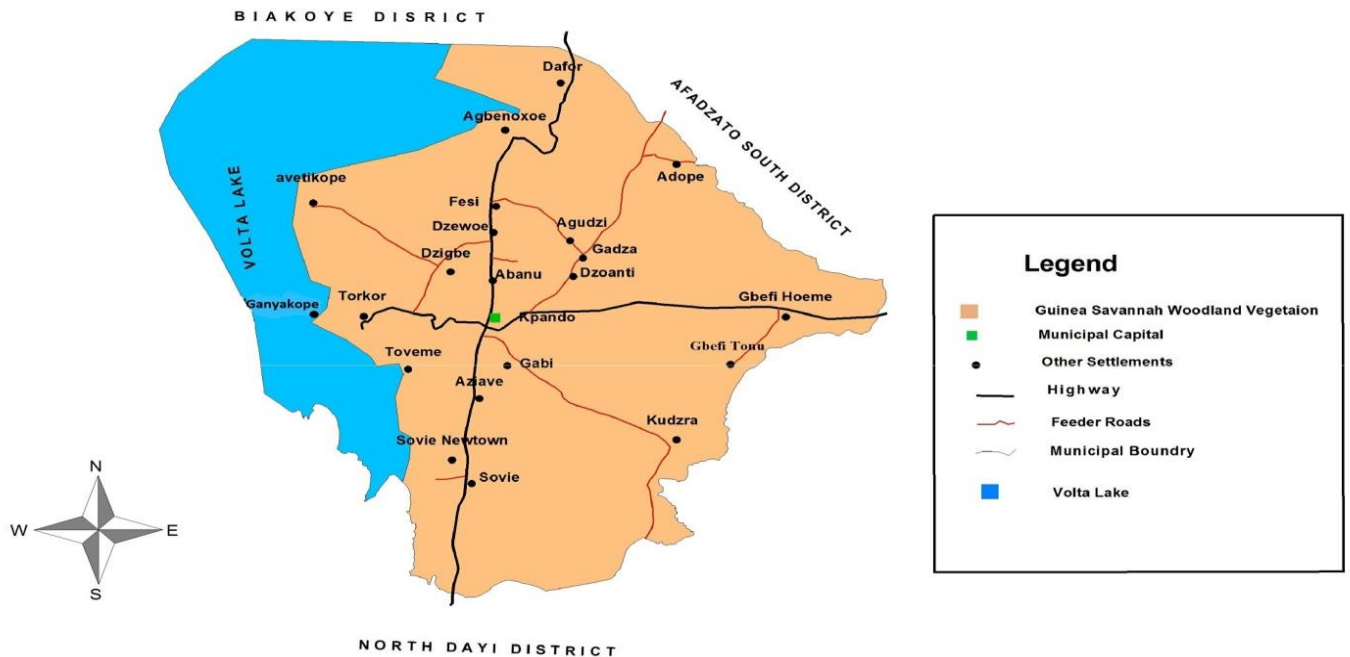
**Vegetation**

The vegetation of the Municipality is characterized by guinea savannah woodland. The savannah woodlands consist of grass with scattered trees like acacia, bamboo and baobabs. These are found along the River Dayi Basin. However extensive human activities such as charcoal burning, farming, logging etc. have reduced the vegetation to secondary and savanna.

Extensive exploitation of forest resources caused by various human activities especially in farming communities around Gbefi, Kudzra etc. has become a threat to the ecosystem. This situation has negative impact on agriculture, water supply, climate change etc.

The vegetation of the Municipality is conducive for animal husbandry, cultivation of root and cereal crops and horticulture

**Figure 2- Vegetation Map of the Municipality**





## **Drainage**

The Volta Lake and the River Dayi are the major water bodies that run in the Municipality.

The Volta Lake is the biggest water body in the Municipality. It runs along the whole of the western corridor with big potentials for irrigation agriculture, aqua-culture, tourism and fishing. The River Dayi lies to the East and its basin provides a prime farming land for the cultivation of a variety of food crops and vegetables. The presence of these water bodies is a great potential for agriculture related activities and when fully harnessed can generate employment opportunities for a large number of residents of the Municipality.

## **Geology and soils**

The Municipality is generally underlain by Buem volcanic rocks stretching through to Jasikan and Kadjebi Districts. The implication of this type of rock is that it supports surface supplies of underground water and therefore has prospects for boreholes construction. The major soil types that had developed from this parent rock are the Savannah ochrosols (reddish, lightly acidic; more fertile) “oxysol” (heavily drained; yellowish; less fertile and ground water laterites. This is characterized by sandy loamy type of soil with local adaptation. Along the Lake Volta and the River Dayi, the alluvial silt loam dominates

There are also large deposits of clay at Kpando, Gbefi and Kudzra suitable for the development of bricks and tile, pottery and ceramics industry. Generally soils in the Municipality support the cultivation of both food and cash crops.

## **BIODIVERSITY, CLIMATE CHANGE, GREEN ECONOMY AND THE ENVIRONMENT**

The Municipality is vulnerable to the effects of climate change because of the dependence of much of its population on agriculture, particularly rain-fed agriculture.

Climate variability and change is a threat to the Municipality’s natural resources including water, vegetation, fisheries and biodiversity in general.

The incidence of climate change in the Municipality is manifested in sudden changes in weather patterns, erratic rainfall among others with their adverse effect such as reduction in food harvest and this gives cause for concern and therefore measures will be put in place to mitigate the harmful effects. Also, the haphazard building of houses especially on water ways and flood prone areas, deforestation, improper layouts, excessive emission of carbon dioxide into the atmosphere caused by human are also affecting the climate. In order to reduce the impact of climate change in the Municipality, the Assembly has put in place the following measures among others to;

- Enforce building regulation in the Municipality
- Educate the general public on climate change, causes and its associated impacts
- Checking afforestation and illegal logging
- Planning trees along river banks
- Reducing incidence of bush fires through public education

## **WATER AND WATER SECURITY**

Water provision in the Municipality is being carried out by GOG, the KpMA, MP, Ghana Water Company Limited (GWCL) and Community Water and Sanitation Agency (CWSA). GOG through GWCL in 2016 constructed new water system to supply water to some of the major communities in Municipality. This has improved the water situation in some communities such as Dzigbe, Dzewee, Agbenoxoe, Gbefi, Fesi, Dzoanti, Gadza, Gbefi, Sovie, Aziave, parts of Kpando Konda and central Kpando. Even though water extension has been done to the above mentioned communities, there is more work to be done to increase the coverage to other parts of the Municipality.

Over 1,696 household connections were done in the Municipality as at 2017. This indicates that about 7,632 persons out of the 62,240 projected population of the Municipality were benefitting from the system representing 12% of the total population. This is woefully inadequate considering the population of the Municipality.

CWSA also provide water to a number of communities in the Municipality in terms of boreholes and small town water mechanized systems. Some of the communities under this system include, Dafor, Kudzra, Torkor, Sovie, Dzoanti, Gadza, Agudzi, Gbefi, Konda, Aziave, Abanu, Fesi ect.

Thirteen Thousand, Six Hundred and Eighty Nine (13, 689) persons representing 22.0% of the population of the Municipality depend on hand pumps water system. There are 111 hand pumps in the Municipality out of which 65 are functioning.

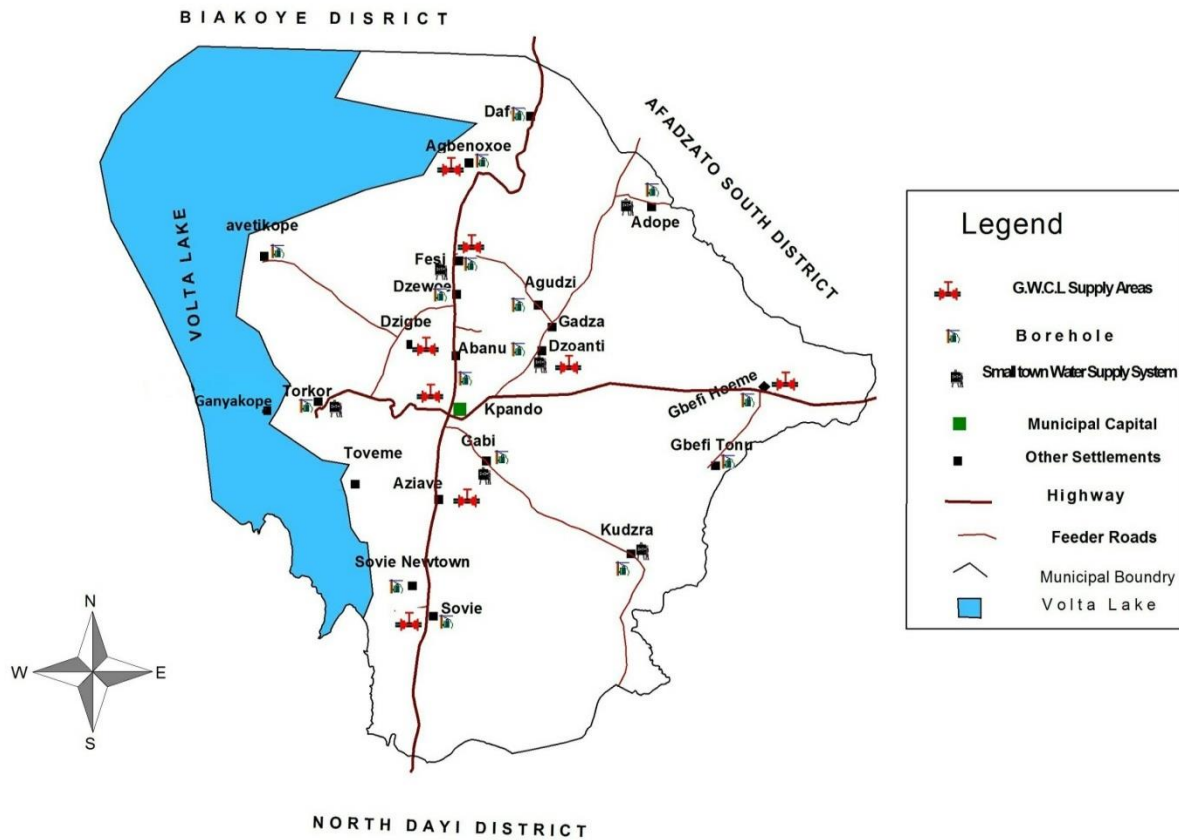
Twelve Thousand, Eight Hundred and Sixty Two (12, 862) persons denoting 21% of the population of the Municipality rely on small town water systems. Currently the Municipality can boast of 4 small town water systems.

UNICEF has also supported water and sanitation services in the Municipality over the years. In 2016, UNICEF extended GWCL water points to 2 educational institutions. Water coverage from both GWCL and CWSA is 55.0 %.

However, the two major water resources in the Municipality which are the Volta Lake and River Dayi are currently facing threats from human and environmental impacts. Human activities such as the use of illegal fishing methods and deforestation along the river banks are having negative impacts on these resources in the form of reduction in water levels and pollution. Other

resources in these water bodies such as fishes are also under threat from these activities which are leading to reduction in the fish stock.

**Figure 3: Water Facilities in the Municipality**



**NATURAL AND MAN MADE DISASTERS**

The Municipality is prone to a wide variety of natural and human-induced disasters. Occurrences such as floods, fires, water pollution etc. cause losses to livelihoods, property and lives at times. Mitigation measures are a relatively low in the Municipality and the Municipality is inadequately equipped and prepared to cope with the impacts of most of these disasters. Reducing disaster risk through preventive measures has therefore become a central concern for sustainable development in the Municipality. It is important that the Municipality adopt cost-effective policies in collaboration with agencies like NADMO, GNFS etc. to lower risk and allocate appropriate resources for disaster mitigation. The Municipality is prone to some of the following natural and man-made disasters.

**Floods:** Floods are among the most devastating natural hazards in the Municipality especially in communities along the Volta Lake. While the primary cause of flooding is abnormally high rainfall, there are many human-induced contributory causes such as: land degradation; deforestation of catchment areas; poor land use planning, zoning, and control of flood plain development; inadequate drainage systems etc. In 2016 and 2017, the Municipality recorded 56 and 75 flood disasters respectively. During these times, a total of 513 males and 825 females were affected. Measures will be put in place to curb this menace.

**Fires:** Bush and Domestic fires caused by human activities are becoming more frequent in the Municipality. These fires destroy biodiversity and reduce the regeneration capacity of the vegetation. Although fires cause few deaths, valuable resources are lost, thereby contributing to poverty. Fires also affect air quality and generate greenhouse gases. In 2016 and 2017, the Municipality recorded 3 and 1 fire disasters respectively. During these times, a total of 5 males and 14 females were affected. Measures will be put in place to curb this menace.

**Rain storms:** This phenomenon is rampant in the Municipality especially during rainy seasons.

**Boat Disasters:** Boat accidents are rampant on the Volta Lake due to the presence of tree stumps and non-compliance to safety regulations. Efforts are underway by GOG to remove these stumps to make transportation on the Lake safer. The table below presents information on the number of disasters recorded over the years. No boat disaster was recorded in both 2016 and 2017.

**Epidemics:** Outbreak of diseases such as cholera is still a major health concern in the Municipality and most these epidemics are as a result of poor sanitation and environmental activities. Malaria remains the top most cause of morbidity at all health facilities in the Municipality.

**Air and water pollution:** Air pollution is becoming a serious environmental problem in the Municipality due to urbanization. The use of old and outdated cars and other machinery, application of chemicals for agricultural purposes is seriously affecting air quality in the Municipality. Most water bodies especially the Volta Lake and River Dayi are also being polluted due to the use of unapproved fishing methods and other human activities within the catchment areas of these water bodies.

**Climate Change**

Climate change, especially global warming, may exacerbate many of the hazards noted above.

**Land degradation**

Land degradation caused by erosion, desertification, deforestation, and poor agricultural practices has been destroying the resources on which most farmers and their families depend.

DATE/Y	FIRE DISASTER	LOCATION	CAUSU	PROPERTY DESTROYED
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EAR			ALTY	
2011	Domestic(candle light)	Kpando main lorry station	Nil	(i)barbering shop (ii)market stores (iii)tailoring shop
2016	Domestic fire(electrical fire)	Kpando aziavi	A child died	Other personal items got burnt
2018	Bush fire	Kpando adope	Nil	About 20acres of maize, rice, cassava, palm plantation got burnt.

Fire Disaster: We recorded 3 fire disasters. Male=3, Females=0

Boat Disaster=Nil

2017

YEAR	Flood Disaster	No. of Males affected	No. of Female affected	Total
2016	56	211	358	569
YEAR	Fire Disaster	No. of Males affected	No. of Female affected	Total
2016	3	3	0	3
YEAR	Flood Disaster	No. of Males affected	No. of Female affected	Total
2017	75	302	467	769
YEAR	Fire Disaster	No. of Males affected	No. of Female affected	Total
2017	1	2	14	16
YEAR	Flood Disaster	No. of Males affected	No. of Female affected	Total
2018	107	122	417	539
YEAR	Fire Disaster	No. of Males affected	No. of Female affected	Total
2018	1	3	8	11

## NATURAL RESOURCES AND THEIR UTILIZATION

The Municipality's natural resources include water bodies, sand and clay deposits, quarry and grassland, highlands, plantation reserves etc. These resources serve mainly as sources of livelihood and employment for majority of the people in the Municipality. However, some human activities are playing a major role in the destruction of these resources which may

eventually lead to loss of livelihoods. These activities include deforestation, bush burning, and use of unauthorized methods in fishing etc. The Assembly is expected to enforce its by-laws in relation to these activities to avoid over exploitation of such resources. The Assembly would also be expected to promote sustainable use of such resources and also promote the use of modern technologies in the exploitation of the resources.

## **POPULATION**

Population size, composition and age-sex structure are important factors which determine a potential labor force and the provision of basic social services such as education, health, sanitation, shelter etc. required to improve the standard of living of the people. The population of the Municipality is estimated to be growing at a rate of 2.5% per annum. This means between 1500-2000 persons are being added to the population each year and therefore there would be the need to make adequate provision for infrastructure expansion and maintenance to enhance public services delivery.

### **Population Size and Distribution**

Projected population figures from the 2010 PHC by the Ghana Statistical Service, puts the total population of the Municipality at 62,240 in 2017 with males constituting 48.21% whilst females constitute 51.79 %. The population of the Municipality represents 2.5% of the regional population. The Municipality is predominantly urban populated (55.01%) compared to the rural areas (44.99%).

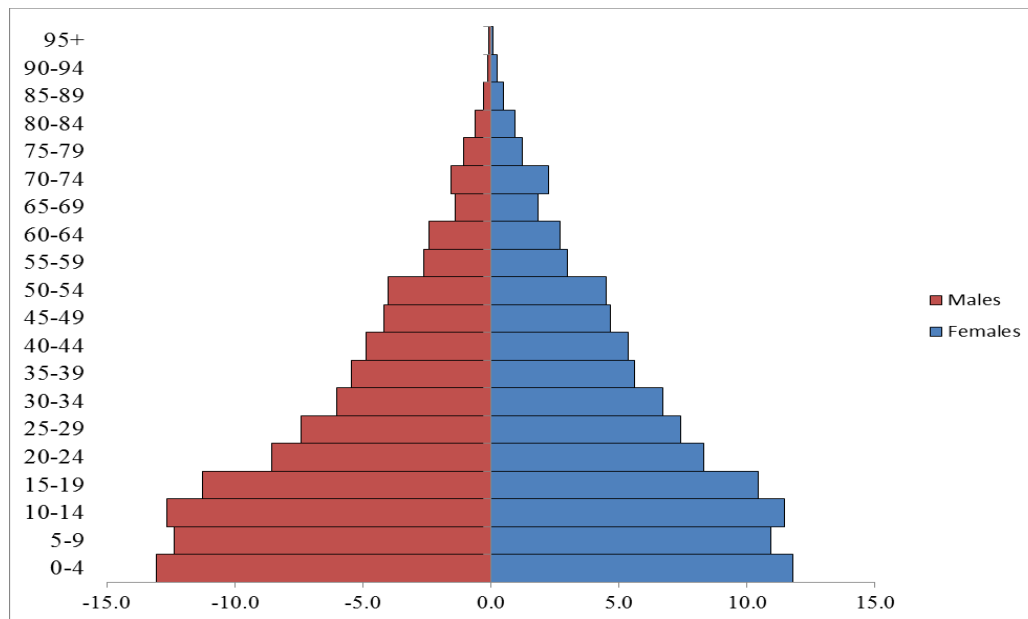
### **Age-Sex Structure**

The male population is a little larger than the female population from age groups 0 – 4 up to age group 15 – 19 years. This situation changed in favor of the female population from age 20 to 94 years. The population aged 0-14 year's represents 36.1 percent of the total population. The population aged 15 – 64 years and over 65 years constitutes 57.8 and 6.1 percent respectively of the total municipal population.

The age-dependency ratio of the Municipality is 73.1. The rural population has a higher age-dependency ratio (79.0) than the urban population (68.5). Also the male population has a higher dependency ratio (76.0) than the female population (70.4).

The age structure of the population consists of a broad base meaning it's a youthful one and narrows at the apex which is an indication of small numbers of the elderly. As age advances, the pyramid looks slightly thinner for the male population than for the females. This phenomenon shows that the population of the males declines faster than that of the females as the age increases.

**Figure 4- Population Pyramid of the Municipality**



Source: Ghana Statistical Service, 2010 Population and Housing Census

As shown in Figure 4 above, there is a high percentage of the population aged between 0-19 years (55.35%) in the Municipality which implies that the population has a potential to grow for a considerable number of years. Furthermore, the broad base nature of the population depicts that; there is a high concentration of the population (36.1%) in the younger ages (below 15 years). This population structure has a greater tendency of posing the problem of high dependency ratio which could culminate in poor savings attitude and low living standards.

### **Fertility**

According to the 2010 PHC, the Municipality has total fertility rate of 3.0 children per woman aged 15-49 which is lower than the regional average of 3.4 children per woman. The implication of this is that a woman living in the Municipality would have an average of 3.0 children by the end of her reproductive period.

### **MIGRATION (EMIGRATION AND IMMIGRATION)**

Migration impacts on population size, structure and distribution. Data from the 2010 PHC indicates that migrants constitute 31.7 percent of the total population of the Municipality. More than two-thirds (67.4%) of the migrants in the Municipality were born elsewhere in the Region, followed by 26.9 percent born elsewhere in another region while the remaining 5.8 percent were born outside Ghana.

The majority (29.7%) of migrants born elsewhere in the Region have stayed 1-4 years while the least percentage of the migrants (12.9%) has stayed less than 1 year. Migration into the Municipality is on the ascendency.

Significant numbers of citizens also move to other parts of the country for educational as well as socio-economic reasons. This is as a result of lack of adequate public infrastructure and job opportunities. It is incumbent on the Assembly to provide access to public infrastructure such as schools and also promote local economic development opportunities as a way of generating job opportunities for residents of the Municipality.

## **GENDER EQUALITY**

Gender defines the roles, rights, responsibilities, and obligations of men and women in a given culture, location, society and time. The varying roles of women and men in localities generate different needs and concerns. Over the years, failure to recognize and address these varying needs and concerns as part of development efforts has created adverse effects for females in particular. Therefore, even though decades of development efforts have made significant progress in most aspects of the lives of vulnerable persons, women and men still experience inequality in many areas of their lives such as socio- cultural, economic, political representation etc.

Some of the specific gender issues are as follows:

Economic:

- Male dominance in the ownership and access to productive and economic resources such as land, credit facilities etc.

Political:

- Low participation of women in leadership positions e.g there are 6 women out of 30 members of the Assembly

Socio- Cultural:

- Domestic violence against women
- Male dominance in access to education
- Male dominance in running domestic affairs



The implication for gender imbalance in all areas is that there will be emerging issues such as teenage pregnancy, prostitution, promiscuity among others. Equality between men and women is therefore a necessary precondition for sustainable development.

It's important to recognize the different roles, capabilities and needs of women and men and taking account of them before embarking on development interventions in order to ensure that such policies address the needs of females and males equitably, and attempt to close any socio-cultural, political and economic gaps that exist between them. In order to promote gender equality in the Municipality, the Assembly would carry out programmes and activities under the following:

- Control – ensuring equal control in decision-making over factors of production.
- Participation – ensuring equal participation in decision-making processes related to policymaking, planning and administration.
- Sensitization – attaining equal understanding of gender roles and a gender division of labor that is fair and agreeable.
- Access – ensuring equal access to the factors of production such as land etc.
- Welfare – ensuring equal access to material and social welfare (food, water, income, education, medical care).

## **SETTLEMENT SYSTEMS**

### **Rural/Urban Split**

The rural/urban classification of localities is population based. This means that a settlement with a population size of 5000 or more is classified as urban and settlement with less than 5000 people is considered rural. Based on this classification, Kpando Municipality is predominantly urban populated (55.01%) compared to the rural areas (44.99%). The Municipal capital, Kpando and Torkor, are the two urban settlements in the Municipality.

### **Spatial Analysis (Hierarchy of Settlements)**

The distribution of settlements in the Municipality is dictated by some physical and economic factors including accessibility to socio-economic infrastructure and natural resource endowment. The hierarchy of services and infrastructure are interrelated to the growth and size of settlements. The bigger settlements tend to develop along the trunk road that traverses the Municipality.

Naturally the size of a settlement tends to determine the level of services and infrastructure available. In the Municipality, some settlements with population lower than others perform higher functions. Kpando is the only settlement in the Municipality performing the highest level of functions. There is high concentration of socio-economic infrastructure and services such as

health, education, communication, etc. in the first level function in the hierarchy of settlements in Kpando and Torkor. There is however least concentration of such facilities and services in the second and third levels of settlements in the Municipality. There is therefore the need to ensure even distribution of services and infrastructure in the other levels of settlements in order to:

- Ensure access to basic services and infrastructure;
- Curb the incidence of rural-urban migration.

Table 6 below presents details of the scalogram analysis of the Municipality in terms of the major communities in the Municipality and the services and infrastructure availability.

**Table 6: Scalogram Analysis**

NAME OF LOCALITY	POP.	PRE-SCH	PRIMARY	JHS	SHS/VOC	HERBALIST	CHEMICAL STORE	PHARMACY	MATERNITY HOME	CHPS COMPOUND	HEALTH CENTRE	HOSPITAL	BOREHOLES	PIPED WATER	PUBLIC LATRINE	POLICE POST	POLICE STATION	CIRCUIT COURT	MAGISTRATE COURT	FIRE STATION	POST OFFICE	TELEPHONE	BANK	INSURANCE	MARKET	GUEST HOUSE	HOTEL	RESTAURANT	ELECTRICITY	LORRY PARK	FILLING STATION	AGRIC EXTENSION	NO. OF FUNCTIONS	TOTAL CENT. SCORE	RANK		
Weight		1	2	3	4	1	2	3	4	5	6	7	1	2	1	2	1	2	1	2	1	1	1	1	1	1	2	1	1	1	1	1					
Kpando	28,525	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	30	1,571.48	1 <sup>ST</sup>		
Torkor	6,430	X	X	X		X	X		X		X		X	X	X	X						X			X	X		X	X	X	X	18	546.59	2 <sup>ND</sup>			
Sovie Old Town	3,220	X	X	X	X	X	X			X	X		X	X								X				X		X	X	X	X	15	338.15	3 <sup>RD</sup>			
Gbefi Hoeme	2,645	X	X	X		X	X			X			X	X								X						X			X	10	111.49	6 <sup>TH</sup>			
Fesi	2,119	X	X	X		X	X			X			X	X								X						X			X	11	111.49	6 <sup>TH</sup>			
Dzoanti	1,896	X	X	X		X	X						X	X								X			X			X			X	11	119.82	5 <sup>TH</sup>			
Gbefi Tomu	1,703	X	X	X		X	X						X	X								X						X			X	10	86.49	10 <sup>TH</sup>			
Kudzra	1,624	X	X	X		X	X				X		X	X								X						X			X	11	106.49	9 <sup>TH</sup>			
Aziavi	1,599	X	X	X		X							X	X								X			X			X			X	10	109.82	8 <sup>TH</sup>			
Agbenorxoe	1,184	X	X	X		X	X			X	X		X	X								X						X			X	12	131.49	4 <sup>TH</sup>			
Sovie new	1,017	X	X	X		X	X						X	X														X			X	9	77.40	11 <sup>TH</sup>			
Agudzi	806	X	X	X		X							X									X						X			X	8	67.40	12 <sup>TH</sup>			
NO. OF SETTLEMENT		1 2	1 2	1 2	2	1 2	10	1	1	4	5	1	1 2	1 1	2	2	1	1	1	1	1	1	1	1	3	3	1	1	1	2	3	1					
CENT. INDEX		1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	10 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	10 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	10 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0					
WEIGHTED CENT. INDEX		8 .3 3	8 .3 3	8 .3 3	5 0. 0	8. 3 3	10. 00 0	1 0 0	1 0 0	2 5. 0	2 0. 0	1 0 0	8 .3 3	9. 0 9	50. 00 0	5 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	9. 0 9	1 0 0	1 0 0	33. 33 3	3 3 3	1 0 0	1 0 0	8. 3 3	5 0. 0	3 3 3	3 3 3	8. 3 3			

## **ECONOMIC INFRASTRUCTURE AND SERVICES**

### Markets

#### Kpando Market

Kpando Market is the largest in the Municipality. It stretches over 1.5 hectares of land. The market has an extensive sphere of influence that goes beyond the Municipality's boundaries covering Jasikan, Hohoe, Ho and Biakoye M/DAs, and parts of Eastern and Greater Accra Regions. The market operates every five days. The market counts as one of the major sources of revenue to the Assembly. Pavement and drainage works were carried out recently in the entire Market as well as the construction of 20.No lockable stores. The market however lacks certain facilities such as public toilet, urinal, and potable water.

#### Torkor Market

It is the second largest market in the Municipality. The market was developed from the fishing industry and was a buoyant commercial center in the 1980s and 1990s. One of the greatest challenges facing the smooth operationalization of the market and which also affect the economic potentials of the Municipality is the frequent breakdown of the Pontoon linking the Municipality and Afram Plains District. Government procured a new Pontoon and a river Bus in 2016 for use on the Lake. The effective operationalization of the Pontoon is expected to boost economic activities between the two Districts

Other challenges impeding the smooth operationalization of the market are poor and inadequate market infrastructure, inadequate sanitation facilities, water, lighting, security, poor drainage system, deplorable condition of the lorry park and the Kpando-Torkor road. The Assembly has instituted plans to commence redevelopment of the Market.

#### Road Network

The Municipality has approximately a total road network of 242 kilometers (km). Forty Eight (48) km of that are paved and 194 unpaved roads. The conditions of the paved roads are as follows:

22km is in good state

5km is in fair state

15km is in bad state

The conditions of the unpaved roads are as follows:

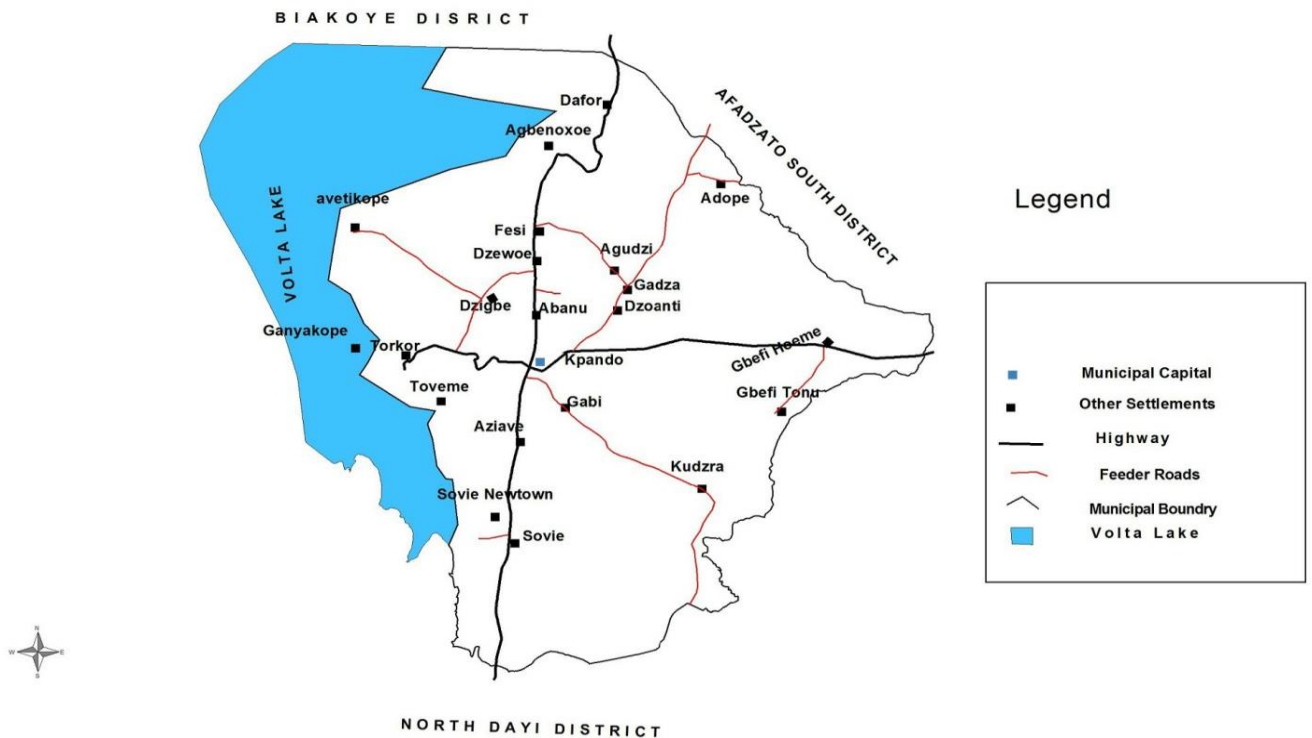
45km is in good state

36km is in fair state

114km is in poor state

The 114km which are Un-engineered road network in the Municipality requires urgent maintenance to facilitate free movement of goods, services and persons in the Municipality in order to promote economic activities.

**Figure 5: Road networks in the Municipality**



### Lake/ Water Transport

The Volta Lake with a shoreline measuring about 20km long forms the western boundary of the Municipality. The Municipality is therefore accessible with engine boats which provide opportunity for heavy interaction between the two entry points of Kpando Torkor and settlements in the Kwahu North and Afram Plains Districts. Lake transport in spite of its economic and social importance is plagued with some challenges. The presence of tree stumps in the Lake and lack of good landing site are the major factors militating against smooth transportation on the Lake. Efforts are under way to construct a new landing site at Torkor by the Volta Lake Transport Company in collaboration with the Assembly.

### Electricity / Energy

About 95% of communities in the Municipality are connected to the national electricity grid. Only very few communities are without electricity. A lot of interventions were made over the years to extend electricity to most communities in Municipality and plans are ongoing to reach other communities. Other sources of energy in the Municipality are fuel wood, LPG etc. Potentials however exist for exploitation of other energy sources such as wind and biogas. The Assembly is expected to partner the private sector to take advantage of these other energy sources to complement the existing sources. The Assembly, through the Energy Ministry, has over the years distributed solar lamps to the Island communities in the Municipality. The presence of hydro-electricity offers an opportunity to boost the industrial sector; unfortunately the supply of electricity is underutilized by the general populace.

### **Postal and Telecommunication**

The Municipality has a Post Office located at Kpando which is currently experiencing a down turn of business as a result of the emergence of internet services. In terms of the spread of Communication services, major service providers namely the Vodafone, MTN, Airtel-Tigo are operating in the Municipality with wider coverage. Telecommunication network in some communities in the Municipality such as Gbefi, Agbenoxoe is however poor. The national fiber optic internet connectivity was carried out in the Municipality but the system is yet to be fully operational.

### **Information and Communication Technology (ICT)**

Information and Communication Technology (ICT) is one important tool that can be harnessed to accelerate the socio-economic development of the Municipality. Some government policies and programmes have contributed to increased access of the population to ICT facilities which included the construction of ICT facilities at KPANTEC and BIHECO. The Assembly has launched its web site in 2016 as a way of interacting with the general public. An email system has also been created by the Assembly as a way of liaising with departments and other stakeholders in terms of communication and information gathering. Efforts are also underway to carry out digitization of information and documents of the Assembly at the records unit. The major challenges in the sector are low access to and high cost of ICT services to the general public

### **Ownership of Mobile Phones**

Mobile phones have become one of the major communication tools for disseminating information and transacting business in the Municipality. According to the 2010 PHC, out of a population of 38,099 which is 12 years and older, 16,649 (43.7%) have mobile phones. This figure is higher compared to that of the regional average of 37.3 percent. Mobile phone ownership in the Municipality is higher among males (48.2%) than among females (39.7%).

### **Use of Internet Services**

Owing to the contemporary globalization phenomenon, internet usage has become very important for individuals, businesses and organizations in the Municipality. According to the 2010 PHC, over 4.1% of the population, 12 years and older, are using internet facilities. The male population accounted for 6.1 percent of internet use whereas the female population accounted for 2.4 percent.

The nationwide E-Government infrastructure for Ghana, which is being carried out by Huawei, would extend the national backbone infrastructure to all districts in the country and provide a national data centre and a secondary data Centre facility for disaster recovery, and ultimately connect all public institutions to a single shared communications and computing infrastructure to facilitate effective delivery of government services to citizens, businesses and others. Recently the offices of the Kpando Municipal Assembly were connected to the system. The system is however yet to roll out full operations.

Businesses are expected to take advantage of this facility to grow and thus boosting the local economy while internet accessibility becomes cheaper and easy. This program is also to aid the Assembly to have a more robust way of keeping data and information and would also help the Assembly when it comes to reporting.

### **Banking Services**

The Municipality is serviced by two (2) Commercial Banks namely, GCB Bank and Agricultural Development Bank as well as three (3) Rural Banks and a number of micro financial institutions that provide credit facilities to the general public. The existence of these financial institutions is expected to make access to capital easy for the development of SMEs and other economic activities, however, over the years SMEs have been unable to access funds to expand their businesses. It is therefore incumbent on the Assembly to find ways of addressing this challenge.

### **Hospitality Industry**

The hospitality industry has improved considerably with the development of Guest houses and hotels. Some of the facilities in the Municipality are Same Sisters, Ash Town Guest House, Catherine lodge, Johnson Inn and Hotor Hotel all located at Kpando.

### **Traffic Management**

There is currently two traffic controls at the GCB junction and BIHECO junction with only one functioning. There is also one earmarked for construction at Marquart Junctions. Vehicular movement in the Municipality is relatively good with no traffic congestion on the roads. The Assembly has constructed lay-bys at two (2) separate locations to enable vehicles to park as a way of easing congestion on the road. These interventions promote easy movement of the work force within the Municipality. The Police and Youth in Community Policing also assist in the management of traffic in the Municipality

## SANITATION

### Liquid Waste management

Collection of liquid waste from public, institutional and household latrines is usually carried out by the Assembly. The Assembly has one (1) cesspool emptier which breaks down frequently. This situation impacts negatively on liquid waste management. Liquid waste is however disposed of at a site which is periodically retrenched but the access road to the site becomes inaccessible during the rainy seasons.

### Solid waste management

Solid waste management in the Municipality is carried out by Zoomlion Ghana Limited together with the Assembly. The Assembly and Zoomlion jointly have twenty eight (28) public skip containers in the Municipality for refuse collection. However, only thirteen of these are functioning. Collection and disposal is mainly done by Zoomlion because the Assembly's two (2) refuse trucks are broken down. The 13 functioning refuse skips are woefully inadequate for the management of solid waste in the Municipality. There is a final disposal site owned by the Assembly which is periodically leveled by the Zoomlion Company.

### Sanitary Facilities and infrastructure

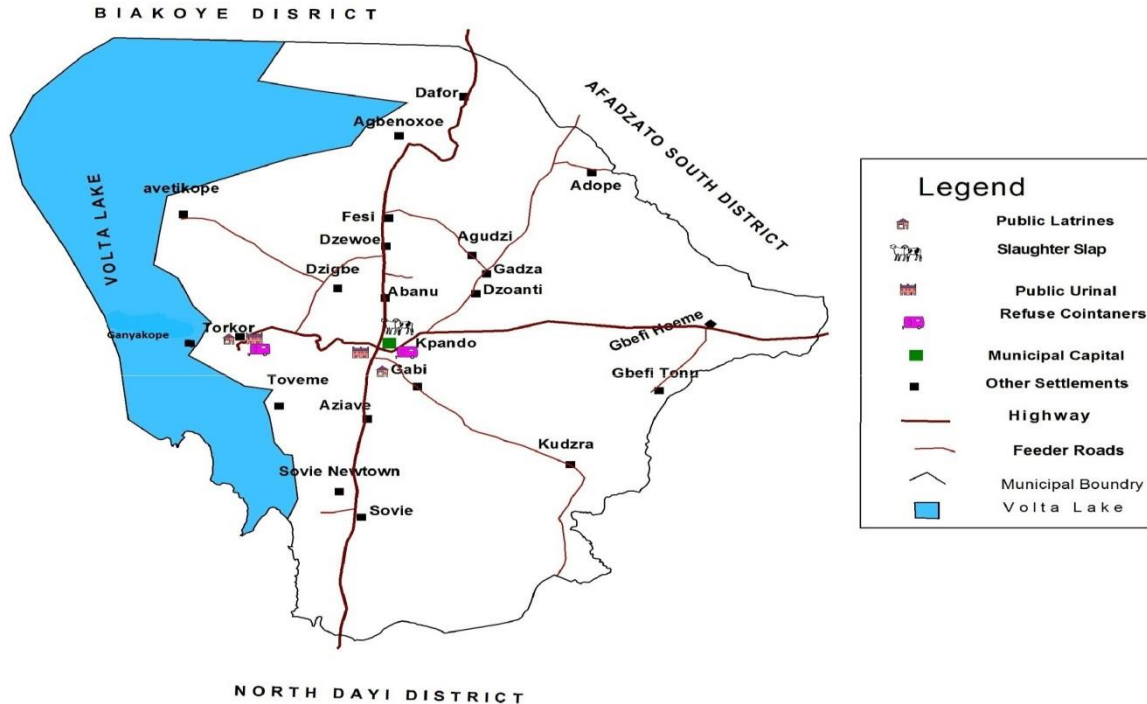
**Table 7: Location and state of Sanitary Facilities in the Municipality**

S/No	FACILITY	NUMBER	LOCATION	STATE
1.	Public Latrines	10	6 in Kpando central, 4 in Torkor.	All functioning well.
2.	Public Urinals	3	2 in Kpando central, 1 in Torkor.	All functioning well.
3.	Public Bath houses	3	1 in Kpando, 2 in Torkor.	All functioning well.
4.	Slaughter Slabs	1	Kpando central.	In good condition.
5.	Assembly Refuse Containers	16	Kpando Prisons (1)	Only one is in good condition.
6	Zoomlion Refuse Containers	12	Torkor, Gabi, Stadium, Zongo, Aloyi, Deveme, Tsakpe and Konda	All functioning well

Source: EHSU 2017



**Figure 6: Sanitary Facilities in the Municipality**



**Community Led Total Sanitation (CLTS)**

The sanitation strategy being implemented in the Municipality is the CLTS with support from UNICEF. This strategy involves engaging communities to eliminate open defecation and adopt appropriate hygiene and sanitation practices. CLTS commenced in August 2012 in the Municipality with 64 communities. Some characteristics of CLTS are the use of local materials and innovations to construct low cost and durable latrine models, community-innovated systems of reward, penalty, spread and scaling-up through incremental strategy. In a summary, CLTS includes a range of activities targeted at:

- Ending open defecation by promoting household ownership of latrines.
- Promoting hand washing with soap practices
- Promote the treatment of water before use.
- Provision of Sanitation and Hand washing facilities in schools, as well as educating and imparting values on good hygiene practices to children to serve as change agents

Currently 64 communities were entered and triggered, 40 are Open Defecation Free Basic (ODFB) while 16 are Open Defecation Free (ODF) and 8 are practicing Open Defecation.

School Led Total Sanitation (SLTS) is also being carried out in schools in the Municipality and aimed at:

- Sensitizing both the pupils and teachers on personal and environmental hygiene
- Providing WASH facilities in schools in the Municipality.

The EHSU also carry out routine house to house inspection in communities to sensitize members on waste water disposal systems, management of refuse, environmental protection etc. in general. Market sanitation activities are also being carried out to ensure non exposure of food stuffs to hazardous substances.

The Assembly has set aside the first Thursday of every month to observe the National Sanitation Day (NSD) in the Municipality. Basic Sanitation coverage in the Municipality in terms of ODF currently stands at 25%.

## **DRAINAGE**

There are two (2) main storm drains in the Municipal Capital, Kpando which collects surface water from various points in the Municipality. Sixty Five percent (65%) of the total distance of the two (2) drains is earth drain which collapses frequently and therefore requires a major intervention to ensure its sustainability. The damage being caused by the inadequacy of drains in the Municipality is rampant in communities such as Kpando, Sovie, Dafor etc and therefore there is the urgent need to undertake construction of drains in many communities in the Municipality to remedy the situation.

## **CULTURE**

The indigenous inhabitants of the Municipality are mainly Ewe-speaking people who originally migrated from Notsie, Togo in the 17th century. The people of the Municipality are organized under traditional areas with paramount chiefs and sub-chiefs as symbols of authority. Ownership of property is passed on by patrilineal inheritance.

## **Chieftaincy**

The Municipality is traditionally ruled by three authorities namely; Kpando, Gbefi and Sovie. Each of the traditional areas is headed by a paramount chief with various sub chiefs for various communities. The traditional authorities administer stool lands, holding them in trust for the people and also lead in the organization and celebration of festivals and other community programs. They are also the custodian of traditional beliefs and customs. The traditional authorities also have traditional tribunals for the settlement of all kinds of disputes.

The major challenge facing this institution is the numerous Chieftaincy disputes in some communities in the Municipality which in one way or the other retard development. The

Assembly would continue to work with appropriate institutions and stakeholders to find amicable solutions to these disputes.

### **Festivals**

The traditional areas celebrate some very important festivals and most community development projects are initiated during the celebration of such festivals. Most of these celebrations are characterized by music and dance dominated by the famous “Borborbor” Dance. The festivals are symbols of unification and they also serve as tourist attractions with potentials to boost the local economy.

Table 8 below provides detailed information on festivals in the Municipality.

**Table 8: Notable Festivals Celebrated in the Municipality**

<b>S/No</b>	<b>Name of Festivals</b>	<b>Traditional Area</b>	<b>Objective/Purpose of Festival</b>	<b>Time of celebration</b>	<b>Remarks</b>
1	Sasaduza	Sovie	Unite the people and raise funds for development	November	It celebrated on rotational basis annually
2	Danyigbakaka	Kpando	In remembrance of the exit of the people from Notsie	August /September	Abandoned for some time now
3	Dagadu Kamalo Gborgbor	Kpando	In remembrance of Dagadu II from Cameroon after detention	December	Attempt to revive the festival
4	Duawokpeza	Gbefi	Unite the people and raise funds for development	November	Abandoned for some time now

### **Language**

The indigenous inhabitants of the Municipality are mainly Ewes and speak the Ewe language.

### **Religion**

The people in the Municipality practice Traditional, Christian and Islamic Religions. Christianity is the predominant faith among the populace constituting about 87.8 percent of the population followed by the Islamic religion with about 6.0 percent and Traditional religion with about 2.9 percent. The other religions form 0.7 percent of the population whereas people who do not belong to any religion comprise 2.6 percent of the total population according to the 2010 PHC.

## **GOVERNANCE**

The Assembly was elevated to a **Municipal** Status with the passage of L.I. 2073 in 2012. The Assembly is composed of 19 Elected Members and 9 Government Appointees, the Municipal Chief Executive and the Member of Parliament for the Kpando Constituency.

The Assembly is by law, the highest Political, Administrative, and Planning Authority in the Municipality with deliberative, legislative and executive powers. The Assembly has responsibility for the overall development of the Municipality.

Below the Assembly are three (3) Zonal Councils namely Kpando, Gbefi and Sovie and Unit Committees in every community.

The General Assembly elects a Presiding Member from among themselves by two-third majority. He presides over the meetings of the Assembly for a two-year term. The Assembly has an Executive Committee presided over by the Municipal Chief Executive (MCE) who is appointed by the President with prior approval of not less than 2/3 majority of members of the Assembly present and voting at a meeting.

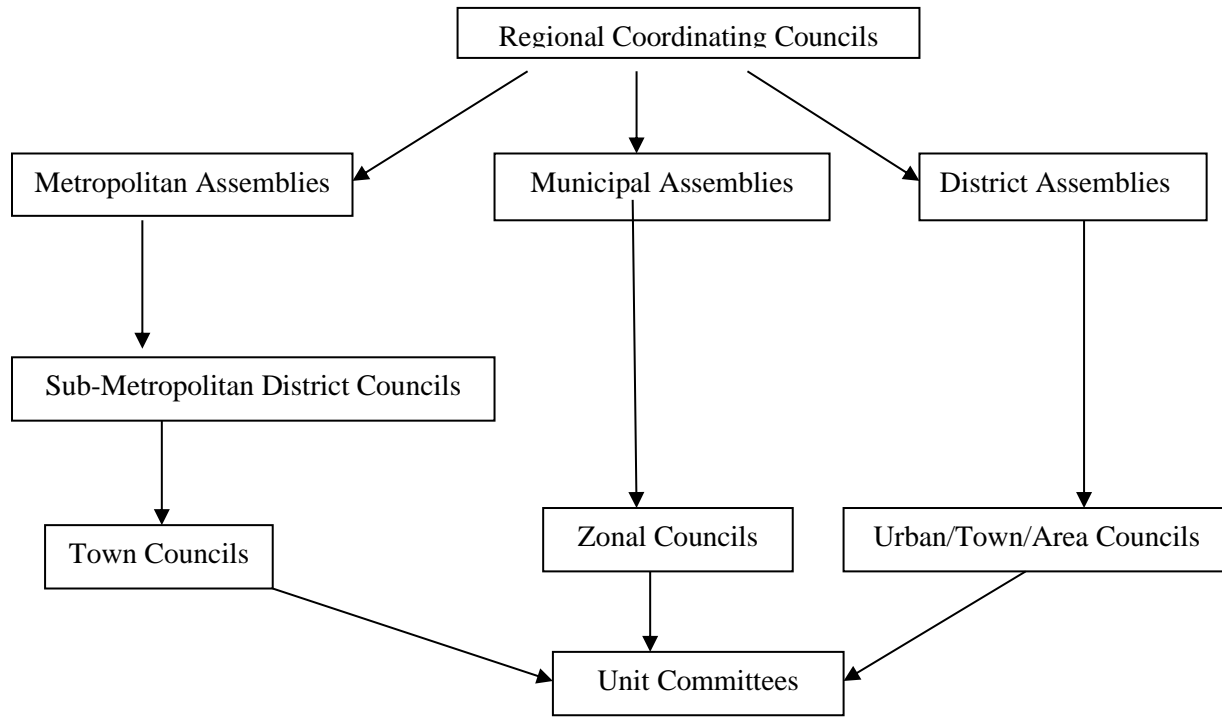
The Local Governance Act (936) of 2016 spells out in greater details the specific functions of the Assembly in areas of health, public works, rehabilitation, maintenance, agriculture, roads, physical developments, sanitation etc. For the purpose of the work of the Assembly, and to subject the issues of development to a wider discussion, the Executive Committee has five (5) statutory sub-committees composed of Members of the Assembly. These are as follows:

- Finance and Administration Sub-committee
- Development Planning Sub-committee
- Social Services Sub-committee
- Works Sub-committee
- Justice and Security Sub-committee

Some of the legal frameworks governing the operations of the Assembly are:

- Local Governance Act, 936 (2016)
- The National Development Planning Systems (Regulation) L.I 2232 (2016)
- Civil Service Law PNDC Law 327 (1993) etc.
- Public Financial Management Act, 2016 (Act 921)
- Land use and Spatial Planning Act, 2016 (Act 925)
- Financial Administration Regulation, 2004
- Local Government (Depts. of District Assemblies) (Commencement) Instruments, 2009 (L.I.1961) etc.

**Figure 7: Structure of the Local Government System**



**Sub-Structures of the Assembly**

In order to deepen the decentralization process, the Kpando Municipal Assembly is demarcated into three (3) Zonal Councils. The zonal councils were recently supplied with office equipment while some level of renovation was carried out on them. The Gbefi and Sovie councils are currently operating from temporal structures and would require the provision of permanent structures.

**Departments of the Assembly**

The Assembly is expected to have 13 Departments. These Departments support the Assembly in the discharge of its functions. Some of the departments such as Natural Resources Conservation, Forestry, Game and Wildlife Division, Transport and Urban Roads are yet to be fully established in the Municipality. The Departments of the Assembly are listed in table 9 below as stipulated in the Local Governance Act 936, 2016.

**Table 9: Departments of the Assembly**

<b>S/NO</b>	<b>DEPARTMENT OF THE ASSEMBLY</b>
1	Central Administration
2	Finance Department
3	Department of Education, Youth and Sports
4	Department of Health
5	Department of Agriculture
6	Physical Planning Department
7	Department of Social Welfare And Community Development
8	Natural Resources Conservation Dept Forestry Game and Wildlife Division
9	Works Department
10	Department Of Industry and Trade
11	Transport Department
12	Disaster Prevention and Management Department
13	Urban Roads Department

Source: Local Governance Act 936(2016)

## **SOCIAL ACCOUNTABILITY**

### **Community Participation, Transparency and Accountability**

Good governance is a necessary condition for sustainable development and poverty reduction. The impressive progress made in the practice of good governance and the gaps noted calls for the consolidation and expansion of democratic practices in the Municipality. In the promotion of good governance, key intervention areas would include:

- Information dissemination on national and local governance and policies;
- Grass root and stakeholder participation in decision making;
- Sub-municipal structures empowerment
- Capacity building for major stakeholders in local governance such as Assembly members.

As part of the process of promoting social accountability and minimizing conflict for effective development, the involvement of key stakeholders such as Traditional Authorities in rural development would be a priority. There would be series of engagements between the Assembly and the TAs such as Town Hall Meetings, durbars and other national celebrations such as Farmers and Independence Day celebrations etc.

There would also be a number of media platforms for engagement of the general public in the activities of the Assembly which would include: radio programmes, use of public address systems, and other media platforms as such as the Assembly's website.

The Municipal Assembly will also seek the support of NGOs to promote the financing of some interventions, integration of Civil Society Organizations (CSOs) and social accountability in development planning and also the promotion of community development plans, budgeting, fee fixing resolutions, implementation and monitoring of programmes and projects.

In the financial sector, there would be public display of the IGF performance of the Assembly. These activities are expected to go a long way in promoting social accountability in the Municipality.

## **SECURITY ISSUES**

Development takes place in an environment of peace and social cohesion. Therefore for the Assembly to sustain its developmental agenda, adequate maintenance of security and peace is paramount. There was a dispute between GPRTU and other transport Unions over the use of Kpando Lorry Park. However, the issue was resolved amicably at the Kpando Circuit Court. In addition, there was a Chieftaincy dispute at Kpando Sovie over paramountcy. The case is currently referred to the Judicial Committee of the Regional House of Chiefs, Ho for redress. There were also a number of theft cases fire disasters recorded in the Municipality over the years.

To this end the development focus of the Municipality was to ensure the resolution of all chieftaincy and other forms of conflicts, construction of Municipal Fire Office, construction of police posts in some major communities etc. The administrative body responsible for the overall management of security issues in the Municipality is the Municipal Security Council (MUSEC) chaired by the Municipal Chief Executive (MCE). Others include all the security agencies operating in the Municipality.

The main security services operating in the Municipality are:

### ***Police Service***

The Police command is divided into Divisional and Municipal commands. The Divisional Command which was established in 2016 in the Municipality covers the areas of Have, Anfoega, Kpando and Nkonya. The major problem facing the police service is lack of decent office and staff accommodation and this situation undermines quick response to emergency situations.

### ***Prison Service***

The Prison service lacks decent office and residential accommodation for inmates and officers. The prison is housed in an old colonial structure which is in a deplorable state.

### ***Ghana Immigration Service***

The service has opened an office in the Municipality recently as a result of the high incidence of child trafficking and the influx of foreigners into the Municipality. The service however lacked a permanent office and is currently occupying an office space at the premises of the Assembly.

### ***Fire Service***

The incidence of bush fires is so pronounced in the Municipality and has become a major concern for the Assembly. The Municipality has a decent office space for the fire service at Abanu.

### ***Naval Command***

The naval command is stationed at Torkor. The command is responsible for maintaining safety of travelers on the Volta Lake and related matters.

### ***Administration of Justice (the Court)***

For effective administration of justice in the Municipality, the Municipality has a Circuit and a Magistrate court all located at Kpando. The existence of these two courts have proven to be of immense benefit to the people with regards to the delivery of justice. The main challenge facing this institution is inadequate staff accommodation.

### ***Bureau of National Investigations***

The unit is responsible for intelligence gathering as well as other security issues in the Municipality.

## **LOCAL ECONOMIC DEVELOPMENT (LED)**

Local Economic Development is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment creation within a local area. The local economy of the Municipality is abounds with a lot of resources such as lakes, mountains, valleys, labour force, vast arable land, gravel deposits, favourable weather conditions among others. However, some of these resources have not been put to maximum use.

The KpMA has over the years made significant efforts at reducing poverty and improving the lives of its citizenry. In spite of the progress made in tackling poverty, citizens are still faced with high levels of poverty, and unemployment. At the same time, there are challenges in meeting the needs of the people mostly due to lack of resources.



Addressing these unpleasant phenomena urgently requires a new approach to development that focuses on fully harnessing the economic potentials and resources of the local areas for job creation and consequently improved living standards. The broad objective is to build up the economic capacity of the Municipality to improve its economic status and the quality of life for all.

This objective falls in line with the Government's policy of "One District, One Factory", planting for food and jobs programme etc.

The KpMA therefore would promote policies and interventions to promote the establishment of SMEs as a base for industrial development.

### **Challenges**

- Inability to coordinate LED activities at the Municipal level
- Weak private sector to engage public sector for LED
- Poor entrepreneurial culture among citizens
- Poor and inadequate infrastructure such as roads, water, power etc.
- Lack of market information
- Inadequate business management and skills training
- Inadequate basic machinery to enhance productivity

### **Strategies for the promotion of LED**

The Assembly would partner appropriate Government agencies, private sector, donors, NGOs and other agencies to:

- Provide urban and rural infrastructure (roads, energy, markets, water, storage facilities, processing facilities etc.) to enhance quality service at the local levels.
- Identify and exploit existing and potential natural resources, expertise and facilitate access to financial resources for LED.
- Equip local economic actors with the requisite skills, knowledge and attitudes and build capacity of LED institutions at all levels.

### **Funding Arrangements to Support LED**

The following funding mechanisms are expected to help promote LED activities in the Municipality:

- Central Government support for LED activities such as the "One District One Factory programme, One Million dollar per Constituency policy and other GoG policies.
- KpMA will develop and integrate LED activities into its budgets and annual action plans.
- KpMA will enter into possible Public – Private Partnership (PPP) ventures that would support LED.
- KpMA will seek support from its sister city partners in LED related activities.

- KpMA will seek funding from development partners and donors to support LED activities

### **Potential LED areas in the Municipality**

- Development and redevelopment of irrigation facilities in the Municipality to promote the production of vegetables and other crops.
- Establishment of farm mechanization center with availability of tractors, ploughs, combined harvesters etc.
- Promotion of large scale rice production and establishment of rice milling centers
- Development of storage/ warehouse facilities
- Development of Agro processing facilities to process palm oil, cassava, cashew etc)
- Promotion of Aqua culture and establishment of fish processing facilities
- Promotion of large scale production of cash crops such as s cashew etc.
- Development of Fruits and vegetable processing facilities to process mangoes, pawpaw, pineapple, okro etc.
- Development of an art village to promote pottery making, kente weaving, beads making, wood processing/ carving etc.
- Promotion of Animal Husbandry e.g goat, sheep, piggery, pottery production etc.
- Tourism development with the presence of Volta Lake, historical, cultural heritages
- Revival of tile and bricks industry

## **ECONOMY OF THE MUNICIPALITY**

### **Social and Economic Characteristics**

Over the past years, considerable effort has been made to improve socio-economic conditions of the people in the Municipality through poverty reduction strategies and other related interventions. However, a lot still remains to be done as the socio-economic conditions of the majority of the people is still characterized by poverty resulting from income inequality, low living standards and poor quality of life.

Access to certain basic public infrastructure and services is still inadequate especially in rural areas. There are also major disparities in the social conditions between different segments of the population. Generally, the lowest living standards are recorded in the rural areas.

In the urban and peri-urban communities, some adverse social consequences of uncontrolled urbanization are beginning to manifest themselves.

## **ANALYSIS OF POVERTY INCIDENCE, DEPTH OF POVERTY AND INEQUALITY**

The Ghana Poverty Mapping report of the Ghana Statistical Service (2015) revealed that there exist high variations in the levels of poverty among the 25 districts in the region. More than half (13 out of 25) of the districts have poverty incidence higher than the regional average of 33.3 percent. The incidence of poverty is highest in Adaklu (89.7%), whereas Kpando recorded between 40.0-49.9. The lowest poverty headcount is observed in Akatsi South District (10.5%). Severity of poverty of Kpando Municipality stands at 5.2.

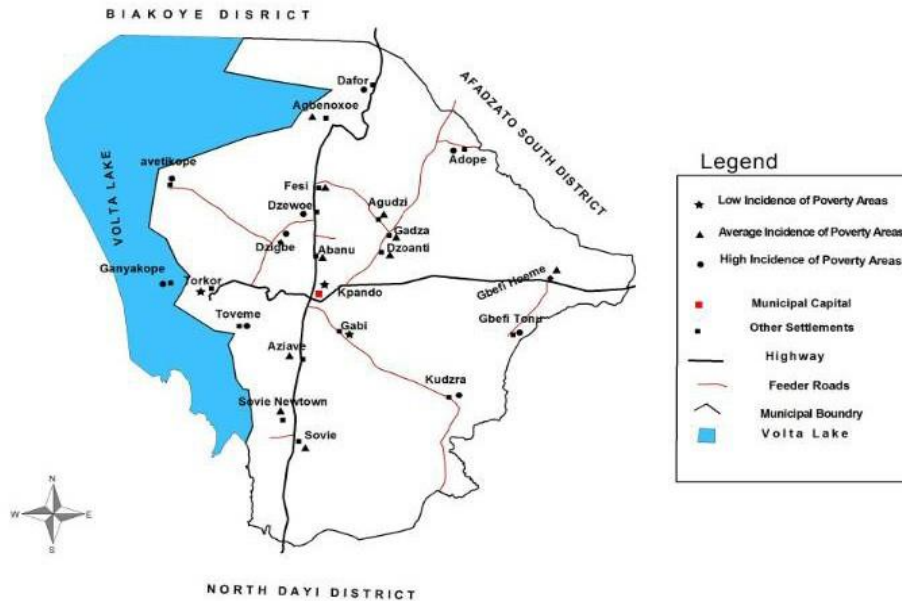
Adaklu District has the highest depth of poverty (46.9%), whereas Kpando recorded figures between 11.1. The lowest depth of poverty is recorded in Akatsi South District (2.6%). Kpando Municipal recorded inequality value of (44.4) which is above the regional value of 43.7.

When it comes to estimated number of poor persons Kpando recorded values between 17,113 people. Analysis of the above trend at the Municipality indicated that most of the estimated number of poor persons in the Municipality is persons who live rural communities and are engaged in subsistence Agriculture. Other factors that determine the level and incidence of poverty in the Municipality includes:

- **Demographic Characteristics (age, sex, marital status, and household size):** There is a clear tendency for poverty measures to increase with the age of the household head. The same observation holds in terms of household size, with larger households being much more likely to be poor than smaller ones. Individuals who have never been married (and tend to be younger, better educated, and with a smaller number of children if they have any) are less likely to be poor, as to those who are separated or divorced.
- **Education Level of the Head and the Spouse:** As expected, the probability of being poor decreases with the education level of the household head, from primary, to secondary, and college/post graduate studies. Households' poverty also decreases with the education level of the spouse.
- **Industrial Classification of the Head:** The highest probability of being poor is among persons working in agriculture, followed by manufacturing and construction as compared to those working in the formal sectors.
- **Employment Status of the Head:** Then lowest rates of poverty are observed among public sector workers, followed by wage earners in the private formal sector, the self-employed in non-agricultural activities, the wage earners in the private informal sector, the households with non-working heads, and finally the self-employed in agriculture.
- **Migration and Land Ownership:** The poverty headcount index has slightly lower among household who have migrated than among those that did not migrate since birth, which represents a reversal of the situation of the early 1990s.

- Vulnerability poverty tend to be higher among vulnerable groups of persons such as persons living with disabilities, diseases etc.

**Figure 8: Poverty Map of the Municipality**



The Assembly is therefore expected to put in place measures to ensure reduction in poverty in the Municipality. Some of the measures to be supported or implemented by the Assembly in this regard include:

- Provision of adequate public infrastructure such as water, health and educational facilities etc.
- Support the implementation of social intervention programmes such as LEAP, school feeding, NHIS, planting for food and jobs programme, Free SHS etc.
- Intensify managerial, vocational and technical, entrepreneurial skills training programmes for persons in the Municipality especially vulnerable groups such as PWDs.
- Support local economic development programmes such as One District One factory programme and also create the enabling environment for the growth of private sector.
- Facilitate access to credit facilities to SMEs
- Facilitate access to start up kits for SMEs
- Involvement of vulnerable groups in decision making processes of the Assembly

## **Distribution of Active Population by Occupation**

The economically active persons, 15 years and older in the Municipality are employed in six major occupational groups. Workers in agriculture, animal husbandry, fishing and hunting constitute the largest occupational groups in the Municipality and account for 62% of active population. The wholesale, retail trade and related workers also constitute a significant proportion, 11.4%, of the work force. Out of this figure the female proportion is 15.1% while the male counterpart is 7.4%. Other occupational areas are manufacturing (12%), construction (2.9%), transport and communication (2.3%), fishing (1.9%), professional and technical related workers (8.8%).

## **Economically active and inactive population**

Economically active population are those engaged in home duties, full time education, on pension/ retirement, disabled/sick, too old/young and others. The economically active population (labor force) represents 66.5% of the total population of the Municipality while the economically inactive population stands at (33.5%). There are more females (53.4%) who are economically active than the males counterpart of (46.6%).

Again, for the economically inactive population, there are more females (53.2%) than males (46.8%).

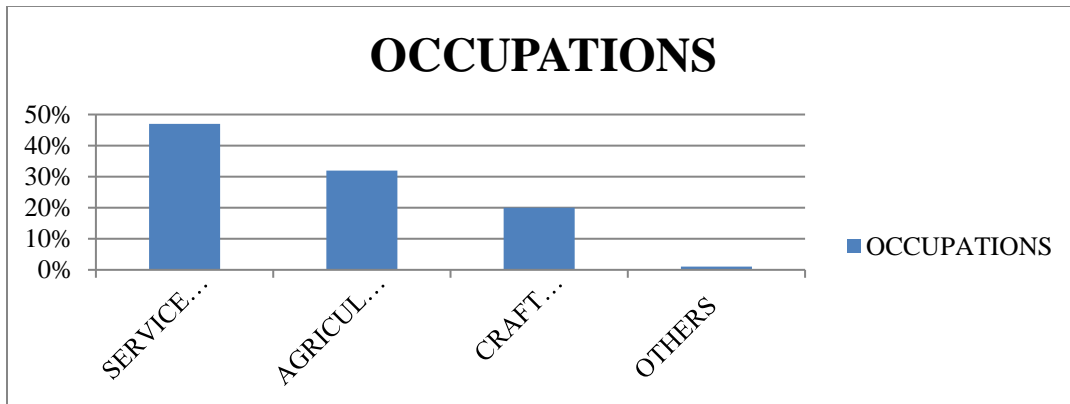
Also, 94.1% of the economically active population is employed whilst the remaining 5.9 percent is unemployed. The percentage of males employed (94.7%) is slightly higher than that of the females (93.5%). There is however a slightly higher percentage (6.5%) of females who are unemployed than males (5.3%).

The majority (51.5%) of the economically not active population are in full time education with the least (5.2%) being pensioners. Analysis by gender shows that a higher percentage (61.2%) of males is in full time education than their female counterparts (43.0%). Significantly higher percentage of economically not active females (20.4%) performed household chores as compared to that of the males (6.3%). It can be observed that, 62.5 percent of the population 15 years and older are employed, 4 percent are unemployed and the remaining 33.5 percent are economically not active.

## **Occupation**

The majority of the population is engaged in the service sector constituting (47.0%) followed by the Agriculture sector including forestry and fishing which constitute (32.0%). The craft and related services make up about (20.0%) of the population while the population engaged in other occupations was found to be the least (1%).

**Figure 9 Occupations in the Municipality**



*Source: MPCU 2017*

There are variations among the percentage of males and females engaged in the various occupations. There is a higher percentage of male population (40.3%) who are skilled agricultural, forestry and fishery workers than their female counter parts (24.6%). On the contrary, there are more females (37.8%) who are service and sales workers than the males (9.0%). In the area of craft and related trades, there is a slight difference between the male (22.0%) and female (21.9%) population.

### **Agricultural Sector growth**

The economy of the Municipality is dominated by agricultural activities and it is estimated that about 32.0% (2010 census) of the active population is engaged either directly or indirectly in this sector. The climatic condition in the Municipality favorably supports variety of crops and livestock production. Crop production is characterized by small farms land holdings with average farm size of less than a hectare. Farmers use simple farming tools and techniques, shifting cultivation practices and over reliance on rain-fed agriculture. About 62% of farmers in the Municipality are subsistent food crop growers, 17% are involved in tree crop farming, and 3% are in industrial crop production and about 18% in livestock farming. The major constraint confronting commercial production of crops is accessibility to markets and lack of processing and storage facilities.

### **Food Production and security**

Food crops such as maize, rice, plantain cassava, yam, and other vegetables especially garden eggs, okro and pepper are mostly grown on subsistence level. There are however a handful of farmers who are into the commercial production of vegetables such as pepper, garden eggs and okro. Annual production varies with the rainfall pattern and the level of soil condition and production technology. The increasing cost of farm inputs, unstable prices and the low soil fertility accounts for the decreasing profit margin of agricultural sector workers with low productivity. Crop production is largely rain-fed, and traditional technology of production

continues to dominate the sector with peasant farmers using simple tools such as hoes and cutlasses. In addition, agricultural mechanization is very low. There is only about four (4) tractors privately owned and currently available for use by some ten thousand farmers. The average land holding per farmer is relatively low and is about 0.5ha. Table 10 below illustrates the major crop production areas in the Municipality.

**Table 10: Production of Major Food Crops & Production areas**

Crop	Annual Production in Metric Ton					Major production Areas
	2012	2013	2014	2015	2016	
Maize	2,967	3,833	4,050	3,459.56	3,740.69	Gbefi, Torkor, Kudzra, Sovie, Konda
Cassava	42,456	45,200	51,700	21,478.22	23,468.04	Gbefi, Kudzra, Sovie, Adofe, Konda, Dzoanti, Agbenoxoe
Yam	4,895	5,100	5,986	8,967.41	10,576.07	Dafor, Fesi, Konda, Gadza, Adofe, Kudzra, Sovie, Agbenoxoe
Okro	21.50	22.70	26.60	27.50	27.99	Torkor, Gbefi, Gborfe, Dzigbe, Bayiborme, Debidebi, Kudzra, Sovie, Avega, Dafor Tormu
Garden egg	140.60	157.72	168.68	172.55	186.60	Gbefi, Torkor, Gborfe
Pepper	15.90	17.00	19.60	19.77	19.80	Gbefi, Torkor, Adofe, Gborfe
Rice	997	1,003	1,026	2,443.16	2,458.42	Agudzi, Gbefi, Kudzra, Adofe, Sovie, Gadza, Gabi, Konda, Tsakpe, Dzoanti, Kudzra
Groundnut	4.9	8.70	9.16			Torkor, Melivevio, Adofe, Gborfe

*Source: Department of Agriculture, Kpando, 2017*

The limitations in the agriculture sector particularly with the decline in the soil fertility and low mechanization account for the persistence of poverty in the Municipality.

**Table 11: Land area Planted for selected Food Crops**

Crops	Annual land area under cultivation						Uncultivated land for investment under the under listed crops
	2011	2012	2013	2014	2015	2016	
<b>Maize</b>	1,476	2,356	2,522	2,786	2,084.83	2,253.43	2,786
<b>Rice</b>	290	375	476	460	610.79	614.61	890
<b>Cassava</b>	3,567	3,969	4,520	4,700	1,952.57	2,133.46	6,564
<b>Yam</b>	547	589	600	625	996.38	1,159.66	960
<b>Cocoyam</b>	67	85	95	95	98	99	600
<b>Plantain</b>	169	174	193	200	220	231	879

*Source: Department of Agriculture 2017*

From table 11 above, it can be observed that land under cultivation of various crops expand annually and is consistent with crop production as discussed in the table above earlier. This may

have implication for future production in the face of the kind of technology being adopted in production. The annual production of the selected food crops are indicated in the table above showing that cassava is the major contributor to food crop basket in the Municipality.

### **Cash crops**

The main cash crop grown in the Municipality was cocoa which was mostly grown in the high rainfall areas of Gbefi. There has however been significant reduction in the production and yield of the crop over the years. The reduction was as result of over aged farms, poor maintenance, disease and pest infestation and the submersion of a large track of cocoa farms caused by the creation of the Volta Lake. The potential however exist for rejuvenating the cocoa industry to provide sustainable income for people in the Municipality. Currently Myrock farms at Kpando Todzi is also into the commercial production of cocoa and cashew. Large hectares of land have been put under the cultivation of cocoa and cashew by Myrock farms which employs a number of youth in the Municipality.

### **Non-Traditional Crops**

There are some non-traditional export crops which have emerged recently in the Municipality. The main crops under cultivation are Mango, Pawpaw, Pineapples and vegetables. Pawpaw production is wholly done by an expatriate farmer. The productions of these crops are on a large scale plantation for the export market and at the same time providing employment for the youth in the Municipality. Pawpaw production has the potential for the establishment of a factory to process these fruits in the Municipality. Table 12 below shows the major farms and their location.

**Table 12: Production of Non Traditional Crops**

<b>Name of Farm</b>	<b>Location</b>	<b>Crop Produced</b>
Prosper farms	Kudzra	Citrus
Dunyo farms	Adofe	Mango
Tropigha farms	Gbefi	Pawpaw, mango, pineapple
Amenuveve farms	Adofe	Mango
Hornu farms	Aziave	Mango
Tormi farms	Adofe	Mango
Gladys Doe farms	Gbefi Hoeme	Pineapple
Myrock farms	Kpando Todzi	Citrus
Akoto farms	Kpando Gabi	Citrus
Nutsu farms	Adofe	Citrus
Gbeddy farms	Kudzra	Citrus

*Source: Department of Agriculture, Kpando, 2017*

### **Economic Fruit Tree Crop Production**

The relatively high annual rainfall of the Municipality coupled with deep soils of the forest areas put the Municipality at a comparative advantage in the production of fruit tree crops. Currently,



some private farmers are into the large scale production of mango, citrus and oil palm across the Municipality. There is currently an oil palm nursery located close to River Dayi at Gbefi Hoeme.

### **Livestock Production**

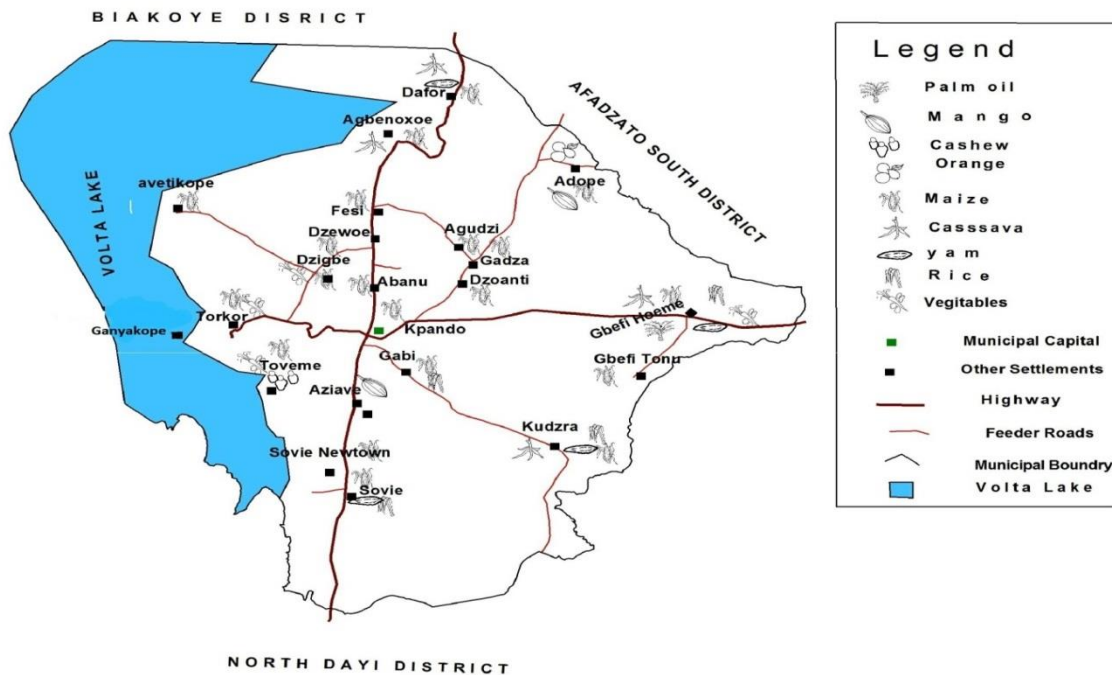
The livestock sector which accounts for 18% is less developed. Despite the production being widespread, output of livestock is however low. Common livestock found in the Municipality include sheep, goats, cattle, pigs, ducks and guinea fowls. About 80% of all households in the Municipality keep one or the other type of livestock. The commonest livestock among them are domestic fowls. The system widely practiced is free-range whereby the birds are allowed to scavenge for food the whole day with little or no supplementary feeding. These birds are generally hard with low growth rate and have poor weight gains. Poultry production has declined over the years in the Municipality. Households also keep small ruminants (sheep and goat), with most of them being housed during the day and let loose in the evenings for foraging. Cattle production is rather on a relatively small scale and confined mostly to the western tip of the Municipality bordering the Volta Lake around Kpando Torkor and Gbefi. Pig production is gradually gaining ground with concentration in Kpando Torkor and Gbefi. This is shown in table 13 below.

**Table 13: Commercial Poultry Production**

<b>S/N</b>	<b>NAME OF FARMER</b>	<b>LOCATION</b>	<b>NO. OF BIRDS</b>	<b>TYPE OF BIRDS</b>
1	Emmanuel Aggor	Kpando Konda	252	Layers
2	Franklin Gafotor	Kpando Konda	550	Layers
3	Nyame Paul	Tsakpe New Town	200	
4	Isabella Parku	Kpando Konda	102	Layers
5	Albert Attor	Kpando Tsakpe	255	Layers
6	John Peter Tetteh	Kpando Aziave	800	Layers
7	Georgina Sey	Kpando Angola	150	Layers
8	Ambrose Amewu	Angola	660	Layers
9	Paul Amewu	Angola	275	Layers
10	Christian Bedzina	Tsakpe New Town	500	Layers
11	Christy Tortoh	Tsakpe New Town	250	Layers
12	Patrick Buckner	Gabi	880	Layers
13	Emmanuel Dzisi	Sovie	3,000	Layers

Source: Department of Agriculture, Kpando, 2017

**Figure 10: Major Crop Production areas of the Municipality**



### Fishing industry

The creation of the Volta Lake in 1964 created potentials for the fishing industry to flourish with an estimated catch of 40,000 tonnes per year providing employment for a large number of the population. Fishing is the dominant occupation for thousands of people living in communities along the Volta Lake. The major fishing communities include Kpando Torkor, Dafor Tornu etc. There are a number of other smaller fishing communities along the lake. Some fishing also takes place on the River Dayi

By the mid-1980s the industry had become unprofitable with a sizeable proportion of the fishermen using illegal fishing methods such as Adranyi, Atidza, Bamboo, Zugu, and Agbodor which account for the depletion of the fish stock. Studies conducted in 2003 have shown that fish catch per unit declined from 16.4kg/canoe/day in 1991 to 5.8kg/canoe/day in 2000 and estimated to decline further in the years to come if no sustainable interventions are made to reverse the trend.

Unfortunately, fishermen along the Volta Lake are becoming increasingly poorer over the years and livelihoods dependent on fishing alone is accordingly becoming unsustainable. Recent poverty studies on the Volta Lake (Brammah, 2001; Fabio *et al*, 2002) have shown that those in fishing communities along the lake who have escaped poverty and considered to be in the better income class are those who have pursued other livelihood activities in addition to fishing. The outcome of this finding should therefore be considered in designing interventions to address this

development. Aqua culture or fish farming was introduced into the Municipality in the early part of the 80s. However, this enterprise is still on a very small scale in the Municipality. The initial cost of pond construction is the major constraint to the development of fish ponds. Currently there are only 4 viable ponds throughout the Municipality.

### **Agriculture Extension Services / Farmer Based Organizations (FBOs)**

Agricultural extension service is in the form of providing technical support through training and visit to farmers. On-farm demonstrations are also carried out to showcase new technologies and developments aimed at enhancing the efforts of farmers. The Municipality however has limited number of extension officers resulting in large operational areas coverage. Through the Extension services, farmers are organized into groups to be able to access and maximize the service provided by the extension staff. There are about thirty (30) major Farmer Based Organizations identifiable in the Municipality each with varied membership and crops produced.

### **Plantation Reserve**

Kpando Municipality has no forest reserve. However in order to conserve the ecosystem and protect the vegetative cover, the Forestry Commission under the FORUM project and HIPC programme developed the Kpando Plantation Reserve. It covers a total land area of 48 hectares and is mainly teak plantation.

### **Industrialization**

The Industrial sector in the Municipality is dominated by few formal industries which have been abandoned, and the rural and urban informal sectors. According to the 2010 population census, only 15.5% of the active labor force is employed in the manufacturing industry. The main manufacturing activities involved are the leatherworks, agro-processing and metal fabrication. This is followed by wholesale and retail shops, repair of motor vehicles and motorcycles (20.7%). Real Estate industry does not exist in the Municipality. A closer look at this sector of the Municipality indicates that it is relatively underdeveloped and there is the need to expand this sector to ensure availability of jobs for the youth. The Assembly would therefore take advantage of Governments policy of One District One Factory to promote establishment of numerous agro-based processing factories.

### **Formal industrial Sector**

The defunct initiative of the Municipal Assembly and the Dalsun Industry Limited which was intended to exploit the huge kaolin deposit estimated at 8.3 million tonnes hold more potential that need to be revived. The kaolin deposit of white, yellow, pink and yellowish brown shale, mudstone with life capacity of 800 years was certified by the Ghana Standard Board to be of viable quality for the development of paint industry. In like manner the bricks and tile industry

which was equally closed down at Gbefi needed to be revamped. These two industries have potential to generate employment for thousands of unemployed youth in the Municipality.

### **Rural Informal Industrial Sector Employment**

The rural informal sector mainly involves agro-processing of cassava into chips and Gari. Other agro processing activities included Palm oil extraction, and fish processing. The other activities that dominate the rural informal industrial sector are blacksmithing, welding, distilling, wood carving, pottery, and weaving. The technologies used still depend on the traditional approach with low labor productivity and low quality of products. Unfortunately, these small scale producers have limited access to credit and the international market.

### **TOURISM**

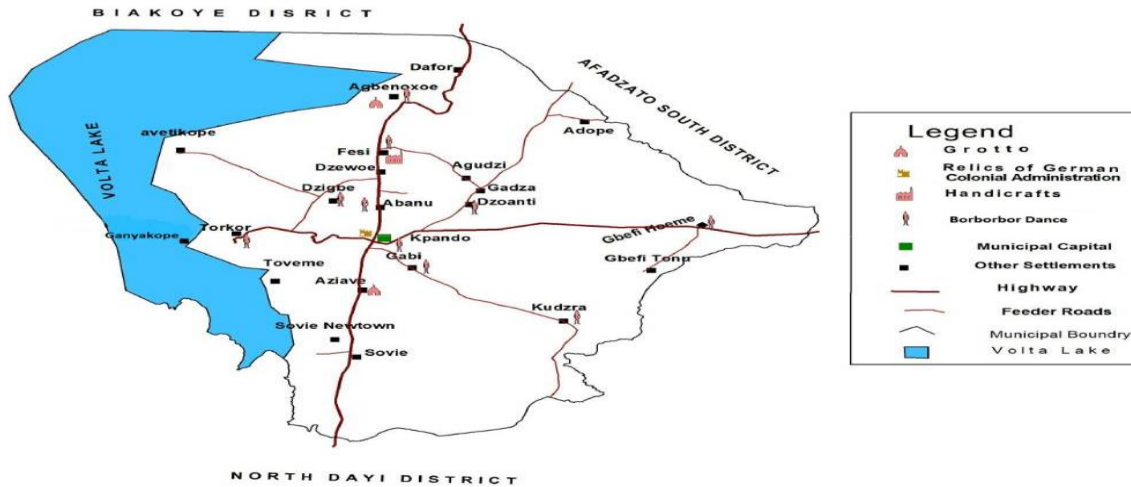
The Municipality has great potentials in this sector of the economy; however insufficient efforts were made over the years to harness these potentials for income and employment generation.

These impressive tourism potentials include natural environmental heritage, historical heritage, cultural heritage and other attractions. Among the natural attractions is the climate, mountains, hills and the scenic beauty of the Volta Lake together with its numerous Islands which provides a broad base for the development of eco-tourism, recreation and water resorts.

### **Historical Heritages**

Among the historic heritage are interesting histories of Kpando as an archaeological site and, the relics of the German colonial Administration. The German administered Kpando as a station under German Togoland Colony and the remains of the stones, bricks forts, residential and administrative offices are located at Kpando Todzi. The Kpando Todzi residences were later used by officials of the post-colonial government until it was locked up in 1990s. The Forts however currently serves as the Kpando Prison. Other potentials in the Municipality are the production of handicrafts, Grottoes at Agbenoxoe and Kpando Aziave. The major constraint in this sector is low investment in the development of the sector.

**Figure 11: Tourism Potentials of the Municipality**



**Revenue Sources of the Assembly**

Revenue generated by the Assembly from internal sources constitute its Internally Generated Fund (IGF) which includes Rates, Lands, Fees & Fines, License, Rent, Investment income etc. The IGF capacity of the Assembly is however on the low side. Other sources of funds to the Assembly are from the Central Government or donor partners. These are classified as: GOG salaries, District Assemblies Common Fund (DACF), MP’s Common Fund (MP-DACF), District Development Facility (DDF) and other grants from Development Partners (DPs) such as United Nations Children Emergency Fund (UNICEF), Canadian International Development Agency (CIDA), and GIZ. The Municipality is also expected to take advantage and benefit from projects to be funded from the ‘One million dollars per Constituency fund’.

**NUTRITION**

**Nutrition Surveillance System**

Nutritional surveillance system strives to improve nutrition, reduce the risk of inadequate nutrition, educate caregivers, and produce early detection and referral for conditions manifested by growth disorders. Monthly growth monitoring, weights of children <5 years were measured against their ages in months to know if children are healthy and growing normally or underweight. Severe underweight rate has reduced positively from 0.3 in 2014 to 0.24 in 2015 and increased negatively to 0.5 in 2016. Moderate underweight rate also reduced positively from 3.5 in 2014 to 3.04 in 2015 and increased negatively to 6.5 in 2016. Normal weight continued to be above (90%) across the three year trend. It should be noted that nutrition has an overall effect on school performance as well as productivity.

**Table 14: Monthly Nutritional Status of Children 0-59 Months (%)**

MUNICIPAL	NORMAL WEIGHT			UNDERWEIGHT					
				SEVERE			MODERATE		
	2014	2015	2016	2014	2015	2016	2014	2015	2016
MUNICIPAL	96.2	96.72	92.3	0.3	0.24	0.5	3.5	3.04	6.5

**Challenges with the nutrition programme in the Municipality**

- Non- involvement of fathers in general and their lack of understanding of issues such as in exclusive breast feeding, nutrition for children etc.
- Lack of time on the part of mothers to attend to the nutrition needs of their children as most mothers engage in economic activities and return late to their homes.
- Ignorance on the part of mothers when it comes to nutritional needs of children
- Large family sizes makes it impossible for the provision of adequate nutrition for family members including children
- Poverty on the part of families thereby making it difficult for parents to afford the nutritional needs of parents.
- Low iodated salt utilization level

**SOCIAL SERVICES**

**EDUCATION**

Schools in the Municipality are grouped into five circuits to ensure effective supervision.

**Public Basic Education level:**

There are, one hundred and nine (113) Public schools. This comprises, thirty-seven (37) Kindergartens, forty (40) Primary, thirty-one (31) Junior High Schools and one (1) Community Inclusive Special School.

**Public Senior High and Technical School level:**

There are two (2) Senior High Schools and two (2) Technical Institutes in the Municipality.

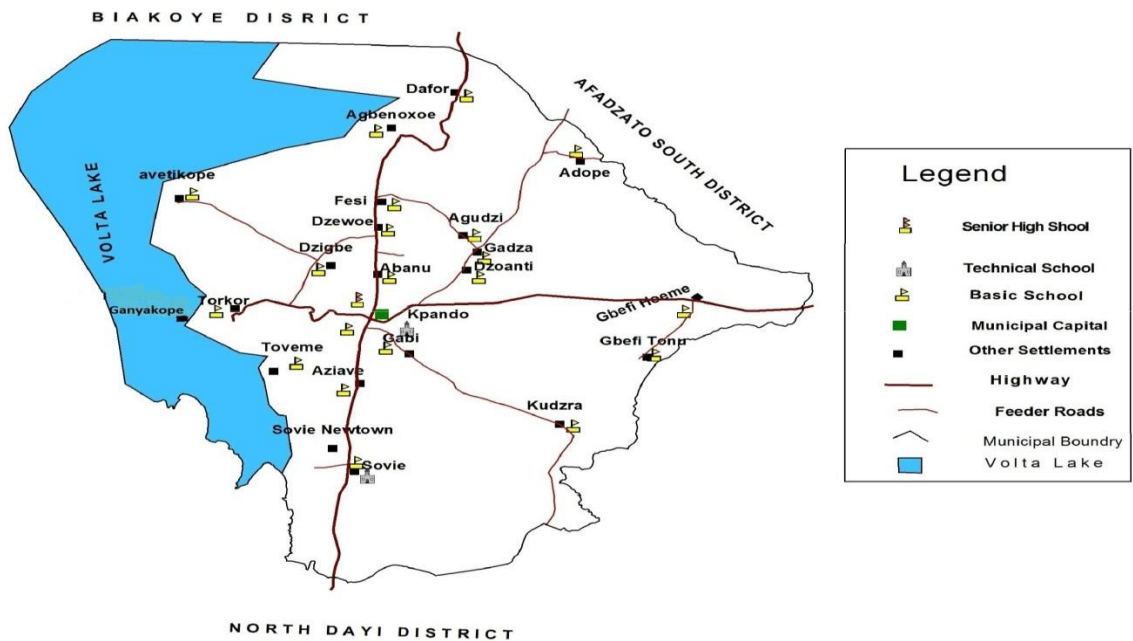
**Private Basic Education level:**

There are fifty seven (57) Private Schools. This comprises twenty-one (21) Kindergartens, Twenty-one (21) Primary and fifteen (15) Junior High Schools.

**Private Senior High**

There is one (1) Senior High School.

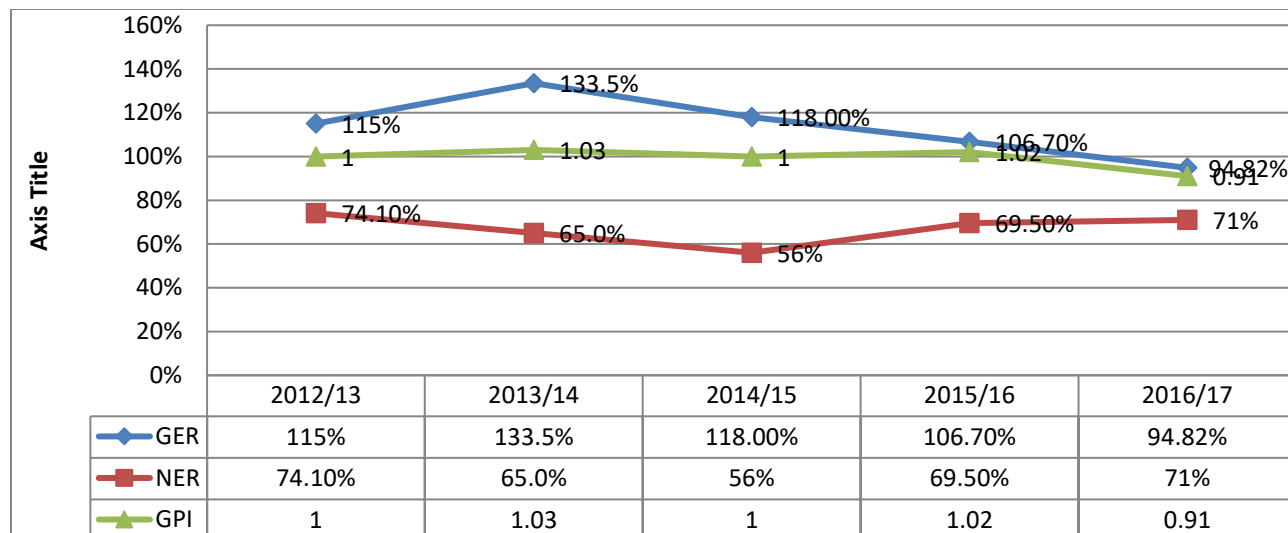
**Figure 12: Educational Facilities in the Municipality**



**Enrolment at the Kindergarten level**

There has been a sharp decrease in the Gross Enrolment Rate (GER) from 106.70% in 2015/16 to 94.82% in 2016/17 indicating fewer pupils enrolling in schools as compared to the Kpando Municipality's projected population figure for 2016/2017. However, a decrease in the GPI from 106.70% in 2015/16 to 0.91 in 2016/2017 signifying that there have been a decreased in girls enrolment to that of boys in the 2016/17 academic year. The NER also saw an increase from 69.5% in 2015/16 to 71% in the 2016/17 academic year. This indicates that more pupils are getting into school at the right age. Figure 13 below indicates the GER, NER and GPI figures at the KG level

**Figure 13- Trends of GER, NER AND GPI at KG Level**



*Source: Municipal Education Department 2017*

**Percentage of trained teachers at the KG level**

The percentage of trained teachers in 2017 remains the same at 85% as compared to that of 2016. There is the need for stakeholders to institute measures to change this trend.

**PTR (public) and PCR (public) trends at the Kindergarten level**

Pupil/teacher ratio decreased from 16:1 in 2015/16 to 15:1 in 2016/17 academic year. This is below the National norm of (25:1) and this is due to more teachers being posted to this level without the corresponding increase in pupil’s enrolment. The pupil classroom ratio also decreased signifying that there is more classroom space for pupils.

**Table 15: PTR (Public) and PCR (Public) Trends at the KG Level**

		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
<b>Pupil Teacher Ratio</b>	Total	30 to 1	23 to 1	16 to 1	16	18	15.00
	Public	25 to 1	19 to 1	16 to 1	16	15	17.00
	Private	36 to 1	29 to 1	17 to 1	16	35	14
<b>Pupil Trained Teacher Ratio</b>	Total	53 to 1	44 to 1	37 to 1	31	25	31
	Public	41 to 1	24 to 1	22 to 1	19	17	19
	Private	119 to 1	117 to 1	174 to 1	226	424	220

*Source: Municipal Education Department 2017*



### Number of Primary schools (public and private)

To increase the number of schools, there must be a collaborative effort among the Municipal Assembly and the Municipal Education Office and other stakeholders in education delivery to put up modern school buildings.

**Table 16: Number of Primary Schools**

		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
Number of primary schools	Total	105	61	62	61	61	61
	Public	80	39	40	40	40	40
	Private	25	22	22	21	21	21

*Source: Municipal Education Department 2017*

### Trends of GER (total), NER (total) and GPI at the Primary level

There is a decrease in GER from 111% in 2015/16 to 97.22% in 2016/2017. This means fewer pupils were enrolled in schools as compared to the Municipal population projection figure for 2016/2017. There is the need to carry out activities toward enrolment increase.

GPI has decrease from 1.02 to 0.98, indicating reduction in girls' enrolment. To have a GPI of (1) the Municipal Directorate of education has embarked on enrolment drive as a way of increasing the enrolment of the girl child.

The NER has decreased from 96.30% in 2015/16 to 95% in 2016/17 academic year indicating fewer pupils are not being sent to school at the right ages

### Percentage of trained teachers at the Primary level

There is an increase in the percentage of Trained Teachers in Public schools from 92% in 2015/16 to 93% in 2016/17.

**Table 17: Percentage of Trained Teachers at Primary Level**

		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
Number of teachers	Total	567	366	381	384	342	389
Number of teachers in public schools	Total	432	243	258	259	284	269
Number of teachers in private schools	Total	135	123	123	125	57	120
Percentage of trained teachers	Total	64%	62.6%	63.52%	70%	78.67%	75%
	Public	85%	91.0%	90.70%	92%	92.75%	93%

	Private	5%	6.5%	6%	8%	9.00%	10%
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*Source: Municipal Education Department 2017*

### Trends of PTR (public) and PTTR (public)-Primary

Pupil/Teacher Ratio decrease from 25 in 2015/16 to 22 in 2016/17. To meet the National target of PTR of 35 to 1, there should be more sensitization of people to send their children to school.

PCR move downward from 29 in 2015/2016 to 27 as in 2016/1 academic year. This means more classroom space are available for pupils.

**Table 18: Trends of PTR (Public) and PTTR (Public) at Primary Level**

		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
<b>Pupil Teacher Ratio</b>	Private	5%	6.5%	6%	8%	9.00%	10%
	Total	26 to 1	23 to 1	23 to 1	25	26	22
	Public	27 to 1	25 to 1	24 to 1	27	22	25
	Private	23 to 1	19 to 1	19 to 1	20	45	17
<b>Pupil Trained Teacher Ratio</b>	Total	43 to 1	37 to 1	36 to 1	35	33	34
	Public	32 to 1	28 to 1	29 to 1	29	24	28
	Private	570 to 1	294 to 1	188 to 1	248	500	246

*Source: Municipal Education Department 2017*

### Junior High Schools

As shown in table 19 below, there was an increased in the number of JHS by 2 schools which were newly opened in the 2016/2017 academic year.

**Table 19: Number of Junior High Schools**

		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
Number of junior secondary schools	Total	71	39	42	44	46	46
	Public	56	27	28	31	31	31
	Private	15	12	14	13	15	15

Source: Municipal Education Department 2017

### Trends of GER (total), NER (total) and GPI –JHS

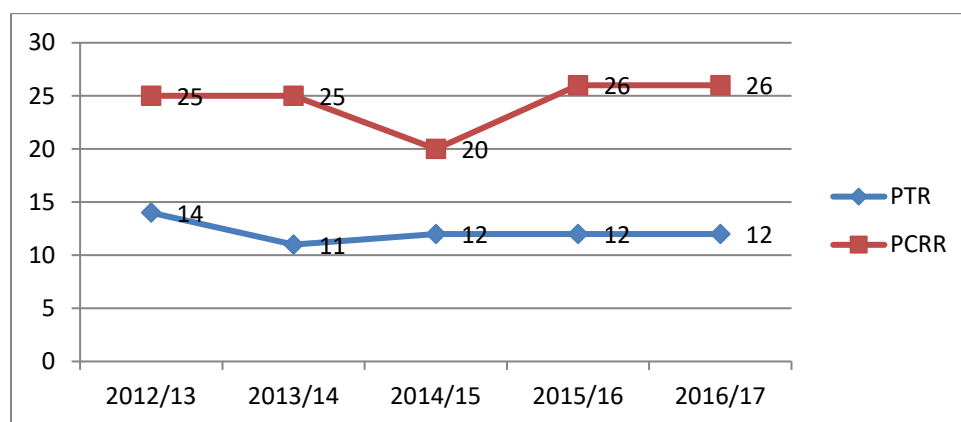
GPI in 2016/17 stood at 0.89 and has been over the past four years below the national target of (1).

To have a GPI of (1) the Municipal Directorate of education has to embark on enrolment drive and retention so as to have more girls in schools.

### PTR (public) and PCR (public) trends-JHS

The PTR of 25 students per teacher could not be met over the years as it has been at 12 pupils per teacher for some years now. To meet the national target of 25 students per teacher, the Municipal Education Office and the Municipal Assembly would embark on enrolment drive through the enforcement of bylaws which will compel parents to send their wards to school.

**Figure 14- PTR (Public) and PCR (Public) Trends at JHS**



Source: Municipal Education Department 2017

### BECE Pass Rates

There has been a slight increase in BECE performance from 39.16% in 2014/15 to 43.50% in 2015/16. The performance can be said to be relatively not the best and this has implications for the development of the Municipality since there is a relationship between drop-out rates and social vices. The Municipality will also lack adequate and skilled labour force as a result. It is incumbent on stakeholders to initiate various measures aimed at improving the BECE pass rate in the Municipality

**Table 20: BECE Pass Rate**

		2013/14	2014/15	2015/16	2016/17
		Actual	Actual	Actual	Target*
<b>BECE pass rate by gender</b>	<b>Total</b>	37.0%	39.16%	43.5	49.03%
	<b>Male</b>	40.0%	41.63%	47	51.49%
	<b>Female</b>	33.0%	36.60%	40.1	46.58%
<b>BECE pass rate by core subjects</b>	<b>English</b>	46.4%	53.96%	54.4	58.30%
	<b>Maths</b>	22.5%	50.15%	43.9	49.18%

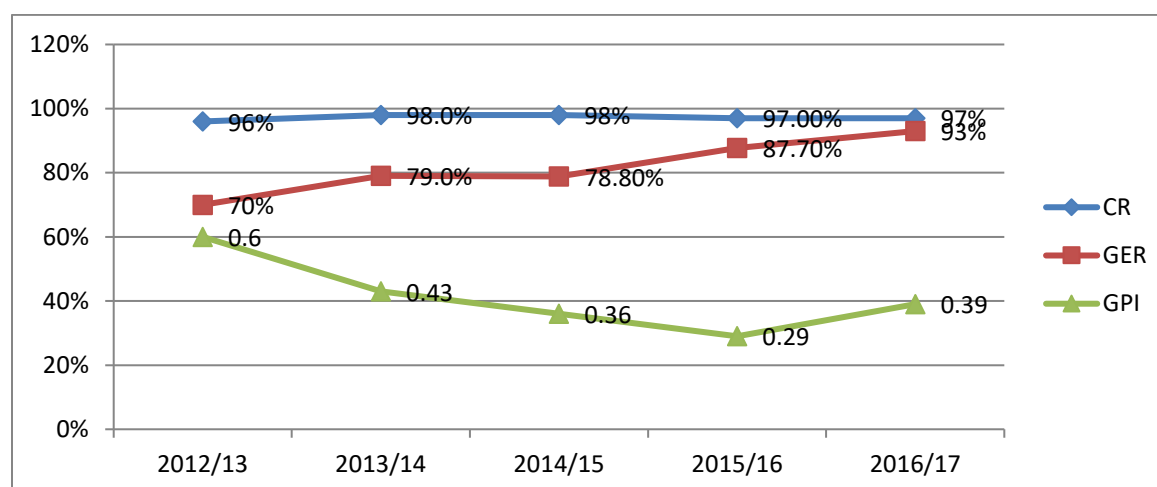
	<b>Science</b>	43.7%	57.96%	48.2	53.15%
	<b>Social Studies</b>	44.3%	44.81%	49.5	54.13%

Source: Municipal Education Department 2017

### GER (total) and GPI trends at the Senior High level

The GER increased from 87.7% in 2015/16 to 93% in 2016/17 academic year indicating an increase in enrolment. There is also a slight increase in the Gender Parity Index (GPI). The central Government and the Municipal assembly must put in more incentives to attract, retain and encourage girls at the SHS level.

Figure 15-GER (Total) and GPI Trends at the SHS Level



Source: Municipal Education Department 2017

### Pupil Teacher Ratio and Pupil Classroom Ratio trends at SHS

PTR in year 2016/2017 is 22:1 indicating a reduction. This is due to an increase in the teacher population as compared to the student population. The student classroom ratio has reduced to 27 indicating more classroom space is available for students.

Table 21: PTR and PCR Trends at SHS Level

SHS		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Actual	Target*	Actual
Number of teachers	Total	304	164	169	160	161	179
	Public	273	146	149	146	146	172
	Private	31	18	20	14	15	7
Student Teacher	Total	19 to 1	19 to 1	18 to 1	21	22	21
	Public	21 to 1	20 to 1	20 to 1	23	24	16

<b>Ratio</b>	<b>Private</b>	7 to 1	4 to 1	4 to 1	2	2	4
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*Source: Municipal Education Department 2017*

### **Enrolment trends at TVET level**

The number of female students enrolled in TVET has not been encouraging over the years due to the fact that most parents regard TVETs as being a preserve for males. There is the need to improve facilities and equipment in technical schools and give some basic tools to students after their course to enable them to set up their own workshops after leaving school. This would attract a lot of students including the girls.

There is the need to intensify public awareness of the benefits to be derived from pursuing TVET courses.

**Table 22: Enrolment Trends at TVET Level**

		2013/14	2014/15	2015/16	2016/17	2016/17
		Actual	Actual	Actual	Target*	Actual
Number of TVET schools	Total	2	2	2	2	2
	Public	2	2	2	2	2
	Private	0	0	0	0	0
Number of students in all TVET schools	Total	829	1223	1535	1585	1811
	Male	731	1049	1249	1245	1492
	Female	98	174	286	340	319

*Source: Municipal Education Department 2017*

### **Non-Formal Education**

The Department provides non-formal education to adults in the Municipality. The activities of the division in the Municipality are focused on promoting functional literacy, providing civic education and training of people in income generating activities. As at 2017 there were 11 classes with a total number of 223 learners made up of 190 females and 33 males. This number is not encouraging and the Assembly is expected to resource the unit to embark on activities aimed at improving adult literacy in the Municipality. The unit also lacks adequate logistics and office space for effective operation.

### **Educational Support**

The education sector is supported by various interventions in terms of physical infrastructure, furniture, teaching and learning materials etc. The support mainly comes from development partners, individuals and NGOs such as Volta River Authority (VRA), UNICEF, Pencils of Promise, Together Ghana, Support Ghana, Norvinyo Foundation for Hope, Nneka Youth Foundation and IMPAKT. Statutory sources including DACF, GETfund, DDF and IGF of the Assembly also goes in to support this important sector

### **Sports Development**

Sports development in the Municipality is generally low and is centered only on football promotion as a single discipline. The Municipality has one stadium which hosts most of the sporting events. The stadium however lacks basic infrastructure and hence the need to expand this structure or build a new one. The Municipality has one football club; Hearts of Lions which plays currently in the first division after the team was relegated from Ghana's premier league.

School sports activities are however pronounced in the Municipality. Apart from football, there are other disciplines such as athletics, Volley ball, etc. but these are annual events on the academic calendar. There is also the need to promote sports as part of healthy living so that the Municipality can achieve health benefits and to enhance unity among its people.

## **HEALTH CARE**

### **Health Service Delivery Management**

Health care provision in the Municipality is structured into three main levels which are the municipal, sub-municipal and the community levels. The community level care is provided at CHPS zones. This level of service is complemented by extended outreach services to communities by service providers at the sub- municipal level, also by boat clinic services to the Island communities of the Municipality and by the traditional birth attendants. The nature of the service at the community level is mainly health promotion, prevention of diseases and some curatives services.

The Sub-Municipal service includes some curative with focus on minor ailments. This service is offered by Health Centres.

The Municipality has five (5) Health Centres. This level also offers preventive services as well as health promotion.

The third level of service is the secondary (hospital) level. This is offered by two hospitals namely Margaret Marquart Catholic Hospital (Municipal Hospital) and St Patrick Hospital. The first is owned by the Catholic Church whilst the second is a private facility.

## Incidence of Diseases

### HIV among pregnant women

HIV infection among pregnant women decreased from 2.6% in 2014 to 1.5% in 2015 but however saw an increase to 1.9% in 2016. This is a worrying trend and a lot of efforts are expected to be put in place by stakeholders to ensure reduction of this trend.

**Table 23: Transmission of Mother to Child (HIV)**

INDICATOR	2014	%	2015	%	2016	%
Total ANC Registrant	2696		2066		2239	
Receiving pretest information	2088		2203		2291	
Tested	2075	77.0%	2193		2291	
Positive	55	2.6%	32	1.5	43	1.9
Receiving positive Test Result	55		32	1.5	43	
Receiving posttest counseling	2075		2193		2291	
Positive. tested for syphilis			1068		1903	
Tested positive for syphilis			8	0.7	13	0.7
Treated for syphilis			8		6	
No. put on ARV,						
Mothers	25		44		31	74.4
Babies	25		7			

*Source: Municipal Health Department 2017*

### Malaria

Since Ghana adopted the Roll Back Malaria Initiative in 1998/1999, the country has been implementing a combination of preventive and curative interventions. Additionally, Ghana subscribed to the sub regional and global initiative such as the T3 (test, treat and track) initiative which seeks to ensure that every suspected malaria case is tested, that every case tested positive is treated with the recommended quality assured anti malaria medicine and that the disease is tracked through accurate and timely reporting”

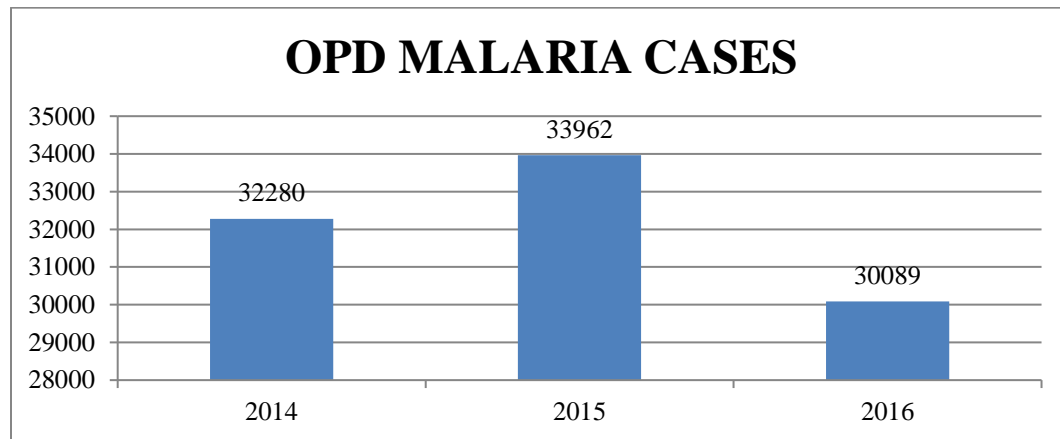
With regards to the above the Municipality over the years has undertaken a series of activities aimed at malaria control and management in the Municipality which included the following:

Facility based LLINs orientation on the Continuous Distribution strategy.

Collaboration with Ghana Education Service in the school based LLINs distribution to P2 & P6 pupils. In all, over 2,908 pupils from both public and private schools benefited from the program in the last 4 years.

- Monitoring and supervision, and data validation in all health facilities in the Municipality.
- Distribution of LLINs to ANC registrants & measles.
- Continuous education on malaria prevention activities
- Treatment of malaria cases

**Figure 16- OPD Malaria Cases- 2014-2016**

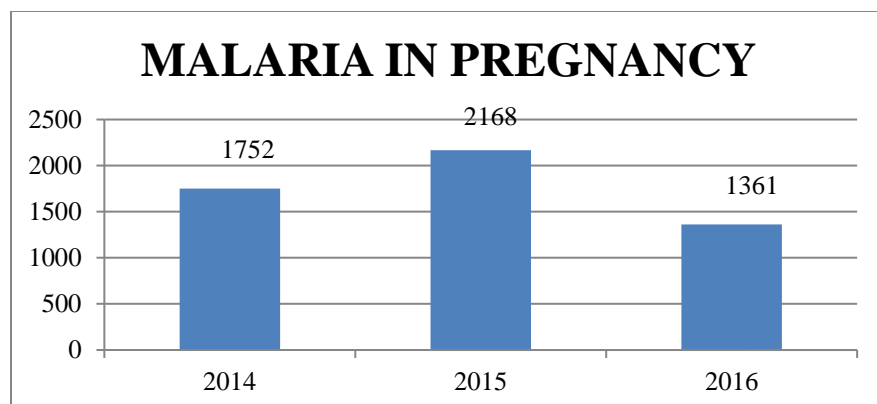


*Source: Municipal Health Department 2017*

The Municipality would continue to implement the above mentioned activities so as to effectively manage and curb the incidence of malaria in the Municipality which is having a toll on the workforce in the Municipality. Figure 17 below presents details of malaria cases recorded in pregnant women from 2014-2016.

**Figure 17- Malaria in Pregnant Women**





Source: Municipal Health Department 2017

### Epidemic Prone Diseases

The Municipality is prone to epidemic diseases. Such cases even though are in minority are of public health concern and therefore the need to pay attention to them and take steps to control them. Table 24 below outlined such cases over a three year period.

**Table 24: Trend of Suspected Epidemic Prone Diseases**

<b>INDICATOR</b>		<b>2014</b>	<b>2015</b>	<b>2016</b>
<i>Measles</i>	<i>Suspected Cases</i>	2	1	8
	<i>Positive Cases</i>	0	0	0
	<i>Deaths</i>	0	0	0
<i>Yellow Fever</i>	<i>Suspected Cases</i>	2	4	3
	<i>Positive Cases</i>	0	0	0
	<i>Deaths</i>	0	0	0
<i>Meningitis</i> <i>(Epidemic Meningococcal Disease: 3Positive, 1Death)</i> <i>(Streptococcus pneumoniae: 2Positives, No Death)</i> <i>(Haemophilus influenza type B: 1Positive, No Death)</i>	<i>Suspected Cases</i>	0	0	16
	<i>Positive Cases</i>	0	0	6
	<i>Deaths</i>	0	0	1
<i>Cholera</i>	<i>Suspected Cases</i>	0	7	0
	<i>Positive Cases</i>	0	0	0
	<i>Deaths</i>	0	0	0

Source: Municipal Health Department 2017

### Mental Health

The Mental Health is of great concern to the Municipality. There are two main service delivery points; Margaret Marquart Hospital and Kpando Health Center with two outreach points each at Gadza and Torkor Health Centers. These centers oversee the management of Psychological cases and epilepsy in the municipality. There has been an increase in the number of mental health cases from 256 in 2015 to 270 in 2016.

Mental health cases recorded from 2015 to 2016 are presented in the table 25 below.

**Table 25: Mental Health Cases**

<b>CASES</b>	<b>2015</b>	<b>2016</b>	<b>%</b>
Schizophrenic Disorders	800	848	39.72
Depression	15	23	1.08
Bi-Polar Disorders	98	82	3.84
Organic Mental Disorders	12	54	2.53
Epilepsy/Seizures	771	787	36.86
Neurotic Stress Related And Somatoform Disorders	81	75	3.51
Mental disorders Due to Alcohol Use	19	25	1.17
Mental Retardation and Other Childhood Disorders	9	14	0.66
Mental Disorders Due to Psychoactive Substance Use	210	204	9.56
Adult Personality and Behavioral Disorders	15	10	0.47
Other Mental Disorders	20	13	0.61
<b>TOTAL</b>	<b>2050</b>	<b>2135</b>	<b>100.00</b>

*Source: Municipal Health Department 2017*

### **Human resource for health service delivery**

While efforts were being made to improve the quality of health care in the municipality, inadequacy of equipment, human resource, health infrastructure and staff accommodation, drugs and other logistics are the major challenges facing the health sector.

**Table 26: Distribution of Health Personnel in the Municipality**

<b>SECTORWIDE INDICATORS</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Number of doctors	9	11	-
Number of medical assistants	7	6	7
Number of nurses (all categories)	56	167	165
Population to nurse ratio	-	1: 364	-
Number of midwives	21	30	35
Number of Community resident Nurses(CHOs)	9	7	8

Source: Municipal Health Department 2017

### **Health Facilities**

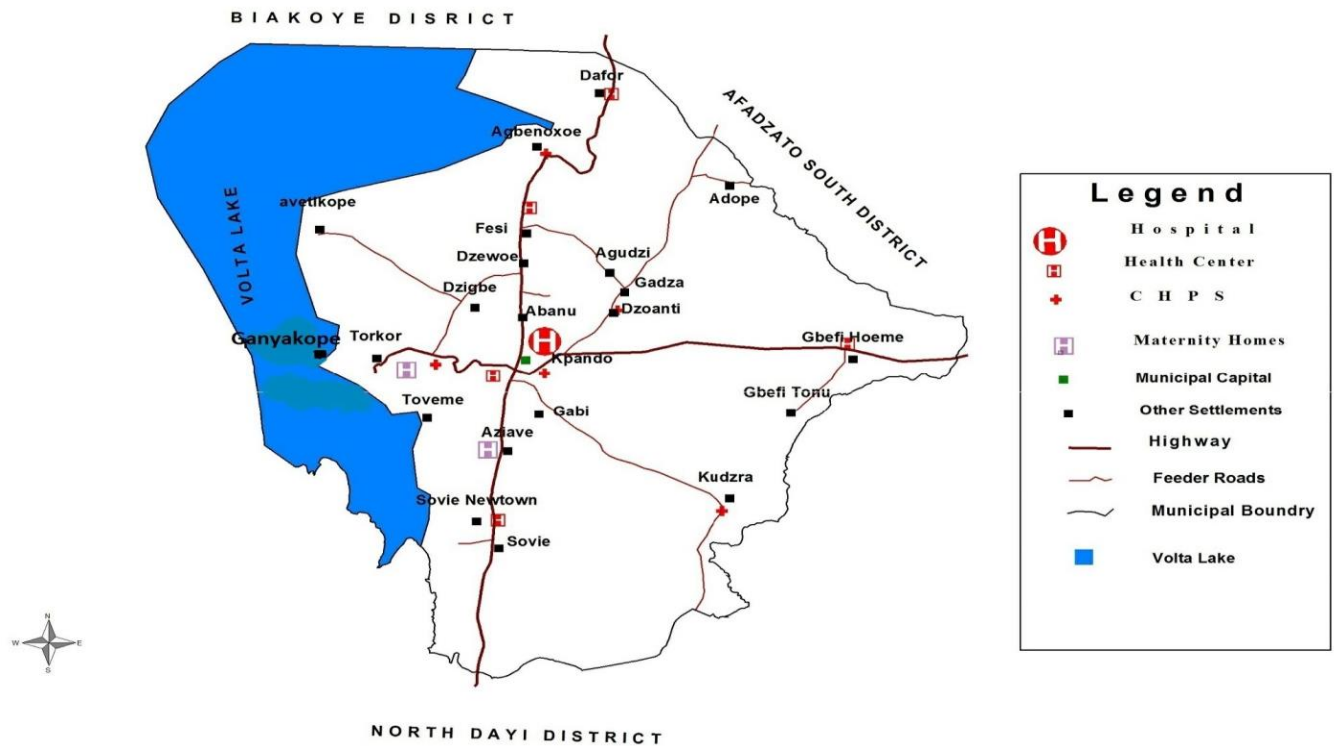
Access to health care remains relatively good except for the Volta basin island communities. The Municipality has 17 health facilities made up of one (1) mission and one (1) private hospital, 2 private maternity homes, 5 health centers and 8 Community Health Planning and Systems (CHPS). The distribution of these health facilities and their capacity in terms of service delivery are indicated in table 27 below.

**Table 27: State of Health Facilities in the Municipality**

Facility category	Location	State of Equip.	State of Facility	Remarks
Health Centres	Kpando Health Centre	Inadequate	Good	Needs expansion and conversion into a poly-clinic
	Torkor	Inadequate	Good	Needs for provision of equipment
	Kudzra	Inadequate	Poor	Needs Renovation
	Gadza	Inadequate	Not very good	Needs maternity, staff accommodation and laboratory
	Agbenoxoe	Inadequate	Not Good	Expansion
CHPS	Avetikope	Inadequate	Good	
	Dafor	Inadequate	Good	Needs expansion and provision of staff accommodation
	Fesi	Adequate	Good	
	Gbefi	Inadequate	Poor	Maternity unit needed
	BIHECO	Adequate	Good	
	KPASEC	Inadequate	Good	
	Kpando Market	Adequate	Very Poor	Permanent structure needed
Sovie	Inadequate	Good	This is an RCH facility and a new CHPS has been constructed to start operating in 2017.	

*Source: Municipal Health Department 2017*

**Figure 18: Health Facilities in the Municipality**



### Access to Health Facilities

Comparing the compact nature and size of the Municipality in relation to the number of health facilities, one would comfortably say that the Municipality is relatively served with health facilities. The expectation would be that these facilities provide the best of health care when the needed logistics are provided. There is however the need to embark on expanding infrastructure on existing facilities rather than provision of new ones.

### Private Health Institutions

The municipality has in addition to the public health institutions two privately run maternity homes and one private hospital. Almost all of them are NHIA accredited institutions. Details of these institutions are shown in table 28 below:

**Table 28: Private Health Institutions in the Municipality**

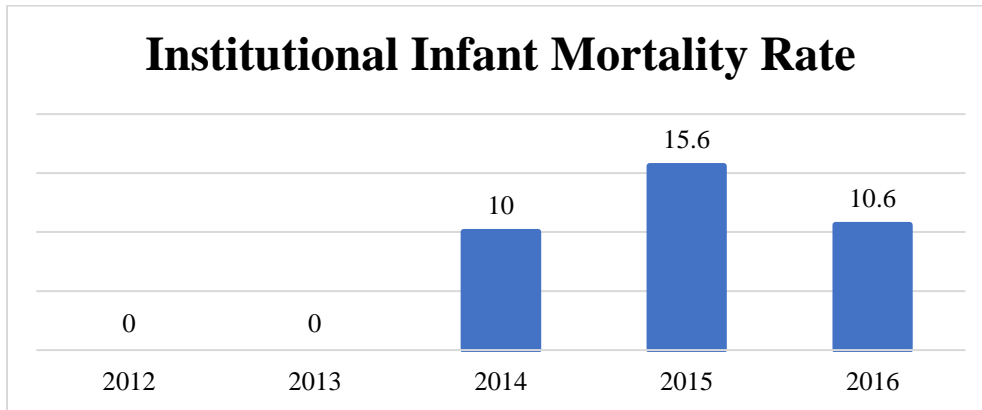
NO.	Institution Type	Location	Status
1	Matty's Maternity Home	Aziave	Maternity Home
2	St Patrick	Kpando	Hospital
3	Wisdom Maternity	Torkor	Maternity Home

Source: Municipal Health Department 2017

### Infant Mortality

Infant mortality rate has declined from 15.6 in 2015 to 10.6 in 2016. Figure 19 below indicates the situation in the Municipality over a five year period.

**Figure 19- Institutional Infant Mortality Rates**

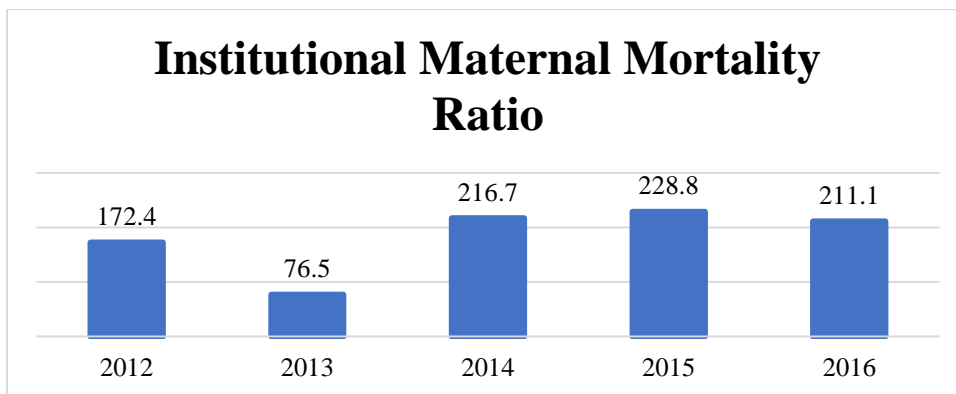


*Source: Municipal Health Department 2017*

### Maternal Mortality

Institutional maternal mortality ratio decreased 228.8 in 2015 to 211.1 in 2016. Figure 20 below indicates the situation in the Municipality over a five year period.

**Figure 20- Institutional Maternal Mortality Ratio**



*Source: Municipal Health Department 2017*

### Top Ten causes of morbidity

The top ten diseases structure has experienced some epidemiological changes and malaria tops the list. The high percentage of people getting malaria is an indication of the poor sanitary condition in the Municipality. The details from 2014 -2016 are outlined in the table 29 below:

**Table 29: Top Ten causes of Morbidity**

Causes of Morbidity	YEARS		
	2014	2015	2016
<i>Uncomplicated Malaria</i>	27364	31649	28818
<i>Upper Respiratory Tract Infections</i>	16729	40703	16156
<i>All other Diseases</i>	33730	24623	14629
<i>Anaemia</i>	12034	11495	10439
<i>Hypertension</i>	13467	6967	6803
<i>Rheumatism &amp; Other Joint Pains</i>	8575	5117	6178
<i>Intestinal Worms</i>	7421	6426	4781
<i>Pyrexia of unknown origin PUO (not Malaria)</i>	2747	3690	4029
<i>Diarrhoea Diseases</i>	3832	4642	3928
<i>Skin Diseases</i>	5738	4139	3005
<i>Acute Urinary Tract Infection</i>	1566	2432	2928

*Source: Municipal Health Department 2017*

## **HIV AND AIDS**

HIV prevalence in the country has remained on an average around 2% in adults 15-49 years according to the Ghana Demographic and Health Service (GDHS 2014), with significant variations across the country. HIV prevalence among pregnant women has been above 1% over the past seven years. According to the GDHS 2014, HIV prevalence rate in Volta Region it is (1.7%) and nationally the epidemic is more prevalent in urban areas (2.4%) than rural areas (1.7%).

In the Municipality it is estimated that, over 1, 400 persons are accessing Anti-Retroviral Treatment (ART) at the two ART centers at Marquart and St. Patrick Hospitals. It should also be noted that there are numerous number of other persons in the Municipality suspected to be living with the virus who are oblivious of their status and others who are aware of their status but are not accessing medical care. These two situations are dangerous trends which impedes the fight against the virus in the Municipality. One other challenge facing the fight against the virus is high levels of stigmatization.

High prevalence rate of the virus negative impact on the development efforts of the Municipality since resources that could be used for other pressing needs would have to be channeled into the fight against the virus. Also, the labor force that is expected be productive economically would be lost therefore affecting socio-economic development.

The Assembly is poised to put in much efforts aimed at achieving the HIV/AIDS related Sustainable Development Goals which is aligned to the 90-90-90 fast-track targets aimed at ensuring that:

- 90% of all people living with HIV will know their HIV status;
- 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy;
- 90% of all people receiving antiretroviral therapy will have viral Suppression

## **MUNICIPAL HEALTH INSURANCE SCHEME**

The introduction of National Health Insurance Scheme has ensured that people of the municipality receive affordable health care at accredited health institutions in the municipality. Despite the initial challenges encountered, the scheme has made a great stride in terms of coverage.

The scheme is responsible for Kpando Municipal and the North Dayi District Assemblies. The National Health Insurance percentage coverage in both districts is 55.50% and there are currently 31 service providers for both districts.

The active membership status of the scheme from 2014 to June 2017 is summarized in table 30 below:

**Table 30: NHIS Active Membership**

<b>YEAR</b>	<b>ACTIVE MEMBERSHIP</b>
2014	74,180
2015	61,271
2016	58,179
As at June 2017	55,108

*Source: NHIS, Kpando 2017*

It can be deduced from table 30 above that, membership of the scheme has seen a downward trend over the period under review. It is incumbent on stakeholders such as the Assembly and the NHIS to embark on activities including regular sensitization of the public to ensure an increase in the membership of the scheme.

Some challenges that confront the scheme include delays in claims payment, staff constraints at the data unit, lack of permanent office space, multiple visits and reviews to many health facilities, provision of services to expired card holders, low number of persons registered on the scheme among others.

## **Challenges in the Health Sector**

- Inadequate equipment , logistics and drugs
- Low access of health care delivery in some hard to reach areas e.g Island Communities
- Inadequate mobility for effective community service delivery
- Inadequate health staff including midwives and doctors.
- Acute shortage of residential accommodation
- Delay in the payment of claims by the NHIA.
- Inadequate storage facilities for pharmaceuticals at most of the sub-municipal facilities.
- Poor and inadequate physical infrastructure at existing health facilities

## **INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)**

Information and Communication Technology (ICT) is one important tool that can be harnessed to accelerate the socio-economic development of the Municipality. Some government policies and programmes have contributed to increased access of the population to ICT facilities which included the construction of ICT facilities at KPANTEC and BIHECO. The Assembly has launched its web site in 2016 as a way of interacting with the general public. An email system has also been created by the Assembly as a way of liaising with departments and other stakeholders in terms of communication and information gathering. Efforts are also underway to carry out digitization of information and documents of the Assembly at the records unit. The major challenges in the sector are low access to and high cost of ICT services to the general public

### **Ownership of Mobile Phones**

Mobile phones have become one of the major communication tools for disseminating information and transacting business in the Municipality. According to the 2010 PHC, out of a population of 38,099 which is 12 years and older, 16,649 (43.7%) have mobile phones. This figure is higher compared to that of the regional average of 37.3 percent. Mobile phone ownership in the Municipality is higher among males (48.2%) than among females (39.7%).

### **Use of Internet Services**

Owing to the contemporary globalization phenomenon, internet usage has become very important for individuals, businesses and organizations in the Municipality. According to the 2010 PHC, over 4.1% of the population, 12 years and older, are using internet facilities. The male population accounted for 6.1 percent of internet use whereas the female population accounted for 2.4 percent.

The nationwide E-Government infrastructure for Ghana, which is being carried out by Huawei, would extend the national backbone infrastructure to all districts in the country and provide a



national data centre and a secondary data Centre facility for disaster recovery, and ultimately connect all public institutions to a single shared communications and computing infrastructure to facilitate effective delivery of government services to citizens, businesses and others. Recently the offices of the Kpando Municipal Assembly were connected to the system. The system is however yet to roll out full operations.

Businesses are expected to take advantage of this facility to grow and thus boosting the local economy while internet accessibility becomes cheaper and easy. This program is also to aid the Assembly to have a more robust way of keeping data and information and would also help the Assembly when it comes to reporting.

## **POVERTY, INEQUALITY AND SOCIAL PROTECTION**

The Municipality has witnessed tremendous socio-economic and political transformation over the years. However, this rapid economic growth, socio-political transformation and significant poverty reduction have not done much in reducing inequalities in the Municipality. While there has been positive progress, particularly in reducing social inequalities, such as in education and healthcare, challenges remain in promoting pro-poor growth and social protection that will bridge the gap between the rich and the poor, rural and urban as well as between male and female. The gains so far made have not been evenly distributed across localities and other dimensions of inequality such as gender, disability etc.

### ***Economic Inequality***

Despite the significant decline in poverty, there are wide economic disparities across the Municipality in terms of rural/ urban, men/women.

***Employment and Income Inequality*** The incidence of poverty could largely be explained by economic activities of individuals and households. Poverty is highly endemic among food crop farmers and minimal among formal sector workers. Workers in the public and private formal sectors have a lower probability of being poor as compared to private informal employment.

### ***Income Inequality***

There is growing evidence that while the incidence of income poverty in general has reduced, income distribution has widened in the Municipality.

### ***Gender and Asset Ownership***

Gender distribution of wealth in the Municipality is biased in favor of males.

### ***Inequality in Education***

In education, the 2010 PHC results shows that while gender parity has improved, the gap is still wide at some levels of education, which are significantly dominated by males.

### ***Inequality in Health***

With regard to health inequality, while the gap between the poorest and the richest has narrowed particularly with access to health care because of the introduction of the NHIS, maternal mortality among rural women remains higher than their urban counterparts. There is evidence to suggest that the children from the poorest households are more than twice as likely to die before their fifth birthday as compared to those from the richest households.

### ***Inequality in Political Representations***

Gender inequality continues to prevail in decision making bodies of the Municipality. This has resulted in the dominance of male representation in decision-making spaces and other public offices. Representation of women in the District level and parliamentary elections has witnessed a very slow progress, increasing but only marginally over the years. For example out of the 30 members of the current Assembly of KpMA, only 6 of them are women representing 20%.

### ***Discrimination against persons living with HIV/AIDS (PLHIV)***

Despite the numerous intervention programs embarked on by the Assembly, PLHIV in the Municipality are still facing stigmatization.

### ***Inadequate resources for persons living with Disabilities (PWDs)***

Facilities and opportunities made available for exploitation by PWDs in the Municipality are inadequate. Many public facilities are not disability friendly making accessibility difficult for PWDs. The Assembly has embarked on the move to provide disability friendly facilities at all its new structures to be constructed. PWDs in the Municipality have also been provided with funds and working tools to aid them to set up businesses.

Going forward, it is clear that the above inequalities identified have negative impact on the development agenda of the Municipality. The Assembly would therefore undertake relevant interventions programmes aimed at bridging the inequality gap in the Municipality.

## **SCIENCE, TECHNOLOGY AND INNOVATION**

Science, Technology and Innovation (STI) are major tools for rapid socio-economic development. In spite of decades of efforts to create much STI capacity in the country, there has not been much progress in ensuring that STI drive socio-economic activities. STI when fully harnessed has the capacity to ensure poverty reduction, competitiveness of the private sector, energy efficiency, sustainable environmental management and industrial growth.

In order to achieve these objectives, it is incumbent on the Assembly to implement policies, programs and strategies in this regard.

### **Constraints**

The STI sector in the Municipality faces certain constraints some of which included:

- Inadequate scientific expertise in the Municipality
- Low science culture among the population
- Inadequate budget and resource allocation
- Weak linkages and coordination among various agencies and organizations in STI.

### **SUMMARY OF KEY DEVELOPMENT ISSUES OF GSGDA II (2014-2017)**

This section highlights the key development issues arising out of the performance review and the situational analysis of the Municipality linked with the various thematic areas of the Medium Term Development Policy Framework 2014-2017. Table 31 below presents details of the issues identified.

**Table 31: Summary of Key Development Issues of GSGDA II**

<b>THEMATIC AREAS OF GSGDA II</b>	<b>KEY DEVELOPMENT ISSUES (FROM PERFORMANCE REVIEW , COMMUNITY NEEDS AND ASPIRATIONS AND PROFILE)</b>
Ensuring and Sustaining Macro Economic Stability	Low IGF mobilization
Enhancing Competitiveness of Ghana's Private Sector	Inadequate technical and entrepreneurial skills Lack of adequate market information Limited access to credit facilities Inadequate investment in the tourism sector
Accelerated Agricultural Modernization and Sustainable Natural Resource Management	Low level of agriculture mechanization and production Limited access to extension services Inadequate irrigation facilities Low application of technology especially among farmers Poor development of livestock/poultry industry Use of outdated fishing methods Limited multiplication and production of planting materials and certification of seeds Inadequate awareness of climate change and its impact Weak enforcement of regulations and laws governing the environment and for the management of natural resources Weak linkage between agriculture and industry
Oil and Gas Development	Inadequate local technical and financial capacity for the development of the industry
Infrastructure and Human Settlements	Poor condition of road networks Unsafe water transport systems Inadequate ICT infrastructure and services Inadequate power supply Ineffective and inefficient spatial/land use planning and implementation particularly in the urban areas Weak enforcement of planning and building regulations Inadequate access to potable water Inadequate access to environmental sanitation facilities and services

<p>Human Development, Productivity and Employment</p>	<p>Inadequate and inequitable access to educational facilities  Inadequate teaching and learning materials  High number of untrained teachers at the private basic school level  Falling standards of education at the basic level  High levels of unemployment especially among the youth  Low levels of Technical/vocational skills development programmes  Low levels of entrepreneurial skills among the youth  Huge gaps in geographical and financial access to quality health care (e.g. urban and rural as well as rich and poor)  High prevalence rate of diseases like malaria, HIV &amp; AIDS etc.  Inadequate and poor sports infrastructure  Limited coverage of social protection interventions  High incidence of violation of children’s rights  High incidence of child trafficking and child labour  Inadequate support and limited opportunities for Persons With Disability (PWDs)  High incidence of poverty, especially among disadvantaged groups</p>
<p>Transparent, Responsive and Accountable Governance</p>	<p>Inadequate engagement of civil society and private sector in the governance process  Weak sub-district structures  Slow progress in the elimination of gender-based inequalities  Chieftaincy disputes  Inadequate institutional capacity and infrastructure for statistics production  Underutilization of M&amp;E in the planning process  Inadequate office and residential accommodation  Inadequate logistics e.g official vehicles</p>

## **CHAPTER TWO**

### **COMMUNITY NEEDS AND ASPIRATIONS**

The Assembly in its quest to ensure that development planning is done in a participatory manner carried out data collection on development issues in communities using Assembly Members as a conduit. This was followed by a series of public forum at the three zonal council levels at Kpando, Gbefi and Sovie. The essence of this public forum was also to further solicit for the views, needs and aspirations of the people and use them as the basis for the plan preparation and also to ensure community ownership of the plan. Various interest groups such as TAs, PWDs, trade unions etc. were engaged at all levels in the process. Table 32 below presents the summary of the aspirations and needs of the people from the public hearing.

<b>Table 32: Summary of Community Needs and Aspiration</b>		
<b>SECTOR</b>	<b>DEVELOPMENT ISSUES/CONCERNS</b>	<b>NEEDS AND ASPIRATIONS FROM ZONAL COUNCILS</b>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>• Falling standard of education at basic school level.</li> <li>• Poor of condition some of educational infrastructure</li> <li>• Indiscipline in schools</li> <li>• Inadequate ICT facilities and libraries</li> <li>• Nonfunctioning school management committees</li> <li>• Lack of accommodation for teachers</li> <li>• Inadequate WASH facilities in schools</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of an enabling environment for teaching and learning (rehabilitation/construction of classrooms with electricity, recreational facilities, furniture etc.).</li> <li>• Provision of toilets, water, urinal and waste disposal site in schools</li> <li>• Provision of teachers' accommodation</li> <li>• Intensification of school supervisions</li> <li>• Improvement in the parent-teacher relationships</li> <li>• Strengthening of School Management Committees</li> <li>• Provision of ICT and library facilities</li> </ul>
<b>WATER</b>	<ul style="list-style-type: none"> <li>• Inadequate water supply systems</li> <li>• Nonfunctioning state of community water systems like boreholes</li> <li>• Unsafe nature of water for domestic use</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of urban /rural water supply with maximum reliability</li> <li>• Institutionalize periodic water quality testing</li> <li>• Undertake rehabilitation of broken down water facilities</li> <li>• Extension of water to educational and health facilities</li> <li>• Water quality measures should be put in place</li> </ul>
<b>ENVIRONMENTAL HEALTH, HYGIENE AND SANITATION</b>	<ul style="list-style-type: none"> <li>• Inadequate solid and liquid waste management facilities and services.</li> <li>• Non enforcement of sanitation by-laws</li> <li>• Poor hygiene practices among the people</li> <li>• Inadequate latrines in communities and institutions</li> <li>• Inadequate environmental health staff</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of institutional public toilets</li> <li>• Supply of refuse containers in communities and other sanitation equipment and tools</li> <li>• Undertake public education on environment hygiene and sanitation</li> <li>• Undertake food hygiene education and screening of food vendors</li> <li>• Enforcement of By-Laws on sanitation</li> <li>• Promote the construction of household latrines</li> <li>• Promote the construction of hand washing with soap facilities and safe water storage facilities</li> <li>• Provision of adequate environmental health staff</li> </ul>
<b>HEALTH</b>	<ul style="list-style-type: none"> <li>• Inadequate health care service delivery in rural and Island communities</li> <li>• Poor condition and inadequate health infrastructure and facilities/logistics</li> <li>• Inadequate health personnel</li> <li>• Inadequate accommodation for health staff</li> <li>• High incidence of diseases like malaria, HIV &amp; AIDS etc</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation of health infrastructure</li> <li>• Construction, expansion and furnishing of health facilities (CHPS compounds)</li> <li>• Improvement of health care service delivery</li> <li>• Provision of accommodation for health staff</li> <li>• Fight the High prevalence diseases like malaria, HIV &amp; AIDS etc</li> <li>• Upgrade Kpando Health Center into a polyclinic</li> </ul>

<b>ROADS AND TRANSPORT</b>	<ul style="list-style-type: none"> <li>• Poor road network systems</li> <li>• Poor water transportation systems and infrastructure</li> <li>• Inadequate drainage systems</li> <li>• Inadequacy of bridges, culverts etc.</li> <li>• Choked drains</li> <li>• Inadequate speed ramps</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation, construction and spot improvement of roads.</li> <li>• Improvement of transportation systems on the Volta Lake</li> <li>• Provision of speed ramps in communities</li> <li>• Provision of Bridges</li> <li>• Construction of drains and culverts</li> <li>• Desilting of drains</li> </ul>
<b>INDUSTRY, TRADE, TOURISM AND EMPLOYMENT</b>	<ul style="list-style-type: none"> <li>• Limited job opportunities for the youth</li> <li>• Limited access to credit facilities for investment purpose</li> <li>• Limited exploitation of tourism potentials</li> <li>• Lack of investment in tourism</li> <li>• Low levels of Technical/vocational skills</li> <li>• Unavailability of processing facilities</li> <li>• Unavailability of storage facilities</li> <li>• Limited entrepreneurial skills development</li> <li>• Inadequate and poor market facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of (small scale) manufacturing industries</li> <li>• Rehabilitation of market facilities.</li> <li>• Supply equipment and tools to entrepreneurs.</li> <li>• Development of the tourism industry</li> <li>• Promote accessibility to credit facilities</li> <li>• Undertake skills developing and training programmes for the youth</li> <li>• Provision of new markets</li> <li>• Provision of storage facilities</li> </ul>
<b>ENERGY</b>	<ul style="list-style-type: none"> <li>• Inadequate extension of electricity to newly developing areas due to high cost of extension</li> <li>• Inadequate promotion and development of other energy sources such as solar</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of electricity to newly developed residential areas.</li> <li>• Extension of electricity to schools</li> <li>• Exploitation of other energy sources such as biogas and solar</li> </ul>
<b>AGRICULTURE</b>	<ul style="list-style-type: none"> <li>• High cost of agricultural inputs and technology</li> <li>• Low income of farmers</li> <li>• Small land holding impeding investment</li> <li>• Lack of reliable market</li> <li>• Lack of irrigation facilities</li> <li>• Lack of farm mechanization center</li> <li>• Low value addition to produce</li> <li>• Inadequate access to extension services</li> <li>• Lack of storage facilities</li> <li>• Lack of processing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanization of agricultural activities</li> <li>• Construction and expansion of roads to link major farming areas</li> <li>• Provision of irrigation facilities</li> <li>• Creation of land banks for large scale farming and other investment</li> <li>• Provision of extension services</li> <li>• Provision of planting materials and other agricultural materials to farmers</li> <li>• Promotion of value chain systems</li> <li>• Provision of storage facilities</li> <li>• Provision of agro based processing factories</li> </ul>



<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• Limited support for women, PWDs and other vulnerable groups</li> <li>• Low access to information on Assembly’s activities</li> <li>• Ineffective sub-municipal structures</li> <li>• Municipal Assembly out of touch with the people at the grassroots</li> <li>• Low IGF capacity of the Assembly</li> <li>• Lack of modern office for the Assembly and zonal councils</li> <li>• Inadequate capacity building programmes for stakeholders such as staff and Assembly Members</li> </ul>	<ul style="list-style-type: none"> <li>• Increased transparency in resource utilization</li> <li>• Strengthen capacity of Assembly members and ZCs to provide local leadership.</li> <li>• Assembly should intensify public engagement activities like town hall meetings, radio programmes etc</li> <li>• Increased interaction of Municipal Assembly and sub-municipal structures</li> <li>• Increased participation of communities decision making activities</li> <li>• Institute measures to increase the IGF capacity of the Assembly</li> <li>• Provision of adequate office structures for zonal councils</li> <li>• Construct new office block for the Assembly</li> </ul>
<b>PHYSICAL PLANNING</b>	<ul style="list-style-type: none"> <li>• Lack of adherence to building and development regulations</li> <li>• Lack of enforcement of laws in relation to physical developments</li> <li>• Lack of palling schemes for communities</li> <li>• Limited street naming and property addressing system</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of building and development regulations</li> <li>• Continuation of the street naming and property addressing system in the Municipality</li> <li>• Prepare planning schemes for communities</li> </ul>
<b>ENVIRONMENT/ NATURAL RESOURCE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Incidence of natural disasters</li> <li>• Over exploitation of natural resources</li> <li>• Incidence of Bush fires</li> <li>• Pollution of water bodies</li> <li>• Environmental and water pollution</li> <li>• Degradation of ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of By-Laws on the environment and natural resources</li> <li>• Carry out sensitization programmes on environmental protection and disasters</li> </ul>

## **HARMONISATION OF COMMUNITY NEEDS AND ASPIRATIONS WITH IDENTIFIED KEY DEVELOPMENT GAPS/PROBLEMS/ISSUES**

The community needs and aspirations identified above have been harmonized with the summarized key development issues from the performance review and profile of the Municipality. Each community need and aspiration were matched against the summarized key development issues and scored to determine the level of harmony between them. The scoring was done based on the following:

**Table 33: Scoring Scale**

<b>DEFINITION</b>	<b>SCORE</b>
Strong relationship	2
Weak relationship	1
No relationship	0

Harmonization of the community needs and aspirations as against the summarized key development issues from the performance review and profile of the Municipality is presented in the table 34 below:

**Table 34: Harmonization of Community Needs and Aspirations with Identified Development Issues**

S/NO	Community needs and aspirations	Identified key development gaps/ problems/issues (from Performance review and Municipal Profile)	SCORE
1	Falling standard of education at basic school level	Falling standards of education in the Municipality	2
2	Poor quality and condition of educational infrastructure	Inadequate and inequitable access to educational facilities	2
3	Inadequate ICT facilities and libraries	Inadequate ICT infrastructure base Poor quality of ICT services	2
4	Lack of adherence to building and development regulations	Weak enforcement of planning and building regulations	2
5	Incident of Bush fires and other disasters	Vulnerability to natural disasters	2
6	Inadequate water supply	Inadequate access to water	2
7	Nonfunctioning state of community water systems like boreholes	Poor and inadequate rural infrastructure and services	1
8	Inadequate waste management facilities like dustbins	Inadequate access to environmental sanitation facilities	2
9	Inadequate solid and liquid waste management systems	Poor disposal of waste	2
10	Non enforcement of sanitation by-laws	Weak enforcement of existing sanitation laws	2
11	Degradation of ecosystem	Weak enforcement of regulations and laws governing the environment and for the management of natural resources	1
12	Environmental and water pollution	Use of outdated fishing methods	2
13	Poor condition of health infrastructure and facilities Inadequate health care service delivery	Poor health infrastructure	2
14	Spread of diseases like malaria, HIV & AIDS etc.	High prevalence rate of diseases like malaria, HIV & AIDS etc.	2
15	Poor road network and conditions especially in the rainy seasons	Poor quality and inadequate road transport networks	2
16	Limited jobs opportunities for the youth	High levels of unemployment and under-employment especially among the youth	2
17	Low levels of Technical/vocational training for the youth	Low levels of Technical/vocational skills	2
18	Lack of investment in tourism	Inadequate investment in the tourism sector	2
19	Inadequate exploitation of tourism potentials	Limited exploitation of potentials in the tourism sector	2
20	Limited access to credit facilities for investment purpose	Limited access to finance	2
21	Lack of electricity in new development areas due to high cost of extension	Unreliable power supply	2
22	Declining crop yield due to high cost of agricultural inputs and technology	Low application of technology especially among farmers	2
23	Declining interest in farming due to low returns	Low level of agricultural mechanization and production	1
24	Inadequate extension services	Limited access to extension services	2

25	Small land holding impeding investment	Inadequate spatial and land use plans	2
26	Lack of reliable market	Lack of adequate market information	2
27	Municipal Assembly out of touch with the people at the grassroots	Gaps in communication and accountability between MMDAs and citizens	2
28	Non- functioning state of ZCs and Unit Committees	Weak sub-district structures	2
29	Chieftaincy disputes	Chieftaincy disputes	2
30	Increasing spate of crime among the youth such as illicit drug use, armed robbery etc.	High incidence of violation of children's rights	1
31	Weak revenue base of ZCs	Leakages in revenue collection	1
32	Limited access to information on Assembly's activities	Inadequate access to public information by media, civil society and general public	2
33	Child trafficking, child abuse and child labor	High incidence of child trafficking and child labor	2
34	Limited support for women, PWDs and other vulnerable groups	Inadequate support for Persons With Disability (PWDs) Inadequate social protection and intervention and weak coordination of programmes for the vulnerable and excluded	2
35	Poor Water transportation system and infrastructure	Poor water transportation systems	2
<b>Average Score =65/35</b>		<b>1.9</b>	

The average score of 1.9 is very high, and it is an indication that there is strong harmony of community needs and aspirations and key development issues which equally has implication for the NMTDPF 2018 – 2021.

**KEY DEVELOPMENT ISSUES UNDER GSGDA II WITH  
IMPLICATIONS FOR 2018-2021**

The harmonised key development issues from table 34 above with implications for the NMTDPF 2018-2021 are presented in the matrix under GSGDA II as indicated in table 35 below:

**Table 35: 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
<b>Ensuring and Sustaining Macro-Economic Stability</b>	Leakages in revenue collection
<b>Enhancing Competitiveness of Ghana's Private Sector</b>	<ul style="list-style-type: none"> <li>• Limited access to finance</li> <li>• Unreliable and inadequate power supply</li> <li>• Limited exploitation of potentials in the tourism sector</li> <li>• Inadequate infrastructure such as roads, energy etc.</li> <li>• Inadequate job creation</li> <li>• Lack of adequate market information</li> <li>• Limited access to finance</li> <li>• Low productivity</li> <li>• Lack of entrepreneurial culture among the citizens</li> <li>• Inadequate skills training programmes</li> <li>• Inadequate export promotion services</li> </ul>
<b>Accelerated Agricultural Modernisation and Sustainable Natural Resource Management</b>	<ul style="list-style-type: none"> <li>• Low application of technology especially among farmers</li> <li>• Low level of agricultural mechanization and production</li> <li>• Limited access to extension services</li> <li>• Weak enforcement of regulations and laws governing the environment and for the management of natural resources</li> <li>• Lack of adequate market information</li> <li>• Inadequate access to veterinary services</li> <li>• Undeveloped capacity of FBOs to access or deliver services</li> <li>• Inadequate irrigation facilities</li> <li>• Limited access to agriculture information</li> <li>• Limited capacity of exporters to meet export volumes</li> <li>• Poor development of livestock/poultry industry</li> <li>• Use of outdated fishing methods</li> <li>• Inadequate awareness of climate change and its impact</li> <li>• Vulnerability to natural disasters</li> <li>• Dwindling water resources</li> <li>• Limited human resource capacity in Climate Change issues</li> </ul>
<b>Oil and Gas Development</b>	<ul style="list-style-type: none"> <li>• Inadequate oil and gas services and infrastructure in the Municipality</li> </ul>

	<ul style="list-style-type: none"> <li>• High unemployment levels especially amongst the youth</li> </ul>
<p><b>Infrastructure and Human Settlements</b></p>	<ul style="list-style-type: none"> <li>• Inadequate access to water</li> <li>• Poor and inadequate rural infrastructure and services</li> <li>• Weak enforcement of existing sanitation laws</li> <li>• Poor quality and inadequate road transport networks</li> <li>• Weak enforcement of planning and building regulations</li> <li>• Inadequate spatial and land use plans</li> <li>• Poor water transportation systems</li> <li>• Lack of maintenance of water systems</li> <li>• Low level of Science, Technology and Innovation culture in all spheres of life</li> <li>• Inadequate ICT infrastructure base</li> <li>• Unreliable power supply</li> <li>• Ineffective and inefficient spatial/land use planning and implementation particularly in the urban areas</li> <li>• Limited urban infrastructure</li> <li>• Poor and inadequate rural infrastructure and services</li> <li>• Inadequate access to environmental sanitation facilities</li> <li>• Poor disposal of waste</li> <li>• Poor hygiene practices and inadequate hygiene education</li> </ul>
<p><b>Human Development, Productivity and Employment</b></p>	<ul style="list-style-type: none"> <li>• Poor health infrastructure</li> <li>• High prevalence rate of diseases like malaria, HIV &amp; AIDS etc.</li> <li>• High levels of unemployment and under-employment especially among the youth</li> <li>• Huge unmet need for mental health services</li> <li>• Low levels of Technical/vocational skills</li> <li>• Falling standards of education in the Municipality</li> <li>• Inadequate and inequitable access to educational facilities</li> <li>• Inadequate ICT infrastructure base</li> <li>• Inadequate and inequitable access to educational facilities</li> <li>• Poor quality of teaching and learning materials</li> <li>• Lack of a comprehensive National Human Resource Development policy</li> <li>• Lack of entrepreneurial skills development</li> <li>• High number of untrained teachers at the private basic school level</li> <li>• Low recognition of gender equity in all spheres</li> <li>• High levels of malnutrition especially among children</li> </ul>

	<ul style="list-style-type: none"> <li>• Inadequate and poor sports infrastructure</li> <li>• High level of youth unemployment</li> <li>• High levels of crime and violence among the youth</li> <li>• Limited coverage of social protection interventions</li> <li>• High incidence of violation of children’s rights</li> <li>• High incidence of child trafficking and child labor</li> <li>• Inadequate support for Persons With Disability (PWDs)</li> <li>• Discrimination and violence against women</li> <li>• High incidence of poverty, especially among disadvantaged groups</li> </ul>
<p><b>Transparent, Responsive and Accountable Governance</b></p>	<ul style="list-style-type: none"> <li>• Inadequate responsiveness to civil society and private sector initiatives in governance processes</li> <li>• Limited awareness, advocacy and enforcement of rights and responsibilities</li> <li>• Weak sub-district structures</li> <li>• Gaps in communication and accountability between MMDAs and citizens</li> <li>• Inadequate access to public information by media, civil society and general public</li> <li>• Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation</li> <li>• Slow progress in the elimination of gender-based inequalities</li> <li>• Chieftaincy disputes</li> <li>• Inadequate institutional capacity and infrastructure for statistics production at all levels</li> <li>• Underutilization of M&amp;E in the planning process</li> </ul>



**HARMONISATION OF KEY DEVELOPMENT ISSUES UNDER GSGDA II WITH IMPLICATION FOR 2018-2021 WITH THOSE OF THE NMTDPF, 2018–2021)**

In order to ensure continuity of relevant on-going programmes and in accordance with Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana, the issues associated with programmes and projects commenced under GSGDA II, 2014-2017 with those issues of the NMTDPF 2018-2021 have been harmonized as indicated in table 36 below:

**Table 36: Identified Development Issues under GSGDA II AND NMTDPF (2018-2021)**

<b>GSGDA II, 2014-2017</b>		<b>AGENDA FOR JOB 2018-2021</b>	
<b>THEMATIC AREAS</b>	<b>ISSUES</b>	<b>DEVELOPMENT DIMENSIONS</b>	<b>ISSUES</b>
<b>1: ENSURING AND SUSTAINING MACRO-ECONOMIC STABILITY</b>	Leakages in revenue collection	<b>DEVELOPMENT DIMENSION 4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	Limited capacity and opportunities for revenue mobilization
<b>2: ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR</b>	Limited access to finance	<b>DEVELOPMENT DIMENSION 1: ECONOMIC DEVELOPMENT</b>	Limited access to credit by SMEs
	Inadequate investment in the tourism sector		Poor tourism infrastructure and Service
	Limited exploitation of potentials in the tourism sector		Limited supply of raw materials for local industries from local sources
	Low productivity		Inadequate development of and investment in processing and value addition
	Inadequate export promotion services		Limited number of skilled industrial manpower
	Limited technical and entrepreneurial skills		Low application of technology especially among smallholder farmers leading to comparatively lower yields
<b>3: ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT</b>	Low application of technology especially among farmers	<b>DEVELOPMENT DIMENSION 1: ECONOMIC DEVELOPMENT</b>	Weak extension services delivery
	Limited access to extension services		Low level of irrigated agriculture
	Inadequate irrigation facilities		Inadequate development of and investment in processing and value addition
	Limited capacity of exporters to meet export volumes		Over-exploitation of fisheries resources
	Use of outdated fishing methods		Low productivity and poor handling of livestock/ poultry products
	Poor development of livestock/poultry industry		Increasing negative impact of climate change on agriculture
	Inadequate awareness of climate change and its impact		Inadequate access to veterinary services
	Inadequate access to veterinary services		Inadequate dissemination of information on business opportunities along the agriculture value chain
	Limited access to agriculture information		

<b>4. OIL AND GAS DEVELOPMENT</b>	Inadequate oil and gas services and infrastructure in the Municipality	<b>DEVELOPMENT DIMENSION 3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Inadequate infrastructure along the oil and gas value chain.
	High unemployment levels especially amongst the youth		High unemployment rate amongst the youth
<b>3. ACCELERATED AGRICULTURAL MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT</b>	Weak enforcement of regulations and laws governing the environment and for the management of natural resources	<b>DEVELOPMENT DIMENSION 3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Non-enforcement of relevant laws and regulations
	Dwindling water resources		Loss of water resources
	Vulnerability to natural disasters		Prevalence of fires, floods and other disasters
	Limited human resource capacity in Climate Change issues		Low institutional capacity to adapt to climate change and undertake mitigation actions
<b>5. INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT</b>	Poor and inadequate rural infrastructure and services	<b>DEVELOPMENT DIMENSION 3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Lack of balanced urban and rural development.
	Poor quality and inadequate road transport networks		Poor quality and inadequate road transport networks
	Poor water transportation systems		Limited safety facilities and poor services on inland waterways
	Weak enforcement of planning and building regulations		Weak enforcement of planning and building regulations
	Inadequate spatial and land use plans		Poor land use and spatial planning
	Inadequate ICT infrastructure base		Inadequate ICT centers within communities.
	Limited use of ICT as a tool to enhance the management and efficiency of businesses		Low usage of ICT for national growth and development
	Limited urban infrastructure		Disparities in access to infrastructure and service provision between urban and rural settlements
<b>5. INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT</b>	Inadequate access to environmental sanitation facilities	<b>DEVELOPMENT DIMENSION 3: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Unsustainability of sanitation and health services
	Poor disposal of waste		Poor sanitation and waste management
	Lack of maintenance of water systems		Inadequate maintenance of facilities
	Inadequate access to water		Inadequate access to water services in urban areas
	Weak enforcement of existing sanitation laws		Poor hygiene practices
	Unreliable power supply		Unreliable power supply

<b>6. HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT</b>	Huge gaps in geographical to quality health care	<b>DEVELOPMENT DIMENSION 2: SOCIAL DEVELOPMENT</b>	Gaps in physical access to quality health care
	High prevalence rate of diseases like malaria, HIV & AIDS etc.		Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	High levels of malnutrition especially among children		Inadequate nutrition training and advocacy on Food and Nutrition Security at all levels
	Huge unmet need for mental health services		High stigmatization and discrimination of HIV and AIDs
	Inadequate and inequitable access to educational facilities		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Low levels of Technical/vocational skills		Unmet need for mental health services
	Lack of entrepreneurial skills		Poor quality of education at all levels
	High number of untrained teachers at the private basic school level		Poor linkage between management processes and schools' operations
	High levels of unemployment and under-employment especially among the youth		Low levels of technical and vocational skills
	High incidence of poverty, especially among disadvantaged groups		Lack of entrepreneurial skills for self-employment
	High incidence of child trafficking		High number of untrained teachers at the private basic school level
	Prevalence of abuse, violence and exploitation of children and others worst forms of child labour		High levels of unemployment and under-employment especially among the youth
	Limited coverage of social protection interventions		Rising inequality among socio-economic groups and between geographical areas
	Inadequate support for Persons With Disability (PWDs)		Weak enforcement of laws and rights of children
	Inadequate and poor sports infrastructure		Low awareness of child protection laws and policies
	High level of youth unemployment		Abuse and exploitation of children engaged in hazardous forms of labour
			Inadequate and limited coverage of social protection programmes for vulnerable groups
			Inadequate opportunities for persons with disabilities (PWDs) to contribute to society
			Poor living conditions of PWDs
			Low participation of Persons with disability in decision making
	Inadequate and poor sports infrastructure		
	High levels of unemployment and under-employment amongst the youth		

	Inadequate job creation		Inadequate apprenticeship opportunities
	Crime and violence		High incidence of violence and crime
	Lack of a comprehensive National Human Resource Development policy		Little opportunity to renew and upgrade skills and technology
<b>7. TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>	Low recognition of gender equity in public sector (public sphere)	<b>DEVELOPMENT DIMENSION 4: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	Gender disparities in access to economic opportunities
	Chieftaincy disputes		Inadequate involvement of traditional authorities in national development
	Low patronage of local creative industry		Poor appreciation of national culture
	Inadequate responsiveness to civil society and private sector initiatives in governance processes		Weak capacity of CSOs to effectively participate in public dialogue
	Weak sub-district structures		Weak capacity of local governance practitioners
	Gaps in communication and accountability between MMDAs and citizens		Inadequate ownership and accountability for national development at all levels
	Weak structures for effective participation of citizens especially vulnerable groups in decision-making and policy implementation		Weak involvement and participation of citizenry in planning and budgeting
	Inadequate access to public information by media, civil society and general public		Low level stakeholder consultation
<b>7. TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>	Low utilization of opportunities to promote Ghana's interests abroad	<b>GOAL:5 STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	Limited participation of local authorities in international affairs

## **ADOPTED DEVELOPMENT DIMENSIONS AND ISSUES OF NMTDPF**

The set of issues in table 36 above were matched to determine their relationships in terms of similarity for adoption. The similar issues from GSGDA II were adopted by replacing them with those of the NMTDPF. In addition were other issues identified as relevant new development issues from the NMTDPF? The adopted development dimensions and issues for the DMTDP are presented in table 37 below:

**Table 37: Adopted development dimensions and Issues of the MTDP**

<b>DMTDP DIMENSIONS 2018-2021</b>	<b>ADOPTED ISSUES</b>
<b>ECONOMIC DEVELOPEMNT</b>	Limited supply of raw materials for local industries from local sources
	Limited number of skilled industrial manpower
	Severe poverty and underdevelopment among peri-urban and rural communities
	Distressed but viable industries
	Limited access to credit by SMEs
	High cost of production inputs
	Inadequate development of and investment in processing and value addition
	Low application of technology especially among smallholder farmers leading to comparatively lower yields
	Low level of irrigated agriculture
	Poor storage and transportation systems
	Low quality and inadequate agriculture infrastructure
	Limited application of science and technology
	Lack of youth interest in agriculture
	Low productivity and poor handling of livestock/ poultry products
	Inadequate disease monitoring and surveillance system
	Weak extension services delivery
	High cost of aquaculture inputs
	Low levels of private sector investment in aquaculture (small-medium scale producers)
	Over-exploitation of fisheries resources
	Poor tourism infrastructure and Services
<b>SOCIAL DVELOPMENT</b>	Poor quality of education at all levels
	High number of untrained teachers at the basic level
	Poor linkage between management processes and schools' operations
	Low participation of females in learning of science, technology, engineering and mathematics
	Low participation in non-formal education
	Gaps in physical access to quality health care
	Unmet needs for mental health services
	Poor quality of healthcare services
	Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	High stigmatization and discrimination of HIV and AIDs
	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Household food insecurity
	Little opportunity to renew and upgrade skills and technology

	Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates
	High youth unemployment
	Improper protection and development of water resources
	Negative impact of climate variability and change
	High prevalence of open defecation
	Unsustainable construction of boreholes and wells
	Inadequate access to water services in urban areas
	Inadequate financing of the water sector institutions
	Poor quality of drinking water
	Inadequate maintenance of facilities
	Poor planning for water at MMDAs
	Unsustainability of sanitation and health services
	Poor sanitation and waste management
	Poor hygiene practices
	Rising inequality among socio-economic groups and between geographical areas
	Low awareness of child protection laws and policies
	Weak enforcement of laws and rights of children
	Lack of physical access to public and private structures for PWDs
	Inadequate opportunities for persons with disabilities (PWDs) to contribute to society
	Low participation of Persons with disability in decision making
	Abuse and exploitation of children engaged in hazardous forms of labour
	Unfavourable socio-cultural environment for gender equality
	Poor living conditions of PWDs
	High levels of unemployment and under-employment amongst the youth
	Inadequate apprenticeship opportunities
	Low levels of technical and vocational skills
	Limited opportunities for youth involvement in national development
	Youth unemployment and underemployment among rural and urban youth
	Lack of entrepreneurial skills for self-employment
	Gender disparities in access to economic opportunities
	High incidence of violence and crime
	Inadequate and poor sports infrastructure
	Declining interest in locally organized sports by general public
	Inadequate and limited coverage of social protection programmes for vulnerable groups
<b>ENVIRONMENT,</b>	Improper disposal of solid and liquid waste



<b>INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Over exploitation and inefficient use of forest resources
	Low institutional capacity to adapt to climate change and undertake mitigation actions
	Loss of trees and vegetative cover
	Weak legal and policy frameworks for disaster prevention, preparedness and response
	Poor quality and inadequate road transport network
	Inadequate investment in road transport infrastructure provision and maintenance
	Under-utilisation of the transportation potential of Volta Lake
	Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services
	Inadequate ICT infrastructure across the country
	Limited utilisation of relevant research outputs
	Unreliable power supply
	Difficulty in the extension of grid electricity to remote rural and isolated communities
	The potential of oil and gas industry to develop as an enclave (Resource curse)
	Silting and choking of drains
	Poor drainage system
	Weak enforcement of planning and building regulations
	Disparities in access to infrastructure and service provision between urban and rural settlements
	Inadequate spatial plans for regions and MMDAs
	Inadequate human and institutional capacities for land use planning
	Poor and inadequate maintenance of infrastructure
Poor and inadequate rural infrastructure and services	
Rapid urbanisation, resulting in urban sprawl	
Limited investments in social programmes in Zongos and inner cities	
Cumbersome land acquisition process	
<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	Weak capacity of local governance practitioners
	Poor coordination in preparation and implementation of development plans
	Poor linkage between planning and budgeting at national, regional and district levels
	Limited capacity and opportunities for revenue mobilisation
	Weak involvement and participation of citizenry in planning and budgeting
	Weak capacity of CSOs to effectively participate in public dialogue
	Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions
	Inadequate and poor quality equipment and infrastructure
	High perception of corruption among public office holders and citizenry
	Inadequate involvement of traditional authorities in national development
	Inadequate ownership and accountability for national development at all levels

	Poor appreciation of national culture
	Ineffective monitoring and evaluation of implementation of development policies and plans
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	Limited participation of local authorities in international affairs

## **PRIORITISATION OF DEVELOPMENT ISSUES**

This section throws light on prioritization of issues which were identified during the public hearings at the at the sub-district levels and at a MPCU meetings.

### **PRIORITIZATION/ RANKING OF IDENTIFIED NEEDS**

In prioritizing the identified needs, a consensus was reached among five (5) groups of stakeholders.

The participants were divided into five (5) groups of not less than six (6) persons in each group. Each group prioritized all the 10 development issues in relation to resource availability, the time frame, spread effects of the issue, and community commitment.

For each development issue, we found the respective frequencies of all the ranks; that is, the number of groups that ranked the given need at each of the position.

We calculated the “weighted score” of each need/issue under each rank by multiplying its frequency for each rank by the weight of that rank presented in the matrix below.

We calculated the “Total Weight Score “for each need/issue by adding all the weighted scores and accordingly ranked all the needs/issues in order of their total weighted scores.

These prioritized development issues are further analyzed in terms of the potentials, opportunities, constraints and challenges to determine their feasibilities. Table 38 below presents details of the ranking exercise.

**Table 38 Procedure for Ranking Development Issues**

Group Level Ranking/Weight Community Need	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	5 <sup>TH</sup>	Total Weighted Score	Group/ General Ranking
	5	4	3	2	1		
1. Poor and inadequate educational infrastructure leading to poor quality of education at all levels	6 (30)	5 (20)	6 (18)	6 (12)	6 (6)	86	1 <sup>st</sup>
2. Poor water service delivery	4 (20)	3 (12)	3 (9)	4 (8)	4 (4)	53	8 <sup>th</sup>
3. Poor Environmental Sanitation And Hygiene practices	5 (25)	3 (12)	4 (12)	3 (6)	3 (3)	58	7 <sup>th</sup>
4. Poor Spatial Planning	3 (15)	3 (12)	2 (6)	5 (10)	3 (3)	46	10 <sup>th</sup>
5. Low productivity of Agriculture	4 (20)	4 (16)	5 (15)	4 (8)	5 (5)	64	5 <sup>th</sup>
6. Inadequate Internally Generated Revenue	5 (25)	3 (12)	5 (15)	3 (6)	3 (3)	61	6 <sup>th</sup>
7. Poor and Inadequate health infrastructure and service delivery	5 (25)	5 (20)	6 (18)	4 (8)	5 (5)	76	2 <sup>nd</sup>
8. Poor development of SME sector	4 (20)	6 (24)	5 (15)	3 (6)	4 (4)	69	3 <sup>rd</sup>
9. Inadequate and Poor public Infrastructure	5 (25)	4 (16)	4 (12)	5 (10)	3 (3)	66	4 <sup>th</sup>
10. Weak Sub-District Structures	4 (20)	3 (12)	3 (9)	3 (6)	4 (4)	51	9 <sup>th</sup>

**Table 39: Ranking of Development Issues**

No.	Development Issues	Total Weighted Score	Group/ General Ranking
1	Poor and inadequate educational infrastructure leading to poor quality of education at all levels	86	1 <sup>st</sup>
2	Poor and Inadequate health infrastructure and service delivery	76	2 <sup>nd</sup>
3	Poor development of SME sector	69	3 <sup>rd</sup>
4	Inadequate and Poor public Infrastructure	66	4 <sup>th</sup>
5	Low productivity of Agriculture	64	5 <sup>th</sup>
6	Inadequate Internally Generated Revenue	61	5 <sup>th</sup>
7	Poor Environmental Sanitation And Hygiene practices	58	7 <sup>th</sup>
8	Poor water service delivery	53	8 <sup>th</sup>
9	Weak Sub-District Structures	51	9 <sup>th</sup>
10	Poor Spatial Planning	46	10 <sup>th</sup>

In ranking of the development issues, poor and inadequate educational infrastructure leading to poor quality of education at all levels was ranked first followed by poor and Inadequate health infrastructure and service delivery delivery whilst weak sub-district structures and poor spatial planning were ranked 9<sup>th</sup> and 10<sup>th</sup> positions respectively. Though weak district sub-structures and poor spatial planning were ranked the least, they are equally critical as far as the Municipality's development was concern. All effort will therefore be made to ensure that attention is paid to the low ranked issues as well in order to ensure total development of the Municipality.

## **APPLICATION OF POTENTIALS, OPPORTUNITIES, CONSTRAINTS AND CHALLENGES (POCC OR SWOT) ANALYSIS**

The development issues were subjected to the analysis of the **Potentials, Opportunities, Constraints and Challenges (POCC)** of the Municipality. This has facilitated the identification of issues with potentials and opportunities to be addressed as priorities while considering other measures to address those with constraints and challenges.

**Potentials** refer to factors; advantages and resources (within the District) which when utilised can enable the District to enhance its sustained socio-economic development or to overcome its challenges.

**Opportunities** are external factors (beyond the District) that positively influence development of the District.

**Constraints** are disadvantages emanating from internal factors such as institutional, human and physical resources that act against development.

**Challenges** may be external factors or obstacles (beyond the District) that may hamper smooth development effort.

**Table 40: POCC Analysis of Issues**

<b>ADOPTED ISSUES TO BE ADDRESSED</b>	<b>POTENTIALS</b>	<b>OPPORTUNITIES</b>	<b>CONSTRAINTS</b>	<b>CHALLENGES</b>	<b>CONCLUSION</b>
Limited capacity and opportunities for revenue mobilisation	Availability of potential internal revenue sources  Existence of revenue taskforce	Availability of DACF and DDF and other Donor funds	Ineffective revenue supervision Low capacity of revenue collectors Inadequate logistics	Delays in the release of DACF and DDF  Limited supervision from RCC	The Assembly should expand the revenue generation coverage via public education on the need to pay taxes, supervision of collections and provision of logistics e.g. vehicles
Limited supply of raw materials for local industries from local sources	Availability of large scale farms Existence of Agric and BAC departments	Availability of GOG policies such as Planting for food and jobs, One district One factory etc.	Limited number of extension officers	Difficulty in land acquisition	The constraints can be addressed by the Assembly's ability to take advantage of GOG policies such as Planting for food and jobs policy etc.
Distressed but viable industries	Availability of distressed local industries Existence of Agric and BAC departments Availability of local entrepreneurs	Availability of GOG policies such as Planting for food and jobs, One district One factory etc.	Lack of adequate raw materials Lack of capital	Inadequate market information	The constraints can be addressed by the Assembly's ability to take advantage of GOG policies such as Planting for food and jobs policy etc.
Limited access to credit by SMEs	Availability of BAC to act as facilitator	Existence of MASLOC Planting for food and jobs programme of Government Availability financial institutions	Lack of business plans Lack of structures in business formation	High interest rates	The Assembly should train SMEs to prepare business plans and put in place structures in establishing businesses
Limited number of skilled industrial manpower	Availability of trainers	Additional resources from NBSSI, Trade Ministry and donor partners	Inadequate funds and logistics	Untimely release of support from Government and donors	The Assembly should partner donors for support
Severe poverty and underdevelopment among peri-urban and rural communities	Existence of Agric and BAC departments	Favourable government agriculture policies such as planting for food and jobs	Limited financial capacity to implement poverty reduction strategies	Unwillingness of the youth to take advantage of Government	The constraints can be addressed by the Assembly taking the initiative to promote the engagement of the youth in skills

				policies on poverty reduction	training programmes and Government poverty reduction programmes.
Poor tourism infrastructure and Service	1. Potential tourism sites available 2. Private sector interest in tourism is high	1. The ministry of Tourism exists to provide technical support 2. Training institutions exist	Lack of tourism development plan Inadequate data on tourism potentials Lack of administrative will	Lack of funds	The Assembly should develop a tourism development plan and partner the private sector in the development of the sector
Unreliable power supply	Availability of potentials in alternative power sources. E.g. solar, wind	Energy Ministry exist at the national level to provide technical support High Interest of the private sector	Lack of funds and lack of administrative will	Lack of funds from government Inadequate policy directive from government	The Assembly should promote the use of alternative power sources such as solar.
High cost of production inputs	Existence of the Agriculture Department	Favourable government policies like one district one factory and planting for food and jobs Availability of donors	Inadequate funds	Smuggling of inputs to neighbouring nations	The constraints can be addressed by the Assembly's ability to take advantage of GOG policies such as Planting for food and jobs policy
Inadequate development of and investment in processing and value addition	Availability of BAC/ NBSSI office and Department of Agriculture	Favorable government policies like one district one factory and planting for food and jobs	Lack of adequate investment in processing industries	Inadequate market information	The constraints can be addressed by the Assembly's ability to take advantage of GOG policies such as One District , One factory policy
Low level of irrigated agriculture	Availability of Lake Volta and River Dayi Department of Agriculture exists	Favourable government policies like planting for food and jobs Availability of irrigation infrastructure	Inadequate investment in the sector	Ineffective irrigation facilities	The constraints can be addressed by the Assembly partnering the private sector/donors and taking advantage of government policies in the sector
Low application of technology especially among smallholder farmers leading to comparatively lower yields	Skilled staff available at the Department of Agriculture Availability of extension officers	Favourable government policies like planting for food and jobs Availability of donor support	Inadequate internal funds, extension officers and logistics	Inadequate and untimely release of government funds	The constraints can be addressed by the Assembly partnering the private sector/donors and taking advantage of government policies in the sector
Poor storage and	Availability of obsolete	Favourable government	Inadequate internal	Inadequate and	The constraints can be addressed



transportation systems	storage facilities and transport systems	policies like One District One Warehouse policy	funds	untimely release of government funds	by the Assembly partnering the private sector/donors and taking advantage of government policies in the sector
Weak extension services delivery	Availability of extension officers	Favourable government policies like planting for food and jobs Availability of donor funds	Inadequate internal funds and logistics and extension officers	Inadequate and untimely release of government funds	The constraints can be addressed by the Assembly partnering the private sector/donors and taking advantage of government policies in the sector
Lack of youth interest in agriculture	Skilled staff available at the Department of Agriculture Availability of extension officers	Favourable government policies like planting for food and jobs Availability of donor support	Inadequate funds	Lack of interest of the youth in the sector	The constraints can be addressed by the Assembly partnering the private sector/donors and taking advantage of government policies in the sector
Low productivity and poor handling of livestock/ poultry products	Department of Agriculture Strong private sector participation in the sector Availability of inputs	Existence of favorable government policies such as one district one factory	Lack of dialogue sections between persons in the value chain Production of substandard goods	Inadequate participation in trade fairs Inadequate Infrastructure Problem with certification of produce	Regular dialogue sections among actors in the value chain should be organized  Infrastructure should be built such as roads.
Over-exploitation of fisheries resources	Existence of naval command and fisheries division Existence of Assembly's by-laws, Police and courts	Existence of favourable government policies on protection of natural resources	Lack enforcement of Assembly's by-laws	Lack of efficient enforcement of central government policies	The enforcement of Assembly's by-laws must be undertaken
Low levels of private sector investment in aquaculture (small-medium scale producers)	Existence of Agric. Department	Availability of Lake Volta	Inadequate funds to invest in the sector	Low private investment in the sector	The Assembly should partner the private sector to invest in the sector
High number of untrained teachers at the private basic school level	Scholarships available for students Vacancies exist in the sector	Training institutions available	Inadequate funds to offer scholarships	Untimely release of central government funds	The Assembly should partner benevolent organizations for scholarships for students

Low participation of females in learning of science, technology, engineering and mathematics	Availability of STMIE programme	Availability of well-equipped science schools in the Municipality	Limited funding for effective implementation of programmes	Lack of interest of females in the sector	The Assembly should partner benevolent organizations for sponsorship in the sector
Poor quality of education at all levels	Availability of Education Department Availability of adequate staff Availability of SMCs/ PTAs	Availability of training institutions for continuous studies Availability of favourable government policies Availability of GETFund and other donor funds	Inadequate educational infrastructure  Weak SMCs	Inadequate teacher motivational packages	The Assembly should undertake construction and renovation of educational infrastructure and also revamp SMCs and institute award scheme for teachers
Gaps in physical access to quality health care	Availability of Health Department Availability of skilled staff	Availability of training institutions for continuous studies Availability of donor support	Inadequate health infrastructure and logistics Lack of scholarship schemes	Difficulty in reaching Island communities Untimely realises of government funds	The Assembly should undertake construction and renovation of health infrastructure and institute scholarship schemes for training of staff
Unmet need for mental health services	Availability of mental health unit with skilled staff	Availability of donor support and mental facilities at the national level	Inadequate infrastructure and logistics	Inadequate staff	Logistics and medications should be made available
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	Availability of mental health unit with skilled staff	Availability of donor support in the sector	Inadequate funds to support activities	Inadequate donor support in the sector	The Assembly should make adequate funding available for the sector
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	Availability of Municipal AIDS Committee/ ART and PMTCT Centers	Technical Support Unit exists at the regional level and Ghana AIDS Commission at the national level	Inadequate funds Stigmatization issues Lack of logistics	Untimely release of funds	The Assembly should undertake sensitization programmes to fight Stigmatization issues and provide adequate funds and logistics
Household food insecurity	Availability of Department of Agric.	Availability of donor support and favourable government policies like	Inadequate funding for the sector	Inadequate donor funding for the sector	Funds should be made available by the Assembly to promote food production

		planting for food and jobs			
High youth unemployment	Availability of BAC/ NBSSI office and Department of Agriculture Availability of skills training programmes Youth Employment Agency exist	Availability of favourable government policies such as planting for food and jobs and a Ministry of Business Development  MASLOC	Lack of entrepreneurial culture among the people  Inadequate infrastructure such as power, water	High cost of capital, power, water etc.  Untimely releases of government funds	The Assembly would have to embark on sensitization programmes to encourage the youth to undertake skills training programmes and also build the needed infrastructure
Poor implementation of policies and regulations on Child labour/ trafficking	Department of social welfare exist By-laws protecting the rights of children exist	National policies in support of rights of children exist Gender Ministry exist at the national level Civil society organizations exist	By-laws protecting the rights of children is not being enforced	Lack of enforcement of national policies protecting rights of children	By-laws protecting the rights of children is must be enforced and funds must be made available by the Assembly
Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates	Existence of gender units at GES, Assembly and gender committee	Existence of Gender Ministry and policies in support of the sector	Inadequate programmes in support of the sector	Lack of enforcement of national laws	By-laws in the sector must be enforced
Inadequate and limited coverage of social protection programmes for vulnerable groups	Department of social welfare exist	National policies in social protection exist Gender Ministry exist at the national level Civil society organizations exist	Implementation of such policies are mostly done from central government	Inadequate and untimely release of funds	Implementation of such policies should be channelled through the Assembly.
Little opportunity to renew and upgrade skills and technology	Availability human resource unit Availability of human resource development plans	Availability of Office of Head of Local Gov't Service	Inadequate funds	Inadequate policies to promote the sector	The Assembly should develop comprehensive human resource development plan and make funding available.
Inadequate opportunities for persons with disabilities (PWDs) to contribute to society	Department of social welfare exist Committee of PWDs exist	National policies on PWDs exist Gender Ministry exist at the national level	Lack of comprehensive data on PWDs	Inadequate and untimely release of central government	The Assembly should compile comprehensive data on PWDs.

		Civil society organizations exist		funds	
Low awareness of child protection laws and policies	Department of social welfare exist By-laws protecting the rights of children exist	National policies in support of rights of children exist Gender Ministry exist at the national level Civil society organizations exist	By-laws protecting the rights of children is not being enforced	Lack of enforcement of national policies protecting rights of children	By-laws protecting the rights of children is must be enforced and funds must be made available by the Assembly
Gender disparities in access to economic opportunities	Department of social welfare and Gender Desk exist	National policies on gender issues exist Gender Ministry exist at the national level Civil society organizations exist	Inadequate gender mainstreaming at the District level	Inadequate funding from central government	By-laws protecting the rights of children is must be enforced and funds must be made available by the Assembly
Inadequate and poor sports infrastructure	Sports development unit exist Existence of School sports festivals	Ministry of sports exist at the national level	Inadequate facilities and funds	Inadequate funding from central government	The Assembly must partner with the private sector in the development of sports and recreational facilities
Poor appreciation of national culture	Availability of rich cultural practices Centre for National Culture exist	Ministry for culture and creative arts exist	Inadequate funding for the sector and lack of data on cultural practices	Inadequate funding from central government	The Assembly should make funding available for the sector
Improper disposal of solid and liquid waste	Existence of a Municipal Environmental Health Office Existence of CLTS programme	Government policy on improvement of sanitation Presence of NGOs in WASH like UNICEF	Indiscriminate dumping of refuse Inadequate Funding Weak capacity to implement sanitation By-Laws	Inadequate Funding from central funding	The Assembly should make funding available for WASH activities and also implement sanitation By-Laws
Poor sanitation and waste management	Existence of a Municipal Environmental Health Office Existence of WATSAN committees in rural	Government policy on improvement of sanitation Presence of NGOs in WASH like UNICEF	Indiscriminate dumping of refuse Inadequate Funding Weak capacity to implement sanitation	Inadequate Funding from central funding Unavailability of sanitation and	The Assembly should make funding available for WASH activities and also implement sanitation By-Laws

	areas of operations. Availability of Sanitation By-Laws Availability of Unit Committees to manage sanitation at community level		By-Laws Preference for higher latrine technology options by households,	finance products, Unavailability of sanitation service providers	
High prevalence of open defecation	Existence of a Municipal Environmental Health Office Existence the CLTS programme	Existence of donor support in WASH e.g UNICEF Existence of latrine artisans	Inadequate funds for the sector	Inadequate funding from donor partners	The Assembly should make adequate funding available for the sector
Inadequate access to water services in urban areas	Existence of a Municipal Environmental Health Office and WASH section at the Works Department Extension of GWCL connection to most parts of the Municipality Existence of WATSAN committees in rural areas of operations.	CWSA exist at the regional level Presence of NGOs in WASH like UNICEF	Poor maintenance of facilities Inadequate Funding	Inadequate Funding from central funding	The Assembly should partner donors to fund WASH activities
Under-utilisation of the transportation potential of Volta Lake	Existence of pontoon and water bus and private canoes Existence of naval command	Favourable government policies	Inadequate enforcement of by laws of the Assembly	Inadequate funding for facilities	Enforcement of by laws of the Assembly
Improper protection and development of water resources	Existence of WASH section at the Works Department Existence of by- laws of the Assembly	Water Resources Commission exist	Lack of adequate plans for the management of water resources Weak enforcement of by- laws of the Assembly	Inadequate Funding from central funding	The Assembly should partner donors to fund WASH activities
Inadequate ICT	National fibre optic	Favourable government	Inadequate ICT	Inadequate	The Assembly should partner

infrastructure across the country	system in place Telecommunication companies available Community ICT facilities available	policies	infrastructure	Funding from central funding	private sector to fund provide ICT infrastructure
Poor and inadequate maintenance of infrastructure	Availability of Works Department	Series of training programmes of O&M plan preparation	Unavailability of O&M plan Lack of maintenance culture	Untimely releases of funds from government	The Assembly should prepare O&M plan and make funds available for its implementation
Over exploitation and inefficient use of forest resources	Existence of forestry division Existence of by- laws of the Assembly	Favorable government policies on natural resource management	Lack of adequate plans for the management of resources Weak enforcement of by- laws of the Assembly	Inadequate Funding from GOG	The Assembly should plan and fund resource management activities and also enforcement of by- laws of the Assembly
Low institutional capacity to adapt to climate change and undertake mitigation actions	Availability of Departments of Agriculture/ NADMO/ Fire Service	Climate change policy documents developed	Lack of adequate information on climate change	Lack of political will to enforce climate change policy	The assembly should undertake adequate sensitization of the public on climate change
Weak legal and policy frameworks for disaster prevention, preparedness and response	Availability of Departments of NADMO/ Fire Service/ NCCE	Disaster management e policies exist	Lack of adequate information on disaster management Lack of funding and commitment for disaster management issues	Inadequate and untimely release of funds	The assembly should make funds available and undertake adequate sensitization on disaster management
Weak enforcement of planning and building regulations	Physical Planning Department available  Availability of by-laws of the Assembly	Land Use and Spatial Planning Act of 2016 exist	Inadequate logistics Lack of funding Unwillingness of land owners to make land available for preparation of planning schemes	Inadequate and untimely release of funds	The assembly should make funds available and undertake adequate sensitization and activities on land use and spatial planning
Weak capacity of local governance practitioners	Availability of office space and office	Local Governance Act 936 of 2016 stipulates the	Irregular payment of salaries to staff of	Untimely release of funds	More revenue collections should be ceded to ZCs

	equipment Some Revenue collection ceded to the zonal councils	functions of sub-structures Availability of DACF	Zonal Councils (ZC) No remuneration for Unit Committees. Weak revenue base of ZCs		Capacity building programmes should be organized for ZCs
Weak capacity of CSOs to effectively participate in public dialogue	Existence of CBOs, NGOs and Trade Associations Existence of local government sub-structures Existence of Government institution (NCCE, NFED etc.) Existence of public forum	Availability of Local Governance Act 936 of 2016. LGS protocols	Weak capacity of Local Govt' sub-structures Apathetic community members especially the youth. Low level of commitment of MA to involve communities in implementation and monitoring Chieftaincy disputes	Inadequate resources from central government Unreliable support from Development Partners	The Assembly must undertake more community engagement and involvement in policy making processes with stakeholders and undertake sensitization programmes
Poor coordination in preparation and implementation of development plans	Existence of MPCU	Availability of Local Governance Act 936 of 2016 and LI 2232.  LGS protocols	Inadequate funding for planning, budgeting and M&E activities Unavailability of logistics	Untimely flow of central government funds	Adequate funding must be made available for planning, budgeting and M&E activities And also logistics must be made available
Rising inequality among socio-economic groups and between geographical areas	Existence of social welfare unit and social services sub committee	Existence of social protection Ministry	Inadequate funding in the sector	Inadequate socio-economic opportunities available to all	Adequate funding must be made available for the sector
Weak involvement and participation of citizenry in planning and budgeting	Existence of CBOs, TAs NGOs and Trade Associations Existence of local government sub-structures Existence of Government institution	Availability of Local Governance Act 936 of 2016. LGS protocols	Weak capacity of Local Govt' sub-structures Apathetic community members especially the youth. Low level of	Inadequate resources from central government Unreliable support from Development Partners	The Assembly must undertake more community engagement and involvement in policy making processes with stakeholders and undertake sensitization programmes

	(NCCE, NFED etc.) Existence of public forum		commitment of MA to involve communities in implementation and monitoring Chieftaincy disputes		
Poor quality and inadequate road transport network	Existence of urban roads department	Availability of Ghana Highways	Inadequate funding	Late release of GOG funds	Adequate funding must be made available for the sector
Loss of trees and vegetative cover	Existence of forestry commission	Availability of regulations on vegetative cover protection	Inadequate funding	Inadequate enforcement of laws	Assembly should enforce its by-laws
Silting and choking of drains	Existence of urban roads and works department	Availability of Assembly members	Inadequate funding	Late release of GOG funds	Adequate funding must be made available for the sector
Poor and inadequate rural infrastructure and services	Existence of urban roads and works department	Availability of Assembly members	Inadequate funding	Late release of GOG funds	Adequate funding must be made available for the sector
Difficulty in the extension of grid electricity to remote rural and isolated communities	Existence of Works Dept.	Existence of Electricity Company of Ghana	Inadequate funding	Hard to reach areas such as Island Communities	Financial resources should be made available in the sector
High incidence of violence and crime	Availability of by-laws	Availability of security services	Inadequate funding	Inadequate enforcement of laws	Assembly should enforce its by-laws
Poor drainage system	Existence of urban roads and works department	Availability of Assembly members	Inadequate funding	Late release of GOG funds	Adequate funding must be made available for the sector
Cumbersome land acquisition process	Existence of PPD and works department	Availability of land Lands valuation unit exists Lands commission exists	Inadequate funding	Poor land tenure systems	The assembly must promote easy acquisition of land
Inadequate spatial plans for regions and MMDAs	Existence of PPD and works department	Availability of land Lands valuation unit exists Lands commission exists	Inadequate funding	Poor land tenure systems	The Assembly should make resources available and promote the preparation of spatial plans
Low levels of technical and vocational skills	Availability of BAC/ NBSSI office and Department of	Youth Employment Agency exist	Inadequate funding for the sector	Low interest of the youth in the sector	Assembly should make skills training programmes available to the youth



	Agriculture Availability of skills training programmes				
Poor planning for water at MMDAs	Existence of water development unit at the Assembly Existence of water and sanitation development strategy	Existence of water facilities in the Municipality Existence of WATSAN committees	Inadequate funding for the sector	Inadequate funding by GOG and other donor partners	Assembly should make adequate funding available in this sector and implement the Municipal water and sanitation plan
Poor quality of drinking water	Existence of water development unit at the Assembly Existence of water and sanitation development strategy	Availability of national policy	Inadequate funding for the sector	Inadequate funding by GOG and other donor partners	Assembly should make adequate funding available in this sector and implement the Municipal water and sanitation plan
Poor hygiene practices	Existence of sanitation unit at the Assembly Existence of water and sanitation development strategy	Existence of sanitation facilities in the Municipality Existence of WATSAN committees	Inadequate funding for the sector	Inadequate funding by GOG and other donor partners	Assembly should make adequate funding available in this sector and implement the Municipal water and sanitation plan
Inadequate maintenance of water facilities	Existence of water development unit at the Assembly Existence of water and sanitation development strategy	Existence of water facilities in the Municipality Existence of WATSAN committees	Inadequate funding for the sector	Inadequate funding by GOG and other donor partners	Assembly should make adequate funding available in this sector and implement the Municipal water and sanitation plan
Inadequate ownership and accountability for national development at all levels	Existence of public engagement platforms	Existence of CSOs, TAs and other interest groups to engage the Assembly	Inadequate funding for the sector	Inadequate funding for the sector	Assembly should make adequate funding available in this sector
Limited investments in social programmes in Zongos and inner cities	Existence of Zongo	Availability of GOG policies in the sector	Inadequate infrastructure in Zongo communities	Inadequate funding	The Assembly should take advantage of GOG policies in the development of the sector
Ineffective monitoring and evaluation of implementation of development policies and	Existence of MPCU	Existence of VRCC, NDPC	Inadequate funding and logistics	Inadequate GOG funding for the sector	Assembly should make adequate funding available in this sector

plans					
Limited participation of local authorities in international affairs	Capacity exist to engage international community	Ministry of Local Government, foreign affairs exist	Inadequate guidelines to regulate the sector	Inadequate GOG policies and directives in support of the sector	The Assembly should take advantage of GOG policies in the sector
Inadequate spatial plans for regions and MMDAs	Existence of PPD with staff Existence of some spatial plans for some communities	Existence of land use and spatial planning Act	Lack of enforcement of regulations in the sector	Unwillingness of the public to abide by land use regulations	The Assembly should enforce the regulations in the sector

## **IMPACT ANALYSIS OF PRIORITIZED ISSUES**

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

Significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development;

Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.

Impact on:

- The different population groups (e.g. girls, aged, disabled);
- Balanced development;
- Natural resource utilisation;
- Cultural acceptability;
- Resilience and disaster risk reduction;
- Climate change mitigation and adaptation;
- Institutional reforms.

Opportunities for the promotion of cross-cutting issues such as;

- HIV and AIDS in terms of the target groups in the sector for targeted interventions e.g. elimination of stigmatisation;
- Gender equality with respect to practical and strategic needs and interests;

Details of the impact analysis are presented in table 41 below:

**Table 41: Impact Analysis**

<b>ADOPTED ISSUES TO BE ADDRESSED</b>	<b>IMPACT ANALYSIS</b>
Limited capacity and opportunities for revenue mobilization	Addressing this issue would lead to significant increases in the revenue of the Assembly which will lead to socio-economic development of the Municipality as a result of provision of public infrastructure and services
Limited supply of raw materials for local industries from local sources	Addressing this issue would impact the economy in the creation of jobs, attraction of investments which ultimately leads to socio-economic development of the Municipality
Limited number of skilled industrial manpower	Addressing these issues would increase productivity, job creation, incomes and economic growth.
Limited access to finance	
Low levels of technical and entrepreneurial skills	Addressing this issue would ensure job creation, incomes and economic growth.
Distressed but viable industries	Addressing these issues would ensure attraction of investors, job creation, incomes and economic growth.
Limited access to credit by SMEs	
Inadequate development of and investment in processing and value addition	
High cost of production inputs	
Unreliable power supply	
Low level of irrigated agriculture	
Poor storage and transportation systems	
Poor tourism infrastructure and Service	
Limited application of science and technology	Addressing these issues would ensure attraction of investors, job creation, incomes and economic growth These issues when addressed would also lead to increases in agriculture productivity, food and nutrition safety as well adapting to the impacts of climate change.
Inadequate disease monitoring and surveillance system	
Weak extension services delivery	
High cost of aquaculture inputs	
Low levels of private sector investment in aquaculture (small-medium scale producers)	

Lack of youth interest in agriculture	These issues when addressed would also lead to increases in agriculture productivity, food and nutrition safety as job creation, incomes and economic growth
Low productivity and poor handling of livestock/ poultry products	
Low quality and inadequate agriculture infrastructure	
Over-exploitation of fisheries resources	
High unemployment rate amongst the youth	Addressing these issues would ensure attraction of investors, job creation, incomes and economic growth.
Poor quality of education at all levels	
High number of untrained teachers at the basic level	
Poor linkage between management processes and schools' operations	
Low participation of females in learning of science, technology, engineering and mathematics	
Low participation in non-formal education	
Gaps in physical access to quality health care	Addressing these issues would lead to a highly literate and productive society, reduction of gender discrimination and sustainable development
Unmet needs for mental health services	
Poor quality of healthcare services	
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	
High stigmatization and discrimination of HIV and AIDs	
Rising inequality among socio-economic groups and between geographical areas	Addressing these issues would lead to a highly healthy and productive society with significant reduction in maternal and infant mortality, effective family planning issues, ensuring reduction of stigma for persons living with HIV etc.
Low awareness of child protection laws and policies	
Weak enforcement of laws and rights of children	
Lack of physical access to public and private structures for PWDs	
Inadequate and limited coverage of social protection programmes for vulnerable groups	
Inadequate opportunities for persons with disabilities (PWDs) to contribute to society	
Low participation of Persons with disability in decision making	
	Addressing these issues would lead to protection of the rights of venerable persons and also offer them opportunities to contribute their quota to national development

Abuse and exploitation of children engaged in hazardous forms of labour	
Unfavourable socio-cultural environment for gender equality	
Poor living conditions of PWDs	
Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates	
Poor appreciation of national culture	Addressing these issues would ensure appreciation and acceptability of our cultural values
High prevalence of open defecation	Addressing these issues would lead to a cleaner societies and sustainability of water supply and ultimately a healthy and cleaner societies
Unsustainable construction of boreholes and wells	
Inadequate access to water services in urban areas	
Inadequate financing of the water sector institutions	
Poor quality of drinking water	
Inadequate maintenance of facilities	
Poor planning for water at MMDAs	
Unsustainability of sanitation and health services	
Poor sanitation and waste management	
Poor hygiene practices	
Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services	Addressing issues of ICT ensures significant increases in socio-economic development, job creation and incomes
Inadequate ICT infrastructure across the country	
Loss of trees and vegetative cover	Addressing this issue would ensure sustainable utilization and management of our natural resources and also ensure adaptation to climate change
Over exploitation and inefficient use of forest resources	
Low institutional capacity to adapt to climate change and undertake mitigation actions	
Weak legal and policy frameworks for disaster prevention, preparedness and response	Addressing this issue would ensure resilience and disaster risk reduction
Weak enforcement of planning and building regulations	Addressing this issue would ensure orderly and well planned communities
Inadequate spatial plans for regions and MMDAs	

Weak capacity of local governance practitioners	Addressing this issue would ensure effective functioning of local government structures at the local level
Weak capacity of CSOs to effectively participate in public dialogue	
Inadequate involvement of traditional authorities in national development	Addressing this issue would ensure accountability and transparency of public officials to the people and good governance
Weak involvement and participation of citizenry in planning and budgeting	
Inadequate ownership and accountability for national development at all levels	This would ensure involvement of the people in the development planning and implementation process leading to good governance.
Poor linkage between planning and budgeting at national, regional and district levels	
Ineffective monitoring and evaluation of implementation of development policies and plans	
Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions	
Limited participation of local authorities in international affairs	Addressing this issue would ensure open up local areas for investment opportunities leading to long term socio-economic development and growth
Poor and inadequate maintenance of infrastructure	Addressing these issues would ensure adequate provision and sustainability of public infrastructure and services drive the productive sector leading to promote socio-economic growth
Poor and inadequate rural infrastructure and services	
Rapid urbanisation, resulting in urban sprawl	
Limited investments in social programmes in Zongos and inner cities	
Difficulty in the extension of grid electricity to remote rural and isolated communities	
The potential of oil and gas industry to develop as an enclave (Resource curse)	
Silting and choking of drains	
Poor drainage system	
Poor quality and inadequate road transport network	
Inadequate investment in road transport infrastructure provision and maintenance	
Under-utilisation of the transportation potential of Volta Lake	

Disparities in access to infrastructure and service provision between urban and rural settlements	Addressing this issue would offer several socio-economic opportunities for the youth in order to contribute to national and local development.
Cumbersome land acquisition process	
High levels of unemployment and under-employment amongst the youth	
Inadequate apprenticeship opportunities	
Low levels of technical and vocational skills	
Limited opportunities for youth involvement in national development	
Youth unemployment and underemployment among rural and urban youth	
Lack of entrepreneurial skills for self-employment	Addressing this issue would ensure a favourable environment for socio-economic activities.
High incidence of violence and crime	
Little opportunity to renew and upgrade skills and technology	Addressing this issue would ensure availability of highly skilled human resource to drive the development agenda of the Municipality



## SUSTAINABLE ENVIRONMENTAL ASSESSMENT (SEA)

### Sustainability analysis of the issues (internal consistency/compatibility)

The prioritised issues with positive significant impacts were subjected to strategic environment analysis. This involved assessing the internal consistency/compatibility of the prioritised issues to determine how they relate to or support each other to achieve the objectives of the DMTDP.

The Internal Consistency Test was therefore used to determine the degree of compatibility and mutual supportiveness of the issues. This was done using a Compatibility Matrix. The matrix was reviewed by examining the interactions between the policy objectives identified.

Evidences from the review, established by a consensus of opinion, clearly indicated that the policy objectives were largely mutually supportive of each other and to a considerably extent reinforcing of each other. On very few occasions, there were no significant interactions between the policies. The Compound Matrix analysis revealed that constructional activities would impact negatively on the environment specifically in the area of natural resources. A Compound Matrix was used to ascertain the linkages between the policy objectives and the environmental dimensions as well as Natural Resources, Socio-cultural Issues, Economic Issues, and Institutional Issues.

**Table 42: Compound matrix showing linkages between Policy Objectives and Environmental Issues**

Policy Objectives	Natural Resources	Socio-cultural Issues	Economic Issues	Institutional Issues
Enhance inclusive and equitable access to, and participation in quality education at all levels	Conditions are likely to be negative in the short run but positive in the long run	Conditions are largely positive	Conditions are largely neutral	Conditions are largely neutral
Diversify and expand the tourism industry for economic development	Conditions are likely neutral	Conditions are largely positive	Conditions are largely positive	Conditions are largely neutral
Pursue flagship industrial development initiatives	Conditions are likely neutral	Conditions are largely positive	Conditions are largely positive	Conditions are largely positive
Ensure sustainable development and management of aquaculture	Conditions are likely negative	Conditions are largely positive	Conditions are largely positive	Conditions are largely positive
Enhance sports and recreational infrastructure	Conditions are largely neutral	Conditions are largely positive	Conditions are largely positive	Conditions are likely to be positive
Combat deforestation,	Conditions are	Conditions are	Conditions are	Conditions are

desertification and Soil erosion	likely positive	largely positive	largely positive	largely positive
Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Conditions are likely to be negative in the short run but positive in the long run	Conditions are largely positive	Conditions are largely neutral	Conditions are largely neutral
Promote proactive planning for disaster prevention and mitigation	Conditions are largely positive	Conditions are largely neutral	Conditions are largely positive	Conditions are partly positive and partly neutral
Improve production efficiency and yield in Agriculture	Conditions are largely negative	Conditions are largely neutral	Conditions are hugely positive	Policy effects are largely neutral
Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	Conditions are largely positive	Conditions are largely positive	Policy effects are neutral	Policy results in positive effects
Improve access to improved and reliable environmental sanitation services	Conditions are largely positive	Conditions are largely neutral	Conditions are largely neutral	Conditions are largely positive
Improve access to safe and reliable water supply services for all	Conditions are largely positive	Conditions are largely neutral	Conditions are largely neutral	Conditions are largely positive
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Conditions are largely positive	Conditions are largely neutral	Conditions are largely positive	Conditions are partly positive and partly neutral
Strengthen sub district structures	Conditions are largely positive	Conditions are largely positive	Conditions are largely positive	Conditions are likely to be positive
Enhance revenue mobilization capacity and capability	Conditions are largely neutral	Conditions are likely to be positive	Conditions are largely positive	Conditions are largely positive
Ensure availability of, clean, affordable and accessible energy	Conditions are largely positive	Conditions are likely to be positive	Conditions are largely positive	Conditions are largely positive
Address recurrent devastating floods	Conditions are largely positive	Conditions are likely to be positive	Conditions are largely positive	Conditions are largely positive
Improve efficiency and	Conditions are	Conditions are	Conditions are	Conditions are

effectiveness of road and water transport infrastructure and services	likely to be negative	largely neutral	likely to be positive	largely positive
Promote resilient urban development	Conditions are largely positive	Conditions are likely to be positive	Conditions are largely positive	Conditions are largely positive
Enhance climate change resilience	Policy effects are likely to be positive	Conditions are largely positive	Conditions are partly positive and partly neutral	Conditions are partly positive and partly neutral

### Sustainability Test

Sustainability Test was carried on the activities to ascertain the overall sustainability of the Policies Programmes and Projects. The performance of each activity was assessed in relation to the criterion (Natural Resources, Socio-cultural Issues, Economic Issues, and Institutional Issues), and scored using a scale of ‘(0)1 – 5’ indicated and interpreted as follows;

**Table 43: Scoring Scale**

Scale	0	1	2	3	4	5
<b>Effect:</b>	Not Relevant	Works strongly against the aim	Works against the aim	On balance and has neutral effects on the aim	Supports the aim	Strongly supports the aim
<b>Colour</b>	Black	Red (deep)	Red (light)	Yellow	Green (light)	Green (deep)

**Table 44: Results of Sustainability Test**

Activity	Natural Resources	Socio-cultural Issues	Economic Issues	Institutional Issues
Rehabilitate and construct Classroom Blocks with Ancillary facilities	Largely unsustainable	Favorable and highly sustainable	Largely neutral effects	Implementation is sustainable
Develop tourism infrastructure	Implementation is unfavorable, unsustainable	Development is sustainable	Favorable and sustainable	Activity is sustainable
Support Sub-district structures – equipment, furniture, steel cabinets	Implementation has neutral effects	Activity is sustainable	Development is relatively sustainable	Sustainable
Rehabilitate and	Activity is	Favorable and	Implementation	Favorable and

construct market sheds	unsustainable	sustainable	is highly sustainable	sustainable
Rehabilitate and construct Toilet facilities	Activity is unsustainable	Implementation is sustainable	Activity has neutral effects	Generally sustainable
Rehabilitate and construct roads	Implementation is unfavorable, unsustainable	Development is sustainable	Favorable and sustainable	Activity is sustainable
Construct Culverts and drains	Development is favorable & sustainable	Activity is largely sustainable	Relatively sustainable	PPP is sustainable
Drill boreholes	Unfavorable & unsustainable	Favorable & sustainable	Generally sustainable	Implementation is sustainable
Rehabilitate and construct CHPS Compounds, Nurses Quarters and Maternity	Unfavorable & unsustainable	Favorable & sustainable	Generally sustainable	Implementation is sustainable
Rehabilitate and construct staff bungalows	PPP is generally unsustainable	Favorable & sustainable	Generally sustainable	Implementation is sustainable
Construct Police Posts and stations	Development is unfavorable	Favorable and sustainable	Generally sustainable	Favorable and sustainable
Connect communities with electricity	Activity is generally unsustainable	Favorable and sustainable	Implementation is sustainable	PPP is favorable and sustainable

### Measures to address Impacts

Improving performance of the policies/activities against the four main criteria certainly will involve practical interventions that will ensure full sustainability of the policies. The overall performance of the policies using the four criteria was quite encouraging. However to attain sound environmental implementation and sustainability, a few negative impacts revealed through the Sustainability Test ought to be addressed.

- Overall, all constructional activities will impact negatively on the components of the Natural Resources and in few cases Social and Cultural Conditions.
- However, the Assembly will ensure that none of the projects/activities will be sited in a conserved area as part of mitigation measures. Additionally, most of the projects would be sited at fringes of existing structures/developed areas, with only some amount of vegetation that will be affected through clearing. Trees would be planted to replace those destroyed. Grass such as the vertiver grass would also be grown around the structures to protect the buildings and open spaces from erosion. Pavements would also be provided as walkways to these structures. These would form part of the contract.

- The wildlife likely to be affected during implementation of projects includes insects, arachnids, rodents, earthworms, snakes and others. To minimize degradation on the land on which projects would be sited, landscaping of the environment will be done frequently by the Department of Parks and Garden. Projects likely to be sited in already degraded lands (no vegetal cover) particularly those in well developed areas will be concurrently landscaped with the constructional activities to minimize any erosion hazards.
- Landfill sites would be managed such that environmental pollution in the surrounding areas would be minimized or completely avoided. Measures to be adopted include avoiding river or stream courses. Final disposal sites would also be engineered to ensure that all risks are sufficiently catered for. Again, burrow pits and abandoned and degraded sand winning sites would be used as disposal sites to reclaim these sites for future agricultural use. As frequent as possible the sites would be sprayed with chemical to disinfect the area.
- Site plan would be prepared for projects in settlements that lack development-planning schemes. In communities with planning schemes, site and building plans would be prepared according to the schemes to ensure that structures are spatially well located to avoid haphazard spatial development. The schemes would make adequate provision for sanitary areas, parks and gardens and residential as well as commercial areas.
- Boreholes drilled would be provided with soakaways for adequate drainage and pumps to avoid contamination to assure quality of the water. Pavements would be provided around the boreholes to ensure clean environment.
- Construction of both household and public toilets would be done fully supervised by Environmental Health Officers in order avoid slopes so that bodies downstream are not adversely affected. When full, they would be dislodged and the materials deposited in trenches purposefully made and treated with chemicals to avoid environmental pollution.
- In areas where drains would be constructed, care would be taken to ensure that sewerage from houses along the drains are connected to the main drains through the side drains. Provisions would also be made to ensure that run offs and other sewerage do not empty into water bodies.
- With regard to the construction of markets, pavements would be provided to check flooding.

## **SUSTAINABLE PRIORITIZED ISSUES**

The conduct of sustainability analysis led to sustainable prioritised issues which are presented in table 45 below.

**Table 45: Sustainable Prioritized Issues as Categorized under Development Dimension and Focus areas**

<b>DEVELOPMENT DIMENSION</b>	<b>FOCUS AREAS OF MTDP 2018 -2021</b>	<b>ADOPTED SUSTAINABLE PRIORITISED ISSUES</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>Industrial Transformation</b>	Limited supply of raw materials for local industries from local sources
		Limited number of skilled industrial manpower
		Severe poverty and underdevelopment among peri-urban and rural communities
		Distressed but viable industries
	<b>Private Sector Development</b>	Limited access to credit by SMEs
	<b>Agriculture and Rural Development</b>	Low application of technology especially among smallholder farmers leading to comparatively lower yield
		Low level of irrigated agriculture
		High cost of production inputs
		Inadequate development of and investment in processing and value addition
		Poor storage and transportation systems
		Low quality and inadequate agriculture infrastructure
		Limited application of science and technology
		Lack of youth interest in agriculture
		Low productivity and poor handling of livestock/ poultry products
	Inadequate disease monitoring and surveillance system	
	<b>Fisheries And Aquaculture Development</b>	Weak extension services delivery
		High cost of aquaculture inputs
		Over-exploitation of fisheries resources
		Low levels of private sector investment in aquaculture (small-medium scale producers)
<b>Tourism And Creative Arts Development</b>	Poor tourism infrastructure and Service	
<b>SOCIAL DEVELOPMENT</b>	<b>Education and Training</b>	Poor quality of education at all levels
		High number of untrained teachers at the basic level
		Poor linkage between management processes and schools' operations
		Low participation of females in learning of science, technology, engineering and mathematics
		Low participation in non-formal education
	<b>Health And Health Services</b>	Gaps in physical access to quality health care
		Unmet needs for mental health services

		Poor quality of healthcare services
		Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
		High stigmatization and discrimination of HIV and AIDs
		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	<b>Food And Nutrition Security</b>	Household food insecurity
	<b>Population Management</b>	Growing incidence of child marriage, teenage pregnancy and accompanying school drop-out rates
	<b>Water And Environmental Sanitation</b>	High prevalence of open defecation
		Unsustainable construction of boreholes and wells
		Inadequate access to water services in urban areas
		Inadequate financing of the water sector institutions
		Poor quality of drinking water
		Inadequate maintenance of water facilities
		Poor planning for water at MMDAs
		Unsustainability of sanitation and health services
		Poor sanitation and waste management
		Poor hygiene practices
		Improper protection and development of water resources
		Negative impact of climate variability and change
	<b>Poverty And Inequality</b>	Rising inequality among socio-economic groups and between geographical areas
	<b>Child And Family Welfare</b>	Low awareness of child protection laws and policies
		Abuse and exploitation of children engaged in hazardous forms of labour
		Limited coverage of social protection programmes targeting children
		Weak enforcement of laws and rights of children
	<b>Gender Equality</b>	Unfavourable socio-cultural environment for gender equality
		Gender disparities in access to economic opportunities
	<b>Social Protection</b>	Inadequate and limited coverage of social protection programmes for vulnerable groups
	<b>Disability And Development</b>	Poor living conditions of PWDs
		Lack of physical access to public and private structures for PWDs
		Inadequate opportunities for persons with disabilities (PWDs) to contribute to society

		Low participation of Persons with disability in decision making
	<b>Employment And Decent Work</b>	Lack of entrepreneurial skills for self-employment
		Inadequate apprenticeship opportunities
		Low levels of technical and vocational skills
		Little opportunity to renew and upgrade skills and technology
	<b>Youth Development</b>	High youth unemployment
		High levels of unemployment and under-employment amongst the youth
		High incidence of violence and crime
		Limited opportunities for youth involvement in national development
		Youth unemployment and underemployment among rural and urban youth
	<b>Sports And Recreation</b>	Inadequate and poor sports infrastructure
		Declining interest in locally organized sports by general public
<b>DEVELOPMENT DIMENSION</b>	<b>FOCUS AREAS OF MTDP 2018 -2021</b>	<b>ADOPTED SUSTAINABLE PRIORITISED ISSUES</b>
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	<b>Environmental Pollution</b>	Improper disposal of solid and liquid waste
		Inadequate engineered landfill sites and waste water treatment plants
	<b>Deforestation, Desertification And Soil Erosion</b>	Over exploitation and inefficient use of forest resources
		Loss of trees and vegetative cover
	<b>Climate Variability And Change</b>	Low institutional capacity to adapt to climate change and undertake mitigation actions
	<b>Disaster Management</b>	Weak legal and policy frameworks for disaster prevention, preparedness and response
	<b>Transport Infrastructure: Road, Rail, Water And Air</b>	Poor quality and inadequate road transport network
		Inadequate investment in road transport infrastructure provision and maintenance
		Under-utilisation of the transportation potential of Volta Lake
	<b>Information Communication Technology (ICT)</b>	Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services
Inadequate ICT infrastructure across the country		
<b>Science, Technology And Innovation</b>	Limited utilisation of relevant research outputs	



	<b>Energy And Petroleum</b>	Unreliable power supply
		Difficulty in the extension of grid electricity to remote rural and isolated communities
		The potential of oil and gas industry to develop as an enclave (Resource curse)
	<b>Drainage And Flood Control</b>	Silting and choking of drains
		Poor drainage system
	<b>Infrastructure Maintenance</b>	Poor and inadequate maintenance of infrastructure
	<b>Land Administration And Management</b>	Cumbersome land acquisition process
	<b>Human Settlements And Housing</b>	Weak enforcement of planning and building regulations
		Disparities in access to infrastructure and service provision between urban and rural settlements
		Inadequate spatial plans for regions and MMDAs
		Inadequate human and institutional capacities for land use planning
	<b>Rural Development</b>	Poor and inadequate rural infrastructure and services
	<b>Urban Development</b>	Rapid urbanisation, resulting in urban sprawl
	<b>Zongos and Inner Cities Development</b>	Limited investments in social programmes in Zongos and inner cities
<b>DEVELOPMENT DIMENSION</b>	<b>FOCUS AREAS OF MTDP 2018 -2021</b>	<b>ADOPTED SUSTAINABLE PRIORITISED ISSUES</b>
<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	<b>Local Government And Decentralization</b>	Ineffective sub-district structures
		Poor coordination in preparation and implementation of development plans
		Poor linkage between planning and budgeting at national, regional and district levels
		Limited capacity and opportunities for revenue mobilisation
		Weak involvement and participation of citizenry in planning and budgeting
		Weak capacity of CSOs to effectively participate in public dialogue
	<b>Public Institutional Reform</b>	Poor record keeping
		Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions
	<b>Public Policy Management</b>	Ineffective monitoring and evaluation of implementation of development policies and plans
		Weak research capacity of MDAs and MMDAs
		Lack of a comprehensive database of public policies
		Weak coordination of the development planning system

	<b>Human Security And Public Safety</b>	Inadequate and poor quality security equipment and infrastructure
	<b>Corruption And Economic Crimes</b>	High perception of corruption among public office holders and citizenry
	<b>Civil Society, And Civic Engagement</b>	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities
		Inadequate involvement of traditional authorities in national development
	<b>Development Communication</b>	Inadequate ownership and accountability for national development at all levels
	<b>Culture For National Development</b>	Poor appreciation of national culture
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	<b>International Relations</b>	Limited participation of local authorities in international affairs

## CHAPTER THREE

### DEVELOPMENT PROJECTIONS

#### Population Projections

The development projections of the Assembly for 2018 to 2021 were done in relation to the adopted issues. This is to ascertain the additional social, economic and infrastructural services that should be provided within the medium-term in order to achieve national development objectives. The additional services required are driven by the projected target population of the Municipality as determined by development standards in the Municipality.

For the purpose of this plan the projected population figures used for the period 2018-2021 were those projected by the Ghana Statistical Service (GSS) in 2016 for all MMDAs.

The projections are however based on the following assumptions:

- The population growth rate of 2.5% (Regional growth rate) will remain unchanged
- The Total Fertility Rate (TFR) for the Municipality of 3.0 will remain unchanged

The projected population of the Municipality from 2018-2021 is shown in the table 46 below.

**Table 46: Population Projections of the Municipality**

YEAR	POPULATION	REMARK
2010	53,736	Actual (2010 PHC)
2017	62,270	Projection
2018	63,661	Projection
2019	65,140	Projection
2020	66,648	Projection
2021	67,668	Projection

*Source: Ghana Statistical Service, 2016*

#### Population Projections for Settlements in the Municipality

The population s for various communities in the Municipality was done using the regional population growth rate of 2.5%. Table 47 below presents details of the projections for communities in the Municipality.

**Table 47: Projected Population for Major Communities in the Municipality**

LOCALITY NAME	NO. OF H/S	HOUSEHOLD		PROJECTED 2018			PROJECTED 2019			PROJECTED 2020		
		NO.	AVG. SIZE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
ADITE	67	68	6.5	526	278	248	538	284	253	550	291	259
ADOFE	50	54	3.6	233	103	130	238	105	133	244	108	136
AGBENOXOE	173	226	4.3	1,153	567	586	1,179	580	599	1,207	594	613
AGUDZI	152	183	3.7	806	416	391	825	425	400	844	436	409
AVETI KOPE	78	83	4.5	443	222	221	454	228	226	464	233	231
AYITE	31	19	5.3	119	64	55	121	66	56	124	67	57
AZIAVE	318	416	3.2	1,599	783	816	1,636	801	835	1,674	820	854
BAYIBORME	23	26	4.8	149	75	74	153	77	76	156	78	78
BIOBIO	71	76	5.8	522	295	227	534	302	232	546	309	237
DAFOR	147	189	3.8	857	425	431	877	435	441	897	446	451
DEBIDEBI	29	26	4.7	145	82	63	148	84	64	152	86	66
DZEWOE	78	98	3.4	400	205	194	409	210	199	418	215	203
DZIGBE	177	189	4.0	898	441	457	919	451	467	940	462	478
DZOANTI	301	400	3.8	1,803	924	879	1,845	946	899	1,888	969	920
GABI KPO	44	40	6.2	296	165	130	303	169	133	310	173	136
GBEFI HOEME	404	573	3.8	2,600	1,320	1,279	2,660	1,352	1,308	2,722	1,384	1,338
GBEFI TORNU	318	390	3.7	1,704	844	859	1,743	864	879	1,784	885	899
GBORFE	55	52	5.0	308	146	162	315	150	165	322	153	169
ABANU	264	318	3.9	1,479	708	771	1,513	725	789	1,548	742	806
FESI	342	421	4.3	2,144	1,021	1,123	2,194	1,045	1,149	2,245	1,070	1,175
GADZA	103	97	4.4	502	244	258	514	250	264	526	256	270
TOGOME (AGAME)	145	149	4.0	700	313	387	716	320	396	733	328	405
TOKOR	800	1,170	4.9	6,835	3,436	3,399	6,994	3,517	3,477	7,156	3,601	3,555
KPANDO CENTRAL	3,849	6,241	3.8	28,175	13,580	14,595	28,829	13,903	14,927	29,496	14,233	15,263
BAME	123	140	3.3	547	289	258	560	296	264	573	303	270
KUDZRA	271	336	4.1	1,619	785	834	1,657	804	853	1,695	823	872
SOVIE	602	790	3.7	3,420	1,649	1,771	3,500	1,688	1,812	3,581	1,728	1,852
SOVIE NEW TOWN	160	184	4.7	1,017	461	556	1,041	472	569	1,065	484	581

*Source: Ghana Statistical Service 2017*

The expected increases in the growth of the population of the Municipality will result in pressure on the existing public infrastructure and services. This situation would require the provision additional infrastructure and frequent maintenance of existing ones as well as creation of job opportunities.

### **Infrastructure needs Projection**

The required thresholds for the provision of various infrastructural facilities under consideration have been outlined below:

**Table 48: Health Infrastructure Standards**

<b>Facility/Type</b>	<b>Population Threshold</b>	<b>Maximum Travel Distance</b>	<b>Facility services</b>
CHPS	Less than 5,000	15km radius	Lower service
CLINIC/ RURAL MCH	Less than 5,000	15km radius	Lower service
HEALTH CENTRE	5000 – 10,000	15km radius	Lower service
POLYCLINIC	75,000	15km radius	High level service
HOSPITAL	75,000 +	15km radius	High level service

Source: MPCU 2017

Since the population of the Municipality is below the 75,000 threshold but has two hospitals already, there would be no need for a new hospital. The Assembly has therefore projected the provision of two (2) new CHPS, expansion of infrastructure on five (5) existing CHPS and the elevation of the Kpando Health Center into a polyclinic.

#### Projections for Water facilities

Data available indicates that there are 110 boreholes currently available in the Municipality. There are also three (3) pipe schemes. These pipe schemes are running at low capacities due to the obsolete nature of their infrastructure. The Assembly has therefore projected to undertake rehabilitation of these pipe schemes.

**Table 49: Water Provision Standards**

<b>Facility/Type</b>	<b>Population Threshold</b>
Hand dug well	73 – 300
Borehole	300
Small Town Pipe System	500
Pipe System	Above 5000

Source: MPCU 2017

The reconstruction of Kpando water system by the Government of Ghana was completed and the system is currently supplying potable water to Kpando, Sovie, Gbefi and other major settlements. What is much needed is rehabilitation of non-functioning boreholes. Projections made for the provision of water facilities in the Municipality is summarized below:

**Water Facilities**

Borehole Construction-----	20
Pipe scheme construction-----	10
Limited Mechanized System-----	4
Bore hole rehabilitation-----	46

**Educational Infrastructure Projections**

With the increase in population of the district coupled with high enrolments, there is the need for increase in classroom blocks. The following planning standards will be used in the provision of classroom blocks;

***Minimum class size***

Nursery - Min 40 pupils – 50 pupils Max

Primary - Min 40 pupils – 45 pupils Max

Junior High School - 35 students (min) - 40 students (max)

Priority will be given to the construction and rehabilitation of classrooms at all basic educational and second cycle levels.

**Pre-School**

There are current 58 pre-schools in the Municipality with a Gross Enrolment Rate of 94.82% in 2016/17. Taking into consideration the gradual increases in children at this level of education, there is the need for construction of eight (8) new pre-schools. There are numerous pre-schools in the Municipality that are in deplorable states and there is the urgent need to undertake renovation of such structures. About eleven (11) of such schools have been identified.

**Primary School**

At the primary school level, there are 61 public and private schools with a GER of 94.82% in 2016/17. Taking into consideration the gradual increases in children at this level of education, the Assembly has made projections for construction of two (2) new primary schools. There are numerous primary schools in the Municipality that are in very deplorable state and there is the urgent need to consider renovation of such structures. About six (6) of such schools have been identified.

**Junior High School**

There are 46 JHS made up of 31 public and 15 private ones with a GER of 87%. Taking into consideration the gradual increases of pupils at this level of education, the Municipality has projected to construct eight (8) new JHS. There is however numerous Junior High Schools in the Municipality that are in very deplorable state and therefore there is the urgent need to consider renovation of such structures. A total of six (6) of such schools have been identified as such.

**Second Cycle Schools**

There are two (2) Senior High Schools and two (2) Technical/ Vocational Institutes. The Municipality has projected the construction of one new SHS to serve the Municipality. Infrastructure in most of the existing schools is however appalling and the Municipality had planned to undertake renovation and expansion works in these schools.

**ICT and Library facilities**

The Municipality is under served when it comes to the provision of ICT and library facilities and consideration the importance of these two facilities in contemporary times, the Municipality has projected to construct 5 ICT facilities and 5 libraries in schools in the Municipality.

**Sanitation Infrastructure Projections**

From the situational analysis, sanitation coverage in terms of public and private latrines availability in the Municipality is 26% as at 2010. With the projected population of 67,165 by 2021, and for the purpose of this planning period, the aim is to increase basic sanitation coverage to 64%. Projections made for the provision of sanitation facilities is as follows:

**Sanitation Facilities**

- Public latrines-----4
- Institutional Latrines (schools) -----20
- Rehabilitation of Refuse Containers-----10
- Provision of Refuse Containers----- 6

**Revenue Projections**

Table 50 below displays the revenue projections for the Assembly from the year 2017 to 2021. It was assumed that revenue from IGF, DACF and DDF would constantly increase by 25%, 20% and 20% respectively.

**Table 50: Revenue Projections**

<b>Sources</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>GOG</b>	1,307,532.36	1,569,038.832	1,882,846.598	2,259,415.918	2,711,299.102
<b>IGF</b>	300,000	360,000	432,000	518,400	622,080
<b>DACF</b>	3,504,025.00	4,204,830	5,045,796	6,054,955.2	7,265,946.24
<b>DDF</b>	567,101.00	680,521.2	816,625.44	979,950.528	1,175,940.634
<b>Donors</b>	110,070.00	132,084.00	158,500.80	190,200.96	228,241.15
<b>Total</b>	<b>5,788,728.36</b>	<b>6,946,474.032</b>	<b>8,335,768.838</b>	<b>10,002,922.61</b>	<b>12,003,507.13</b>

*Source: MPCU 2017*

### **Spatial Planning Projections**

Increasing population trends calls for good spatial planning and development. Thus, growing population without proper settlement planning can lead to among others slums, poor layouts revenue loss and disasters due to poor access. The expected increase in the District's population for the next four years therefore, calls for proper settlement planning especially under the Street Naming and Property Addressing Programme. All the major streets in the Municipality and properties are expected to be named and numbered by the end of 2021.

### **ADOPTION OF DISTRICT DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES**

The Municipality's development objectives and strategies were adopted from the NMTDPF 2018-2021. The priorities of the district were also considered in the formulation of the strategies. It is the expectation of the Assembly that the achievement of these objectives would lead to the successful realization of its goal. Presented in the table below are the objectives and their corresponding strategies.



<b>Table 51: ADOPTION OF DISTRICT DEVELOPMENT DIMENSIONS, ISSUES, OBJECTIVES AND STRATEGIES</b>					
<b>DEVELOPMENT DIMENSION</b>	<b>ADOPTED SUSTAINABLE PRIORITISED ISSUES</b>	<b>POLICY OBJECTIVES</b>	<b>STRATEGIES</b>	<b>GLOBAL/ REGIONAL LINKAGES</b>	
<b>ECONOMIC DEVELOPMENT</b>	Limited supply of raw materials for local industries from local sources	Enhance production and supply of quality raw materials	Introduce a programme of support for agro-processing through the cultivation of selected agricultural raw materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice (SDG Targets 2.3, 2.4, 2.c)	SDG 2, 9, 12 AU 4, 5, 7, 9	
	Limited numbers of skilled industrial personnel	Ensure improved skills development for Industry	Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4)	SDG 4, 9, 17 AU 2, 4,5,7,9	
			Transform the apprenticeship training model from a supply-driven approach to a market-demand model (SDG Targets 4.3, 4.4, 4.7)	SDG 4, 9, 17 AU 2, 4,5,7,9	
	Severe poverty and underdevelopment among peri-urban and rural communities Distressed but viable industries	Pursue flagship industrial development initiatives	Implement One district, One factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)		SDG 9 AU 1, 4,5,7,9
	Limited access to credit by SMEs	Support Entrepreneurship and SME Development		Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)	SDG 4, 8, 9, 16, 17 AU 1,4,5
				Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3)	SDG 4, 8, 9, 16, 17 AU 1,4,5
	High cost of production inputs	Promote a demand-driven approach to agricultural development	Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3)	SDG 2, 4, 9, 12, 17 AU 1,3,4,5,20	
	Inadequate development of and investment in processing and value addition	Ensure improved Public Investment	Design and implement needs-based technical assistance and extension support (SDG Target 2.a)	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20	
			Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1)	SDG 1, 2, 9, 16, 17 AU 1,3,4,5,20	
Low application of technology especially among smallholder farmers leading to comparatively lower yields	Improve production efficiency and yield	Reinvigorate extension services (SDG Target 2.a)	SDG 1, 2, 5, 7, 10, 12, 16, 17 AU 1,3,4,5,20		
		Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3)	SDG 1, 2, 5, 7, 10, 12, 16, 17 AU 1,3,4,5,20		
		Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)	SDG 1, 2, 5, 7, 10, 12, 16, 17		

				AU 1,3,4,5,20
	Low level of irrigated agriculture		Mobilise investment to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts (SDG Targets 1.1, 1.4, 1.5, 1.a, 2.a, 17.3)	SDG 1, 2, 5, 7, 10, 12, 16, 17 AU 1,3,4,5,20
	Poor storage and transportation system	Improve Post-Harvest Management	Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative (SDG Targets 1.2, 1.4, 2.3, 2.4, 2.a, 2.c, 8.3, 9.3, 9.4)	SDG 1, 2, 8, 9, 11, 12, 16, 17 AU 5
	Low quality and inadequate agriculture infrastructure		Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c)	SDG 1, 2, 8, 9, 11, 12, 16, 17 AU 5
	Limited application of science and technology	Enhance the application of science, technology and innovation	Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimize cost in all operations (SDG Targets 2.4, 2.c, 5.b, 9.c, 17.8)	SDG 2, 5, 8, 9, 10, 12, 16, 17 AU 1,3,4,5,20
	Lack of youth interest in agriculture	Promote agriculture as a viable business among the youth	Support youth to go into agricultural enterprise along the value chain (SDG Targets 2.1, 2.3, 8.6)	SDG 1, 2, 4, 8 AU 1,3,4,5,20
	Low productivity and poor handling of livestock/ poultry products	Promote livestock and poultry development for food security and income generation	Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3)	SDG 2, 8, 16 AU 4, 5
	Inadequate disease monitoring and surveillance system			
	Weak extension services delivery	Ensure sustainable development and management of aquaculture	Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b)	SDG 2, 4, 12, 14, 16 AU 6, 7
	High cost of aquaculture inputs		Implement extensive fish farming programmes (SDG Targets 2.1, 2.3)	SDG 2, 4, 12, 14, 16 AU 6, 7
	Low levels of private sector investment in aquaculture (small-medium scale producers)		Provide consistent and quality extension service delivery (SDG Target 2.a)	SDG 2, 4, 12, 14, 16 AU 6, 7
	Over-exploitation of fisheries resources	Ensure sustainable development and management of Aquatic Fisheries Resources	Reduce illegal fishing and post-harvest losses (SDG Targets 12.3, 14.4)	SDG 2, 4, 12, 14, 16 AU 6, 7
	Poor tourism infrastructure and Service	Diversify and expand the tourism industry for economic development	Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9)	SDG 8, 12, 17 AU 4,16
<b>SOCIAL DEVELOPMENT</b>	Poor quality of education at all levels	Enhance inclusive and equitable access to, and	Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1)	SDG 4, 9, 13, 16, 17 AU 2, 18

		participation in quality education at all levels	Popularise and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 4.1)	SDG 4, 9, 13, 16, 17 AU 2, 18
	High number of untrained teachers at the basic level		Expand infrastructure and facilities at all levels (SDG Target 4.a)	SDG 4, 9, 13, 16, 17 AU 2, 18
	Low participation of females in learning of science, technology, engineering and mathematics			
	Low participation in non-formal education			
	Poor linkage between management processes and schools' operations	Strengthen school management systems	Ensure adequate supply of teaching and learning materials (SDG Target 4.c)	SDG 4, 9, 13, 16, 17 AU 2, 18
			Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)	SDG 4, 9, 13, 16, 17 AU 2, 18
	Gaps in physical access to quality health care	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)	SDG 1, 3, 5, 9, 10, 16 AU 3
	Unmet needs for mental health services		Accelerate implementation of the mental health strategy (SDG Targets 3.4, 3.5, 16.6)	SDG 1, 3, 5, 9, 10, 16 AU 3
	Poor quality of healthcare services		Expand and equip health facilities (SDG Target 3.8)	SDG 1, 3, 5, 9, 10, 16 AU 3
	Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	Reduce disability morbidity, and mortality	Intensify implementation of Malaria Control Programme (SDG Target 3.3)	SDG 2, 3, 16 AU 3
	High stigmatization and discrimination of HIV and AIDs	Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	Intensify education to reduce stigmatisation (SDG Target 3.7)	SDG 3 AU 3
			Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)	SDG 3 AU 3
	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups		Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)	SDG 3 AU 3
			Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)	SDG 3 AU 3
	Household food insecurity	Ensure food and nutrition security	Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2)	SDG 2, 3, 12 AU 1,3,4,5
	Growing incidence of child	Improve population	Eliminate child marriage and teenage pregnancy (SDG Targets	SDG 3, 5, 16, 17

	marriage, teenage pregnancy and accompanying school drop-out rates	management	3.7, 5.3)	AU 1, 17,18
	Unsustainable construction of boreholes and wells	Improve access to safe and reliable water supply services for all	Provide mechanised boreholes and small-town water systems (SDG Target 6.1	SDG 6, 15, 16,17 AU 1, 7, 12,20
	Inadequate access to water services in urban areas		Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17)	SDG 6, 15, 16,17 AU 1, 7, 12,20
	Inadequate financing of the water sector institutions		Improve water production and distribution systems (SDG Targets 6.4, 6.5)	
	Poor quality of drinking water		Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)	
	Inadequate maintenance of water facilities		Develop capacity to implement the Ghana Drinking Water Quality Management Framework (SDG Target 6.a)	
	Poor planning for water at MMDAs		Revise and facilitate District Water and Sanitation Plans (DWSPs) within MMDAs (SDG Target 16.6)	
	Unsustainability of sanitation and health services		Build capacity for development and implementation of sustainable plans for all water facilities (SDG Targets 6.a, 17.9)	
	Unsustainability of sanitation and health services			Improve liquid waste management (SDG Targets 6.3, 6.a, 6.b)
	Poor sanitation and waste management		Provide public education on solid waste management (SDG Target 12.8)	
	Poor hygiene practices		Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b	SDG 6, 11, 12, 16, 17 AU 1, 4, 7, 10,20
			Create space for private sector participation in the provision of sanitation services (SDG Target 17.17)	SDG 6, 11, 12, 16, 17 AU 1, 4, 7, 10,20
	High prevalence of open defecation	Improve access to improved and reliable environmental sanitation services	Develop and implement strategies to end open defecation (SDG Target 6.2)	SDG 6, 11, 12, 16, 17 AU 1, 4, 7, 10,20
			Promote National Total Sanitation Campaign (SDG Target 6.2	SDG 6, 11, 12, 16, 17 AU 1, 4, 7, 10,20
	Rising inequality among socio-economic groups and between geographical areas	Eradicate poverty in all its forms and dimensions	Empower vulnerable people to access basic necessities of life (SDG Target 1.4 necessities of life	SDG 1, 9, 11, 17 AU 1,17,
	Low awareness of child protection laws and policies	Ensure effective child protection and family welfare system	Develop policies to address issues of child trafficking, steetis, hild olie potetion and other neglected conditions (SDG Targets 8.7, 16.2	SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18
			Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)	SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18

	Limited coverage of social protection programmes targeting children		Promote implementation of policies that increase enrolment and retention in schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)	SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18
	Abuse and exploitation of children engaged in hazardous forms of labour	Ensure the rights and entitlements of children	Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 5.3, 16.2, 16.3)	SDG 1, 4, 5, 8, 10, 16, 17 AU 1,18
	Weak enforcement of laws and rights of children			<b>SDG 4, 5, 10, 11, 16</b> <b>AU 1,18</b>
	Unfavourable socio-cultural environment for gender equality	Attain gender equality and equity in political, social and economic development systems and outcomes	Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2)	SDG 5, 10, 16, 17 AU 1,2,3,17,20
	Gender disparities in access to economic opportunities	Promote economic empowerment of women	Ensure then protection of women’s access, participation and benefits in all labour-related issues (SDG Targets 1.4, 5.a, 8.5, 8.8)	SDG 1, 3, 4, 5, 8, 10 AU 1, 3, 17,20
	Inadequate and limited coverage of social protection programmes for vulnerable groups	Strengthen social protection, especially for children, women, persons with disability and the elderly	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4)	SDG 1, 2, 5, 8, 9, 10, 11, 14 16, 17 AU 1, 2, 17,18
			Strengthen education and awareness against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16.b)	SDG 1, 2, 5, 8, 9, 10, 11, 14 16, 17 AU 1, 2, 17,18
			Promote viable and sustainable economic livelihood schemes for vulnerable people, including fisher folk (SDG Targets 1.4, 2.3, 14.b)	SDG 1, 2, 5, 8, 9, 10, 11, 14 16, 17 AU 1, 2, 17,18
	Poor living conditions of PWDs	Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	Provide sustainable employment opportunities and decent living conditions for persons with disability (SDG Targets 4.4, 8.5, 8.8)	SDG 3, 4, 5, 8, 10, 11, 16 AU 1, 2, 4, 11, 12, 17, 18,20
			Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1)	SDG 3, 4, 5, 8, 10, 11, 16 AU 1, 2, 4, 11, 12, 17, 18,20
			Rehabilitate centres for skills training and provide assistive devices (SDG Target 4.a)	SDG 3, 4, 5, 8, 10, 11, 16 AU 1, 2, 4, 11, 12, 17, 18,20
	Inadequate opportunities for persons with disabilities (PWDs) to contribute to society	Promote full participation of PWDs in social and economic development of the country	Generate a database on PWDs (SDG Target 17.18)	DG 1, 3, 8, 10, 16, 17 AU 1, 2, 3, 4,11, 12,

				17,1	
	Low participation of Persons with disability in decision making	Promote participation of PWDs in politics, electoral democracy and governance	Promote political inclusion through policies that guarantee space for PWDs in local and national governance systems (SDG Targets 10.2, 16.7)	SDG 10, 16 AU 1, 2, 4, 11, 12, 17, 18,20	
	Little opportunity to renew and upgrade skills and technology	Improve human capital development and management	Finalise and implement National Human Resource Development Policy (SDG Target 8.3)	SDG1, 4, 8, 9, 16, 17 AU 1, 2, 4, 11, 12, 17, 18,2	
	Lack of entrepreneurial skills for self-employment	Promote the creation of decent jobs	Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)	SDG 4, 8, 9, 17 AU 1, 2, 4, 11, 12, 17, 18,20	
			Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4)	SDG 4, 8, 9, 17 AU 1, 2, 4, 11, 12, 17, 18,20	
			Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6)	SDG 4, 8, 9, 17 AU 1, 2, 4, 11, 12, 17, 18,20	
	Inadequate apprenticeship opportunities	Promote effective participation of the youth in socioeconomic development	Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3)	SDG 4, 8, 16, 17 AU 1, 2, 4, 5,18	
	Low levels of technical and vocational skills				
	High youth unemployment	Promote effective participation of the youth in socioeconomic development	Support the youth to participate in modern agriculture (SDG Target 8.6)	Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates (SDG Targets 4.4, 8.6)	SDG 4, 8, 16, 17 AU 1, 2, 4, 5,18
	High levels of unemployment and under-employment amongst the youth				
High incidence of violence and crime	Strengthen career guidance counselling offices in schools (SDG Target 4.4)				
Limited opportunities for youth involvement in national development	Implement programmes to break the cycle of violence, especially among the youth (SDG Target 16.1)				
Youth unemployment and underemployment among rural	Ensure the creation of youth desks in MMDAs for the youth to access reliable labour market information (SDG Targets 16.6, 16.7)				

	and urban youth			
	Inadequate and poor sports infrastructure	Enhance sports and recreational infrastructure	Promote partnerships with private sector in development of sports and recreation infrastructure (SDG Target 17.17)	SDG 1, 9, 11, 16, 17 AU 1, 9, 10,20
	Declining interest in locally organized sports by general public	Build capacity for sports and recreational development	Promote sports in school curricula and inter-school sports competition (SDG Target 4.7)	
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>	Improper protection and development of water resources	Promote sustainable water resource development and management	Undertake tree planting along banks of all major water bodies and tributaries to reduce silting and pollution from human activities (SDG Targets 6.5, 6.6).	SDG 6, 14, 15, 16, 17 AU 1,3
	Negative impact of climate variability and change	Reduce environmental pollution	Promote science and technology in waste recycling and waste-to-energy technologies (SDG Targets 6.a, 7.1, 12.5)	SDG 6, 14, 15, 16, 17 AU 1,3
	Inadequate engineered landfill sites and waste water treatment plants			
	Over exploitation and inefficient use of forest resources	Combat deforestation, desertification and Soil erosion	Promote alternative livelihoods, including eco-tourism, in forest fringe communities. (SDG Target 15.1)	SDG 2, 7, 11, 14, 15, 16, 17 AU 7, 11,12, 2
	Low institutional capacity to adapt to climate change and undertake mitigation actions	Enhance climate change resilience	Develop coordinated response to climate change challenges through linkages between research, industry and government (SDG Targets 13.2, 16.6)	SDG 1, 2, 9, 11, 13, 16 AU 3, 5, 7, 10, 12, 17
	Weak legal and policy frameworks for disaster prevention, preparedness and response	Promote proactive planning for disaster prevention and mitigation	Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3)	SDG 1, 3, 5, 11, 13 AU 5, 7, 12, 17
	Poor quality and inadequate road transport network	Improve efficiency and effectiveness of road transport infrastructure and services	Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2)	SDG 3,7, 9, 11, 13, 16, 17 AU 1,10,20
	Inadequate investment in road transport infrastructure provision and maintenance		Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)	SDG 3,7, 9, 11, 13, 16, 17 AU 1,10,20
Under-utilisation of the transportation potential of Volta Lake	Enhance the contribution of inland waterways to safe and efficient transportation of goods and people	Promote private sector participation to build modern ferry ports and provide upgraded ferries and pontoons (SDG Targets 17.16, 17.17)	SDG 3,7, 9, 11, 13, 16, 17 AU 1,10,20	
Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services	Enhance application of ICT in national development	Accelerate investment in development of ICT infrastructure (SDG Target 17.17)	SDG 9, 16, 17 AU 1, 2, 4, 10, 12,17	

	Limited utilisation of relevant research outputs	Mainstream science, technology and innovation in all socio-economic activities	Apply science, technology and innovation in implementation of policies, programmes and projects (SDG Target 17.8)	SDG 9, 17 AU 1, 2, 4, 7, 12,17, 20
	Unreliable power supply	Ensure availability of, clean, affordable and accessible energy	Promote availability of renewable energy (mini hydro, solar, biomass, wind, tidal) (SDG Targets 7.2, 7.a)	SDG 6, 9, 7, 13, 15, 17 AU 1, 6, 7, 9, 10,20
	The potential of oil and gas industry to develop as an enclave (Resource curse)	Leverage oil and gas industry as a catalyst for national economic development	Facilitate universal access to adequate, reliable and cost effective petroleum products such as Liquefied Petroleum Gas (LPG), (SDG Target 7.1)	SDG 6, 9, 7, 13, 15, 17 AU 1, 6, 7, 9, 10,20
	Poor drainage system	Address recurrent devastating floods	Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)	SDG 9, 11 AU 1, 2, 10, 12
	Poor and inadequate maintenance of infrastructure	Promote proper maintenance culture	Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a)	SDG 9, 11, 17 AU 1, 10, 11,12
	Cumbersome land acquisition process	Develop efficient land administration and management system	Promote sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach (SDG Target 12.2)	SDG 1,5, 9, 12, 16, 17 AU 10, 11,12, 17
	Weak enforcement of planning and building regulations	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements		
	Inadequate spatial plans for regions and MMDAs		Fully implement Land Use and Spatial Planning Act, 2016 (Act 925 (SDG Targets 16.6, 17.16)	<b>SDG 11, 16, 17</b> <b>AU 1, 10, 12</b>
	Inadequate human and institutional capacities for land use planning		Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)	<b>SDG 11, 16, 17</b> <b>AU 1, 10, 12</b>
	Poor and inadequate rural infrastructure and services	Enhance quality of life in rural areas	Facilitate sustainable use and management of natural resources that support the development of rural communities and livelihoods. (SDG Targets 11.3, 2.2)	SDG 1, 2, 6, 10, 11, 12, 17 AU 1, 5, 10,12
	Rapid urbanisation, resulting in urban sprawl	Promote resilient urban development	Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b) Facilitate Public-Private Partnerships in the development and maintenance of urban infrastructure (SDG Targets 11.3, 17.17)	SDG 8, 11, 12, 17 AU 1, 10, 12
	Limited investments in social programmes in Zongos and inner cities	Improve quality of life in slums, Zongos and inner cities	Promote investment in social programmes, including education and training, supporting local businesses, and culture and arts in Zongos (SDG Targets 1.b, 10.b, 11.c, 17.17)	SDG 1, 10, 11, 17 AU 1, 4, 10, 12



<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>	Ineffective sub-district structures	Deepen political and administrative decentralization	Strengthen sub-district structures (SDG Targets 16.6, 17.9)	SDG 16 , 17 AU 11, 12
	Poor coordination in preparation and implementation of development plans	Improve decentralized planning	Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a)	
	Poor linkage between planning and budgeting at national, regional and district levels		Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)	
	Limited capacity and opportunities for revenue mobilisation	Strengthen fiscal decentralization	Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1) Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)	SDG 16, 17 AU 11,12, 20
	Weak involvement and participation of citizenry in planning and budgeting	Improve popular participation at regional and district levels	Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7)	SDG 16, 17 AU 11, 12, 13
	Weak capacity of CSOs to effectively participate in public dialogue		Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue (SDG Targets 16.7, 17.17)	SDG 16, , 17 AU 11, 12
	Poor record keeping	Build an effective and efficient Government machinery	Improve documentation within the public sector (SDG Targets 16.6, 16.10, 16.a)	SDG 16,17 AU 11,12
	Inefficient public service delivery		Design and implement a Client Service Charter for public institutions (SDG Targets 16.6, 16.a)	SDG 16,17 AU 11,12
	Little enforcement of and compliance with rules and regulations of the PSC by public sector institutions		Improve accountability in the public service. (SDG Targets 16.6, 16.a)	SDG 16,17 AU 11,12
	Ineffective monitoring and evaluation of implementation of development policies and plans	Enhance capacity for policy formulation and coordination	Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9)	SDG 16,17 AU 11,12
	Weak research capacity of MDAs and MMDAs		Strengthen capacity of research and statistical information management systems of MDAs and MMDAs (SDG Targets 16.6, 17.19)	SDG 16,17 AU 11,12
	Lack of a comprehensive			

	database of public policies			
	Weak coordination of the development planning system		Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes, plans and programmes (SDG Targets 11.6, 16.6)	SDG 1, 16,17 AU 11,12
			Strengthen the implementation of development plans (SDG Targets 16.6, 17.9)	SDG 1, 16,17 AU 11,12
	Inadequate and poor quality security equipment and infrastructure	Enhance security service delivery	Transform security services into a world-class security institution with modern infrastructure, including accommodation, health and training infrastructure facilities (SDG Targets 16.6, 16.a)	SDG 16 AU 11,12, 13
	High perception of corruption among public office holders and citizenry	Promote the fight against corruption and economic crimes	Ensure continued implementation of the National Anti- Corruption Action Plan (NACAP) (SDG Targets 16.5, 16.b)	SDG 12, 16 AU 11,12, 13
	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	Establish appropriate framework for collaborative engagement with the media (SDG Targets 16.7, 16.10, 17.14, 17.17)	SDG 1, 10, 16,17 AU 11, 12,13
	Inadequate involvement of traditional authorities in national development		Strengthen engagement with traditional authorities in development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17)	SDG 1, 10, 16,17 AU 11, 12,13
			Increase support to chieftaincy institution (SDG Targets 16.6, 16.a)	SDG 1, 10, 16,17 AU 11, 12,13
	Inadequate ownership and accountability for national development at all levels	Ensure responsive governance and citizen participation in the development dialogue	Promote ownership and accountability for implementation for development and policy programmes (SDG Targets 16.7, 16.10)	SDG 1, 10, 16,17 AU 11, 12,13
	Poor appreciation of national culture	Promote culture in the development process	Create awareness of the importance of culture for development and creative arts (SDG Target 12.8)	SDG 4, 8, 12, 16, 17 AU 11, 12,16
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>	Limited participation of local authorities in international affairs	Promote Ghana's political and economic interests abroad	Facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximising investment and trade opportunities for local authorities (SDG Targets 16.6, 17.11)	SDG 1, 10, 16, 17 AU 4, 11, 12, 13, 14,15

## **CHAPTER FOUR**

### **FORMULATION OF DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES**

#### **PROGRAMMES AND SUB PROGRAMMES**

In relation to the adopted thematic goals, issues, policy objectives and strategies, a review was done to create a link between the composite budget which is based on programmes and sub-programmes. The results are outlined in table 51 below:

**Table 512: Programmes and Sub Programmes**

<b>ECONOMIC DEVELOPMENT</b>			
<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>SUB-PROGRAMMES</b>	<b>PROGRAMMES</b>
Enhance production and supply of quality raw materials	Introduce a programme of support for agro-processing through the cultivation of selected agricultural raw materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice (SDG Targets 2.3, 2.4, 2.c)	<b>Trade, Industry and Tourism Services</b>	<b>Economic Development</b>
Ensure improved skills development for Industry	Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4)		
	Transform the apprenticeship training model from a supply-driven approach to a market-demand model (SDG Targets 4.3, 4.4, 4.7)		
Pursue flagship industrial development initiatives	Implement One district, One factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)		
Support Entrepreneurship and SME Development	Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)		
	Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3)		
Diversify and expand the tourism industry for economic development	Promote and enforce local tourism and develop available and potential sites to meet international standards (SDG Target 8.9)		
Promote a demand-driven approach to agricultural development	Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3)	<b>Agricultural Services and Management</b>	<b>Economic Development</b>
Ensure improved Public Investment	Design and implement needs-based technical assistance and extension support (SDG Target 2.a)		
	Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1)		
Improve production efficiency and yield	Reinvigorate extension services (SDG Target 2.a)		
	Intensify and increase access to mechanisation along the agriculture value chain (SDG Targets 2.3)		
	Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)		
	Mobilise investment to expand and rehabilitate irrigation infrastructure including formal schemes, dams and dugouts (SDG Targets 1.1, 1.4, 1.5, 1.a, 2.a, 17.3)		
Improve Post-Harvest Management	Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative (SDG Targets 1.2, 1.4, 2.3, 2.4,		

	2.a, 2.c, 8.3, 9.3, 9.4)		
	Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centres (SDG Targets 1.4, 2.3, 2.c)		
Enhance the application of science, technology and innovation	Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations (SDG Targets 2.4, 2.c, 5.b, 9.c, 17.8)		
Promote agriculture as a viable business among the youth	Support youth to go into agricultural enterprise along the value chain (SDG Targets 2.1, 2.3, 8.6)		
Promote livestock and poultry development for food security and income generation	Intensify disease control and surveillance, especially for zoonotic and scheduled diseases (SDG Target 2.3)		
Ensure sustainable development and management of aquaculture	Provide adequate economic incentives to stimulate private sector investment in aquaculture development		
	Provide adequate economic incentives to stimulate private sector investment in aquaculture development (SDG Target 14. b)		
	Implement extensive fish farming programmes (SDG Targets 2.1, 2.3)		
	Provide consistent and quality extension service delivery (SDG Target 2.a)		
Ensure sustainable development and management of Aquatic Fisheries Resources	Reduce illegal fishing and post-harvest losses (SDG Targets 12.3, 14.4)		
<b>SOCIAL DEVELOPMENT</b>			
Enhance inclusive and equitable access to, and participation in quality education at all levels	Continue implementation of free SHS and TVET for all Ghanaian children (SDG Target 4.1)	<b>Education, Youth &amp; sports and library services</b>	<b>Social Services Delivery</b>
	Popularise and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 4.1)		
	Expand infrastructure and facilities at all levels (SDG Target 4.a)		
Strengthen school management systems	Ensure adequate supply of teaching and learning materials (SDG Target 4.c)		
	Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)		
Promote effective participation of the youth in socioeconomic development	Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3)		
	Support the youth to participate in modern agriculture (SDG Target 8.6)		
	Develop and implement apprenticeship and employable skill training for		

	<p>out-of-school youth and graduates (SDG Targets 4.4, 8.6)</p> <p>Build the capacity of the youth to discover opportunities (SDG Targets 4.4, 4.b)</p> <p>Strengthen career guidance counselling offices in schools (SDG Target 4.4)</p> <p>Implement programmes to break the cycle of violence, especially among the youth (SDG Target 16.1)</p> <p>Ensure the creation of youth desks in MMDAs for the youth to access reliable labour market information (SDG Targets 16.6, 16.7)</p>		
Enhance sports and recreational infrastructure	Promote partnerships with private sector in development of sports and recreation infrastructure (SDG Target 17.17)		<b>Social Services Delivery</b>
Build capacity for sports and recreational development	Promote sports in school curricula and inter-school sports competition (SDG Target 4.7)		
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality healthcare (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6)	<b>Public Health Services</b>	
	Accelerate implementation of the mental health strategy (SDG Targets 3.4, 3.5, 16.6)		
	Expand and equip health facilities (SDG Target 3.8)		
Reduce disability morbidity, and mortality	Intensify implementation of Malaria Control Programme (SDG Target 3.3)		
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	Intensify education to reduce stigmatisation (SDG Target 3.7)		
	Intensify behavioural change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7)		
	Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)		
	Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)		
Ensure food and nutrition security	Promote the production of diversified, nutrient-rich food and consumption of nutritious foods (SDG Targets 2.1, 2.2)		
Improve population management	Eliminate child marriage and teenage pregnancy (SDG Targets 3.7, 5.3)	<b>Social Welfare and Community Development</b>	
Eradicate poverty in all its forms and dimensions	Empower vulnerable people to access basic necessities of life (SDG Target 1.4)		
Ensure effective child protection and family welfare system	Develop policies to address issues of child trafficking, steetism, child protection and other neglected conditions (SDG Targets 8.7, 16.2)		
	Increase awareness of child protection (SDG Targets 5.3, 16.2, 16.3)		
	Promote implementation of policies that increase enrolment and retention in		

	schools such as the School Feeding Programme and Capitation Grant (SDG Targets 4.1, 4.2, 16.6, 16.b)		
Ensure the rights and entitlements of children	Eliminate the worst forms of child labour by enforcing laws on child labour and child protection (SDG Targets 5.3, 16.2, 16.3)		
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.		
Promote economic empowerment of women	Introduce measures to promote change in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2)		
	Ensure the protection of women's access, participation and benefits in all labour-related issues (SDG Targets 1.4, 5.a, 8.5, 8.8)		
Strengthen social protection, especially for children, women, persons with disability and the elderly	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4)		
	Strengthen education and awareness against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16.b)		
	Promote viable and sustainable economic livelihood schemes for vulnerable people, including fisher folk (SDG Targets 1.4, 2.3, 14.b)		
Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	Provide sustainable employment opportunities and decent living conditions for persons with disability (SDG Targets 4.4, 8.5, 8.8)		
	Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1)		
Promote full participation of PWDs in social and economic development of the country	Rehabilitate centres for skills training and provide assistive devices (SDG Target 4.a)		
	Generate a database on PWDs (SDG Target 17.18)		
Promote participation of PWDs in politics, electoral democracy and governance	Promote political inclusion through policies that guarantee space for PWDs in local and national governance systems (SDG Targets 10.2, 16.7)		
Promote the creation of decent jobs	Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)		
	Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4)		
	Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6)		
Improve access to improved and reliable environmental sanitation services	Develop and implement strategies to end open defecation (SDG Target 6.2)	<b>Environmental Health and Sanitation Services</b>	
	Create space for private sector participation in the provision of sanitation services (SDG Target 17.17)		
	Promote National Total Sanitation Campaign (SDG Target 6.2)		

	Provide public education on solid waste management (SDG Target 12.8)		
	Review, gazette and enforce MMDA bye-laws on sanitation (SDG Targets 16.6, 16.b)		
	Improve sanitation sector institutional capacity		
	Create space for private sector participation in the provision of sanitation services		
	Increase and equip front line staff for sanitation		
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>			
			<b>Infrastructure Development and Management</b>
Improve efficiency and effectiveness of road transport infrastructure and services	Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2)	Urban Roads and Transport Services	
	Promote private sector participation in construction, rehabilitation and management of road transport services (SDG Targets 9.1, 17.17)		
Enhance the contribution of inland waterways to safe and efficient transportation of goods and people	Promote private sector participation to build modern ferry ports and provide upgraded ferries and pontoons (SDG Targets 17.16, 17.17)		
Enhance quality of life in rural areas	Prepare and implement structure plans for all grade 1, 2 and 3 settlements	<b>Public Works, Rural Housing and Water Management</b>	
Promote resilient urban development	Facilitate Public-Private Partnerships in the development and maintenance of urban infrastructure		
Improve quality of life in slums, Zongos and inner cities	Promote investment in social programmes, including education and training, supporting local businesses, and culture and arts in Zongos (SDG Targets 1.b, 10.b, 11.c, 17.17)		
Address recurrent devastating floods	Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)		
Promote proper maintenance culture	Establish timely and effective preventive maintenance plan for all public infrastructure (SDG Target 9.a)		
Ensure availability of, clean, affordable and accessible energy	Promote availability of renewable energy (mini hydro, solar, biomass, wind, tidal) (SDG Targets 7.2, 7.a)		
Enhance application of ICT in national development	Accelerate investment in development of ICT infrastructure (SDG Target 17.17)		
Improve access to safe and reliable water supply services for all	Provide mechanized boreholes and small-town water systems (SDG Target 6.1)		
	Implement public-private partnership policy as alternative source of funding for water services delivery (SDG Target 17.17)		



	<p>Improve water production and distribution systems (SDG Targets 6.4, 6.5)</p> <p>Ensure sustainable financing of operations and maintenance of water supply systems (SDG Target 17.3)</p> <p>Develop capacity to implement the Ghana Drinking Water Quality Management Framework (SDG Target 6.a)</p> <p>Revise and facilitate District Water and Sanitation Plans (DWSPs) within MMDAs (SDG Target 16.6)</p> <p>Build capacity for development and implementation of sustainable plans for all water facilities (SDG Targets 6.a, 17.9)</p>		
Mainstream science, technology and innovation in all socio-economic activities	Apply science, technology and innovation in implementation of policies, programmes and projects (SDG Target 17.8)		
Develop efficient land administration and management system	Promote sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach (SDG Target 12.2)	<b>Spatial Planning</b>	
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Fully implement Land Use and Spatial Planning Act, 2016 (Act 925 (SDG Targets 16.6, 17.16)		
	Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a		
Promote sustainable water resource development and management	Undertake tree planting along banks of all major water bodies and tributaries to reduce silting and pollution from human activities (SDG Targets 6.5, 6.6) .	<b>Natural Resource Conservation and Management</b>	<b>Environmental Management</b>
	Promote science and technology in waste recycling and waste-to-energy technologies (SDG Targets 6.a, 7.1, 12.5)		
Combat deforestation, desertification and Soil erosion	Promote alternative livelihoods, including eco-tourism, in forest fringe communities. (SDG Target 15.1)		
Enhance climate change resilience	Develop coordinated response to climate change challenges through linkages between research, industry and government (SDG Targets 13.2, 16.6)		
Leverage oil and gas industry as a catalyst for national economic development	Facilitate universal access to adequate, reliable and cost effective petroleum products such as Liquefied Petroleum Gas (LPG), (SDG Target 7.1)		
Promote proactive planning for disaster prevention and mitigation	Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3)	<b>Disaster Prevention and Management</b>	
<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>			
<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>SUB-PROGRAMMES</b>	<b>PROGRAMMES</b>
Deepen political and administrative	Strengthen sub-district structures	<b>General</b>	<b>Management and</b>

decentralization		<b>Administration</b>	<b>Administration</b>
Build an effective and efficient Government machinery	Improve documentation within the public sector		
	Design and implement a Client Service Charter for public institutions		
	Improve accountability in the public service		
Enhance security service delivery	Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure		
Promote the fight against corruption and economic crimes	Ensure the continued implementation of the National Anti-Corruption Action Plan (NACAP)		
Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	Establish appropriate framework for collaborative engagement with the media		
	Strengthen the engagement with traditional authorities in development and governance processes		
	Ensure responsive governance and citizen participation in the development dialogue		
	Promote culture in the development process		
	Increase support to chieftaincy institution		
Strengthen fiscal decentralization	Enhance revenue mobilization capacity and capability of MMDAs	<b>Finance</b>	
	Strengthen PPPs in IGF mobilization		
Improve decentralized planning	Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)	<b>Planning, Budgeting, Monitoring and Evaluation</b>	
	Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level		
	Strengthen local level capacity for participatory planning and budgeting		
Enhance capacity for policy formulation and coordination	Strengthen the capacity of public institutions for undertaking policy analysis, development planning, monitoring and evaluation, macro-econometric modeling and forecasting		
	Strengthen capacity of research and statistical information management of MDAs and MMDAs		
	Intensify the use of Strategic Environmental Assessment (SEA) in public policy processes and implementation of projects.		
	Strengthen the implementation of development plans		
Improve human capital development and	Implement Human Resource Development Plan	<b>Human Resource</b>	

management	Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue		
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>			
<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>SUB-PROGRAMMES</b>	<b>PROGRAMMES</b>
Promote Ghana's political and economic interests abroad	Facilitate linkages between Ambassadors and High Commissioners and MMDCEs with a view to maximizing investment and trade opportunities for local authorities	<b>General Administration</b>	<b>Management and Administration</b>

## **PROGRAMMES OF ACTION (POA) 2018-2021**

This stage of the plan deals with the packaging of the Medium Term Programmes which take inspiration from the harmonized development issues. The POA consists of the thematic areas, adopted goals, adopted objectives, strategies, programmes and sub-programme. Others include the sets of projects or activities to address the adopted issues, outcome/impact indicators, time frame, indicative budget and implementing agencies (both lead and collaborating). This is to assist in the monitoring and evaluation of the plan. The PoA was developed based on projections of needs related to population, water, health, education etc. Table 52 below presents details of the PoA for the four year period.



development initiatives				cassava processing for 500 beneficiaries										Ministry
				Support the establishment of an agro based processing factories (1D1F)	No. of additional jobs created	√	√	√	√	250,000.00	2,000.00	2,000,000.00	1D1F committee / BAC	GOG, Trade Industry/ Private Sector
Support Entrepreneurship and SME Development	Create an entrepreneurial culture, especially among the youth			Provide capacity building in entrepreneurial skills development for 1,200 youth	No. of additional jobs created	√	√	√	√	10,000.00		20,000.00	BAC	Trade and Industry Ministry/ SMEs
	Mobilise resources from existing financial and technical sources to support SMEs			Establish network between SMEs and financial institutions to facilitate access to credit	Efficiency of SMEs improved	√	√	√	√	10,000.00	4,000.00		BAC	SMEs/ Financial institutions
Diversify and expand the tourism industry for economic development	Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards			Partner private sector to create , develop, promote and market tourism potentials in the Municipality	Increased business and job opportunities and revenue to the Assembly	√	√	√	√	50,000.00	2,000.00	2,000,000.00	KpMA	Tourism Ministry/ Private Sector/Coastal Dev't Authority/ GIPC
Promote a demand-driven approach to agricultural development	Develop market support services for selected horticulture, food and industrial crops to enhance		<b>Agricultural Services and Management</b>	Facilitate producers of high value horticultural crops access to credit and market	Increase in income	√	√	√	√			14,000.00	Dept. of Agric.	Technical Staff

	production for export													
Ensure improved Public Investment	Design and implement needs-based technical assistance and extension support			Build capacity of 10 Technical Staff	Improved extension services	√	√	√	√		6,000.00	10,000.00	Dept. of Agric.	Technical Staff
		Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water			Construction of Agbenoxoe to Dafor road and bridge	Reduction in post-harvest loss	√	√	√	√	200,000.00	1,000.00		MWD
				Rehabilitation of 11km Gbefi Tornu to Tafi	Reduction in post-harvest loss	√	√	√	√	100,000.00	2,000.00		MWD	Urban Roads
				Rehabilitation of 6 km Debidebi feeder roads and others	Reduction in post-harvest loss	√	√	√	√	70,000.00			MWD	Urban Roads
				Redevelopment of market at Sovie	Increased commercial activities and revenue	√	√	√	√	50,000.00			KpMA	Trade and Industry Ministry /Coastal Dev't Authority
			Redevelopment of Torkor and Kpando Markets	Increased commercial activities and revenue	√	√	√	√	1,500,000.00			KpMA	Trade and Industry Ministry /Coastal Dev't Authority	
Improve production efficiency and yield	Reinvigorate extension services			Distribute bags of improved rice seeds to farmers	% increase in yield	√	√	√	√		3,000.00	14,000.00	Dept. of Agric.	Farmers
				Train and supervise activities of 7 AEAs on listing of farmers, crop cut and yield studies on	% increase in yield	√	√	√	√			12,000.00	Dept. of Agric.	AEAs

				Rice										
				Facilitate the supply of bags of improved vegetable seeds to farmers.	% increase in yield	√	√	√	√			14,000.00	Dept. of Agric.	Farmers
				Embark on pest and disease surveillance in rice growing communities in the 9 operational areas	% increase in yield	√	√	√	√		6,000.00	11,000.00	Dept. of Agric.	Farmers
				Embark on field and home visits by 10 Technical Staff	% increase in yield	√	√	√	√		5,000.00	15,000.00	Dept. of Agric.	Farmers
	Intensify and increase access to agricultural mechanization along the value chain			Partner private sector to establish a farm mechanization centre	% increase in agricultural productivity	√	√	√	√	15,000.00	3,900.00	2,000,000.00	KpMA	Coastal Dev't Authority /Private sector/GIPC Dept. of Agric.
	Ensure effective implementation of the yield improvement programme			Establish demonstrations on 12 steps in maize production with beneficiary farmers	% increase in productivity	√	√	√	√	10,000.00	2,000.00	20,000.00	Dept. of Agric.	Farmers
				Build capacity of 9 Technical Staff on steps in rice production	% increase in yield	√	√	√	√	10,000.00			Dept. of Agric.	Technical Staff
	Mobilise investment to expand and rehabilitate irrigation infrastructure			Expand and rehabilitate irrigation infrastructure in the Municipality under PPP	Increased irrigation farming	√	√	√	√	20,000.00		700,000.00	Dept. of Agric.	Private sector/ Coastal Dev't. Authority



	including formal schemes, dams and dugouts													
Improve Post-Harvest Management	Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative			Partner private sector and GOG to construct and renovate warehouses and storage facilities	Reduction in post-harvest loss	√	√	√	√	15,000.00	1,000.00	400,000.00	KpMA	Coastal Dev't Authority /Private sector /Dept. of Agric.
				Demonstrate postharvest technologies to farmers	Reduction in post-harvest loss	√	√	√	√	5,000.00	2,500.00	15,000.00	Dept. of Agric.	Farmers
				Train technical staff on postharvest management	Reduction in post-harvest loss	√	√	√	√	5,000.00	4,320.00	12,000.00	Dept. of Agric.	Technical Staff
	Ensure continuous expansion and upgrading of road infrastructure connecting farms to marketing centers			Spot improvement of 6km Fesi-Dzigbe feeder roads and others	Increased Agriculture productivity	√	√	√	√	100,000.00			MWD	Urban Roads
				Construct bridge over River Dayi at Sovie and River Aflabo at Gbefi	Increased Agriculture productivity	√	√	√	√	300,000.00		200,000.00	MWD	Urban Roads
Enhance the application of science, technology and innovation	Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimise cost in all operations			Facilitate the establishment of a rice value chain Platform	Increased Agriculture productivity	√	√	√	√	12,000.00	6,000.00	15,000.00	Dept. of Agric.	Farmers
Promote	Support the youth			Implement the "	Availability	√	√	√	√	25,00	3,450.00	15,000.00	Dept. of	Farmers

agriculture as a viable business among the youth	to go into agricultural enterprise along the value chain			planting for food and jobs" programme	of food and jobs					0.00			Agric.	
				Train 400 youth in Agribusiness	Increased Agriculture productivity	√	√	√	√	20,000.00		25,000.00	Dept. of Agric.	Farmers
				Facilitate production of certified Planting materials (Pineapple, Mango, Garden eggs and pepper) to farmers	Increased Agriculture productivity	√	√	√	√	10,000.00	2,748.00	15,000.00	Dept. of Agric.	Farmers
				Train and supervise 2 Seed Growers to produce certified rice seeds	% increase in agricultural productivity	√	√	√	√	9,000.00		12,000.00	Dept. of Agric.	Farmers
Promote livestock and poultry development for food security and income generation	Intensify disease control and surveillance especially for zoonotic and scheduled diseases			Facilitate poultry farmer's access to vaccines, drugs and feed	Creation of jobs and availability of food	√	√	√	√	9,000.00		12,000.00	Dept. of Agric.	Farmers/ Veterinary Dept.
				Facilitate public education on zoonotic diseases in the field and those diagnosed at the slaughter house	Creation of jobs and availability of food	√	√	√	√	11,000.00		10,000.00	Dept. of Agric.	Farmers/ Veterinary Dept./ EHSU
				Train 11 Technical staff and 50 food vendors on safe handling of meat and meat products	Enhanced food quality	√	√	√	√	9,000.00		9,000.00	Dept. of Agric.	Technical Staff/ EHSU
				Facilitate the establishment of livestock and	Creation of jobs and availability	√	√	√	√	7,000.00	4,329.99	8,000.00	Dept. of Agric.	Farmers

				poultry value chain	of food									
				Facilitate and supervise the formation of poultry & livestock farmer groups	Increased livestock production	√	√	√	√	11,000.00	2,500.00	10,000.00	Dept. of Agric.	Farmers
				Conduct contact tracing of diseases diagnosed at the slaughter house and on poultry farms	Enhanced food quality	√	√	√	√	8,000.00	3,974.00	8,000.00	Dept. of Agric.	Technical Staff/ EHSU
Ensure sustainable development and management of aquaculture	Provide adequate economic incentives to stimulate private sector investment in aquaculture development			Facilitate establishment of standard packaging and marketing processes	Improved income and job creation	√	√	√	√	11,000.00		10,000.00	Dept. of Agric.	Ghana Standards Authority/ Farmers
	Implement extensive fish farming programmes			Sensitize and educate proven fish farming system	Improved income and job creation	√	√	√	√	14,000.00	3,459.00	9,000.00	Dept. of Agric.	Farmers
	Implement a flagship intervention to be known as “aquaculture for jobs and food			Organise and demonstrate to the youth on modern aquaculture	Improved income and job creation	√	√	√	√	12,000.00	5,000.00	9,000.00	Dept. of Agric.	Youth
Ensure sustainable development and management of Aquatic Fisheries	Reduce illegal fishing and post-harvest losses			Partner private sector to construct cold storage facilities at Torkor	Food safety assured	√	√	√	√	15,000.00		100,000.00	KpMA	Coastal Dev’t Authority /Private sector /Dept. of Agric.
				Identify and train 36 processors and		√	√	√	√	13,000.00	4,648.00	12,000.00	Dept. of Agric.	Fisheries Ministry/

Resources				marketers in standardization packaging and branding of processed fish									Ghana Standards Authority/ EU	
				Promote the use of smokeless stove in fish processing	Improved quality of fish	√	√	√	√	12,000.00	5,909.00	9,000.00	Dept. of Agric.	Fisheries Ministry/ EU
				Enforce by-laws on illegal fishing methods	Improved quality of fish	√	√	√	√	15,000.00	4,890.00		KpMA	Dept. of Agric./ EU

### SOCIAL DEVELOPMENT

Adopted objectives	Adopted strategies	Program mes	Sub-prog ram mes	Projects/ Activities	Outcome/ impact indicators	Time frame 2018-2021				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collab.
Enhance inclusive and equitable access to, and participation in quality education at all levels	Continue implementation of free SHS and TVET for all Ghanaian children	Social Services Delivery	Education , Youth & sports and library services	Monitor and support Implementation of Free SHS policy	Increased access to education	√	√	√	√	100,000.00	15,000.00		Dept. of Educ.	KpMA
	Popularize and demystify the teaching and learning of science, technology, engineering and mathematics and ICT education			Support annual STMIE clinics	Improved maths and science education	√	√	√	√	25,000.00	9,000.00		Dept. of Educ.	KpMA
	Expand infrastructure			Construct 8 no. 3 unit classroom blocks at	Increased access and	√	√	√	√	700,000.00		800,000.00	KpMA	GetFund/ Coastal Dev't

	and facilities at all levels			Abanu special school, Gadza, Konda JHS, Agudzi, Agbenoxoe, Gbefi St Peters, Abanu MA, Gabi MA JHS	quality of education								Authority/ PoP	
				Construct 8 no. 2 unit KG classrooms blocks at SDA-TNT, Gbefi St. Peters, Avetikope, Sovie Avenu, Bame, Dafor RC, Dafor Tornu, Gadza	Increased access and quality of education	√	√	√	√	400,000 .00		400,000 .00	KpMA	GetFund/ Coastal Dev't Authority/ PoP
				Construct and equip 5. No school and community libraries at Aloyi, Fesi, Torkor, Gbefi, Aziave, Gabi, E&A Sch.	Increased quality of education	√	√	√	√	500,000 .00		1,000,000.00	KpMA	GetFund/ Coastal Dev't Authority
				Construct 4 no. 6 unit classroom blocks at Gabi MA/RC, Tsakpe Primary, Bame, Torkor E.P.	Increased access and quality of education	√	√	√	√	500,000 .00		600,000 .00	KpMA	GetFund/ Coastal Dev't Authority/ PoP
				Expand educational infrastructure at BIHECO, Kpasec, Kpantech and Sovotech	Increased access and quality of education	√	√	√	√	800,000 .00		1,000,000.00	KpMA	GetFund/ Coastal Dev't Authority
				Renovate 6 no. 6 - unit classroom blocks at SDA-TNT, Sovie Avenu, Avetikope, Sovie Konda, Togome M.A, Dafor R.C	Increased access and quality of education	√	√	√	√	400,000 .00		800,000 .00	KpMA	MP/ PoP
Strengthen school management	Enhance quality of teaching and learning			Renovate the Bungalow of the Director of Education and the office	Efficiency in education delivery			√		180,000 .00			KpMA	Dept. of Educ./ MP

systems				of GES										
				Monitor BECE and WASSCE and organize annual mock examinations	Improved BECE/ WASCE performance	√	√	√	√	9,000.00	10,000.00		Dept. of Educ.	PTAs/ Regional GES Directorate
				Intensify school health and hygiene education activities	Improved sanitation, health and hygiene	√	√	√	√		8,000.00	10,000.00	GES – SHEP	EHSU/ CWSA/ UNICEF
				Institute annual teachers award scheme.	Enhanced quality of teaching and learning	√	√	√	√	20,000.00	10,000.00		KpMA	Dept. of Educ./ MP
				Organize annual my First Day at School programmes	Improved enrolment	√	√	√	√	25,000.00	10,000.00		Dept. of Educ.	KpMA/ MP
				Intensify supervision and monitoring of Teaching and Learning activities at all levels	Improved performance	√	√	√	√	8,000.00	15,000.00		Dept. of Educ.	KpMA/MP
				Provision of furniture to schools in the Municipality (English & Arabic, Gbefi, Gadza, Dzoanti, Gabi MA, Abanu, Sovie Avenu Basic Sch. etc.)	Enhanced quality of teaching and learning	√	√	√	√	200,000.00		100,000.00	KpMA	GOG/ Dept. of Educ./ MP/ VRA
				Supply text books and other TLMs to schools	Enhanced quality of teaching and learning	√	√	√	√	20,000.00		250,000.00	KpMA	NGOs/ GOG/ VRA/Dept. of Educ. MP
Promote effective participation of the youth	Develop and implement additional initiatives for													
				Train 1,000 youth in business management, entrepreneurial skill development	Increased employment avenues	√	√	√	√	10,000.00	10,000.00		BAC	NYA/ MP

in socioeconomic development	youth employment, including promotion of entrepreneurial skills			Implement the Nation Builder's Corps Programme	Increased employment avenues	√	√	√	√	500,000.00	10,000.00		KpMA	NABCO SECRETARIATE
				Promote bee keeping activities in the Municipality	Increased employment avenues	√	√	√	√	15,000.00			ODOF Committee	BAC/ Dept. of Agric.
	Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates			Train 800 graduates in business management and entrepreneurial skills development	Increased employment avenues	√	√	√	√	17,000.00			BAC	NYA
Ensure sustainable sources of financing for education	Explore alternative sources for non-formal education			Offer logistical support to Non- Formal Education Sector	Improved Adult Literacy	√	√	√	√	15,000.00			KpMA	Non Formal Education
	Build the capacity of the youth to discover opportunities			Introduce youth to available and emerging business opportunities	Increased employment avenues	√	√	√	√	11,000.00			BAC	NYA
	Strengthen career guidance counseling offices in schools.			Ensure effective functioning of career guidance offices in schools	% reduction in graduate unemployment	√	√	√	√	12,000.00			Dept. of Educ.	KpMA
	Implement programmes to break the cycle of violence especially			Sensitize the youth and enforce by-laws to curb youth indiscipline in the Municipality	Safe and disciplined society	√	√	√	√	11,000.00	10,000.00		KpMA	TAs/ MUSEC / Assembly Members

	among the youth													
Enhance sports and recreational infrastructure	Promote partnerships with private sector in the development of sports and recreation infrastructure			Support the expansion and renovation of Kpando Sports Stadium	<b>Improved sports facilities</b>	√	√	√	√	800,000.00		500,000.00	KpMA	National Youth Authority/ National Sports Council/ Coastal Dev't Authority
Build capacity for sports and recreational development	Promote sports in school curricula and inter-schools sports competition			Support school sports and cultural activities	<b>Improved cultural and sporting activities among the youth</b>	√	√	√	√	5,000.00	12,000.00		KpMA	CNC/ Dept. of Educ.
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of (CHPS) policy to ensure equity in access to quality health care	<b>Social Services Delivery</b>	<b>Public Health Services</b>	Construct CHPS Compound at Abanu, Debidebi	Increased access to health services	√	√	√	√	500,000.00		400,000.00	KpMA	Dept. of Health/ Systems for Health/ JICA
	Accelerate implementation of the mental health strategy			Renovate and expand infrastructure at existing Health facilities at Dafor, Gbefi, Kudzra, Gadza, Agbenoxoe	Increased access to health services	√	√	√	√	600,000.00		700,000.00	KpMA	Dept. of Health/ Systems for Health/ JICA
	Expand and			Offer logistical support to the mental health unit	Improved health care delivery	√	√	√	√	25,000.00			MP/ KpMA	Dept. of Health
				Upgrade Kpando	Increased	√	√	√	√	1,500,0		2,000,0	KpMA	Dept. of Health/



	equip health facilities			Health Center into a Polyclinic	access to health services					00.00		00.00		Donors/ DPs/ /MoH/ Coastal Dev't Authority
				Supply of 10. No motor bikes and other medical equipment to health institutions	Improved health care delivery	√	√	√	√	30,000.00		70,000.00	MP/ KpMA	Dept. of Health
Reduce disability morbidity, and mortality	Intensify implementation of malaria control and immunization programmes			Support Malaria control programme	Healthy societies	√	√	√	√	10,000.00			MP/ KpMA	Dept. of Health
				Support routine immunizations programmes	Healthy societies	√	√	√	√	12,000.00			KpMA	Dept. of Health/ Assembly Members
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	Intensify education to reduce stigmatization			Organize 12 no. Stigma reduction activities	Reduction in HIV infections	√	√	√	√	15,000.00			MAC	Dept. of Health / TAs/ Assembly Members/ GAC
	Intensify behavioural change strategies especially for high risk groups for HIV & AIDS			Undertake HIV/AIDS advocacy programmes with stakeholders	Reduction in HIV infections	√	√	√	√	15,000.00			MAC	Dept. of Health / TAs/ Assembly Members/ GAC
	Intensify efforts to eliminate mother to child transmission of HIV			Undertake Prevention of mother-to-child transmission of HIV activities	Reduction in HIV infections	√	√	√	√	10,000.00			MAC	Dept. of Health/ GAC
Ensure food and nutrition security	Promote the production of diversified			Intensify nutrition education and promotion	Infant malnutrition eliminated	√	√	√	√		9,000.00		Dept. of Health	SW&CD

	nutrient-rich food and consumption of nutritious foods			Sensitize farmers on home gardening and nursery establishment	Availability of food	√	√	√	√	9,000.00		11,000.00	Dept. of Agric.	Dept. of Health
Improve population management	Eliminate child marriage and teenage pregnancy	<b>Social Services Delivery</b>	<b>Social Welfare and Community Development</b>	Carry out 12.no sensitization programmes on teenage pregnancy in selected schools and communities	Decrease in teenage pregnancies	√	√	√	√	12,000.00	9,000.00		SW&C D	Dept. of Health
Eradicate poverty in all its forms and dimensions	Empower the vulnerable to access basic necessities of life			Organize skills training programmes 400 destitute in communities	<b>Decrease in poverty</b>	√	√	√	√	5,000.00	5,000.00		SW&C D /	Assembly Members/ CHRAJ
Ensure effective child protection and family welfare system	Develop policies to address issues of child trafficking, “streetism”, child online protection and other neglected conditions			Collaborate with stakeholders to intensify sensitization on child abuse and trafficking	Rights of children protected	√	√	√	√	11,000.00	10,000.00	20,000.00	SW&C D /	CHRAJ/ Judicial Service/ MUSEC/ GAWU/ Labour Dept. ILO/ FAO
	Increase awareness on child protection			Carry out 12 no. advocacy programmes on child protection	Child protection systems strengthened	√	√	√	√	10,000.00	5,000.00		SW&C D	CHRAJ
	Promote implementation of policies that increase enrolment and			Undertake regular monitoring of Ghana School Feeding Programme	Increased school enrolment	√	√	√	√	10,000.00			KpMA	Dept. of Educ.

	retention in schools													
Ensure the rights and entitlements of children	Eliminate the worst forms of child labour by enforcing laws on child labour			Organize 8 .no sensitization programmes on child labour	Reduction in child labour	√	√	√	√	10,000.00			SW&CD	CHRAJ
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.			Carry out 8 no. sensitization programmes on gender equality	No. of women politically empowered	√	√	√	√	8,000.00	8,000.00		SW/CD	Gender Sub Committee
				Carry out 8. no. sensitization programmes for women on the need to take up leadership roles	No. of women politically empowered	√	√	√	√	12,000.00	5,000.00		SW/CD	Gender Sub Committee
				Undertake skills training and entrepreneurship and apprenticeship programmes for 800 women	Women economically empowered	√	√	√	√	20,000.00	10,000.00		BAC	Gender Sub Committee /SW/CD
Promote economic empowerment of women	Ensure the protection of women's access, participation and benefits in all labour-related issues													
Strengthen social protection, especially for children,	Strengthen and effectively implement existing social protection			Support the expansion of LEAP to cover 400 persons in the Municipality	Reduction in poverty	√	√	√	√	12,000.00			SW&CD	Social Protection Ministry/ MP

women, and the elderly	intervention programmes and expand their coverage to include all vulnerable groups			Support the expansion of NHIS coverage to 80%	% increase in NHIS coverage	√	√	√	√	11,000.00			NHIS	KpMA/ MP
	Strengthen education and awareness against stigma, abuse, discrimination, and harassment of the vulnerable			Carry out 12. no sensitization programmes on the rights of the vulnerable	Rights of vulnerable protected	√	√	√	√	16,000.00			SW&CD	Social Protection Ministry/ CHRAJ
	Promote viable and sustainable economic livelihood schemes for the vulnerable			Undertake skills training in entrepreneurship for 500 vulnerable persons	% increase in employment opportunities	√	√	√	√	25,000.00			SW/CD	BAC
Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	Provide sustainable employment opportunities and decent living conditions for PWDs			Undertake technical skills training for 1000 PWDs.	Increased access to job opportunities for PWDs	√	√	√	√	20,000.00			SW/CD	Committee of PWDs/ BAC
				Offer financial support to 1000 PWDs	Increased access to economic opportunities for PWDs	√	√	√	√	100,000.00			SW/CD	Committee of PWDs
	Improve rehabilitation of centres for skills training			Establish rehabilitation center for skills training for PWDs	Increased access to job opportunities for PWDs	√	√	√	√	120,000.00	50,000.00		SW/CD	Committee of PWDs/ BAC

	and provide assistive devices for PWDs													
	Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices			Provide accessibility to public infrastructure and services for PWDs	Increased access of PWDs to public infrastructure and services	√	√	√	√	50,000.00		100,000.00	MWD/SW/CD	Committee of PWDs/ NGOs for PWDs
Promote full participation of PWDs in social and economic development of the country	Generate database on PWD			Undertake data collection on all PWDs in the Municipality	Availability of data on PWDs for planning	√	√	√	√	15,000.00			SW/CD	Committee of PWDs
Promote participation of PWDs in politics, electoral democracy and governance	Promote political inclusion through policies that guarantees space for PWDs in local systems			Involve PWDs at all levels of decision making in the Municipality	Participation of PWDs in decision making enhanced	√	√	√	√	12,000.00			SW/CD	Committee of PWDs
Promote the creation of decent jobs	Enhance livelihood opportunities and			Create awareness on potential business opportunities in the	% increase in job avenues	√	√	√	√	15,000.00			BAC	Assembly Members/ TAs

	entrepreneurship			Municipality.											
	Develop and promote schemes that support skills training, internship and modern apprenticeship			Institutional development for 500 apprentices and master craftsmen for NVTI and other professional certification.	% increase in private sector productivity	√	√	√	√	20,000.00			BAC	Artisans	
				Carry out management and technical capacity building programmes for 500 apprentices and master craftsmen	% increase in private sector productivity	√	√	√	√	20,000.00			BAC	Artisans	
Improve access to improved and reliable environmental sanitation services	Develop and implement strategies to end open defecation	<b>Social Services Delivery</b>	<b>Environmental Health and Sanitation Services</b>	Trigger and sensitize 50 communities to attain ODF status	Reduction in communicable diseases	√	√	√	√		10,000.00	20,000.00	EHSU	UNICEF/MICCS/ SW/ CD	
						Intensify education and monitoring to scale up of 26 ODF communities to sanitize level	Reduction in communicable diseases	√	√	√	√	12,000.00	12,000.00	EHSU	UNICEF/MICCS/ SW/CD
						Construct of 20 no. institutional latrines in the Municipality (Todzi Presby Sch. Kpantech, SOVOTECH, etc.)	Improved access to sanitation facilities	√	√	√	√	280,000.00	900,000.00	EHSU	UNICEF/MICCS/ Technical Service Providers
						Promote the	Improved	√	√	√	√	500,000	500,000.	EHSU	MWD/ Ministry

				construction of 4 no. public latrines in the Municipality (Kpando and Torkor markets, Kpando lorry park etc.)	access to sanitation facilities					.00		00		of Sanitation
Promote National Total Sanitation Campaign				Promote the practice of household water treatment and safe storage in 3,040 households	Sanitized communities	√	√	√	√		9,000.00	20,000.00	EHSU	UNICEF/MICCS
				Promote the practice of hand washing with soap in 4,800 households	Improved sanitation and hygiene condition	√	√	√	√		8,000.00	30,000.00	EHSU	UNICEF/MICCS
				Promote the construction of WASH facilities in schools(HWTS/HWWS)	Improvement in sanitation and hygiene	√	√	√	√	20,000.00		400,000.00	GES – SHEP	EHSU, CWSA, UNICEF
				Undertake food safety education for the public and screen 5,000 food handlers	Improved Food safety	√	√	√	√		9,000.00		EHSU	Dept. of Health
				Establish Municipal Sanitation Fund	Improved environmental sanitation	√	√	√	√	50,000.00		60,000.00	KpMA	EHSU/ Donors/ UNICEF
				Organize 48 no. Monthly National Sanitation Days	Improved environmental sanitation	√	√	√	√	14,000.00	10,000.00		EHSU	TAs/ Assembly members/Unit Committees
				Review, update	Sustainable	√	√	√	√	25,000.00	5,000.00		EHSU	MPCU

				and implement the (MESAP/ ODF Plan)	communities					00	00			
				Undertake effective liquid and solid waste management activities	Improved solid and liquid waste management system	√	√	√	√	40,000.00	8,000.00		EHSU/ MPCU	Zoomlion Com. Ltd MWSTs
				Organize award scheme for well performing ODF communities and field facilitators	Sanitized communities	√	√	√	√	15,000.000	5,000.00		EHSU	Assembly members
				Undertake disinfection and fumigation activities	Improved environmental sanitation	√	√	√	√	80,000.00			EHSU	Zoomlion Com. Ltd
				Renovate 10 no. and procure 6.no refuse skips	Improved environmental sanitation	√	√	√	√	40,000.000	20,000.00		EHSU	MWD/ Procurement Committee
	Improve the management of existing waste disposal sites to control GHGs emissions			Carry out regular maintenance of final disposal site	Improved environmental sanitation	√	√	√	√	400,000.00	10,000.00		EHSU	Zoomlion Com. Ltd
				Properly acquire and document Assembly's final disposal site land	Improved environmental sanitation	√	√	√	√	45,000.00	9,000.00		KpMA	EHSU/ PPD
	Review, gazette and enforce MMDAs' by-laws on sanitation			Review, gazette and enforce Assembly's by-laws on sanitation	Improved sanitation and hygiene practices	√	√	√	√	10,000.00	20,000.00		EHSU	UNICEF/MICC S/ Judicial Service/ Assembly Members
	Improve sanitation sector			Organize capacity training for 400 stakeholders and	Improved sanitation and hygiene	√	√	√	√	15,000.00	5,000.00	10,000.00	EHSU	HR/ UNICEF/MICC S



	institutional capacity			staff in WASH practices										
				Revamp and train 20. No WSMTs in selected communities	Improved access to potable water	√	√	√	√	12,000.00	9,000.00	10,000.000	KpMA	CWSA/ UNICEF
				Conduct regular audit of WSMTs										
	Create space for private sector participation in the provision of sanitation services			Promote sanitation marketing activities	Sustainable communities	√	√	√	√	50,000.00		60,000.00	EHSU	Technical Service Providers/ Business devt' Partners UNICEF/ SANMARK Team
				Enter into PPP arrangement in the provision and running of sanitation facilities	Improved sanitation and hygiene practices	√	√	√	√	30,000.00		600,000.00	MPCU	Private sector
	Increase and equip front line staff for sanitation			Procure sanitary tools and equipment	Improved environmental sanitation	√	√	√	√	25,000.00	9,000.00	KpMA	EHSU/ Procurement Committee	

**ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS**

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/ Activities	Outcome/ impact indicators	Time frame 2018-2021				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collab.
Improve efficiency and	Provide bitumen surface for road	<b>Infrastr Develo</b>	<b>Urban Roads and</b>	Reshaping of 15km Torkor- Fesi feeder roads and others	Improved transportation systems	√	√	√	√	200,000.00			MWD	Urban Roads

effectiveness of road transport infrastructure and services	networks in district capitals and areas of high agricultural production and tourism.	<b>Management</b>	<b>Transport Services</b>	Surfacing of 30 km Kpando Township Roads	Improved transportation systems	√	√	√	√	800,000.00			MWD	Urban Roads/ Ghana Highways Authority
				Construction of speed ramps in the Municipality (Agudzi,Sovie, Gbefi,Gadza, Dzoanti etc)	Safe transportation systems	√	√	√	√	250,000.00			MWD	Urban Roads/ Ghana Highways Authority
				Rehabilitation of Sovie Township roads and others	Improved transportation systems	√	√	√	√	400.000.00			MWD	Urban Roads
				Construction of 10. No. foot bridges across the Municipality	Improved transportation systems	√	√	√	√	80,000.00			MWD	Urban Roads
				Redevelopment of Torkor lorry park	Improved transportation systems	√	√	√	√	300,000.00		500,000.00	MWD	Coastal Devt Authority/PPP
				Development of new Kpando Market and Lorry Park	Improved transportation systems	√	√	√	√	600,000.00		2,000.00	MWD	Coastal Devt Authority/ PPP
Enhance the contribution of inland waterways to safe and efficient transportation of goods and people	Promote private sector participation to build modern ferry ports and provide upgraded ferries and pontoons			Support the construction landing site at Kpando Torkor	Safe transportation system	√	√	√	√	370,000.00			MWD	GOG/ VRA/ Transport Ministry
				Enforce safety measures for travellers on the Volta Late	Safe transportation system	√	√	√	√	12,000.00	9,000.00		MWD	GOG/ VRA/ Transport Ministry
Improve access to safe	Provide mechanized	<b>Infrastructure</b>	<b>Public Works,</b>	Promote and construct 4 no.	Increased access to	√	√	√	√	100,000.00		500,000.00	MWD	CWSA/ Private sector/ donors/

and reliable water supply services for all	borehole and small town water systems	<b>Development and Management</b>	<b>Rural Housing and Water Management</b>	limited mechanized water schemes (Reference to MWSP)	potable water									UNICEF/ Coastal Dev't Authority
	Implement public-private partnership policy as alternative source of funding for water services delivery			Partner private sector to implement the Municipal Water and Sanitation Plan (MWSP)	Improved access to WASH services	√	√	√	√	30,000.00	10,000.00	1,540,000.00	KpMA	CWSA/ UNICEF/ Private Sector
	Improve water production and distribution system			Promote and construct 20 no. boreholes in the Municipality. (Reference to MWSP)	Increased access to potable water	√	√	√	√	100,000.00		900,000.00	MWD	CWSA/ Private sector/ donors/ UNICEF
				Ensure regular water quality testing of all water systems in the Municipality	Improved access to potable water	√	√	√	√		15,000.00		KpMA	CWSA/ UNICEF/ WSMTs
				Support the extension and provision of water to parts of the Municipality.	Increased access to potable water	√	√	√	√	20,000.00	10,000.00		MWD	GWCL
				Extend provision of water to departments of the Assembly (Finance Dept. etc.)	Increased access to potable water	√	√	√	√	16,000.00	25,000.00		MWD	GWCL
				Promote and construct 1 no. pipe	Increased access to	√	√	√	√	100,000.00		1,000,000.00	MWD	CWSA/ Private sector/ donors/

				schemes in the Municipality. (Reference to MWSP)	potable water									UNICEF/ Coastal Dev't Authority
	Ensure sustainable financing of operations and maintenance of water supply systems			Rehabilitate components of 3 no. piped schemes in the Municipality (Torkor, Fesi, Agbenoxoe)	Improved access to potable water	√	√	√	√	125,000.00			MWD	CWSA/ Private sector/ donors/ UNICEF
				Rehabilitate 46 no. boreholes in the Municipality (Reference to MWSP)	Improved access to potable water	√	√	√	√	100,000.00		310,000.00	MWD	CWSA/ Private sector/ donors/ UNICEF
Address recurrent devastating floods	Desilt choked drains			Carry out regular desilting of choked drains in the Municipality	Improved drainage systems	√	√	√	√	100,000.00			MWD	Assembly Members
	Construct storm drains in cities and towns to address the recurrent devastating floods.			Construct storm drains in the Municipality Chief Palace to Aloyi road, Agorneme drains, Kpando Lorry Station to Kudzra road, Zongo –Gabi-Konda, Sovie etc.	Improved drainage systems	√	√	√	√	1,000,000.00			MWD	MPCU/ Works Sub-Committee
Enhance quality of life in rural areas	Facilitate sustainable use and management of natural resources that			Organize 8 no. sensitization programmes on natural resource management	Wildlife resources conserved	√	√	√	√	15,000.00	9,000.00		Forestry Commission	Dept. of Agric.
				Enforce by-laws on	Wildlife	√	√	√	√	12,000.00	8,000.00		Forestry	Dept. of Agric.

	support the development of rural communities and livelihoods			natural resource conservation	resources conserved					0.00	00		Commis sion	
Promote resilient urban development	Prepare and implement structure plans for all grade 1, 2 and 3 settlements			Prepare structure plans for selected communities	Well planned communities	√	√	√	√	15,000.00	9,000.00		PPD	TAs/ land owners/ Assembly Members
	Facilitate Public-Private Partnerships in the development and maintenance of urban infrastructure			Construct new Municipal Assembly office complex	Improved working environment	√	√	√	√	5,000,000.00			MWD	Coastal Dev't Authority/ GOG/ DPs/ MP
				Provide and maintain street and traffic lights in the Municipality	Well secured communities	√	√	√	√	150,000.00	50,000.00		MWD	MP/KpMA
Promote proper maintenance culture	Establish timely and effective preventive maintenance plan for all public infrastructure			Prepare, update and implement O&M Plan for the Assembly.	Assembly properties maintained	√	√	√	√	20,000.00	12,000.00		KpMA	MPCU
				Running cost and maintenance of official and heavy equipment vehicles	Assembly properties maintained	√	√	√	√	260,000.00	160,000.00		KpMA	MPCU
				Implement the work place safety strategy of the Assembly	Enhanced staff welfare	√	√	√	√	300,000.00			KpMA	MPCU
				Renovate 10.no Assembly staff bungalows	Enhanced staff welfare	√	√	√	√	400,000.00			MWD	MPCU

			Undertake valuation of all Assembly assets	Well documented Assembly properties	√	√	√	√	70,000.00	15,000.00		KpMA	Lands Commission
			Rehabilitate Assembly block, and Assembly Hall and renovate other Offices of departments	Assembly properties maintained	√	√	√	√	350,000.00			MWD	MPCU
Ensure availability of, clean, affordable and accessible energy	Renewables (mini hydro, solar, biomass, wind, tidal)		Partner private sector to provide solar and biogas energy in communities	Increased access to renewable energy	√	√	√	√	9,000.00		50,000.00	KpMA	Energy Ministry/ Assembly Members
Ensure efficient transmission and distribution system	Expand the distribution and transmission networks		Facilitate the extension of electricity to all parts of the Municipality to promote development of businesses	Increased access to power for production	√	√	√	√	40,000.00	10,000.00		KpMA	ECG/Assembly Members/ Energy Ministry
Improve quality of life in slums, Zongos and inner cities	Promote investment in social programmes, including education and training, supporting local		Establish Senior High School for Kpando Zongo	Increased access to education	√	√	√	√	800,000.00			KpMA	Zongo Dev't Fund/
			Provide water and sanitation facilities at Kpando Zongo	Improved water and sanitary condition	√	√	√	√	300,000.00			MPCU/ EHSU	Zongo Dev't Fund
			Undertake	Increased	√	√	√	√	50,00			KpMA	BAC/ Zongo

	businesses, and culture and arts in Zongos			vocational, technical and entrepreneurial skills training programmes and provision of start-up kits for 400 Zongo dwellers	access to jobs					0.00				Dev't Fund
Expand the digital landscape	Deepen internet availability and accessibility nationally especially in schools			Equip 5 schools with ICT facilities (Gbefi, Torkor E.P, Kudzra, Dafor, Fesi MA, Gabi MA JHS, Sovie E.P JHS)	Enhanced quality of teaching and learning	√	√	√	√	200,000.00		650,000.00	KpMA	Dept. of Educ / Coastal Dev't Authority/ Donors/ Assembly Members
Mainstream science, technology and innovation in all socio-economic activities	Apply science, technology and innovation in implementation of policies, programmes and projects			Adopt appropriate STI in the implementation of projects	Improved service delivery of public infrastructure	√	√	√	√	12,000.00	9,000.00		MPCU	Ministry of science and innovation
Develop efficient land administration and management system	Promote sustainable land management (SLM) interventions using the integrated landscape management (ILM) approach (SDG Target 12.2)	<b>Infrastr Develo pment and Manag ement</b>	<b>Spatial Planning</b>	Properly acquire, document and pay compensation for government / Assembly acquired lands	Secured government lands	√	√	√	√	350,000.00			KpMA	PPD/ TAs/ Lands Commission/ Assembly Members
Promote a	Ensure proper			Undertake regular	Well planned	√	√	√	√		35,000			PPD

sustainable, spatially integrated, balanced and orderly development of human settlements	urban and landscape design and implementation			site inspection activities	communities						.00				
	Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)			Enforce by-laws on physical developments	Well planned communities	√	√	√	√	10,000.00	25,000.00			PPD	MWD/ Police/ Judicial Service
				Continue Street naming and property addressing system	Well planned communities	√	√	√	√	1,000,000.00				KpMA	PPD/ Coastal Dev't Authority /GOG
				Undertake 12 no. public sensitization programmes on Physical development	Well planned communities	√	√	√	√	25,000.00	8,000.00			PPD	HR Unit/ MPCU
				Undertake 2.no. capacity building programmes for PPD officers	Enhanced capacity of PPD officers	√	√	√	√	12,000.00	5,000.00			HR Unit	PPD
Strengthen the human and institutional capacities for effective land use planning and management nationwide															
Promote sustainable water resource development and management	Undertake tree planting along the banks of all major water bodies and their tributaries to reduce silting and pollution from human activities.	<b>Environment Management</b>	<b>Natural Resource Conservation and Management</b>	Support afforestation programmes along river basins	Water resources protected	√	√	√	√	11,000.00	9,000.00		KpMA	Dayi Basin Committee/ Water Resources Commission/ VRA/ Parks and Gardens	
	Enhance public			Organize 8 no.	Water	√	√	√	√	9,000	12,000		KpMA	Dayi Basin	



	awareness and institutional capacities on sustainable water resources management			sensitization programmes on water resources protection	resources protected					.00	.00			Committee/ Water Resources Commission
Reduce environmental pollution	Promote science and technology in waste recycling and waste-to-energy technologies			Partner private sector to undertake engineering of the Assembly's land fill site	Improved waste management system	√	√	√	√	25,000.00		1,000,000.00	KpMA	EHSU/ DPs/ GOG
Combat deforestation, desertification and Soil erosion	Promote alternative livelihoods, including ecotourism in forest fringe communities.			Promote planting of carpet grasses and trees in all communities	Protected environment	√	√	√	√	15,000.00			KpMA	Parks and Gardens
Enhance climate change resilience	Develop coordinated response to climate change challenges			Carry out 4. No Sensitization programmes on Conservation Agriculture	Climate change impacts mitigated	√	√	√	√	15,000.00			KpMA	Dept. of Agric/ NADMO
				Undertake 4.no capacity building programmes on climate change mitigation and adaptation	Climate change impacts mitigated	√	√	√	√	5,000.00	16,000.00		NADMO	HR/ ISD/ Fire Service/ Dept. of Agric
Leverage oil and gas industry as a catalyst for	Facilitate universal access to adequate, reliable and			Ensure safe siting of LPG filling stations	Safe societies	√	√	√	√		12,000.00		PPD	EPA, Fire Service

national economic development	cost effective petroleum products such as Liquefied Petroleum Gas (LPG),													
Promote proactive planning for disaster prevention and mitigation	Educate public and private institutions on natural and man-made hazards and disaster risk reduction	<b>Environmental Management</b>	<b>Disaster Prevention and Management</b>	Organize 20.no public sensitization programmes on disaster risk management and early warning systems	Disaster risks reduced	√	√	√	√	10,000.00	5,000.00		NADMO	HR/ ISD/ FIRE SERVICE
				Supply relief items to disaster victims	Disaster effects minimized	√	√	√	√	20,000.00	20,000.00		NADMO	KpMA/ MP

#### GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/ Activities	Outcome/ impact indicators	Time frame 2018-2021				Indicative Budget			Implementing Agencies	
						18	19	20	21	GoG	IGF	Donor	Lead	Collaborating
Deepen political and administrative decentralization	Strengthen sub-district structures	<b>Management and Administration</b>	<b>General Administration</b>	Renovate Kpando zonal council office	Enhanced performance of zonal councils	√	√	√	√	60,000.00	10,000.00		MWD	MPCU
				Build permanent zonal council offices for Gbefi and Sovie	Enhanced performance of zonal councils	√	√	√	√	60,000.00	10,000.00		MWD	MPCU
				Organize 4 no. capacity training programmes for Assembly Members/ Unit Committees/ Zonal	Enhanced performance	√	√	√	√	10,000.00	5,000.00		HR Unit	Assembly Members/ MPCU

				Councils											
Build an effective and efficient Government machinery	Improve documentation within the public sector			Digitize documentation at records unit	Improved documentation of records	√	√	√	√	10,000.00	6,000.00		HR Unit	MPCU	
				Undertake 1 no. capacity building programmes for records staff	Improved documentation of records	√	√	√	√	10,000.00	4,000.00		HR Unit	MPCU	
				Ensure effective operationalization of the client service unit	Improved access of the public to the Assembly	√	√	√	√	8,000.00			HR Unit	MPCU	
	Design and implement a Client Service Charter for public institutions			Organize 4.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Improved engagement services and sectors in decision making	√	√	√	√	9,000.00	4,000.00		MPCU	Public Services	
				Improve accountability in the public service	Implement the popular participation strategy of the Assembly	Improved access of the public to the Assembly	√	√	√	√	16,000.00			HR Unit	MPCU
					Construct Police Post Gbefi, Sovie and Agbenoxoe	Enhanced public safety	√	√	√	√	600,000.00			MWD	Police Service/ Interior Ministry
Enhance security service delivery	Transform security services into a world class security institution with modern infrastructure, including			Renovate Kpando Municipal Police office	Enhanced public safety	√	√	√	√	60,000.00			MWD	Police Service	
				Construct a permanent Municipal Police	Enhanced public safety	√	√	√	√	700,000.00			MWD	Police Service/ Interior Ministry/ Coastal Dev't	

	accommodation , health and training infrastructure			office and staff accommodation										Authority
Promote the fight against corruption and economic crimes	Ensure the continued implementation of the National Anti-Corruption Action Plan (NACAP)			Organize 4no. Sensitization programmes on the National Anti-Corruption Action Plan (NACAP)	Reduction in corruption	√	√	√	√	10,000.00	5,000.00		KpMA	CHRAJ
Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	Establish appropriate framework for collaborative engagement with the media			Organize 48.no radio programmes to interact with the public on activities of the Assembly	Improved access of the public to the Assembly	√	√	√	√		12,000.00		HR	MPCU
	Strengthen the engagement with traditional authorities in development and governance processes			Involve TAs in decision making processes of the Assembly	Improved engagement of TAs in the governance process	√	√	√	√	8,000.00			MPCU	TAs
	Ensure responsive governance and citizen participation in the development dialogue			Carry out 12 no. public forums at the 3 zonal councils	Improved engagement of the public in the governance process	√	√	√	√	20,000.00	5,000.00		MPCU	TAs, Assembly Members
				Involve Civil Society in 2018-2021 fee fixing, MTDP annual plans and budgets	Improved engagement of CSOs in public policy making	√	√	√	√	75,000.00			MPCU	CSOs

				preparations										
				Mark National and International Anniversaries/ Days and events (Farmers day, world toilet day, Independence etc.)	Improved engagement of the public in the governance process	√	√	√	√	200,000.00	15,000.00		KpMA	MPCU/ TAs/ Unit Committees/ Ass embly members
	Promote culture in the development process			Support cultural activities in the Municipality	Culture of the Municipality promoted	√	√	√	√	12,000.00	6,000.00		KpMA	CNC/ MPCU
	Increase support to chieftaincy institution			Support effective resolution of chieftaincy disputes	Chieftaincy roles enhanced in the governance process	√	√	√	√	15,000.00	5,000.00		KpMA	TAs/ MP
				Support other Chieftaincy affairs	Chieftaincy roles enhanced in the governance process	√	√	√	√	15,000.00	15,000.00		KpMA	TAs/ MP
Strengthen fiscal decentralization	Enhance revenue mobilization capacity and capability of MMDAs	<b>Management and Administration</b>	<b>Finance</b>	Mount 4 no. revenue collection barriers	Increase in revenue generation	√	√	√	√	250,000.00	15,000.00		Finance Dept.	F&A Sub-Committee/ Private sector/ MPCU
				Carry out 4 number capacity training for revenue staff	Increase in revenue generation	√	√	√	√	25,000.00	20,000.00		Finance Dept.	F&A Sub-Committee/ Private sector/ MPCU
				Carry out 8. No awareness programmes on Assembly's fee fixing resolution	Increase in revenue generation	√	√	√	√	15,000.00	20,000.00		Finance Dept.	F&A Sub-Committee/ Private sector/ MPCU

				Establish credible revenue data base	Increase in revenue generation	√	√	√	√	10,000.00	8,000.00		Finance Dept.	F&A Sub-Committee/ Private sector/ MPCU
				Intensify supervision of revenue collections	Increase in revenue generation	√	√	√	√	30,000.00	20,000.00		Finance Dept.	F&A Sub-Committee/ Private sector/ MPCU
				Carry out Revaluation of properties in the Municipality	% Increase in revenue generation	√	√	√	√	82,000.00			Finance Dept.	F&A Sub-Committee/ MPCU
	Strengthen PPPs in IGF mobilization			Enter PPP arrangement in some revenue collections e.g. Property Rate	% Increase in revenue generation	√	√	√	√	12,000.00	8,000.00		Finance Dept.	F&A Sub-Committee/ Private sector
Improve decentralized planning	Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)	<b>Management and Administration</b>	<b>Planning, Budgeting, Monitoring and Evaluation</b>	Implement provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921 in planning and budgeting processes	Improved public sector planning and budgeting procedures	√	√	√	√	9,000.00			KpMA	MPCU/ NDPC/ VRCC
	Create enabling environment for the implementation of the Local Economic Development			Partner private sector to promote the development of SMEs and provision of public infrastructure	Increased private sector productivity	√	√	√	√	15,000.00		1,000,000.00		KpMA

	(LED) and Public Private Partnership (PPP) policies at the district level												
	Strengthen local level capacity for participatory planning and budgeting		Build capacity of zonal councils to prepare community action plans	Improved participation of private sub structures in the governance process	√	√	√	√	20,00 0.00			KpMA	MPCU/ HR Unit
Enhance capacity for policy formulation and coordination	Strengthen the capacity of public institutions for undertaking policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting		Carry out regular Monitoring and Evaluation of projects and activities with stakeholders	Improved participation of stakeholders in the governance process	√	√	√	√	100,0 00.00	20,00 0.00		MPCU	Stakeholders
			Organize 2 no. capacity training programmes for MPCU on O&M, Procurement, assets and project management	Enhanced staff performance	√	√	√	√	35,00 0.00	5,000. 00		HR Unit	MPCU
	Strengthen capacity of research and statistical information management of MMDAs		Carry out 1. no capacity building programmes for MPCU on data management	Improved data management systems	√	√	√	√	25,00 0.00			KpMA	MPCU/ Statistical service
	Intensify the use of Strategic		Undertake SEA for all physical	Improved management of	√	√	√	√	15,00 0.00	5,000. 00		MPCU	EPA

	Environmental Assessment (SEA) in public policy processes and implementation of projects.			projects before implementation	projects and environment									
	Strengthen the implementation of development plans			Procure 2 no. 4x4 Vehicles, and 4 no. motor bikes	Increase in revenue generation	√	√			320,000.00			KpMA	MPCU
Improve human capital development and management	Implement Human Resource Development Plan	<b>Management and Administration</b>	<b>Human Resource</b>	Procure and maintain office equipment, logistics and stationery	Enhanced staff performance	√	√	√	√	40,000.00	60,000.00		KpMA	Procurement committee/ HR Unit
	Build capacity of key stakeholders, such as traditional authorities, civil society groups, private sector and NGOs in development dialogue			Organize 4 no. capacity training programmes for staff on LGS Protocols	Enhanced staff performance	√	√	√	√	12,000.00			HR Unit	MPCU
				Support staff to undertake capacity building programmes/ workshops, seminars etc.	Enhanced staff performance	√	√	√	√	355,000.00	50,000.00		KpMA	HR/ VRCC/ GIMPA/ OHLGS/ ILGS
				Organize 2 no. capacity training programmes for ARIC members and finance staff on financial administration and	Enhanced staff performance	√	√	√	√	10,000.00	5,000.00		KpMA	HR/ Municipal Finance Office/ IA



				auditing										
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>														
Promote Ghana's political and economic interests abroad	Facilitate linkages between Ambassadors and High Commissioners and MCE with a view to maximizing investment and trade opportunities	<b>Managem ent and Admini stration</b>	<b>General Admini stration</b>	Facilitate foreign donor support, investment and trade opportunities for the Assembly	Availability of jobs	√	√	√	√	35,00 0.00	10,00 0.00		MCE	Ambassadors, High Commissioners, foreign donors, investors

## **INDICATIVE FINANCIAL STRATEGY**

The indicative financial strategy deals with the means for mobilising and utilising financial resources for the implementation of the DMTDP. The strategies for funds mobilisation and utilisation took into consideration:

- Sources of funding such as Internally Generated Funds (IGF), projected central government in-flows such as Departmental Allocations, District Assemblies Common Fund (DACF), DDF, etc.
- Identification and filling of financial resource gaps.

Table 53 below presents details of the indicative financial strategy for the implementation of the MTDP.

**Table 54: Indicative Financial Strategy**

PROGRAMME	TOTAL COST 2018-2021	EXPECTED REVENUE					
		GOG	IGF	DONOR	OTHERS	TOTAL REVENUE	GAP
MANAGEMENT AND ADMINISTRATIO N	4,416,000.00	3,147,000.00	269,000.00	1,000,000.00	-	<b>37,288,672.61</b>	<b>16,909,629.38</b>
ECONOMIC DEVELOPMENT	10,111,301.99	2,152,000.00	112,301.99	7,847,000.00	-		
SOCIAL SERVICES DELIVERY	21,121,000.00	9,764,000.00	321,000.00	11,036,000.00	-		
INFRASTRUCTUR E DEVELOPMENT AND MANAGEMENT	17,366,000.00	12,921,000.00	395,000.00	4,050,000.00	-		
ENVIRONMENTA L MANAGEMENT	1,184,000.00	110,000.00	74,000.00	1,000,000.00	-		
<b>TOTAL COST OF PLAN</b>		<b>54,198,301.99</b>					

Table 52 above shows that the estimated cost of implementing the MTDP is **Fifty Four Million, One Hundred and Ninety Eight Thousand, Three Hundred and One Ghana Cedis, Ninety Nine Pesewas GH¢ 54,198,301.99**

However, revenue that is expected to be mobilized from identified traditional sources towards the implementation of the Plan stands at **Thirty Seven Million, Two Hundred and Eighty Eight Thousand, Six Hundred and Seven Two Ghana Cedis, Sixty One Pesewas, GH¢ 37,288,672.61**

This means that a financial gap of **Sixteen Million, Nine Hundred and Nine Thousand, Six Hundred and Twenty Nine Ghana Cedis and Thirty Eight Pesewas (GH¢ 16,909,629.38** exist. This therefore means that additional resources would have to be mobilized in order to cater for the shortfall. The Assembly would exploit the following avenues to make up for the shortfall.

- Donor, development partners, foreign investments and NGO sources e.g UNICEF
- Zongo Development Fund
- Coastal Development Authority
- One Million Dollars per Constituency Fund
- One District One Factory Policy
- One District One Warehouse

The following measures would also be taken to sustain and increase resources from the traditional sources.

- IGF will be mobilized for development through improved collection mechanisms such as the use of electronic systems, intensification of supervision of collections and ceding some collections to private collectors under PPP. Efforts will also be made to explore new IGF sources as a way of increasing the IGF being mobilized. Measures would be put in place to ensure property rates were collected. Attention would also be paid to the area of development permits. Most of the Earth Moving Equipment that were grounded for some time now would be repaired and utilized to mobilize IGF.
- The Assembly would ensure proper functioning of its structures so as to qualify for the DDF annually to augment development funds.
- The Assembly is expected to market this MTDP to investors, citizens and other development partners, NGOs as a way of showcasing the potentials in the Municipality for possible investments.

## **CHAPTER FIVE**

### **DISTRICT COMPOSITE ANNUAL ACTION (CAAP)**

#### **COMPOSITE ANNUAL ACTION PLANS**

The Composite PoA was phased out into Composite Annual Action Plans (CAAP) to be implemented by the Departments and Agencies of the Assembly, in collaboration with NGOs, Private sector, other development partners, GOG, Communities etc.

Implementation would involve translating the plan into real actions to achieve the set objectives. Tables 54, 55, 56 and 57 below present details of the 2018-2021 CAAPs respectively.

**Table 55: 2018 Annual Action Plan**

<b>Programme 1: Management and Administration</b>													
Sub-programmes	Activities (Operations)	Location	Output Indicators	Quarterly Time schedule				Indicative Budget				Implementing Agencies	
				1	2	3	4	GoG	DDF	IGF	Donor	Lead	Collab.
<b>General Administration</b>	Organize 4.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Kpando	4.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings organized					4,000.00				KpMA	Other Agencies
	Implement the popular participation strategy of the Assembly	Kpando	Popular participation strategy of the Assembly implemented					9,000.00				KpMA	ZCs
	Support Assembly's meetings/workshops/seminars	Kpando	Meetings/workshops/seminars held					15,000.00		20,000.00		MCE	MCD
	Provide office furniture and fittings	Kpando	Furniture and fittings procured					12,000.00		20,000.00		MCE	MCD
	Support the celebration of national anniversaries and festivals	Municipal Wide	Celebration of national anniversaries and festivals supported					30,000.00		10,000.00		MPCU	MFO
	Procurement of office supplies and consumables	Kpando	Office supplies and consumables supplied					20,000.00	18,560.00	10,000.00		Mgt	Stores
	Renovation of Assembly bungalows	Kpando	Assembly bungalows renovated					100,000.00				MWD	MPCU
	Support sub district structures	All ZCs	Sub district structures supported					50,000.00				MWD	MPCU
	Organize town hall meetings in all ZCs	All ZCs	Town hall meetings organized					20,000.00		10,000.00		MPCU	
	Operation and maintenance of official vehicles	Kpando	Vehicles maintained					50,000.00		10,000.00		T.O	MPCU
	Support for security operations	Municipal Wide	Security operations supported							9,000.00		Security agency	MPCU

									s	
	Organize public Sensitization on corruption and its evils	Kpando	public sensitization organized on corruption and its evils			2,000.00			KpMA	CHRAJ
	Support other decentralized departments	Municipal Wide	Other decentralized departments supported			30,000.00		10,000.00	MFO	MPCU
	Procure 1No. Pick-up for revenue mobilization	Kpando	1No. Pick-up procured			150,000.00			T.O	MWD
<b>Finance</b>	Intensify supervision of all revenue collections	Municipal Wide	Revenue collection monitored					9,000.00	MFO	MPCU/Budget Unit
	Valuation of all fixed assets	Municipal Wide	All fixed assets valued			50,000.00			MPCU/Budget Unit	Revenue Unit
	Organize regular public education on rates/fees (Tax) payment consciousness	Municipal Wide	Number of public education undertaken					5,000.00	MPCU/Budget Unit	Revenue Unit
<b>Planning and Budgeting</b>	Facilitate the preparation and implementation of 2018 Revenue Improvement Action Plan (RIAP)	Municipal Wide	Revenue performance enhanced					10,000.00	MPCU/Budget Unit	Revenue Unit
	Facilitate the preparation of 2019 fee fixing, Annual action plan and composite budget	Kpando	2019 fee fixing, Annual action plan and composite budget prepared			40,000.00			MPCU/Budget Unit	CSOs
	Undertake quarterly monitoring and evaluation of development projects	Municipal Wide	Monitoring conducted			20,000.00		5,000.00	MPCU	MWD
<b>Human Resource Management</b>	Supply logistics to support the operationalization of the Client Service Unit	Kpando	Client Service Unit furnished to perform well				5,000.00		KpMA	

	Organize capacity building programme for Assembly Members and staff in Local Governance procedures on committee meetings and reporting	Kpando	Enhanced capacity of Assembly Members and staff in Local Governance procedures on committee meetings and reporting					10,000.00			Mgt	LGSS
	Organize capacity building programme for Assembly Members, Revenue collectors and Commission collectors on revenue mobilization strategies	Kpando	Revenue mobilization capacity of the Assembly is strengthened and revenue increased					14,000.00				
	Organize capacity building programme for for MPCU Members and other key staff on planning and budgeting, budget implementation, Monitoring and Evaluation and expenditure controls	Kpando	Capacity of staff enhanced in planning and budgeting, budget implementation, monitoring and evaluation and expenditure controls					12,000.00			Mgt	MPCU
<b>SUBTOTAL</b>												
<b>Programme 2: Social Services Delivery</b>												
<b>Education, Youth and Sports</b>	Provide sponsorship/bursaries to needy but brilliant pupils	Municipal Wide	sponsorship/bursaries provided to needy but brilliant pupils				50,000.00				MA	GES
	Organize District Best Teacher Awards	Municipal Wide	District Best Teacher Awards organized					15,000.00			GES	MA
	Support my first day at school programme	Municipal Wide	My first day at school programme supported					3,500.00			GES	MA
	Support MEOC monitoring activities	Municipal Wide	MEOC monitoring activities supported					10,000.00			GES	MA



	Support district sports and cultural festivals	Municipal Wide	District sports and cultural festivals supported						10,000.00		GES	MA
	Support the STMIE programme	Municipal Wide	STMIE programme supported						35,000.00		GES	MA
	Completion of 4No. 3 Unit Classroom Block	Zongo, Sovie Konda, Aziavi	4No. 3 Unit Classroom Block completed					750,000.00			MA	GES
	Construction of 4No. 3 unit classroom blocks at Special school, Gabi MA and Torkor, Agbenoxoe	Selected Communities	4No. 3 unit classroom blocks constructed					600,000.00			MA	GES
	Completion of 1No. 6 unit classroom block	Avetikoppe	1No. 6 unit classroom block constructed					400,000.00			MA	GES
<b>Health</b>	Construction of Maternity Block	Gbefi	1No. Maternity Block Constructed					200,000.00			MA	GHS
	Completion of Torkor Clinic	Kpando Torkor	Clinic completed					200,000.00			MA	GHS
	Completion of Torkor Nurses Quarters	Kpando Torkor	Nurses Quarters completed					350,000.00			MA	GHS
	Construction of 1No. CHPS Compound	Abanu	1No. CHPS Compound Constructed					250,000.00			MA	GHS
	Support Malaria control and NID programmes	Municipal Wide	Malaria control and NID programmes supported					15,000.00			GHS	MA
	Support to intensify HIV/AIDS control programme	Municipal Wide	HIV/AIDS control programme intensified					12,000.00			GHS	MA
<b>Social welfare and community</b>	Provide financial and skill support to PWDs	Municipal Wide	PWDs provided with financial and skill supports					60,000.00			Social Dev't Unit	CSOs

<b>development</b>	Pay allowances to 300 beneficiaries of the Nation Builders Corps (NaBCo) Programme under the following modules: Heal Ghana Educate Ghana Feed Ghana Revenue Ghana Digitized Ghana Civic Ghana Enterprise Ghana	Municipal Wide	Allowances paid to beneficiaries of NABCO in the Municipality.						NABCO SECRETARIATE	YEA
	2,520,000.00									
	Provide a secretariat for the implementation of NaBCo	Kpando	A Secretariat provided for the implementation of NaBCo							
	20,000.00									
	Organize orientation programme for NaBCo beneficiaries	Kpando	Orientation programme organized for NaBCo beneficiaries							
	5,000.00									
	Monitor the implementation of the Nation Builders Corps (NaBCo) programme	Municipal Wide	NABCO Modules monitored in the Municipality.						NABCO SECRETARIATE	YEA
20,000.00										
Organize public sensitization programmes on child labour and child trafficking	Municipal Wide	No. of sensitization programmes organized						Social Dev't Unit	NCCE	
10,000.00						5,000.00				
Support Girl Child Education Programmes	Municipal Wide	No. of Girl Child Education Programmes supported						Social Dev't Unit	GES	
10,000.00						5,000.00				
Support the implementation of the LEAP programme	Municipal Wide	The poor are supported through the LEAP programme						Social Dev't Unit	MFO	
10,000.00										

	Pay caterers under the Ghana School Feeding Programme	Municipal Wide	No. of Caterers paid under the Ghana School Feeding Programme supported						MA	GES
	Expand the school feeding programme to cover two (2) unserved schools	Selected schools	School feeding programme expanded						MA	GES
	Organize capacity building programme for caterers	Kpando	Capacity of school feeding caterers built						MA	GES
	Construct 10No. Kitchens to 10 selected school feeding schools	Selected schools	10No. Kitchens constructed to 10 selected school feeding schools						MA	GES
	Monitor the implementation of the school feeding programme	Municipal Wide	Implementation of the school feeding programme monitored						MA	GES
	Organize District Implementation Committee (DIC) meetings and build the capacity of DIC members	Municipal Wide	District Implementation Committee (DIC) meetings held and capacity of DIC members built						MA	GES
	Provide economic and skill empowerment to women	Municipal Wide	No. of women provided with economic and skill empowerment					5,000.00	Social Dev't Unit	BAC
	Awareness creation on women participation in governance	Municipal Wide	No. of forums organized					5,000.00	Social Dev't Unit	NCCE
	Organize sensitization workshops on violence against women	Municipal Wide	No. of sensitization workshops on violence against women conducted					5,000.00	Social Dev't Unit	NCCE
<b>Environmental Sanitation</b>	Organize monthly community environmental sanitation clean-up	Municipal Wide	No. of monthly community environmental sanitation clean-up					5,000.00	MEHU	Dep't of Comm. Dev't

exercise		exercise organized									
Procurement of sanitation items for the management of waste	Kpando	Sanitation items supplied						2,000.00		MPCU	MWD
Intensify public education on food and personal hygiene	Municipal Wide	No. of public education on food and personal hygiene organized						4,000.00		MEHU	Dep't of Comm. Dev't
Facilitate the construction of domestic latrines	Municipal Wide	No. of domestic latrines constructed						5,000.00	10,000.00	MEHU	Dep't of Comm. Dev't
Support CLTS activities	Municipal Wide	No. of communities declared ODF						5,000.00	10,000.00	MEHU	Dep't of Comm. Dev't
Maintenance of landfill site	Kpando	Landfill site maintained				30,000.00				MEHU	Dep't of Comm. Dev't
Construction of Toilet at Torkor	Torkor	Toilet constructed				100,000.00				MEHU	MPCU
Implement CLTS activities	Municipal Wide	CLTS activities implemented						138,000.00		MEHU	Dep't of Comm. Dev't
Sanitation improvement package	Municipal Wide					173,000.00				MEHU	Dep't of Comm. Dev't
Organize in-service training for staff	Kpando	In-service training organized for staff						1,000.00		MEHU	Dep't of Comm. Dev't
Rehabilitate broken down skips	Kpando	All broken down skips rehabilitated				50,000.00		10,000.00		MEHU	
Construction of 1No. 20 seater toilet	Kpando station	1No. 20 seater toilet constructed							280,000.00	MWD	MEHU
<b>SUBTOTAL</b>											
<b>Programme 3: Infrastructure Development and Management</b>											

	Pay compensation for Government acquired lands	Municipal Wide	Settlement schemes for major settlement completed					20,000.00		DPP	MPCU
<b>Spatial Planning</b>	Complete the preparation of settlement schemes for major settlement	Municipal Wide	Settlement schemes for major settlement completed					5,000.00		DPP	MPCU
	Procure satellite images for development control	Kpando	Satellite images procured for development control					10,000.00		DPP	MPCU
	Scale up the Street naming and property addressing system	Municipal Wide	Street naming and property addressing system completed					100,000.00		DPP	MPCU
	Intensify public education on landuse planning and building regulations	Municipal Wide	Public education organized on landuse planning and building regulations					5,000.00		DPP	MPCU
	Conduct regular site visits	Municipal Wide	Regular site visits conducted					5,000.00		DPP	MPCU
	reshapping/Surfacing/re graveling of selected roads	Municipal Wide	Selected feeder road maintained					100,000.00		MWD	MPCU
<b>Public Works</b>	Reshaping and spot improvement of Torgorme-Fesi feeder roads (10km)	Torgorme-Fesi	Torgorme-Fesi feeder roads (10km) reshaped					135,000.00		MWD	MPCU
	Construction of Culvert on River Aflabo	Gbefi	Culvert constructed on River Aflabo					100,000.00		MWD	MPCU
	Provision of 5No. Boreholes	Selected Communities	Increase potable water coverage					100,000.00		MWD	MPCU
	Rehabilitate 10No defunct boreholes	Selected Communities	10No. Defunct boreholes renovated					50,000.00		MWD	MPCU
	Provision and maintenance of street lights	Municipal Wide	Street lights fixed and maintained					14,000.00		MWD	MPCU

	Support regular maintenance of traffic light	Kpando	Traffic light maintained						50,000.00				MWD	MPCU
	Construction of Police Post	Gbefi	Security situations improved						200,000.00				MWD	GPS
	Renovation of Municipal Police Office	Kpando	Security situations improved						50,000.00				MWD	GPS
	Complete the pavement of Kpando Market	Kpando	Pavement works in the market completed						300,000.00				MWD	
	Construction of 3No. 60 unit Market sheds	Kpando Torkor	Market structure developed							230,598.00			MWD	
	Support other community initiated projects	Municipal Wide	Community initiated projects supported						100,000.00				MWD	MPCU
<b>SUBTOTAL</b>														
<b>Programme 4: Economic Development</b>														
<b>Agriculture</b>	Increase agric extension to farmers under planting for food and jobs programme	Municipal Wide	Agric extension services increased						5,000.00				Dept. of Agriculture	AEAs
	Supply fertilizers to farmers under planting for food and jobs programme	Municipal Wide	No. of farmers supplied with fertilizers						30,000.00				Dept. of Agriculture	AEAs
	Establish 10 demonstration farms	Municipal Wide	10No. demonstration farms established						50,000.00		10,000.00		Dept. of Agriculture	AEAs
	Establish Cashew demonstration nursery	Kpando	Cashew demonstration nursery established								10,000.00		Dept. of Agriculture	AEAs
	Support farmers with seeds and planting materials under planting for food and jobs programme.	Municipal Wide	Farm inputs supplied to farmers						100,000.00				Dept. of Agriculture	AEAs

Train farmers on post harvest handling techniques	Municipal Wide	Farmers trained on post harvest handling					50,000.00				Dept. of Agriculture	AEAs
Vaccinate small ruminants and poultry birds on PRR and newcastle diseases	Municipal Wide	Small ruminants and poultry birds vaccinated on PRR and newcastle diseases								3,000.00	Dept. of Agriculture	AEAs
Procured office logistics (Vehicle, motorbikes, computers)	Kpando	Office logistics procured					120,000.00			100,000.00	Dept. of Agriculture	AEAs
Provide 4No. Improved storage facilities	Selected Communities	4No. Improved storage facilities provided					60,000.00			20,000.00	Dept. of Agriculture	AEAs
Provide farm implements (e.g pumping machine, tricycles)	Kpando	Farm implements procured					50,000.00				Dept. of Agriculture	AEAs
Build the capacity of staff and Agric Extension Agents	Kpando	Capacity of staff and Agric Extension Agents built					5,000.00			5,000.00	Dept. of Agriculture	AEAs
Build the capacity of Fall Army Worm spraying Gangs	Kpando	Capacity of Fall Army Worm spraying Gangs built					2,000.00			2,000.00	Dept. of Agriculture	AEAs
Build the capacity of Rice farmers on rice production	Kpando	Capacity of Rice farmers built on rice production					5,000.00			5,000.00	Dept. of Agriculture	AEAs
Provide affordable housing unit for small ruminants	Kpando	Affordable housing unit provided for small ruminants					10,000.00				Dept. of Agriculture	AEAs
Train 100 fishermen on cage fishing techniques	Municipal Wide	capacity of 100 fishermen enhanced on cage fishing techniques					5,000.00				Dept. of Agriculture	AEAs
Build the capacity of farmers on climate change resilient, high yielding and short term duration seeds of all major crops	Municipal Wide	Capacity of farmers built on climate change resilient, high yielding and short term duration seeds of all major crops								5,000.00	Dept. of Agriculture	AEAs

	Conduct public education on green economy practices	Municipal Wide	Public education conducted on green economy practices				5,000.00				Dept. of Agriculture	AEAs
<b>Trade and Industry</b>	Organize training programme for artisans and businesses	Municipal Wide	Capacity of artisans and businesses enhanced						10,000.00		BAC	HR
	Establish 1No. cassava processing factory	Agbenor xoe	1No. cassava processing factory established						100,000.00		BAC	DDA
	Collect data on Tourism potentials of the Municipality	Municipal Wide	Data collected on Tourism potentials of the Municipality				5,000.00		5,000.00		MPCU	MA
	Develop brochures and flyers on tourism potentials of the Municipality	Municipal Wide	Brochures and flyers developed on tourism potentials of the Municipality				5,000.00		5,000.00		MPCU	GTB
	Organize 1No tourism promotion event	Kpando Torkor	Tourism promotion day organized				5,000.00				MPCU	GTB
<b>SUBTOTAL</b>												
<b>Programme 5: Environmental Management</b>												
<b>Disaster prevention and management</b>	Support public education on disaster prevention and management	Municipal Wide	Public education organized on disaster prevention and management				10,000.00				NADMO	NCCE
	Support the provision of relieve items for disaster victims	Municipal Wide	Disaster victims relieved				25,000.00				MA	NADMO
	Intensify public education on climate change, vulnerability and adaptation mechanisms	Municipal Wide	General public sensitized on climate change, vulnerability and adaptation mechanisms				5,000.00				NADMO	MA
	Initiate annual tree planting in schools and communities	Municipal Wide	Annual tree planting initiated in schools and communities				10,000.00				DPP	
<b>SUBTOTAL</b>												



**GRAND TOTAL**

**Table 56: 2019 Annual Action Plan**

<b>Programme 1: Management and Administration</b>													
<b>Sub-programmes</b>	<b>Activities (Operations)</b>	<b>Location</b>	<b>Baseline</b>	<b>Output Indicators</b>	<b>Quarterly Time schedule</b>				<b>Indicative Budget</b>			<b>Implementing Agencies</b>	
					<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>GoG</b>	<b>IGF</b>	<b>Donor</b>	<b>Lead</b>	<b>Collab.</b>
<b>General Administration</b>	Renovate Kpando zonal council office	Kpando	2	Kpando zonal council office renovated	√	√	√	√	25,000.00	20,000.00		KpMA	MPCU
	Involve TAs in decision making processes of the Assembly	Kpando	√	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		HR	MPCU
	Organize 1.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Kpando	-	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		HR	MPCU
	Organize 1 no. capacity training programmes on LGS Protocols	Kpando	-	Capacity training programmes on LGS Protocols held	√	√	√	√	7,000.00			HR	MPCU
	Implement the popular participation strategy of the Assembly	Kpando	√	Popular participation strategy of the Assembly implemented	√	√	√	√	9,000.00			HR	MPCU
	Build permanent zonal council offices for Gbefi and Sovie	Gbefi and Sovie	-	Permanent zonal council offices for Gbefi and Sovie built	√	√	√	√	100,000.00		50,000.00	KpMA	MPCU
	Support Assembly's meetings/workshops/seminars	Kpando	√	Meetings/workshops/seminars held	√	√	√	√	15,000.00	20,000.00		KpMA	MPCU/ HR
	Involve Civil Society in 2018-2021 fee fixing, MTDP annual plans and budgets preparations	Kpando	4	Civil Society involved in 2018-2021 fee fixing, MTDP annual plans and budgets	√	√	√	√	5,000.00	4,000.00		MPCU	CSOs

				preparations									
Ensure effective operationalization of the client service unit	Kpando	√	Effective operationalization of the client service unit ensured	√				11,000.00	8,000.00			HR	MPCU
Provide office furniture and fittings	Kpando	√	Furniture and fittings procured	√				12,000.00	20,000.00			KpMA	MPCU
Support the celebration of national anniversaries and festivals	Municipal Wide	2	Celebration of national anniversaries and festivals supported	√	√	√	√	30,000.00	10,000.00			KpMA	MPCU
Procurement of office supplies and consumables	Kpando	√	Office supplies and consumables supplied	√	√	√	√	20,000.00	10,000.00			KpMA	MPCU
Renovation of Assembly bungalows	Kpando	2	Assembly bungalows renovated	√	√	√	√	100,000.00				KpMA	MPCU
Continue construction of new Assembly complex	Kpando	-	New Assembly office complex constructed	√	√	√	√	100,000.00				KpMA	MPCU
Support sub district structures	All ZCs	√	Sub district structures supported	√	√	√	√	50,000.00				KpMA	MPCU/ HR
Organize town hall meetings in all ZCs	All ZCs	3	Town hall meetings organized	√	√	√	√		30,000.00			KpMA	MPCU/ HR
Maintenance of official vehicles	Kpando	5	Vehicles maintained	√	√	√	√	55,000.00				KpMA	MPCU
Support for security operations	Municipal Wide	√	Security operations supported	√	√	√	√	9,000.00				Security agencies	MPCU
Digitize documentation at records unit	Kpando	-	Digitize documentation at records unit		√	√	√	15,000.00				KpMA	MPCU
Undertake 1 no. capacity building programmes for records staff	Kpando	-	One (1) no. capacity building programmes for records staff held		√	√	√	7,000.00				HR	MPCU

	Support other decentralized departments	Municipal Wide	√	Other decentralized departments supported	√	√	√	√		50,000.00		KpMA	MPCU
	Procure 1No. Pick-up for revenue mobilization	Kpando	-	1No. Pick-up procured			√	√	150,000.00			KpMA	MPCU
<b>Finance</b>	Intensify supervision of all revenue collections	Municipal Wide	√	Revenue collection monitored	√	√	√	√		9,000.00		MFO	MPCU
	Rehabilitation of market infrastructure at Kpando	Kpando	-	No. of market infrastructure rehabilitated	√	√	√	√	30,000.00			KpMA	MPCU
	Valuation of all fixed assets	Municipal Wide	-	All fixed assets valued	√	√	√	√	50,000.00			KpMA	MPCU/ Land Valuation Division
	Organize regular public education on rates/fees (Tax) payment consciousness	Municipal Wide	√	Number of public education undertaken	√	√	√	√	5,000.00			MPCU	Revenue Unit
	Facilitate the preparation and implementation of 2019 Revenue Improvement Action Plan (RIAP)	Municipal Wide	√	Revenue performance enhanced	√	√	√	√		10,000.00		MPCU	Revenue Unit
<b>Planning and Budgeting</b>	Facilitate the preparation of 2020 fee fixing, Annual action plan and composite budget	Kpando	3	2019 fee fixing, Annual action plan and composite budget prepared			√	√	30,000.00			MPCU	CSOs
	Undertake quarterly monitoring and evaluation of development projects	Municipal Wide	4	Monitoring conducted	√	√	√	√	20,000.00			MPCU	CSOs
	Prepare and implement 2019 maintenance plans	Kpando	√	2018 Maintenance plans prepared and implemented	√	√	√	√	20,000.00	10,000.00		MPCU	MWD
<b>Human Resource Management</b>	Organize capacity building workshop for staff and Assembly members	Kpando	-	Competencies of staff and Assembly Members enhanced		√			70,000.00	10,000.00		HR Unit	MPCU
	Revenue Staff to be trained to improve capacity in revenue collection	Kpando	-	Number of staff trained		√			10,000.00			HR Unit	MPCU/Budget Unit

<b>SOCIAL DEVELOPMENT</b>													
<b>Programme 2: Social Services Delivery</b>													
<b>Education, Youth and Sports</b>	Provide sponsorship/bursaries to needy but brilliant pupils/ District Education Fund	Municipal Wide	√	sponsorship/bursaries provided to needy but brilliant pupils	√	√	√	√		15,000.00		KpMA	Dept. of Educ./ MP
	Monitor and support Implementation of Free SHS policy	Municipal Wide	-	Free SHS policy supported	√	√	√	√	35,000.00			KpMA	Dept. of Educ.
	Organize District Best Teacher Awards	Municipal Wide	-	District Best Teacher Awards organized		√				15,000.00		KpMA	Dept. of Educ.
	Support my first day at school programme	Municipal Wide	√	My first day at school programme supported			√			3,500.00		KpMA	Dept. of Educ./ MP
	Support MEOC monitoring activities	Municipal Wide	√	MEOC monitoring activities supported	√	√	√	√		10,000.00		Dept. of Educ.	KpMA
	Support district sports and cultural festivals	Municipal Wide	√	District sports and cultural festivals supported		√				10,000.00		KpMA	Dept. of Educ./ CNC
	Support the STMIE programme	Municipal Wide	√	STMIE programme supported	√	√	√	√		350,000.00		KpMA	Dept. of Educ.
	Construct 2 no. 2 unit classroom blocks	Selected Schools	-	4No. 3 Unit Classroom Block completed	√	√			250,000.00			KpMA	Dept. of Educ./ MP
	Promote bee keeping activities in the Municipality	Municipal Wide	√	Bee keeping activities in the Municipality supported	√	√	√	√		10,000.00		ODOF Committ ee	BAC
	Renovation of 2No. 3 unit classroom block	Selected Schools	-	Three (3) unit classroom blocks renovated	√	√			350,000.00			KpMA	Dept. of Educ./ MP
Renovation of 2No. 6 unit classroom block	Selected Schools	-	Six (6) unit classroom blocks renovated	√	√			450,000.00			KpMA	Dept. of Educ./ MP	

	Construction of 4No. 3 unit classroom blocks at Special school, Gabi MA and Torkor, Agbenoxoe	Selected Communities	-	3No. 3 unit classroom blocks constructed	√	√	√	√	600,00 0.00			KpMA	Dept. of Educ./ MP
	Renovate the Bungalow of the Director of Education and the office of GES	Kpando	-	Bungalow of the Director of Education and the office of GES renovated	√	√	√	√	600,00 0.00			KpMA	Dept. of Educ./ MP
	Provision of furniture to schools in the Municipality	Selected schools	-	Furniture provided to schools in the Municipality	√	√	√	√	100,00 0.00			KpMA	Dept. of Educ./ MP/ VRA
	Construct and equip 1. No school and community library at Aloyi	Aloyi	-	School library built at Aloyi	√	√	√	√	100,00 0.00			KpMA	Dept. of Educ./ MP/ VRA
	Construction of 2No. 6 unit classroom block	Avetikope	3	1No. 6 unit classroom block constructed	√	√	√	√	400,00 0.00			KpMA	Dept. of Educ./ MP
	Expand infrastructure at Kpantech	Kpando		Educational infrastructure at Kpantech expanded	√	√	√	√	400,00 0.00		400,000.00	KpMA	Dept. of Educ./ GETFund
<b>Health</b>	Construction of Maternity Block	Dafor	2	1No. Maternity Block Constructed	√	√	√	√	200,00 0.00			KpMA	Dept. Of Health
	Upgrade Kpando Health Center into a Polyclinic	Kpando T	-	Kpando Health Center upgraded into a Polyclinic	√				2,000,000.00		1,000,000.00	KpMA	Dept. Of Health
	Intensify nutrition education and promotion	Municipal Wide	√	Nutrition education carried out	√	√	√	√		15,000.00		Dept. Of Health	KpMA
	Construction of 1No. CHPS Compound	Debidebi	1	1No. CHPS Compound Constructed	√	√	√	√	250,00 0.00			KpMA	Dept. Of Health
	Support Malaria control and NID programmes	Municipal Wide	√	Malaria control and NID programmes supported	√	√	√	√		15,000.00		KpMA	Dept. Of Health
	Support to intensify HIV/AIDs control programme	Municipal Wide	√	HIV/AIDs control programme intensified	√	√	√	√	12,000.00			MAC	Dept. Of Health
<b>Social welfare and community</b>	Provide financial and skill support to PWDs	Municipal Wide	-	PWDs provided with financial and skill supports	√	√	√	√	60,000.00			SW/CD	MPCU

<b>development</b>	Organize public sensitization programmes on child labour and child trafficking	Municipal Wide	√	No. of sensitization programmes organized	√	√	√	√		10,000.00		SW/CD	GAWU/ ILO/ FAO/ Labour Dept.
	Support Girl Child Education Programmes	Municipal Wide	√	No. of Girl Child Education Programmes supported	√	√	√	√		5,000.00		KpMA	Dept. of Education
	Provide accessibility to public infrastructure and services for PWDs	Municipal Wide	-	PWDs provided with access to public infrastructure and services	√	√	√	√	30,000.00			SW/CD	CSOs
	Support the poor through the LEAP programme	Municipal Wide	√	The poor are supported through the LEAP programme	√	√	√	√	30,000.00			SW/CD	MPCU/ MP
	Establish Municipal Education fund to support brilliant but needy school children	Municipal Wide	√	Municipal Education fund Established to support brilliant but needy school children	√	√	√	√	30,000.00			KpMA	Dept. of Educ.
	Support the implementation of the Ghana School Feeding Programme	Municipal Wide	√	Implementation of the Ghana School Feeding Programme supported	√	√	√	√		4,500.00		KpMA	Dept. of Educ.
	Provide economic and skill empowerment to women	Municipal Wide	√	No. of women provided with economic and skill empowerment	√	√	√	√	20,000.00	5,000.00		SW/CD	BAC
	Carry out 4.no sensitization programmes on early marriages and teenage pregnancy in selected schools and communities	Municipal Wide	2	Sensitization programmes on early marriages and teenage pregnancy in selected schools and communities held	√	√	√	√	9,000.00			SW/CD	MPCU
	Undertake skills training and entrepreneurship and apprenticeship programmes for 100 women	Municipal Wide	50	Skills training and entrepreneurship and apprenticeship programmes organized for 100 women	√	√	√	√	9,000.00			SW/CD	BAC
	Undertake data collection on all PWDs in the Municipality			Data collection on all PWDs in the Municipality carried out	√	√	√	√	9,000.00			SW/CD	MPCU
	Awareness creation on women participation in governance	Municipal Wide	1	No. of forums organized	√					5,000.00		SW/CD	NCCE

	Organize sensitization workshops on violence against women	Municipal Wide	2	No. of sensitization workshops on violence against women conducted	√	√	√	√		5,000.00		SW/CD	CHRAJ	
<b>Environmental Sanitation</b>	Attain ODF status in 10 communities	Municipal Wide	16	No. of communities in which ODF status has been achieved in	√	√	√	√	12,000.00		15,000.00	EHSU	UNICEF/MI CCS	
	Attain sanitized status in 5 communities	Municipal Wide	-	No. of communities in which sanitized status has been achieved in	√	√	√	√	12,000.00		11,000.00	EHSU	UNICEF/MI CCS	
	Undertake Monitoring and verification activities in 19 communities	Municipal Wide	5	No. of Monitoring and verification activities carried out	√	√	√	√	14,000.00		9,000.00	EHSU	UNICEF/MI CCS	
	Promote the construction of 5 no. institutional latrines in schools	Municipal Wide	-	No. of institutional latrines constructed in	√	√	√	√	812,000.00		250,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
	Promote the construction of 3 no. public latrines in the Municipality (Kpando and Torkor markets, Kpando lorry park etc.)	Municipal Wide	1	No. of public latrines constructed in the Municipality	√	√	√	√	650,000.00		430,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
	Promote the practice of household water treatment and safe storage in 760 households	Municipal Wide	-	No. of households practicing household water treatment and safe storage	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
	Promote the practice of hand washing with soap in 1,200 households	Municipal Wide	-	No. of households practicing hand washing with soap	√	√	√	√	13,000.00	15,000.00			EHSU	UNICEF/MI CCS
	Promote the construction of WASH facilities in schools(HWTS/ HWWS)	Municipal Wide	√	No. of WASH facilities built in schools	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
	Undertake food safety education for the public and screen 2250 food handlers	Municipal Wide	1200	No. of food handlers screened	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
	Establish Municipal Sanitation Fund	Municipal Wide	-	Municipal Sanitation Fund established	√	√	√	√	718,000.00		390,000.00	EHSU	UNICEF/MI CCS/ SW/CD	
Organize 12 no. Monthly National Sanitation Days	Municipal Wide	12	No. of Monthly National Sanitation Days held	√	√	√	√	18,000.00		20,000.00	EHSU	UNICEF/MI CCS/ SW/CD		

Review, update and implement the (MESAP/ ODF Plan)	Municipal Wide	-	MESAP and ODF Plan Reviewed, updated and implemented	√	√	√	√	16,000.00		15,000.00	EHSU	UNICEF/MI CCS/ SW/CD
Undertake effective liquid and solid waste management activities	Municipal Wide	12	Effective liquid and solid waste management activities carried out	√	√	√	√	48,000.00	15,000.00		EHSU	UNICEF/MI CCS/ SW/CD
Organize award scheme for well performing ODF communities and field facilitators	Municipal Wide	-	Award scheme for well performing ODF communities and field facilitators held	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MI CCS/ SW/CD
Undertake disinfestation and fumigation activities	Municipal Wide	12	Disinfestation and fumigation activities undertaken	√	√	√	√	30,000.00	25,000.00		EHSU	UNICEF/MI CCS/ SW/CD
Renovate 2 no. and procure 2.no refuse skips	Municipal Wide	√	No. of refuse skips purchased and renovated	√	√	√	√	10,000.00	25,000.00		EHSU	KpMA
Carry out regular maintenance of final disposal site	Municipal Wide	√	Regular maintenance of final disposal site carried out	√	√	√	√	50,000.00	5,000.00		EHSU	UNICEF/ MICCS
Properly acquire and document Assembly's final disposal site land	Kpando	√	Assembly's final disposal site land properly acquired and documented	√	√	√	√	60,000.00	15,000.00		EHSU	UNICEF/ MICCS
Review, gazette and enforce Assembly's bye-laws on sanitation	Kpando	√	Assembly's bye-laws on sanitation reviewed, gazette and enforced	√	√	√	√	20,000.00	8,000.00		EHSU	Zoomlion Com. Ltd.
Organize capacity training for 100 stakeholders and staff in WASH	Torkor	50	No. of stakeholders and staff in WASH capacity built	√	√	√	√	100,000.00			KpMA	EHSU/ MPCU
Revamp and train 5. No WSMTs in selected communities	Municipal Wide	-	No. of WSMTs revamped and trained	√	√	√	√	12,000.00	18,000.00		EHSU	Zoomlion Com. Ltd.
Promote sanitation marketing activities	Municipal Wide	√	Sanitation marketing activities promoted	√	√	√	√	17,000.00			EHSU	Zoomlion Com. Ltd.
Enter into PPP arrangement in the provision and running of sanitation facilities	Municipal Wide	-	PPP arrangement in the provision and running of sanitation facilities entered	√	√	√	√	9,000.00		10,000.00	EHSU	UNICEF
Construction of 2No. 20 seater toilet	Selected Communities	-	2No. 20 seater toilet constructed	√	√	√	√	280,000.00			MWD	EHSU



ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS													
Programme 3: Infrastructure Development and Management													
	Pay compensation for Government acquired lands	Municipal Wide	√	Settlement schemes for major settlement completed	√	√	√	√		20,000.00		KpMA	PPD/ MPCU
<b>Spatial Planning</b>	Complete the preparation of settlement schemes for major settlement	Municipal Wide	-	Settlement schemes for major settlement completed	√	√	√	√		5,000.00		PPD	MPCU
	Procure satellite images for development control	Kpando	-	Satellite images procured for development control		√	√	√	10,000.00			PPD	MPCU
	Scale up the Street naming and property addressing system	Municipal Wide	-	Street naming and property addressing system completed	√	√	√	√	100,000.00			KpMA	PPD/ MPCU
	Intensify public education on land use planning and building regulations	Municipal Wide	5	Public education organized on land use planning and building regulations	√	√	√	√		5,000.00		PPD	MPCU
	Conduct regular site visits	Municipal Wide	12	Regular site visits conducted	√	√	√	√		5,000.00		PPD	MPCU
<b>Public Works</b>	Reshaping/Surfacing/regraveling of selected roads	Municipal Wide	-	Selected feeder road maintained	√	√	√	√	200,000.00			MWD	MPCU
	Construction of Culvert on River Dayi	Gbefi	-	Culvert constructed on River Dayi	√	√	√		100,000.00			MWD	MPCU
	Support the construction of landing site at Torkor	Torkor	-	Landing site at Torkor built	√	√	√	√	100,000.00		200,000.00	MWD	Transport Ministry
	Construct storm drains in the Municipality Chief Palace to Aloyi road, Kpando Lorry Station to Kudzra, road, Sovie etc.	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			KpMA	MPCU
	Organize 2 no. sensitization programmes on natural resource management	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			KpMA	HR
	Establish Senior High School for Kpando Zongo	Zongo	-	Islamic SHS constructed in the Municipality	√	√	√	√	200,000.00		100,000.00	KpMA	Zongo Dev't Fund

Provide water and sanitation facilities at Kpando Zongo	Zongo	-	Provide water and sanitation facilities at Kpando Zongo	√	√	√	√	300,000.00		10,000.00	KpMA	Dept. of Educ./ Zongo Dev't. Fund
Undertake vocational, technical and entrepreneurial skills training programmes for Zongo dwellers	Zongo	-	Vocational, technical and entrepreneurial skills training programmes for organized for Zongo dwellers	√	√	√	√	50,000.00		15,000.00	KpMA	Dept. of Educ./ Zongo Dev't. Fund
Carry out regular desilting of choked drains in the Municipality	Selected Communities	-	Regular desilting of choked drains in the Municipality carried out	√	√	√	√	100,000.00			MWD	MPCU
Promote and construct 1 no. limited mechanized water schemes	Selected Communities	-	Limited mechanized water schemes built	√	√	√	√	300,000.00		100,000.00	MWD	MPCU/ MP/ UNICEF
Construction of foot bridges across the Municipality	Selected Communities	-	Foot bridges built across the Municipality	√	√	√	√	200,000.00		90,000.00	MWD	MPCU/ MP
Redevelopment of Torkor lorry park	Selected Communities	-	Torkor lorry park redeveloped	√	√	√	√	150,000.00		60,000.00	MWD	MPCU
Support the extension provision of water to parts of the Municipality.	Selected Communities	3	Extension and provision of water to parts of the Municipality carried out	√	√	√	√	30,000.00		200,000.00	MPCU	GWCL
Rehabilitate 10No defunct boreholes	Selected Communities	3	10No. Defunct boreholes renovated	√	√	√	√	500,000.00		200,000.00	MWD	UNICEF/ MPCU/ MP
Promote and construct 3 no. pipe schemes in the Municipality.	Selected Communities	-	Pipe schemes in the Municipality constructed	√	√	√	√	500,000.00		200,000.00	MWD	MPCU/ MP
Provision and maintenance of street lights	Municipal Wide	-	Street lights fixed and maintained	√	√	√	√	14,000.00			MWD	MPCU
Support regular maintenance of traffic light	Kpando	√	Traffic light maintained	√	√	√	√	50,000.00			MWD	MPCU
Construction of Police Post	Agbenoxoe	-	Security situations improved	√	√	√	√	200,000.00			MWD	GPS

Construction of Municipal Police Office	Kpando	-	Security situations improved	√	√	√	√	50,000.00			MWD	GPS
Construction of speed ramps at Agudzi,	Kpando	√	Safety on the road improved	√	√	√	√	300,000.00			MWD	
Develop Kpando market	Kpando Torkor	-	Market structure developed	√	√	√	√	100,000.00			MWD	
Support other community initiated projects	Municipal Wide	√	Community initiated projects supported	√	√	√	√	100,000.00			MWD	MPCU

### ECONOMIC DEVELOPMENT

#### Programme 4: Economic Development

<b>Agriculture</b>	Increase Agric extension to farmers	Municipal Wide	√	Agric extension services increase	√	√	√	√	5,000.00			Dept. of Agric.	Farmers
	Establish 10 demonstration farms	Municipal Wide	4	demonstration farms established	√	√	√	√	6,000.00		5,000.00	Dept. of Agric.	Farmers
	Partner private sector to establish a farm mechanization centre	Kpando		Farm mechanization centre built	√	√	√	√	1,000,000.00		5,000.00	Dept. of Agric.	Agric. Ministry
	Support farmers with farm inputs	Municipal Wide	1	Farm inputs supplied to farmers	√	√	√	√	100,000.00			Dept. of Agric.	Farmers/Stores
	Train farmers on post-harvest handling techniques	Municipal Wide	1	Farmers trained on post-harvest handling	√	√	√	√	50,000.00			Dept. of Agric.	Farmers
	Partner private sector and GOG to construct and renovate warehouses and storage facilities	Municipal Wide	-	Warehouses and storage facilities built	√	√	√	√	1,000,000.00		5,000.00	Dept. of Agric.	Agric. Ministry/GOG/ Private Sector
	Vaccinate small ruminants and poultry birds on PRR and Newcastle diseases	Municipal Wide	1	Small ruminants and poultry birds vaccinated on PRR and Newcastle diseases	√	√	√	√	4,000.00		3,000.00	Dept. of Agric.	Vert. Services/ Farmers

	Take inventory of existing small to medium scale irrigation schemes	Torkor	-	Inventory of existing small to medium scale irrigation schemes taken				√	50,000.00			Dept. of Agric.	Farmers
	Support for planting for food and jobs programme	Municipal Wide	1	Planting for food and jobs supported	√	√	√	√	30,000.00		3,000.00	Dept. of Agric.	Farmers
	Train 100 fishermen on cage fishing techniques	Municipal Wide	-	capacity of 100 fishermen enhanced on cage fishing techniques	√	√	√	√	5,000.00			Dept. of Agric.	Farmers
	Build the capacity of farmers on climate change resilient, high yielding and short term duration seeds of all major crops	Municipal Wide	2	Capacity of farmers built on climate change resilient, high yielding and short term duration seeds of all major crops	√	√	√	√			5,000.00	Dept. of Agric.	Farmers
	Conduct public education on green economy practices	Municipal Wide	2	Public education conducted on green economy practices	√	√	√	√	5,000.00			Dept. of Agric.	
<b>Trade and Industry</b>	Carry out capacity building programmes in cassava processing for 100 beneficiaries	Municipal Wide	100	Capacity of cassava processors built	√	√	√	√	8,000.00		6,000.00	BAC	Trade Ministry
	Support the establishment of an agro processing factories	Municipal Wide	-	agro processing factories	√	√	√	√			9,000.00	KpMA	BAC/ Trade Ministry
	Provide capacity building in entrepreneurial skills development for 400 youth	Municipal Wide	100	Capacity building in entrepreneurial skills development for 400 youth carried out	√	√	√	√			6,000.00	BAC	Trade Ministry
	Establish network between SMEs and financial institutions to enable access to funds	Municipal Wide	2	Network between SMEs and financial institutions to enable access to funds established	√	√	√	√			7,000.00	BAC	Trade Ministry
	Partner private sector to develop and promote and market tourism potentials in the Municipality	Municipal Wide	-	Tourism potentials developed and promoted and marketed	√	√	√	√			11,000.00	KpMA	BAC/ Tourism Ministry
	Organize 2no. capacity training programmes in		-	Capacity training programmes in modern	√	√	√	√			12,000	BAC	Trade Ministry

	modern technology and value addition for 10 exporters			technology and value addition for exporters carried out								.00		
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>														
<b>Programme 5: Environmental Management</b>														
<b>Disaster prevention and management</b>	Support public education on disaster prevention and management	Municipal Wide	4	Public education organized on disaster prevention and management	√	√	√	√	10,000.00				NADMO	MPCU/ NCCE
	Organize 2 no. sensitization programmes on water resources protection	Municipal Wide	-	Sensitization programmes on water resources protection held	√	√	√	√	9,000.00				KpMA	MPCU/ Water Resources Commission
	Carry out 1. No Sensitization programmes on Conservation Agriculture	Municipal Wide	-	Sensitization programmes on Conservation Agriculture held	√	√	√	√	5,000.00				Dept. of Agric.	MPCU
	Support the provision of relieve items for disaster victims	Municipal Wide	-	Disaster victims relieved	√	√	√	√	25,000.00				KpMA	NADMO
	Intensify public education on climate change, vulnerability and adaptation mechanisms	Municipal Wide	4	General public sensitized on climate change, vulnerability and adaptation mechanisms	√	√	√	√	5,000.00				NADMO	KpMA
	Initiate annual tree planting in schools and communities	Municipal Wide	-	Annual tree planting initiated in schools and communities	√	√	√	√	10,000.00				NADMO	
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>														
<b>General Administration</b>														
<b>Management and Administration</b>	Support linkages between Ambassadors, High Commissioners, foreign donors, investors and MCE to maximize investment and trade opportunities.	Kpando	-	No. of investment and trade opportunities created for the Assembly	√	√	√	√	20,000.00				KpMA	Trade Ministry

**Table 527: 2020 Annual Action Plan**

<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>													
<b>Programme 1: Management and Administration</b>													
<b>Sub-programmes</b>	<b>Activities (Operations)</b>	<b>Location</b>	<b>Baseline</b>	<b>Output Indicators</b>	<b>Quarterly Time schedule</b>				<b>Indicative Budget</b>			<b>Implementing Agencies</b>	
					<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>GoG</b>	<b>IGF</b>	<b>Donor</b>	<b>Lead</b>	<b>Collab.</b>
<b>General Administration</b>	Implement the National Anti-Corruption Action Plan (NACAP)	Kpando	-	National Anti-Corruption Action Plan (NACAP) Implemented	√	√	√	√	5,000.00			HR	CHRAJ
	Involve TAs in decision making processes of the Assembly	Kpando	√	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		KpMA	MPCU
	Organize 1.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Kpando	-	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		HR	MPCU
	Organize 1 no. capacity training programmes on LGS Protocols	Kpando	-	Capacity training programmes on LGS Protocols held	√	√	√	√	7,000.00			HR	MPCU
	Implement the popular participation strategy of the Assembly	Kpando	√	Popular participation strategy of the Assembly implemented	√	√	√	√	9,000.00			HR	MPCU
	Support effective resolution of chieftaincy disputes	Municipality wide	-	Chieftaincy disputes resolved	√	√	√	√	12,000.00	8,000.00		KpMA	MP/ TAs
	Support Assembly's meetings/workshops/seminars	Kpando	√	Meetings/workshops/seminars held	√	√	√	√	15,000.00	20,000.00		HR	MPCU
	Involve Civil Society in 2021 fee fixing, MTDP annual plans and budgets preparations	Kpando	4	Civil Society involved in 2018-2021 fee fixing, MTDP annual plans and budgets preparations	√	√	√	√	5,000.00	4,000.00		MPCU	CSOs
	Ensure effective operationalization of the client service unit	Kpando	√	Effective operationalization of the client service unit ensured	√				11,000.00	8,000.00		HR	MPCU

Provide office furniture and fittings	Kpando	√	Furniture and fittings procured	√				12,000.00	20,000.00		KpMA	HR/ MPCU
Support the celebration of national anniversaries and festivals	Municipal Wide	2	Celebration of national anniversaries and festivals supported	√	√	√	√	30,000.00	10,000.00		KpMA	HR/ MPCU
Procurement of office supplies and consumables	Kpando	√	Office supplies and consumables supplied	√	√	√	√	20,000.00	10,000.00		KpMA	HR/ MPCU
Renovation of Assembly bungalows	Kpando	2	Assembly bungalows renovated	√	√	√	√	100,000.00			KpMA	MPCU
Continue construction of new Assembly complex	Kpando	-	New Assembly office complex constructed	√	√	√	√	100,000.00			KpMA	MPCU
Support sub district structures	All ZCs	√	Sub district structures supported	√	√	√	√	50,000.00			KpMA	HR/ MPCU
Organize town hall meetings in all ZCs	All ZCs	3	Town hall meetings organized	√	√	√	√		30,000.00		KpMA	HR/ MPCU
Maintenance of official vehicles	Kpando	5	Vehicles maintained	√	√	√	√	55,000.00			Transport Officer	MPCU
Support for security operations	Municipal Wide	√	Security operations supported	√	√	√	√	9,000.00			Security agencies	MPCU
Organize radio programmes to interact with the public on activities of the Assembly	Kpando	-	radio programmes to interact with the public on activities of the Assembly organized		√	√	√	9,000.00			KpMA	HR/ MPCU
Undertake 1 no. capacity building programmes for records staff	Kpando	-	One (1) no. capacity building programmes for records staff held		√	√	√	7,000.00			KpMA	HR/ MPCU
Support other decentralized departments	Municipal Wide	√	Other decentralized departments supported	√	√	√	√		50,000.00		KpMA	HR/ MPCU
Procure 1No. Pick-up for official use	Kpando	-	1No. Pick-up procured			√	√	150,000.00			T.O	MWD

<b>Finance</b>	Intensify supervision of all revenue collections	Municipal Wide	√	Revenue collection monitored	√	√	√	√		9,000.00		MFO	MPCU
	Rehabilitation of market infrastructure at Kpando	Kpando	-	No. of market infrastructure rehabilitated	√	√	√	√	30,000.00			KpMA	MPCU
	Organize regular public education on rates/fees (Tax) payment consciousness	Municipal Wide	√	Number of public education undertaken	√	√	√	√	5,000.00			MPCU/Budget Unit	Revenue Unit
	Facilitate the preparation and implementation of 2020 Revenue Improvement Action Plan (RIAP)	Municipal Wide	√	Revenue performance enhanced	√	√	√	√		10,000.00		MPCU	Revenue Unit
<b>Planning and Budgeting</b>	Facilitate the preparation of 2021 fee fixing, Annual action plan and composite budget	Kpando	3	2019 fee fixing, Annual action plan and composite budget prepared			√	√	30,000.00			MPCU	CSOs
	Undertake quarterly monitoring and evaluation of development projects	Municipal Wide	4	Monitoring conducted	√	√	√	√	20,000.00			MPCU	MWD
	Prepare and implement 2020 O&M plan	Kpando	√	2018 Maintenance plans prepared and implemented	√	√	√	√	20,000.00	10,000.00		KpMA	MPCU
<b>Human Resource Management</b>	Organize capacity building workshop for staff and Assembly members	Kpando	-	Competencies of staff and Assembly Members enhanced		√			70,000.00	10,000.00		HR Unit	MPCU
	Revenue Staff to be trained to improve capacity in revenue collection	Kpando	-	Number of staff trained		√			10,000.00			HR Unit	MPCU
<b>SOCIAL DEVELOPMENT</b>													
<b>Programme 2: Social Services Delivery</b>													
<b>Education, Youth and Sports</b>	Provide sponsorship/bursaries to needy but brilliant pupils/ District Education Fund	Municipal Wide	√	sponsorship/bursaries provided to needy but brilliant pupils	√	√	√	√		15,000.00		KpMA	Dept. of Educ./ MP
	Monitor and support Implementation of Free SHS policy	Municipal Wide	-	Free SHS policy supported	√	√	√	√	35,000.00			KpMA	Dept. of Educ.
	Organize District Best Teacher Awards	Municipal Wide	-	District Best Teacher Awards organized		√				15,000.00		KpMA	Dept. of Educ.



Support my first day at school programme	Municipal Wide	√	My first day at school programme supported			√			3,500.00		KpMA	Dept. of Educ./ MP
Support MEOC monitoring activities	Municipal Wide	√	MEOC monitoring activities supported	√	√	√	√		10,000.00		KpMA	Dept. of Educ.
Support district sports and cultural festivals	Municipal Wide	√	District sports and cultural festivals supported		√				10,000.00		KpMA	Dept. of Educ./ CNC
Support the STMIE programme	Municipal Wide	√	STMIE programme supported	√	√	√	√		350,000.00		KpMA	Dept. of Educ.
Construct 2 no. 2 unit classroom blocks	Selected Schools	-	4No. 3 Unit Classroom Block completed	√	√			250,000.00			KpMA	Dept. of Educ.
Renovation of 2No. 3 unit classroom block	Selected Schools	-	Three (3) unit classroom blocks renovated	√	√			350,000.00			KpMA	Dept. of Educ.
Intensify supervision and monitoring of Teaching and Learning activities at all levels	Selected Schools	-	supervision and monitoring of Teaching and Learning activities at all levels Intensified	√	√	√	√		10,000.00		Dept. of Educ.	KpMA
Renovation of 2No. 6 unit classroom block	Selected Schools		Six (6) unit classroom blocks renovated	√	√			450,000.00			KpMA	Dept. of Educ./ MP
Construction of 2No. 3 unit classroom blocks	Selected Communities	-	3No. 3 unit classroom blocks constructed	√	√	√	√	600,000.00			KpMA	Dept. of Educ./ MP
Monitor BECE and WASSCE and organize annual mock examinations	Municipal Wide	2	Monitor and organize annual mock examinations	√	√	√	√	12,000.00			KpMA	Dept. of Educ./ MP
Provision of furniture to schools in the Municipality	Municipal Wide	2	Furniture provided to schools in the Municipality	√	√	√	√	100,000.00			KpMA	Dept. of Educ./ MP
Construct and equip 1. No school and community library at Aloyi	Aloyi		School library built at Aloyi	√	√	√	√	100,000.00			KpMA	Dept. of Educ./ MP

	Construction of 2No. 6 unit classroom block	Avetikop e	3	1No. 6 unit classroom block constructed	√	√	√	√	400,000.00			KpMA	Dept. of Educ./ MP
	Expand infrastructure at Kpasec	Kpando		Educational infrastructure at Kpasec expanded	√	√	√	√	400,000.00		400,000.00	KpMA	Dept. of Educ./ MP
<b>Health</b>	Construction of Maternity Block	Kudzra	2	1No. Maternity Block Constructed	√	√	√	√	200,000.00			KpMA	Dept. of Health / MP
	Upgrade Kpando Health Center into a Polyclinic	Kpando T	-	Kpando Health Center upgraded into a Polyclinic	√				2,000,000.00		1,000,000.00	KpMA	Dept. of Health / MP
	Intensify nutrition education and promotion	Municipal Wide	√	Nutrition education carried out	√	√	√	√		15,000.00		KpMA	Dept. of Health / MP
	Offer logistical support to the mental health unit	Kpando		Mental health unit supported with logistics	√	√	√	√	250,000.00			KpMA	Dept. of Health / MP
	Support Malaria control and NID programmes	Municipal Wide	√	Malaria control and NID programmes supported	√	√	√	√		15,000.00		KpMA	Dept. of Health /
	Support to intensify HIV/AIDs control programme	Municipal Wide	√	HIV/AIDs control programme intensified	√	√	√	√	12,000.00			MAC	GAC/ Dept. of Health /
<b>Social welfare and community development</b>	Provide financial and skill support to PWDs	Municipal Wide	-	PWDs provided with financial and skill supports	√	√	√	√	60,000.00			SW/CD	PWDs/ MPCU
	Organize public sensitization programmes on child labour and child trafficking	Municipal Wide	√	No. of sensitization programmes organized	√	√	√	√		10,000.00		SW/CD	GAWU/ ILO/ FAO
	Support the expansion of NHIS coverage to 80%	Municipal Wide	-	NHIS coverage supported to 80% coverage	√	√	√	√		10,000.00		NHIS	KpMA
	Provide accessibility to public infrastructure and services for PWDs	Municipal Wide	-	PWDs provided with access to public infrastructure and services	√	√	√	√	30,000.00			KpMA	MPCU
	Support Girl Child Education Programmes	Municipal Wide	√	No. of Girl Child Education Programmes supported	√	√	√	√		5,000.00		Dept. of	MPCU

										0		Educ.	
Support the poor through the LEAP programme	Municipal Wide	√	The poor are supported through the LEAP programme	√	√	√	√	30,000.00				SW/CD	MPCU/ MP
Establish rehabilitation center for skills training for PWDs	Kpando	√	Rehabilitation center for skills training for PWDs built	√	√	√	√	300,000.00		400,000.00		SW/CD	KpMA/ MP
Support the implementation of the Ghana School Feeding Programme	Municipal Wide	√	Implementation of the Ghana School Feeding Programme supported	√	√	√	√		4,500.00			KpMA	Dept. of Educ.
Provide economic and skill empowerment to women	Municipal Wide	√	No. of women provided with economic and skill empowerment	√	√	√	√	20,000.00	5,000.00			SW/CD	BAC
Carry out sensitization programme on early marriages and teenage pregnancy in selected schools and communities	Municipal Wide	2	Sensitization programmes on early marriages and teenage pregnancy in selected schools and communities held	√	√	√	√	9,000.00				SW/CD	Dept. of Health
Undertake skills training and entrepreneurship and apprenticeship programmes for 100 women	Municipal Wide	50	Skills training and entrepreneurship and apprenticeship programmes organized for 100 women	√	√	√	√	9,000.00				SW/CD	MPCU
Undertake data collection on all PWDs in the Municipality	Municipal Wide	-	Data collection on all PWDs in the Municipality carried out	√	√	√	√	9,000.00				SW/CD	MPCU
Awareness creation on women participation in governance	Municipal Wide	1	No. of forums organized	√				5,000.00				KpMA	SW/CD
Undertake skills training in entrepreneurship for 100 vulnerable persons	Municipal Wide	-	Skills training in entrepreneurship for vulnerable persons Undertaken	√				5,000.00				BAC	SW/CD
Carry out 2 no. sensitization programmes on gender equality	Municipal Wide	-	Sensitization programmes on gender equality held	√	√	√	√		5,000.00			SW/CD	MPCU

	Organize sensitization workshops on violence against women	Municipal Wide	2	No. of sensitization workshops on violence against women conducted	√	√	√	√		5,000.00		SW/CD	NCCE	
<b>Environmental Sanitation</b>	Partner private sector to undertake engineering of the Assembly's land fill site	Municipal Wide	-	Assembly's land fill site engineered	√	√	√	√	70,000.00		1,000,000.00	KpMA	MPCU	
	Attain ODF status in 10 communities	Municipal Wide	16	No. of communities in which ODF status has been achieved in	√	√	√	√	12,000.00		15,000.00	EHSU	UNICEF/MICCS	
	Attain sanitized status in 5 communities	Municipal Wide	-	No. of communities in which sanitized status has been achieved in	√	√	√	√	12,000.00		11,000.00	EHSU	UNICEF/MICCS	
	Undertake Monitoring and verification activities in 19 communities	Municipal Wide	5	No. of Monitoring and verification activities carried out	√	√	√	√	14,000.00		9,000.00	EHSU	UNICEF/MICCS	
	Promote the construction of 5 no. institutional latrines in schools	Municipal Wide	-	No. of institutional latrines constructed in	√	√	√	√	812,000.00		250,000.00	EHSU	UNICEF/MICCS/ SW/CD	
	Promote the construction of 3 no. public latrines in the Municipality (Kpando and Torkor markets, Kpando lorry park etc.)	Municipal Wide	1	No. of public latrines constructed in the Municipality	√	√	√	√	650,000.00		430,000.00	EHSU	UNICEF/MICCS/ SW/CD	
	Promote the practice of household water treatment and safe storage in 760 households	Municipal Wide	-	No. of households practicing household water treatment and safe storage	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/ SW/CD	
	Promote the practice of hand washing with soap in 1,200 households	Municipal Wide	-	No. of households practicing hand washing with soap	√	√	√	√	13,000.00	15,000.00			EHSU	UNICEF/MICCS
	Promote the construction of WASH facilities in schools(HWTS/HWWS)	Municipal Wide	√	No. of WASH facilities built in schools	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/ SW/CD	
	Undertake food safety education for the public and screen 2250 food handlers	Municipal Wide	1200	No. of food handlers screened	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/ SW/CD	
Establish Municipal Sanitation Fund	Municipal Wide	-	Municipal Sanitation Fund established	√	√	√	√	718,000.00		390,000.00	EHSU	UNICEF/MICCS/ SW/CD		

Organize 12 no. Monthly National Sanitation Days	Municipal Wide	12	No. of Monthly National Sanitation Days held	√	√	√	√	18,000.00		20,000.00	EHSU	UNICEF/MICCS/ SW/CD
Review, update and implement the (MESAP/ ODF Plan)	Municipal Wide	-	MESAP and ODF Plan Reviewed, updated and implemented	√	√	√	√	16,000.00		15,000.00	EHSU	UNICEF/MICCS/ SW/CD
Undertake effective liquid and solid waste management activities	Municipal Wide	12	Effective liquid and solid waste management activities carried out	√	√	√	√	48,000.00	15,000.00		EHSU	UNICEF/MICCS/ SW/CD
Organize award scheme for well performing ODF communities and field facilitators	Municipal Wide	-	Award scheme for well performing ODF communities and field facilitators held	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/ SW/CD
Undertake disinfection and fumigation activities	Municipal Wide	12	Disinfection and fumigation activities undertaken	√	√	√	√	30,000.00	25,000.00		EHSU	UNICEF/MICCS/ SW/CD
Renovate 2 no. and procure 2.no refuse skips	Municipal Wide	√	No. of refuse skips purchased and renovated	√	√	√	√	10,000.00	25,000.00		EHSU	KpMA
Carry out regular maintenance of final disposal site	Municipal Wide	√	Regular maintenance of final disposal site carried out	√	√	√	√	50,000.00	5,000.00		EHSU	UNICEF/MICCS
Properly acquire and document Assembly's final disposal site land	Kpando	√	Assembly's final disposal site land properly acquired and documented	√	√	√	√	60,000.00	15,000.00		EHSU	UNICEF/MICCS
Review, gazette and enforce Assembly's' bye-laws on sanitation	Kpando	√	Assembly's' bye-laws on sanitation reviewed, gazette and enforced	√	√	√	√	20,000.00	8,000.00		EHSU	Zoomlion Com. Ltd.
Organize capacity training for 100 stakeholders and staff in WASH	Torkor	50	No. of stakeholders and staff in WASH capacity built	√	√	√	√	100,000.00			KpMA	EHSU/ MPCU
Revamp and train 5. No WSMTs in selected communities	Municipal Wide	-	No. of WSMTs revamped and trained	√	√	√	√	12,000.00	18,000.00		EHSU	Zoomlion Com. Ltd.
Promote sanitation marketing activities	Municipal Wide	√	Sanitation marketing activities promoted	√	√	√	√	17,000.00			EHSU	Zoomlion Com. Ltd.
Enter into PPP arrangement in the provision and running of sanitation facilities	Municipal Wide	-	PPP arrangement in the provision and running of sanitation facilities entered	√	√	√	√	9,000.00		10,000.00	EHSU	UNICEF

	Construction of 2No. 20 seater toilet	Selected Communities	-	2No. 20 seater toilet constructed	√	√	√	√	280,000.00			MWD	EHSU
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>													
<b>Programme 3: Infrastructure Development and Management</b>													
	Pay compensation for Government acquired lands	Municipal Wide	√	Settlement schemes for major settlement completed	√	√	√	√		20,000.00		KpMA	PPD/MPCU
<b>Spatial Planning</b>	Complete the preparation of settlement schemes for major settlement	Municipal Wide	-	Settlement schemes for major settlement completed	√	√	√	√		5,000.00		DPP	PPD/MPCU
	Scale up the Street naming and property addressing system	Municipal Wide	-	Street naming and property addressing system completed	√	√	√	√	100,000.00			KpMA	PPD/MPCU
	Intensify public education on land use planning and building regulations	Municipal Wide	5	Public education organized on land use planning and building regulations	√	√	√	√		5,000.00		PPD	MPCU
	Conduct regular site visits	Municipal Wide	12	Regular site visits conducted	√	√	√	√		5,000.00		PPD	MPCU
<b>Public Works</b>	Reshaping/Surfacing/regraveling of selected roads	Municipal Wide	-	Selected feeder road maintained	√	√	√	√	200,000.00			MWD	MPCU
	Construct storm drains in the Municipality Chief Palace to Aloyi road, Kpando Lorry Station to Kudzra, road, Sovie etc.	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			MWD	Urban roads
	Organize 2 no. sensitization programmes on natural resource management	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			NADMO	HR/MPCU
	Provide water and sanitation facilities at Kpando Zongo	Zongo	-	Provide water and sanitation facilities at Kpando Zongo	√	√	√	√	300,000.00		10,000.00	KpMA	Zongo Dev't. Fund
	Undertake vocational, technical and entrepreneurial skills training programmes for Zongo dwellers	Zongo	-	Vocational, technical and entrepreneurial skills training programmes for organized for Zongo dwellers	√	√	√	√	50,000.00		15,000.00	KpMA	Zongo Dev't. Fund

Carry out regular desilting of choked drains in the Municipality	Selected Communities	-	Regular desilting of choked drains in the Municipality carried out	√	√	√	√	100,000.00			MWD	MPCU/
Promote and construct 1 no. limited mechanized water schemes	Selected Communities	-	Limited mechanized water schemes built	√	√	√	√	300,000.00		100,000.00	MWD	MPCU/MP
Construction of foot bridges across the Municipality	Selected Communities	-	Foot bridges built across the Municipality	√	√	√	√	200,000.00		90,000.00	MWD	MPCU/MP
Redevelopment of Torkor lorry park	Selected Communities	-	Torkor lorry park redeveloped	√	√	√	√	150,000.00		60,000.00	MWD	MPCU/MP
Support the extension provision of water to parts of the Municipality.	Selected Communities	3	Extension and provision of water to parts of the Municipality carried out	√	√	√	√	30,000.00		200,000.00	MWD	MPCU/MP
Rehabilitate 10No defunct boreholes	Selected Communities	3	10No. Defunct boreholes renovated	√	√	√	√	500,000.00		200,000.00	MWD	MPCU/MP
Promote and construct 3 no. pipe schemes in the Municipality.	Selected Communities	-	Pipe schemes in the Municipality constructed	√	√	√	√	500,000.00		200,000.00	MWD	MPCU/MP
Provision and maintenance of street lights	Municipal Wide	-	Street lights fixed and maintained	√	√	√	√	14,000.00			MWD	MPCU
Support regular maintenance of traffic light	Kpando	√	Traffic light maintained	√	√	√	√	50,000.00			MWD	MPCU
Construction of Police Post	Agbenoxoe	-	Security situations improved	√	√	√	√	200,000.00			MWD	GPS
Construction of Municipal Police Office	Kpando	-	Security situations improved	√	√	√	√	50,000.00			MWD	GPS
Construction of speed ramps at Agudzi,	Kpando	√	Pavement works in the market completed	√	√	√	√	300,000.00			MWD	
Develop Kpando market	Kpando Torkor	-	Market structure developed	√	√	√	√	100,000.00			MWD	
Support other community initiated projects	Municipal Wide	√	Community initiated projects supported	√	√	√	√	100,000.00			MWD	MPCU

**ECONOMIC DEVELOPMENT**

**Programme 4: Economic Development**

<b>Agriculture</b>	Increase Agric extension to farmers	Municipal Wide	√	Agric extension services increase	√	√	√	√	5,000.00			Dept. of Agric.	
	Establish 10 demonstration farms	Municipal Wide	4	demonstration farms established	√	√	√	√	6,000.00		5,000.00	Dept. of Agric.	
	Facilitate public education on zoonotic diseases in the field and those diagnosed at the slaughter house	Kpando		Farm mechanization centre built	√	√	√	√	1,000,000.00		5,000.00	Dept. of Agric.	Agric Ministry
	Train 3 Technical staff and 10 food vendors on safe handling of meat and meat products	Municipal Wide	1	3 Technical staff and 10 food vendors trained on safe handling of meat and meat products	√	√	√	√	8,000.00		4,000.00	Dept. of Agric.	Farmers
	Facilitate the establishment of livestock and poultry value chain	Municipal Wide	-	livestock and poultry value chain established	√	√	√	√	9,000.00		7,000.00	Dept. of Agric.	Farmers
	Facilitate and supervise the formation of poultry & livestock farmer groups	Municipal Wide	-	poultry & livestock farmer groups established	√	√	√	√	8,000.00		5,000.00	Dept. of Agric.	Farmers
	Conduct contact tracing of diseases diagnosed at the slaughter house and on poultry farm	Municipal Wide	1	contact tracing of diseases diagnosed at the slaughter house and on poultry farm Conducted	√	√	√	√	4,000.00		9,000.00	Dept. of Agric.	Farmers
	Facilitate establishment of standard packaging and marketing processes	Municipal Wide	-	standard packaging and marketing processes established	√	√	√	√	8,000.00		3,000.00	Dept. of Agric.	Farmers
	Support farmers with farm inputs	Municipal Wide	1	Farm inputs supplied to farmers	√	√	√	√	100,000.00			Dept. of Agric.	Stores
	Train farmers on post-harvest handling techniques	Municipal Wide	1	Farmers trained on post-harvest handling	√	√	√	√	50,000.00			Dept. of Agric.	
	Vaccinate small ruminants and poultry birds on PRR and Newcastle diseases	Municipal Wide	1	Small ruminants and poultry birds vaccinated on PRR and Newcastle diseases	√	√	√	√	4,000.00		3,000.00	Dept. of Agric.	Farmers
	Support for planting for food and jobs programme	Municipal Wide	1	Planting for food and jobs supported	√	√	√	√	30,000.00		3,000.00	Dept. of Agric.	Farmers



	Build the capacity of farmers on climate change resilient, high yielding and short term duration seeds of all major crops	Municipal Wide	2	Capacity of farmers built on climate change resilient, high yielding and short term duration seeds of all major crops	√	√	√	√			5,000.00	Dept. of Agric.	Farmers
	Conduct public education on green economy practices	Municipal Wide	2	Public education conducted on green economy practices	√	√	√	√	5,000.00			Dept. of Agric.	
<b>Trade and Industry</b>	Carry out capacity building programmes in cassava processing for 100 beneficiaries	Municipal Wide	100	Capacity of cassava processors built	√	√	√	√	8,000.00		6,000.00	BAC	Trade Ministry
	Support the establishment of an agro processing factories	Municipal Wide	-	agro processing factories	√	√	√	√			9,000.00	BAC	Trade Ministry
	Provide capacity building in entrepreneurial skills development for 400 youth	Municipal Wide	100	Capacity building in entrepreneurial skills development for 400 youth carried out	√	√	√	√			6,000.00	BAC	Trade Ministry
	Establish network between SMEs and financial institutions to enable access to funds	Municipal Wide	2	Network between SMEs and financial institutions to enable access to funds established	√	√	√	√			7,000.00	BAC	Trade Ministry
	Partner private sector to develop and promote and market tourism potentials in the Municipality	Municipal Wide	-	Tourism potentials developed and promoted and marketed	√	√	√	√			11,000.00	BAC	Tourism Ministry
	Organize 2no. capacity training programmes in modern technology and value addition for 10 exporters		-	Capacity training programmes in modern technology and value addition for exporters carried out	√	√	√	√			12,000.00	BAC	Trade Ministry
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>													
<b>Programme 5: Environmental Management</b>													
<b>Disaster prevention and management</b>	Support public education on disaster prevention and management	Municipal Wide	4	Public education organized on disaster prevention and management	√	√	√	√	10,000.00			NADMO	NCCE
	Organize 2 no. sensitization programmes on water resources protection	Municipal Wide	-	Sensitization programmes on water resources protection held	√	√	√	√	9,000.00			KpMA	Water Resources Commission
	Support the provision of relieve items for disaster victims	Municipal Wide	-	Disaster victims relieved	√	√	√	√	25,000.00			KpMA	NADMO

	Intensify public education on climate change, vulnerability and adaptation mechanisms	Municipal Wide	4	General public sensitized on climate change, vulnerability and adaptation mechanisms	√	√	√	√	5,000.00			NADMO	KpMA
	Initiate annual tree planting in schools and communities	Municipal Wide	-	Annual tree planting initiated in schools and communities	√	√	√	√	10,000.00			KpMA	NADMO/VRA
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>													
<b>General Administration</b>													
<b>Management and Administration</b>	Support linkages between Ambassadors, High Commissioners, foreign donors, investors and MCE to maximize investment and trade opportunities for the Assembly	Kpando	-	No. of investment and trade opportunities created for the Assembly	√	√	√	√	20,000.00			KpMA	Trade Ministry

**Table 58: 2021 Annual Action Plan**

<b>GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY</b>													
<b>Programme 1: Management and Administration</b>													
<b>Sub-programmes</b>	<b>Activities (Operations)</b>	<b>Location</b>	<b>Baseline</b>	<b>Output Indicators</b>	<b>Quarterly Time schedule</b>				<b>Indicative Budget</b>			<b>Implementing Agencies</b>	
					<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>GoG</b>	<b>IGF</b>	<b>Donor</b>	<b>Lead</b>	<b>Collab.</b>
<b>General Administration</b>	Implement the National Anti-Corruption Action Plan (NACAP)	Kpando	-	National Anti-Corruption Action Plan (NACAP) Implemented	√	√	√	√	5,000.00			MPCU	HR/CHRAJ
	Involve TAs in decision making processes of the Assembly	Kpando	√	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		HR	MPCU
	Organize 1.no Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Kpando	-	TAs involved in decision making processes of the Assembly	√	√	√	√	5,000.00	3,000.00		HR	MPCU

Organize 1 no. capacity training programmes on LGS Protocols	Kpando	-	Capacity training programmes on LGS Protocols held	√	√	√	√	7,000.00			HR	MPCU
Implement the popular participation strategy of the Assembly	Kpando	√	Popular participation strategy of the Assembly implemented	√	√	√	√	9,000.00			KpMA	HR/ MPCU
Support effective resolution of chieftaincy disputes	Municipal ity wide	-	Chieftaincy disputes resolved	√	√	√	√	12,000.00	8,000.00		KpMA	MP/ TAs
Support Assembly's meetings/workshops/seminars	Kpando	√	Meetings/workshops/seminars held	√	√	√	√	15,000.00	20,000.00		KpMA	HR/ MPCU
Involve Civil Society in 2022 fee fixing, MTDP, annual plans and budgets preparations		4	Civil Society involved in 2022 fee fixing, MTDP annual plans and budgets preparations	√	√	√	√	5,000.00	4,000.00		KpMA	MPCU
Provide office furniture and fittings	Kpando	√	Furniture and fittings procured	√				12,000.00	20,000.00		HR	MCD
Support the celebration of national anniversaries and festivals	Municipal Wide	2	Celebration of national anniversaries and festivals supported	√	√	√	√	30,000.00	10,000.00		MPCU	CSOs/ TAs
Procurement of office supplies and consumables	Kpando	√	Office supplies and consumables supplied	√	√	√	√	20,000.00	10,000.00		MPCU	HR
Renovation of Assembly bungalows	Kpando	2	Assembly bungalows renovated	√	√	√	√	100,000.00			MWD	MPCU
Continue construction of new Assembly complex	Kpando	-	New Assembly office complex constructed	√	√	√	√	100,000.00			KpMA	MPCU
Support sub district structures	All ZCs	√	Sub district structures supported	√	√	√	√	50,000.00			KpMA	MPCU
Organize town hall meetings in all ZCs	All ZCs	3	Town hall meetings organized	√	√	√	√		30,000.00		KpMA	MPCU/ HR
Maintenance of official vehicles	Kpando	5	Vehicles maintained	√	√	√	√	55,000.00			Transport	MPCU

									0			Officer	
	Support for security operations	Municipal Wide	√	Security operations supported	√	√	√	√	9,000.00			Security agencies	MPCU
	Organize radio programmes to interact with the public on activities of the Assembly	Kpando	-	radio programmes to interact with the public on activities of the Assembly organized		√	√	√	9,000.00			KpMA	MPCU/HR
	Undertake 1 no. capacity building programmes for records staff	Kpando	-	One (1) no. capacity building programmes for records staff held		√	√	√	7,000.00			HR	MPCU
	Support other decentralized departments	Municipal Wide	√	Other decentralized departments supported	√	√	√	√		50,000.00		KpMA	MPCU/HR
<b>Finance</b>	Intensify supervision of all revenue collections	Municipal Wide	√	Revenue collection monitored	√	√	√	√		9,000.00		MFO	MPCU
	Organize regular public education on rates/fees (Tax) payment consciousness	Municipal Wide	√	Number of public education undertaken	√	√	√	√	5,000.00			MPCU	Revenue Unit
	Facilitate the preparation and implementation of 2021 Revenue Improvement Action Plan (RIAP)	Municipal Wide	√	Revenue performance enhanced	√	√	√	√		10,000.00		MPCU	Revenue Unit
<b>Planning and Budgeting</b>	Facilitate the preparation of 2022 fee fixing, Annual action plan and composite budget	Kpando	3	2022 fee fixing, Annual action plan and composite budget prepared			√	√	30,000.00			MPCU	CSOs
	Undertake quarterly monitoring and evaluation of development projects	Municipal Wide	4	Monitoring conducted	√	√	√	√	20,000.00			MPCU	CSOs
	Prepare and implement 2021 maintenance plans	Kpando	√	2021 Maintenance plans prepared and implemented	√	√	√	√	20,000.00	10,000.00		MWD	MPCU
<b>Human Resource Management</b>	Organize capacity building workshop for staff and Assembly members	Kpando	-	Competencies of staff and Assembly Members enhanced		√			70,000.00	10,000.00		HR Unit	MPCU

	Revenue Staff to be trained to improve capacity in revenue collection	Kpando	-	Number of staff trained		√				10,000.00			MPCU	HR
<b>SOCIAL DEVELOPMENT</b>														
<b>Programme 2: Social Services Delivery</b>														
<b>Education, Youth and Sports</b>	Provide sponsorship/bursaries to needy but brilliant pupils/ District Education Fund	Municipal Wide	√	sponsorship/bursaries provided to needy but brilliant pupils	√	√	√	√		15,000.00			KpMA	Dept. of Educ.
	Monitor and support Implementation of Free SHS policy	Municipal Wide	-	Free SHS policy supported	√	√	√	√	35,000.00				KpMA	Dept. of Educ.
	Organize District Best Teacher Awards	Municipal Wide	-	District Best Teacher Awards organized		√				15,000.00			KpMA	Dept. of Educ.
	Support my first day at school programme	Municipal Wide	√	My first day at school programme supported			√			3,500.00			KpMA	Dept. of Educ.
	Support MEOC monitoring activities	Municipal Wide	√	MEOC monitoring activities supported	√	√	√	√		10,000.00			Dept. of Educ.	KpMA
	Support district sports and cultural festivals	Municipal Wide	√	District sports and cultural festivals supported		√				10,000.00			Dept. of Educ.	KpMA/CNC
	Support the STMIE programme	Municipal Wide	√	STMIE programme supported	√	√	√	√		350,000.00			Dept. of Educ.	KpMA
	Construct 2 no. 2 unit classroom blocks	Selected Schools	-	4No. 3 Unit Classroom Block completed	√	√			250,000.00				KpMA	Dept. of Educ.
	Promote bee keeping activities in the Municipality	Municipal Wide	√	Bee keeping activities in the Municipality supported	√	√	√	√		10,000.00			BAC	MA
	Renovation of 2No. 3 unit classroom block	Selected Schools		Three (3) unit classroom blocks renovated	√	√			350,000.00				KpMA	Dept. of Educ.

	Intensify supervision and monitoring of Teaching and Learning activities at all levels			supervision and monitoring of Teaching and Learning activities at all levels Intensified	√	√	√	√		10,000.00		Dept. of Educ.	KpMA
	Renovation of 3No. 6 unit classroom block	Selected Schools		Six (6) unit classroom blocks renovated	√	√			450,000.00			KpMA	Dept. of Educ.
	Construction of 3No. 3 unit classroom blocks	Selected Communities	-	3No. 3 unit classroom blocks constructed	√	√	√	√	600,000.00			KpMA	Dept. of Educ.
	Monitor BECE and WASSCE and organize annual mock examinations	Municipal Wide	2	Monitor and organize annual mock examinations	√	√	√	√	12,000.00			Dept. of Educ.	KpMA/MP
	Provision of furniture to schools in the Municipality	Municipal Wide	2	Furniture provided to schools in the Municipality	√	√	√	√	100,000.00			KpMA	Dept. of Educ./MP/ VRA
	Construct and equip 2. No school and community library at Aloyi	Aloyi		School library built at Aloyi	√	√	√	√	100,000.00			KpMA	Dept. of Educ./MP/ VRA
	Construction of 3No. 6 unit classroom block	Avetikope	3	1No. 6 unit classroom block constructed	√	√	√	√	400,000.00			KpMA	Dept. of Educ./ MP
	Expand infrastructure at BIHECO	Kpando		Educational infrastructure at Kpantech expanded	√	√	√	√	400,000.00		400,000.00	KpMA	Dept. of Educ./GETFund
<b>Health</b>	Construction of Maternity Block	Agbenoxoe	2	1No. Maternity Block Constructed	√	√	√	√	200,000.00			KpMA	Dept. of Health
	Upgrade Kpando Health Center into a Polyclinic	Kpando T	-	Kpando Health Center upgraded into a Polyclinic	√				2,000,000.00		1,000,000.00	KpMA	Dept. of Health
	Intensify nutrition education and promotion	Municipal Wide	√	Nutrition education carried out	√	√	√	√		15,000.00		KpMA	Dept. of Health
	Offer logistical support to the mental health unit	Kpando		Mental health unit supported with logistics	√	√	√	√	250,000.00			KpMA	Dept. of Health/MP

	Support Malaria control and NID programmes	Municipal Wide	√	Malaria control and NID programmes supported	√	√	√	√		15,000.00		KpMA	Dept. of Health
	Support to intensify HIV/AIDs control programme	Municipal Wide	√	HIV/AIDs control programme intensified	√	√	√	√	12,000.00			MAC	Dept. of Health
<b>Social welfare and community development</b>	Provide financial and skill support to PWDs	Municipal Wide	-	PWDs provided with financial and skill supports	√	√	√	√	60,000.00			SW/CD	MPCU /PWDs
	Organize public sensitization programmes on child labour and child trafficking	Municipal Wide	√	No. of sensitization programmes organized	√	√	√	√	10,000.00			SW/CD	GAWU/ ILO/ FAO
	Support the expansion of NHIS coverage to 80%			NHIS coverage supported to 80% coverage								NHIS	KpMA
	Provide accessibility to public infrastructure and services for PWDs	Municipal Wide	-	PWDs provided with access to public infrastructure and services	√	√	√	√	30,000.00			MWD	KpMA
	Support Girl Child Education Programmes	Municipal Wide	√	No. of Girl Child Education Programmes supported	√	√	√	√	5,000.00			SW/CD	GES
	Support the poor through the LEAP programme	Municipal Wide	√	The poor are supported through the LEAP programme	√	√	√	√	30,000.00			SW/CD	MPCU
	Support the implementation of the Ghana School Feeding Programme	Municipal Wide	√	Implementation of the Ghana School Feeding Programme supported	√	√	√	√	4,500.00			GES	MA
	Provide economic and skill empowerment to women	Municipal Wide	√	No. of women provided with economic and skill empowerment	√	√	√	√	20,000.00	5,000.00		SW/CD	BAC
	Carry out 4.no sensitization programmes on early marriages and teenage pregnancy in selected schools and communities	Municipal Wide	2	Sensitization programmes on early marriages and teenage pregnancy in selected schools and communities held	√	√	√	√	9,000.00			SW/CD	Dept. of Health

	Undertake skills training and entrepreneurship and apprenticeship programmes for 100 women	Municipal Wide	50	Skills training and entrepreneurship and apprenticeship programmes organized for 100 women	√	√	√	√	9,000.00			SW/CD	BAC
	Undertake data collection on all PWDs in the Municipality	Municipal Wide	-	Data collection on all PWDs in the Municipality carried out	√	√	√	√	9,000.00			SW/CD	MPCU
	Awareness creation on women participation in governance	Municipal Wide	1	No. of forums organized	√				5,000.00			MPCU	SW/CD
	Undertake skills training in entrepreneurship for 100 vulnerable persons	Municipal Wide	-	Skills training in entrepreneurship for vulnerable persons Undertaken	√				5,000.00			BAC	SW/CD
	Carry out 2 no. sensitization programmes on gender equality	Municipal Wide	-	Sensitization programmes on gender equality held	√	√	√	√		5,000.00		SW/CD	MPCU
	Organize sensitization workshops on violence against women	Municipal Wide	2	No. of sensitization workshops on violence against women conducted	√	√	√	√		5,000.00		SW/CD	NCCE
<b>Environmental Sanitation</b>	Attain ODF status in 10 communities	Municipal Wide	16	No. of communities in which ODF status has been achieved in	√	√	√	√	12,000.00		15,000.00	EHSU	UNICEF/MICCS
	Attain sanitized status in 5 communities	Municipal Wide	-	No. of communities in which sanitized status has been achieved in	√	√	√	√	12,000.00		11,000.00	EHSU	UNICEF/MICCS
	Undertake Monitoring and verification activities in 19 communities	Municipal Wide	5	No. of Monitoring and verification activities carried out	√	√	√	√	14,000.00		9,000.00	EHSU	UNICEF/MICCS
	Promote the construction of 5 no. institutional latrines in schools	Municipal Wide	-	No. of institutional latrines constructed in	√	√	√	√	812,000.00		250,000.00	EHSU	UNICEF/MICCS/SW/CD
	Promote the construction of 3 no. public latrines in the Municipality (Kpando and Torkor markets, Kpando lorry park etc.)	Municipal Wide	1	No. of public latrines constructed in the Municipality	√	√	√	√	650,000.00		430,000.00	EHSU	UNICEF/MICCS/SW/CD



Promote the practice of household water treatment and safe storage in 760 households	Municipal Wide	-	No. of households practicing household water treatment and safe storage	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/SW/CD
Promote the practice of hand washing with soap in 1,200 households	Municipal Wide	-	No. of households practicing hand washing with soap	√	√	√	√	13,000.00	15,000.00		EHSU	UNICEF/MICCS
Promote the construction of WASH facilities in schools(HWTS/ HWWS)	Municipal Wide	√	No. of WASH facilities built in schools	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/SW/CD
Undertake food safety education for the public and screen 2250 food handlers	Municipal Wide	1200	No. of food handlers screened	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/SW/CD
Establish Municipal Sanitation Fund	Municipal Wide	-	Municipal Sanitation Fund established	√	√	√	√	718,000.00		390,000.00	EHSU	UNICEF/MICCS/SW/CD
Organize 12 no. Monthly National Sanitation Days	Municipal Wide	12	No. of Monthly National Sanitation Days held	√	√	√	√	18,000.00		20,000.00	EHSU	UNICEF/MICCS/SW/CD
Review, update and implement the (MESAP/ ODF Plan)	Municipal Wide	-	MESAP and ODF Plan Reviewed, updated and implemented	√	√	√	√	16,000.00		15,000.00	EHSU	UNICEF/MICCS/SW/CD
Undertake effective liquid and solid waste management activities	Municipal Wide	12	Effective liquid and solid waste management activities carried out	√	√	√	√	48,000.00	15,000.00		EHSU	UNICEF/MICCS/SW/CD
Organize award scheme for well performing ODF communities and field facilitators	Municipal Wide	-	Award scheme for well performing ODF communities and field facilitators held	√	√	√	√	18,000.00		11,000.00	EHSU	UNICEF/MICCS/SW/CD
Undertake disinfection and fumigation activities	Municipal Wide	12	Disinfection and fumigation activities undertaken	√	√	√	√	30,000.00	25,000.00		EHSU	UNICEF/MICCS/SW/CD
Renovate 2 no. and procure 2.no refuse skips	Municipal Wide	√	No. of refuse skips purchased and renovated	√	√	√	√	10,000.00	25,000.00		EHSU	KpMA
Carry out regular maintenance of final disposal site	Municipal Wide	√	Regular maintenance of final disposal site carried out	√	√	√	√	50,000.00	5,000.00		EHSU	UNICEF/MICCS

	Properly acquire and document Assembly's final disposal site land	Kpando	√	Assembly's final disposal site land properly acquired and documented	√	√	√	√	60,000.00	15,000.00		EHSU	UNICEF/MICCS
	Review, gazette and enforce Assembly's bye-laws on sanitation	Kpando	√	Assembly's bye-laws on sanitation reviewed, gazette and enforced	√	√	√	√	20,000.00	8,000.00		EHSU	Zoomlion Com. Ltd.
	Organize capacity training for 100 stakeholders and staff in WASH	Torkor	50	No. of stakeholders and staff in WASH capacity built	√	√	√	√	100,000.00			KpMA	EHSU/MPCU
	Revamp and train 5. No WSMTs in selected communities	Municipal Wide	-	No. of WSMTs revamped and trained	√	√	√	√	12,000.00	18,000.00		EHSU	Zoomlion Com. Ltd.
	Promote sanitation marketing activities	Municipal Wide	√	Sanitation marketing activities promoted	√	√	√	√	17,000.00			EHSU	Zoomlion Com. Ltd.
	Enter into PPP arrangement in the provision and running of sanitation facilities	Municipal Wide	-	PPP arrangement in the provision and running of sanitation facilities entered	√	√	√	√	9,000.00		10,000.00	EHSU	UNICEF
	Construction of 2No. 20 seater toilet	Selected Communities	-	2No. 20 seater toilet constructed	√	√	√	√	280,000.00			MWD	EHSU

### ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

#### Programme 3: Infrastructure Development and Management

<b>Spatial Planning</b>	Pay compensation for Government acquired lands	Municipal Wide	√	Settlement schemes for major settlement completed	√	√	√	√		20,000.00		KpMA	PPD
	Complete the preparation of settlement schemes for major settlement	Municipal Wide	-	Settlement schemes for major settlement completed	√	√	√	√		5,000.00		PPD	MPCU
	Procure satellite images for development control	Kpando	-	Satellite images procured for development control		√	√	√	10,000.00			PPD	MPCU
	Scale up the Street naming and property addressing system	Municipal Wide	-	Street naming and property addressing system completed	√	√	√	√	100,000.00			KpMA	PPD/MPCU

	Intensify public education on land use planning and building regulations	Municipal Wide	5	Public education organized on land use planning and building regulations	√	√	√	√		5,000.00		PPD	MPCU
	Conduct regular site visits	Municipal Wide	12	Regular site visits conducted	√	√	√	√		5,000.00		PPD	MPCU
<b>Public Works</b>	Reshaping/Surfacing/regraveling of selected roads	Municipal Wide	-	Selected feeder road maintained	√	√	√	√	200,000.00			MWD	Urban Roads
	Construct storm drains in the Municipality	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			MWD	Urban roads
	Organize 2 no. sensitization programmes on natural resource management	Selected Communities	-	Storm drains in the Municipality constructed	√	√	√	√	500,000.00			KpMA	HR
	Provide water and sanitation facilities at Kpando Zongo	Zongo	-	Provide water and sanitation facilities at Kpando Zongo	√	√	√	√	300,000.00		10,000.00	KpMA	Zongo Dev't. Fund
	Undertake vocational, technical and entrepreneurial skills training programmes for Zongo dwellers	Zongo	-	Vocational, technical and entrepreneurial skills training programmes for organized for Zongo dwellers	√	√	√	√	50,000.00		15,000.00	KpMA	BAC/ Zongo Dev't. Fund
	Carry out regular desilting of choked drains in the Municipality	Selected Communities	-	Regular desilting of choked drains in the Municipality carried out	√	√	√	√	100,000.00			MWD	MPCU/
	Promote and construct 1 no. limited mechanized water schemes	Selected Communities	-	Limited mechanized water schemes built	√	√	√	√	300,000.00		100,000.00	MWD	MPCU/MP
	Construction of foot bridges across the Municipality	Selected Communities	-	Foot bridges built across the Municipality	√	√	√	√	200,000.00		90,000.00	MWD	MPCU/MP
	Support the extension provision of water to parts of the Municipality.	Selected Communities	3	Extension and provision of water to parts of the Municipality carried out	√	√	√	√	30,000.00		200,000.00	MWD	GWCL
	Rehabilitate 10No defunct boreholes	Selected Communities	3	10No. Defunct boreholes renovated	√	√	√	√	500,000.00		200,000.00	MWD	MPCU/UNICEF/MP
Promote and construct 3 no. pipe schemes in the	Selected Communities	-	Pipe schemes in the Municipality constructed	√	√	√	√	500,000.00		200,000.00	MWD	MPCU/MP/	

	Municipality.	ies							0				UNICEF
	Provision and maintenance of street lights	Municipal Wide	-	Street lights fixed and maintained	√	√	√	√	14,000.00			MWD	MPCU
	Support regular maintenance of traffic light	Kpando	√	Traffic light maintained	√	√	√	√	50,000.00			MWD	MPCU
	Construction of speed ramps	Selected communities	√	Pavement works in the market completed	√	√	√	√	300,000.00			MWD	Assembly Members
	Support other community initiated projects	Municipal Wide	√	Community initiated projects supported	√	√	√	√	100,000.00			MWD	MPCU/ TAs/ Assembly Members

## ECONOMIC DEVELOPMENT

### Programme 4: Economic Development

<b>Agriculture</b>	Increase Agric extension to farmers	Municipal Wide	√	Agric extension services increase	√	√	√	√	5,000.00			Dept. of Agric.	Farmers
	Establish 10 demonstration farms	Municipal Wide	4	demonstration farms established	√	√	√	√	6,000.00		5,000.00	Dept. of Agric.	Farmers
	Facilitate public education on zoonotic diseases in the field and those diagnosed at the slaughter house	Kpando		Farm mechanization centre built	√	√	√	√	1,000,000.00		5,000.00	Dept. of Agric.	Vert. Services
	Train 3 Technical staff and 10 food vendors on safe handling of meat and meat products	Municipal Wide	1	3 Technical staff and 10 food vendors trained on safe handling of meat and meat products	√	√	√	√	8,000.00		4,000.00	Dept. of Agric.	Farmers
	Facilitate the establishment of livestock and poultry value chain	Municipal Wide	-	livestock and poultry value chain established	√	√	√	√	9,000.00		7,000.00	Dept. of Agric.	Farmers
	Facilitate and supervise the formation of poultry & livestock farmer groups	Municipal Wide	-	poultry & livestock farmer groups established	√	√	√	√	8,000.00		5,000.00	Dept. of Agric.	Farmers

	Conduct contact tracing of diseases diagnosed at the slaughter house and on poultry farm	Municipal Wide	1	contact tracing of diseases diagnosed at the slaughter house and on poultry farm Conducted	√	√	√	√	4,000.00		9,000.00	Dept. of Agric.	Farmers
	Facilitate establishment of standard packaging and marketing processes	Municipal Wide	-	standard packaging and marketing processes established	√	√	√	√	8,000.00		3,000.00	Dept. of Agric.	Farmers
	Support farmers with farm inputs	Municipal Wide	1	Farm inputs supplied to farmers	√	√	√	√	100,000.00			Dept. of Agric.	Farmers
	Train farmers on post-harvest handling techniques	Municipal Wide	1	Farmers trained on post-harvest handling	√	√	√	√	50,000.00			Dept. of Agric.	Farmers
	Vaccinate small ruminants and poultry birds on PRR and Newcastle diseases	Municipal Wide	1	Small ruminants and poultry birds vaccinated on PRR and Newcastle diseases	√	√	√	√	4,000.00		3,000.00	Dept. of Agric.	Vert. Services
	Support for planting for food and jobs programme	Municipal Wide	1	Planting for food and jobs supported	√	√	√	√	30,000.00		3,000.00	Dept. of Agric.	Farmers
	Build the capacity of farmers on climate change resilient, high yielding and short term duration seeds of all major crops	Municipal Wide	2	Capacity of farmers built on climate change resilient, high yielding and short term duration seeds of all major crops	√	√	√	√			5,000.00	Dept. of Agric.	Farmers
	Conduct public education on green economy practices	Municipal Wide	2	Public education conducted on green economy practices	√	√	√	√	5,000.00			Dept. of Agric.	Farmers
<b>Trade and Industry</b>	Carry out capacity building programmes in cassava processing for 100 beneficiaries	Municipal Wide	100	Capacity of cassava processors built	√	√	√	√	8,000.00		6,000.00	BAC	Trade Ministry
	Support the establishment of an agro processing factories	Municipal Wide	-	agro processing factories	√	√	√	√			9,000.00	BAC	Trade Ministry
	Provide capacity building in entrepreneurial skills development for 400 youth	Municipal Wide	100	Capacity building in entrepreneurial skills development for 400 youth carried out	√	√	√	√			6,000.00	BAC	Trade Ministry

	Establish network between SMEs and financial institutions to enable access to funds	Municipal Wide	2	Network between SMEs and financial institutions to enable access to funds established	√	√	√	√			7,000.00	BAC	Trade Ministry
	Partner private sector to develop and promote and market tourism potentials in the Municipality	Municipal Wide	-	Tourism potentials developed and promoted and marketed	√	√	√	√			11,000.00	BAC	Tourism Ministry
	Organize 2no. capacity training programmes in modern technology and value addition for 10 exporters	Municipal Wide	-	Capacity training programmes in modern technology and value addition for exporters carried out	√	√	√	√			12,000.00	BAC	Trade Ministry

**ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS**

**Programme 5: Environmental Management**

<b>Disaster prevention and management</b>	Support public education on disaster prevention and management	Municipal Wide	4	Public education organized on disaster prevention and management	√	√	√	√	10,000.00			NADMO	NCCE
	Organize 1 no. sensitization programmes on water resources protection	Municipal Wide	-	Sensitization programmes on water resources protection held	√	√	√	√	9,000.00			KpMA	Water Resources Commission
	Carry out 1. No Sensitization programmes on Conservation Agriculture	Municipal Wide	-	Sensitization programmes on Conservation Agriculture held	√	√	√	√	5,000.00			KpMA	MPCU
	Support the provision of relieve items for disaster victims	Municipal Wide	-	Disaster victims relieved	√	√	√	√	25,000.00			KpMA	NADMO
	Intensify public education on climate change, vulnerability and adaptation mechanisms	Municipal Wide	4	General public sensitized on climate change, vulnerability and adaptation mechanisms	√	√	√	√	5,000.00			NADMO	MA
	Initiate annual tree planting in schools and communities	Municipal Wide	-	Annual tree planting initiated in schools and	√	√	√	√	10,000.			NADMO	MPCU/VRA

				communities					00				
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>													
<b>General Administration</b>													
<b>Management and Administration</b>	Support linkages between Ambassadors, High Commissioners, foreign donors, investors and MCE to maximize investment and trade opportunities for the Assembly	Kpando	-	No. of investment and trade opportunities created for the Assembly	√	√	√	√	20,000.00			KpMA	Trade Ministry

## **IMPLEMENTATION OF ANNUAL ACTION PLANS**

The Annual Action Plans implementation schedule has been developed to guide the implementation of the planned activities which will be carried out by the Departments/ Units, and agencies in collaboration with NGOs, CSOs, FBOs and the Private sector.

The timely flow of resources has an influence on the performance of the implementation schedule. The schedule will therefore be distorted if funds are not released timely. Table 58 below presents details of the Implementation Schedule of the plan.



**Table 5953: Implementation Schedule**

ACTIVITIES	TIME FRAMES				COLLABORATING STAKEHOLDERS	BUDGET GH¢
	2018	2019	2020	2021		
<b>DMTDP preparation</b>						
DMTDP Stakeholders Review meeting to review plan and AAPs	Mid-June	Mid-June	Mid-June	Mid-June	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, etc	12,000.00
<b>Implementation monitoring</b>						
Field visits	Mid- Jan.	Mid- Jan	Mid- Jan	Mid- Jan	Reps of District Sub-Structures, MPCU, Opinion Leaders , NGOs, CBOs, Reps Religious groups	4,000.00
Review meetings	Qtly	Qtly	Qtly	Qtly	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members,, NGOs, CBOs, Religious groups, etc	6,000.00
<b>Preparation of M&amp;E Reports</b>						
Preparation of progress reports	End of every quarter	End of every quarter	End of every quarter	End of every quarter	MPCU	1,200.00
Data collection	End of every quarter	End of every quarter	End of every quarter	End of every quarter	MPCU, RCC, NDPC	1,700.00
Data collation	End of every quarter	End of every quarter	End of every quarter	End of every quarter	Heads of Sector Departments, RCC, NDPC	2,000.00
Data analysis	End of every quarter	End of every quarter	End of every quarter	End of every quarter	Heads of Sector Departments, RCC, NDPC	2,000.00
Organize APR validation workshops	End of every quarter	End of every quarter	End of every quarter	End of every quarter	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, etc	8,000.00
Internal review of draft APR	End of every quarter	End of every quarter	End of every quarter	End of every quarter	MPCU	1,000.00
Peer review of APR	First week of the beginning of every quarter	First week of the beginning of every quarter	First week of the beginning of every quarter	First week of the beginning of every quarter	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, etc	<b>5,000.00</b>
Print APR	Second week of the	Second week of the	Second week of the	Second week of the beginning of every	Planning officers	<b>6,500.00</b>

	beginning of every quarter	beginning of every quarter	beginning of every quarter	quarter		
<b>Dissemination and Communication of M&amp;E Results</b>						
Organize APR dissemination workshops	1 <sup>st</sup> week of February	1 <sup>st</sup> week of February	1 <sup>st</sup> week of February	1 <sup>st</sup> week of February	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	8,000.00
Distribution of APR	2 <sup>nd</sup> week of February	2 <sup>nd</sup> week of February	2 <sup>nd</sup> week of February	2 <sup>nd</sup> week of February	MPCU	1,000.00
Stakeholder engagement on APRs	3 <sup>rd</sup> week of March	3 <sup>rd</sup> week of March	3 <sup>rd</sup> week of March	3 <sup>rd</sup> week of March	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	10,000.00
<b>PM&amp; E</b>						
Prepare for PM& E with stakeholders	2 <sup>nd</sup> week of May	2 <sup>nd</sup> week of May	2 <sup>nd</sup> week of May	2 <sup>nd</sup> week of May	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	9,000.00
Train personnel to conduct field work	3 <sup>rd</sup> week of May	3 <sup>rd</sup> week of May	3 <sup>rd</sup> week of May	3 <sup>rd</sup> week of May	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	<b>5,000.00</b>
Conduct PM& E	4 <sup>th</sup> week of May	4 <sup>th</sup> week of May	4 <sup>th</sup> week of May	4 <sup>th</sup> week of May	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	<b>12,000.00</b>
<b>Evaluation</b>						
Selected evaluation activities	1 <sup>st</sup> week of June	1 <sup>st</sup> week of June	1 <sup>st</sup> week of June	1 <sup>st</sup> week of June	MPCU, Opinion Leaders, Traditional Leaders, Assembly Members, NGOs, CBOs, Religious groups, RCC etc	<b>13,000.00</b>
<b>TOTAL COST</b>					<b>GHC</b>	<b>107,400.00</b>

## **CHAPTER SIX**

### **MONITORING**

#### **MONITORING INDICATORS**

Indicators are needed for measuring progress while targets are specific, planned level of results expected to be achieved within a timeframe. These measurements lead to the stated goal and objectives indicated in the PoA and AAPs. Core and Municipal indicators were categorised into input, output, outcomes and impact indicators respectively in relation to the adopted policy objectives. These indicators were also disaggregated where possible into age, gender, location etc.

Table 59 below presents details of the monitoring matrix.

**Table 60: Monitoring Matrix/ Results Framework**

<b>ECONOMIC DEVELOPMENT</b>											
<b>Objectives</b>	<b>Indicators</b>	<b>Indicator Definition</b>	<b>Indicator Type</b>	<b>Base line 2017</b>	<b>Targets</b>				<b>Disaggregation</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
					<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>			
Enhance production and supply of quality raw materials	No. of farmers supported to cultivate selected crops for domestic and industrial purposes.	Farmers supported to cultivate selected crops	Output	650	1,000	1,000	1,000	2,000	Male/ Female	Monthly	Dept. of Agric
Ensure improved skills development for Industry	Art Village developed	Development of an Art village at Fesi	Output	-	-	-	1	-	Urban/ Rural	Monthly	MWD/BAC
	Resource centre established	Establishment of resource centre	Output	-	-	1	-	-	Urban/ Rural	Monthly	MWD/BAC
	No. of exporters capacity built in modern technology and value addition for	Capacity building for exporters in modern technology	Output	5	10	10	10	10	Male/ Female	Monthly	Dept. of Agric
Pursue flagship industrial development initiatives	No. of farmers capacity built cassava processing	Capacity building for framers in cassava processing	Output	54	100	150	150	100	Male/ Female	Monthly	Dept. of Agric
	No. of agro processing factories built	Construction of agro-processing factories	Output	-	2	2	2	2	Male/ Female	Monthly	BAC/Dept. of Agric
Support Entrepreneurship and SME Development	No. of youth capacity built in entrepreneurial skills development	Capacity building for the youth in entrepreneurial skills development	Output	100	300	300	300	300	Male/ Female	Monthly	BAC
	No. of SMEs accessing funds from financial institutions	Linking SMEs to financial institutions to access funds	Output	1	100	100	100	100	Small/ Medium	Monthly	BAC

Diversify and expand the tourism industry for economic development	No. of tourist attractions developed	Development of tourist attractions	Output	-	2	2	2	2	Rural/ Urban	Monthly	KpMA/BAC
Promote a demand-driven approach to agricultural development	No. of horticultural crop producers assisted to access credit and market	Assist horticultural crop producers to access credit and market	Output		200	200	200	200	Male/ Female	Monthly	KpMA/BAC
Ensure improved Public Investment	No. of Technical Staff capacity built	Build capacity of technical staff	Output		3	2	2	3	Male/ Female	Monthly	Dept. of Agric
	Agbenoxoe to Dafor road and bridge built	Rehabilitate Agbenoxoe to Dafor road and bridge built	Output	-	-	1	1	-	Urban/ Feeder	Weekly	MWD/ Urban Roads Dept.
	Gbefi Tornu to Tafi road rehabilitated	Rehabilitate Gbefi Tornu to Tafi road	Output	-	-	-	1	-	Urban/ Feeder	Weekly	MWD/ Urban Roads Dept.
	6 km Debidebi feeder roads and others Rehabilitated	Rehabilitate Debidebi feeder roads and others	Output	-	-	1	-	-	Urban/ Feeder	Weekly	MWD/ Urban Roads Dept.
	Torkor and Kpando Markets Redeveloped	Redevelop Torkor and Kpando Markets	Output	√	√	√	√	√	Urban/ Rural	Weekly	MWD
Improve production efficiency and yield	No. of farmers improved rice seeds distributed to.	Supply improved rice seeds to farmers	Output	1233	1500	1500	1000	1000	Male/ Female	Monthly	Dept. of Agric
	No. of AEAs trained	Train AEAs	Output	1	3	3	2	1	Male/ Female	Weekly	Dept. of Agric
	No. of farmers benefitted from bags of improved vegetable seeds	Supply improved vegetable seeds to farmers	Output	650	1500	1500	1000	1000	Male/ Female	Monthly	Dept. of Agric
	No. of field and home visits embarked on by technical staff	Embark on field and home visits by technical staff	Output	520	1000	1000	1000	1000	Field/ Home	Weekly	Dept. of Agric
	No. of operational areas pest and disease surveillance is carried out in	Carry out pest and disease surveillance in operational areas	Output	1	3	3	2	1	Rural/ Urban	Weekly	Dept. of Agric

	Farm mechanization centre established	Establish a Farm mechanization centre	Output	-	-	1	-	-	Urban/ Rural	Weekly	Dept. of Agric
	No. of radio programmes carried out to create awareness on planting for food and jobs" policy	Carry out radio programmes to create awareness on planting for food and jobs" policy	Output	4	12	12	12	12	Daily/ Weekly/ Monthly	Weekly	Dept. of Agric/ Info. Services Dept.
	No. of demonstrations done on maize production with farmers	Carry out demonstrations on maize production with farmers	Output	2	3	3	3	3	Weekly/ Monthly	Monthly	Dept. of Agric
	Irrigation infrastructure in the Municipality expanded and rehabilitated	Expand and rehabilitate infrastructure	Output	-	-	-	1	-	-	Monthly	Dept. of Agric
	No. of Technical Staff capacity built in rice production steps	Build capacity of Technical Staff in rice production steps	Output	-	2	2	3	2	Male/ Female	Weekly	Dept. of Agric
Improve Post-Harvest Management	No. of farmers benefitted from postharvest technology demonstration	Carry out demonstration for farmers on postharvest technology	Output	-	2,000	2,000	2,500	2,500	Male/ Female	Weekly	Dept. of Agric
	No. of technical staff trained on postharvest management	Train technical staff on postharvest management	Output	-	3	2	2	2	Male/ Female	Weekly	Dept. of Agric
	Fesi-Dzigbe feeder roads and others rehabilitated	Rehabilitate Fesi-Dzigbe feeder roads and others	Output	-	-	√	-	-	Feeder/ Urban	Weekly	MWD/ Urban Roads Dept.
	Bridge over River Dayi at Sovie and River Aflabo at Gbefi constructed	Build Bridge over River Dayi at Sovie and River Aflabo at Gbefi	Output	-	-	1	1	-	Feeder/ Urban	Weekly	MWD/ Urban Roads Dept.
	No. of warehouses and storage facilities rehabilitated or built	Rehabilitate or built warehouses and storage facilities	Output	-	2	-	-	2	Rural/ Urban	Weekly	BAC/Dept. of Agric

Enhance the application of science, technology and innovation	Rice value chain Platform established	Establish rice value chain platform	Output	-	-	1	-	-	-	Weekly	Dept. of Agric
Promote agriculture as a viable business among the youth	No. of farmers benefitted from improved planting materials	Supply improved planting materials to farmers	Output	1000	1500	1500	2000	2000	Male/ Female	Weekly	Dept. of Agric
	No. of youth trained in Agribusiness	Train youth in agribusiness	Output	-	100	100	100	100	Male/ Female	Weekly	Dept. of Agric
	No. of rice seed Growers trained	Train rice seed Growers	Output	-	-	1	1	-	Male/ Female	Weekly	Dept. of Agric
Promote livestock and poultry development for food security and income generation	No. of poultry farmers assisted to access to vaccines, drugs and feed	Assist poultry farmers to access vaccines, drugs and feed	Output	10	50	50	50	50	Male/ Female	Weekly	Dept. of Agric
	No. of public education on zoonotic diseases carried out	Carry out public education on zoonotic diseases	Output	4	12	12	12	12	Male/ Female	Monthly	Dept. of Agric
	No. of Technical staff and food vendors trained on safe handling of meat and meat products	Carry out training for technical staff and food vendors on safe handling of meat and meat products	Output	5	20	20	10	10	Male/ Female	Monthly	Dept. of Agric
	Livestock and poultry value chain established	Establish livestock and poultry value chain established	Output	-	-	1	-	-	Urban/ Rural	Monthly	Dept. of Agric
	Poultry & livestock farmer groups established	Establish Poultry & livestock farmer groups	Output	-	-	-	1	-	Urban/ Rural	Monthly	Dept. of Agric
Ensure sustainable development and management of aquaculture	No. of persons benefitted from the demonstration on modern aquaculture organised for the youth	Carry out demonstration on aquaculture for the youth	Output	-	-	1	-	1	Male/ Female	Monthly	Dept. of Agric
Ensure sustainable development and	No. of Storage facilities at Torkor constructed	Construct storage facilities at Torkor	Output	-	-	1	1	-	Urban/ Rural	Monthly	Dept. of Agric

management of Aquatic Fisheries Resources	No. of processors and marketers trained in standardization packaging and branding of processed fish	Train processors and marketers in standardization packaging and branding of processed fish	Output	-	20	20	20	20	Male/ Female	Monthly	Dept. of Agric
	By-laws on illegal fishing methods enforced	Enforce by-laws on illegal fishing methods	Output	√	√	√	√	√	Male/ Female	Monthly	Dept. of Agric

### SOCIAL DEVELOPMENT

Enhance inclusive and equitable access to, and participation in quality education at all levels	No. of schools supported to ensure effective implementation of Free SHS policy	Support effective implementation of Free SHS policy	Output	4	12	12	12	12	Male/ Female	Monthly	Dept. of Education
	No. of STMIE clinics supported	Support STMIE clinics	Output	1	1	1	1	1	Male/ Female	Monthly	KpMA/Dept. of Education
	No. of 3 unit classroom blocks built	Construct 3- unit classroom blocks	Output	1	2	2	2	2	Rural/ Urban	Monthly	MWD/ Dept. of Education
	No. of school and community libraries built.	Construct school and community libraries	Output	-	-	1	2	2	Rural/ Urban	Monthly	MWD/ Dept. of Education
	No. of 6 unit classroom blocks constructed	Construct 6 -unit classroom blocks	Output	-	-	1	1	-	BIHECO, Kpasec, Kpantech and Sovotech	Monthly	MWD/ Dept. of Education
	Educational infrastructure at BIHECO, Kpasec, Kpantech and Sovotech expanded	Expand infrastructure at BIHECO, Kpasec, Kpantech and Sovotech	Output	√	√	√	√	√	TVET/ SHS	Weekly	MWD/ Dept. of Education
	No. of 2 unit KG blocks constructed	Construct 2-unit KG classroom blocks	Output	-	2	2	2	2	Rural/ Urban	Weekly	MWD/ Dept. of Education
	No. of 6 - unit classroom blocks renovated	Renovate 6 - unit classroom blocks	Output	-	2	2	1	1	Rural/ Urban	Weekly	MWD/ Dept. of Education



Strengthen school management systems	Bungalow of the Director of Education and office of GES renovated	Renovate bungalow of the Director of Education and office of GES	Output	-	-	-	√	√	Bungalow/ Office	Weekly	MWD/ Dept. of Education
	BECE and WASSCE mock examinations held	Monitor and organize BECE and WASCCE mock exams	Output	2	2	2	2	2	Public/ Private	Annually	KpMA/ Dept. of Education
	School health and hygiene education activities intensified	Intensify school health and hygiene activities	Output	√	√	√	√	√	Female/ Male	Monthly	SHEP/ EHSU/ Dept. of Health
	No. of teacher's award schemes held.	Institute teacher's award scheme	Output	-	1	1	1	1	Female/ Male	Annually	KpMA/ Dept. of Education/ MP
	No. of my First Day at School programmes held	Organize annual my First Day at School event	Output	1	1	1	1	1	Rural/ Urban	Annually	KpMA/ Dept. of Education/ MP
	Supervision of Teaching and Learning activities intensified at all levels	Intensify supervision of Teaching and Learning activities	Output	√	√	√	√	√	Public/ Private	Monthly	KpMA/ Dept. of Education/ MP
	No. of schools supplied with furniture in the Municipality	Supply schools with furniture	Output	2	4	4	4	4	Rural/ Urban	Quarterly	KpMA/ Dept. of Education/ MP
	No. of schools supplied with text books and other TLMs	Supply schools with text books and other TLMs	Output	2	5	5	5	5	Rural/ Urban	Quarterly	KpMA/ Dept. of Education/ MP
Promote effective participation of the youth in socioeconomic development	No. of youth trained in business management, entrepreneurial skill development	Train youth in business management, entrepreneurial skill development	Output	50	250	250	250	250	Male/ Female	Quarterly	BAC
	Bee keeping activities in the Municipality promoted.	Support bee keeping activities in the Municipality	Output	-	√	√	√	√	Rural/ Urban	Quarterly	KpMA/BAC
	No. of planting material growers supplied with certified Planting materials (Pineapple, Mango, Garden eggs and pepper)	Supply farmers with planting materials	Output	-	20	30	20	30	Male/ Female	Quarterly	Dept. of Agric

No. of Seed Growers to Trained and supervised to produce certified seeds	Train and supervise seed Growers to produce certified seeds	Output	-	-	1	1	-	Male/ Female	Quarterly	Dept. of Agric
No. of graduates trained in business management and entrepreneurial skills development	Carry out training programmes for graduates in business management and entrepreneurial skills development	Output	-	200	200	200	200	Male/ Female	Quarterly	BAC
No. of youth introduced to available and emerging business opportunities	Introduce youth to available and emerging business opportunities	Output	50	100	100	100	100	Male/ Female	Quarterly	BAC
Career guidance activities in schools intensified	Intensify career guidance in schools	Output	√	√	√	√	√	Private/ Public	Quarterly	Dept. of Education
No. of sensitization programmes on youth indiscipline held	Organize sensitization programmes on youth indiscipline	Output	1	2	2	2	2	Male/ Female	Quarterly	SW/CD/ NCCE/ Information Services Dept.
Kpando Stadium expanded and renovated	Expand and renovate Kpando Sports Stadium	Output	-	√	√	√	√	-	Quarterly	MWD/ Sports Council
School sports and cultural activities supported	Support school sports and cultural activities	Output	-	√	√	√	√	Urban/ Rural	Quarterly	Dept. of Education
No. of CHPS compounds constructed	Construct CHPS compounds	Output	1	-	1	-	1	Electoral area	Quarterly	MWD/ Dept. of Health
No of existing Health facilities renovated and expanded	Renovate and expand existing health facilities	Output	1	1	1	1	2	CHPS/ Health Center/ Clinic	Quarterly	MWD/ Dept. of Health
Kpando Health Center upgraded into a Polyclinic	Upgrade Kpando Health Center into a Polyclinic	Output	-	√	√	√	√	Rural/ Urban	Quarterly	MWD/ Dept. of Health
No motor bikes and other medical equipment supplied to health institutions	Supply motor bikes and other medical equipment to health institutions	Output	-	2	3	2	3	CHPS/ Health Center/ Clinic	Quarterly	MWD/ Dept. of Health
Malaria control programme supported	Malaria control programme	Output	√	√	√	√	√	Male/ Female	Quarterly	Dept. of Health

	Routine immunization programmes supported	Support Routine immunization programmes	Output	√	√	√	√	√	Male/ Female	Quarterly	Dept. of Health
	No. of stigma reduction activities held	Organize stigma reduction activities	Output	-	3	3	3	3	Male/ Female	Quarterly	Dept. of Health
	No. of HIV/AIDS advocacy programmes held with stakeholders	Organize HIV/AIDS advocacy programmes with stakeholders	Output	-	2	2	2	2	Male/ Female	Quarterly	Dept. of Health
Ensure food and nutrition security	Nutrition education intensified	Intensify Nutrition education in the Municipality	Output	√	√	√	√	√	Male/ Female	Quarterly	Dept. of Health
Improve population management	No. of sensitization programmes on early marriages and teenage pregnancy in selected schools and communities held.	Organize sensitization programmes on early marriages and teenage pregnancy in selected schools and communities	Output	2	3	3	3	3	Male/ Female	Quarterly	SW/CD, Dept. of Health
Eradicate poverty in all its forms and dimensions	No. of sensitization programmes held for the destitute	Organize sensitization programmes for the destitute	Output	2	3	3	3	3	Male/ Female	Quarterly	SW/CD
Ensure effective child protection and family welfare system	No. of advocacy programmes on child protection held	Organize advocacy programmes on child protection	Output	3	3	3	3	3	Male/ Female	Quarterly	SW/CD
	Monthly monitoring of Ghana School Feeding Programme undertaken	Carry out regular monitoring exercise of Ghana School Feeding Programme	Output	12	12	12	12	12	Rural/ Urban	Quarterly	SW/CD
	No. of sensitization events held on child abuse and trafficking	Organize sensitization events on child abuse and trafficking	Output	2	4	4	4	4	Male / Female	Quarterly	SW/CD
	No. of sensitization programmes on rights of children held	Organize sensitization programmes on rights of children	Output	2	2	2	2	2	Male / Female	Quarterly	SW/CD

Ensure the rights and entitlements of children	No. of sensitization programmes on gender equality held	Organize sensitization programmes on gender equality	Output	2	2	2	2	2	Male / Female	Quarterly	SW/CD
Attain gender equality and equity in political, social and economic development systems and outcomes	No. of sensitization programmes held for women on the need to take up leadership positions	Carry out sensitization programmes for women on the need to take up leadership positions	Output	1	2	2	2	2	Rural/ Urban	Quarterly	SW/CD
	No. of women benefitted from skills training and apprenticeship programmes	Carry out skills training and entrepreneurship and apprenticeship programmes for women	Output	50	100	100	100	100	Rural/ Urban	Quarterly	SW/CD
Promote economic empowerment of women	LEAP expanded to cover 400 persons in the Municipality	Expand LEAP to cover 400 persons in the Municipality	Output	7	100	100	100	100	Male / Female	Quarterly	SW/CD
Strengthen social protection, especially for children, women, and the elderly	NHIS coverage expanded	Expand NHIS coverage	Output	50%	60%	70%	75%	80%	Male / Female	Quarterly	SW/CD
	No. of sensitization programmes on the rights of the vulnerable carried out	Carry out sensitization programmes on the rights of the vulnerable	Output	2	3	3	3	3	Male / Female	Quarterly	SW/CD
	No. of vulnerable persons benefitted from skills training in entrepreneurship	Carry out skills training in entrepreneurship for vulnerable persons	Output	40	150	150	100	100	Male / Female	Quarterly	SW/CD
	Skills training in entrepreneurship for PWDs. and offer financial support to PWDs undertaken	Undertake skills training in entrepreneurship for 700 PWDs. and offer financial support to PWDs	Output	-	175	175	175	175	Male / Female	Quarterly	SW/CD
Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	Offer financial support to PWDs	Offer financial support to 700 PWDs	Output	150	175	175	175	175	Male / Female	Quarterly	SW/CD
	Access provided to public infrastructure and services for PWDs	Provide access to public infrastructure and services for PWDs	Output	-	√	√	√	√	Male / Female	Quarterly	MWD/ SW/CD
	Rehabilitation center for skills training for PWDs established	Build skills training center for PWDs	Output	-	-	-	1	-	Male / Female	Quarterly	SW/CD

	Data collection on all PWDs in the Municipality carried out	Carry out data collection on all PWDs in the Municipality	Output	404	300	300	300	300	Male / Female	Quarterly	SW/CD
Promote full participation of PWDs in social and economic development of the country	No. of Assembly activities PWDs have been engaged in	Engage PWDs in Assembly's activities	Output	2	4	4	4	4	Male / Female	Quarterly	SW/CD
Promote participation of PWDs in politics, electoral democracy and governance	No. of awareness programmes held on potential business opportunities in the Municipality.	Carry out awareness creation programmes on potential business opportunities in the Municipality	Output	2	4	4	4	4	Male / Female	Quarterly	SW/CD
Promote the creation of decent jobs	No. of apprentices and master craftsmen benefitted from management and technical capacity building programmes	Undertake management and technical capacity building programmes for apprentices and master craftsmen	Output	50	150	150	100	100	Male / Female	Quarterly	SW/CD
	Attain ODF status in 50 communities	Declare communities ODF	Output	16	10	10	15	15	Zonal Council	Quarterly	EHSU
Improve access to improved and reliable environmental sanitation services	Attain sanitized status in 26 communities	Attain sanitized status in communities	Output	0	5	7	7	7	Zonal Council	Quarterly	EHSU
	Undertake Monitoring and verification activities in 76 communities	Undertake Monitoring and verification activities in communities	Output	20	19	19	19	19	Zonal Council	Quarterly	EHSU
	Promote the construction of institutional latrines in schools (Todzi Presby Sch. Kpantech, Kpasec etc.)	Promote the construction of institutional latrines	Output	2	5	5	5	5	Public/ Private	Quarterly	EHSU

Promote the construction of 4 no. public latrines in the Municipality (Kpando and Torkor markets, Kpando lorry park etc.)	Promote the construction of public latrines in the Municipality	Output	1	1	1	1	1	Zonal Council	Quarterly	EHSU
Promote the practice of household water treatment and safe storage in 3,040 households	Promote the practice of household water treatment and safe storage	Output	-	760	760	760	760	Zonal Council	Quarterly	EHSU
Promote the practice of hand washing with soap in 4,800 households	Promote the practice of hand washing with soap	Output	-	1200	1200	1200	1200	Zonal Council	Quarterly	EHSU
Promote the construction of WASH facilities in schools(HWTS/ HWWS)	Promote the construction of WASH facilities in schools	Output	-	5	5	5	5	Public/ Private	Quarterly	EHSU
Undertake food safety education for the public and screen 5,000 food handlers	Screen food vendors	Output	1200	1250	1250	1250	1250	Zonal Council	Annually	EHSU
Establish Municipal Sanitation Fund	Establish Municipal Sanitation Fund	Output	√	√	√	√	√	-	Annually	EHSU
Organize 48 no. Monthly National Sanitation Days	Organize Monthly National Sanitation Days	Output	12	12	12	12	12	Rural/ Urban	Monthly	EHSU
Review, update and implement the (MESAP/ ODF Plan)	Organize award scheme for ODF communities	Output	√	√	√	√	√	-	Annually	EHSU
Undertake effective liquid and solid waste management activities	Undertake effective liquid and solid waste management activities	Output	√	√	√	√	√	Rural/ Urban	Annually	EHSU

	Organize award scheme for well performing ODF communities and field facilitators	Award scheme for well performing ODF communities and field facilitators	Output	-	√	√	√	√	Zonal Council	Annually	EHSU
	Undertake disinfestation and fumigation activities	Undertake disinfestation and fumigation activities	Output	-	√	√	√	√	Rural/ Urban	Annually	EHSU
	Renovate 10 no. and procure 6.no refuse skips	Renovate 6 no. and procure 6.no refuse skips	Output	-	4	4	4	4	-	Quarterly	EHSU
	Carry out regular maintenance of final disposal site	Regular maintenance of final disposal site	Output	√	√	√	√	√	-	Quarterly	EHSU
	Properly acquire and document Assembly's final disposal site land	Acquire and document Assembly's final disposal site land	Output	√	√	√	√	√	-	Annually	EHSU
	Review, gazette and enforce Assembly's' bye-laws on sanitation	Review, gazette and enforce Assembly's' bye-laws on sanitation	Output	√	√	√	√	√	-	Quarterly	EHSU
	Organize capacity training for 400 stakeholders and staff in WASH	Capacity training for stakeholders and staff in WASH	Output	50	100	100	100	100	-	Quarterly	EHSU
	Revamp and train 20. No WSMTs in selected communities	Revamp and train 20. No WSMTs in selected communities	Output	-	5	5	5	5	-	Quarterly	EHSU
	Promote sanitation marketing activities	Promote sanitation marketing activities	Output	√	√	√	√	√	Zonal Council	Quarterly	EHSU
	Enter into PPP arrangement in the provision and running of sanitation facilities	Enter into PPP arrangement in the provision and running of sanitation facilities	Output	√	√	√	√	√	Zonal Council	Quarterly	EHSU

	Enter into PPP arrangement in the provision and running of sanitation facilities	Enter into PPP arrangement in the provision and running of sanitation facilities	Output	√	√	√	√	√	Zonal Council	Quarterly	EHSU
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>											
<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS</b>											
Improve efficiency and effectiveness of road transport infrastructure and services	Km of Kpando Township roads surfaced or rehabilitated	Surface and rehabilitate Kpando Township roads	Output	5	7.5	7.5	7.5	7.5	Rural/ Urban	Quarterly	MWD/ Urban Roads Dept., Ghana Highways Authority
	No. of communities speed ramps have been constructed in	Construct speed ramps in communities	Output	1	1	1	1	1	Rural/ Urban	Quarterly	MWD/ Urban Roads Dept., Ghana Highways Authority
	Sovie Township roads and others rehabilitated	Rehabilitate Sovie Township roads and others	Output	-	√	√	√	√	Old Town/ New Town	Quarterly	MWD/ Urban Roads Dept., Ghana Highways Authority
	No. of foot bridges constructed in the Municipality	Construct foot bridges in the Municipality	Output	-	2	2	3	3	Rural/ Urban	Quarterly	MWD/ Urban Roads Dept., Ghana Highways Authority
	Redevelopment of Torkor lorry park and development of new Kpando Lorry Park carried out	Redevelop Torkor lorry park and develop new Kpando Lorry Park	Output	√	√	√	√	√	Torkor/ Kpando	Quarterly	MWD
	Landing site at Kpando Torkor constructed	Construct landing site at Kpando Torkor	Output	-	-	-	√	-	-	Annually	MWD/ Transport Ministry
Enhance the contribution of inland	Safety measures for travellers on the Volta Lake enforced	Enforce safety measures for travellers on the Volta Lake	Output	√	√	√	√	√	-	Quarterly	NADMO/ Ghana Navy



waterways to safe and efficient transportation of goods and people	No. of limited mechanized water schemes built	Construct limited mechanized water schemes	Output	-	1	1	1	1	Rural/ Urban	Quarterly	MWD
Improve access to safe and reliable water supply services for all	Municipal Water and Sanitation Plan (MWSP implemented)	Implement the Municipal Water and Sanitation Plan (MWSP)	Output	√	√	√	√	√	Rural/ Urban	Quarterly	MWD
	No. of boreholes constructed in the Municipality.	Construct boreholes in the Municipality	Output	2	5	5	5	5	Rural/ Urban	Quarterly	MWD
	Extension and provision of water to parts of the Municipality supported	Support extension and provision of water to parts of the Municipality	Output	3	2	2	2	2	Rural/ Urban	Quarterly	MWD
	No. of departments water has been extended to.	Extend water to departments of the Assembly	Output	2	1	1	1	1	Decentralized/ Non Decentralized	Quarterly	MWD
	No. of piped schemes in built	Construct piped schemes	Output	1	2	2	3	3	Rural/ Urban	Quarterly	MWD
	No. of piped scheme's components rehabilitated	Rehabilitate components of piped scheme's	Output	-	-	1	1	1	Rural/ Urban	Quarterly	MWD
	No. of boreholes in the Municipality rehabilitated	Rehabilitate boreholes in the Municipality	Output	3	12	12	12	12	Rural/ Urban	Quarterly	MWD
	No. of desilting exercises on choked drains carried out on.	Carry out desilting exercises on choked drains	Output	1	1	1	1	1	Rural/ Urban	Quarterly	MWD
Address recurrent devastating floods	No. of storm drains constructed the Municipality	Construct storm drains in the Municipality	Output	-	1	1	1	1	Rural/ Urban	Quarterly	MWD
	No. of sensitization programmes on natural resource management organized.	Carry out sensitization programmes on natural resource management	Output	1	2	2	2	2	Male/ Female	Quarterly	MWD
Enhance quality of life in rural areas	By-laws on natural resource conservation enforced	Enforce by-laws on natural resource conservation	Output	√	√	√	√	√	-	Quarterly	MWD

	Structure plans for selected communities prepared	Prepare structure plans for selected communities	Output	-	2	2	2	2	Kpando/ Sovie/ Gbefi	Quarterly	MWD
Promote resilient urban development	New Municipal Assembly office complex Constructed	Construct new Municipal Assembly office complex	Output	√	√	√	√	√	-	Quarterly	MWD
	Street and traffic lights provided and maintained	Provide and maintain street and traffic lights	Output	√	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	MWD
	O&M Plan prepared, updated and implemented.	Prepare, update and implement O&M Plan	Output	√	√	√	√	√	-	Annually	MWD
Promote proper maintenance culture	No. of official and Earth moving equipment and vehicles maintained	Maintain official and Earth moving equipment and vehicles	Output	5	6	6	6	6	-	Quarterly	Transport Officer
	Work place safety strategy implemented	Implement the work place safety strategy of the Assembly	Output	√	√	√	√	√	-	Quarterly	MWD/ HR
	No. of Assembly staff bungalows renovated	Renovate Assembly staff bungalows	Output	2	2	3	3	2	-	Quarterly	MWD
	Valuation of all Assembly assets carried out	Carry out valuation of all Assembly assets	Output	-	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	MWD
	No. of Assembly block, Hall and other offices renovated	Renovate Assembly block, Hall and other offices	Output	-	2	2	2	2	-	Quarterly	MWD
	No. communities benefitting from solar and biogas energy	Support the provision of solar and biogas energy to communities	Output	4	4	4	4	4	Kpando/ Sovie/ Gbefi	Quarterly	MWD
Ensure availability of, clean, affordable and accessible energy	No. of communities electricity has been extended to	Support extension of electricity to communities	Output	2	3	3	3	3	Kpando/ Sovie/ Gbefi	Quarterly	MWD

Ensure efficient transmission and distribution system	Senior High School for Kpando Zongo built	Build Senior High School for Kpando Zongo	Output	-	-	-	1	-	-	Quarterly	MWD
Improve quality of life in slums, Zongos and inner cities	No. of water and sanitation facilities at provided at Zongo	Provide water and sanitation facilities at Kpando Zongo	Output	1	3	3	3	3	-	Quarterly	MWD
	No. of Zongo dwellers benefitted from vocational, technical and entrepreneurial skills training programmes	Carry out vocational, technical and entrepreneurial skills training programmes for Zongo dwellers	Output	-	100	100	100	100	Male/ Female	Quarterly	MWD
	No. of schools equipped with ICT facilities	Equip schools with ICT facilities	Output	-	1	1	2	1	Public/ Private	Quarterly	MWD
Expand the digital landscape	No. of Assembly lands acquired, documented and compensation paid for.	Document and pay compensation for Assembly's acquired lands	Output	1	2	2	2	2	-	Quarterly	PPD
Develop efficient land administration and management system	No. of regular site inspection activities carried out	Carry out regular site inspection activities	Output	12	12	12	12	12	Kpando/ Sovie/ Gbefi	Quarterly	PPD
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Enforce by-laws on physical developments	Enforce by-laws on physical developments	Output	√	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	PPD
	Street naming and property addressing system continued	Continue street naming and property addressing system	Output	-	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	PPD
	No. of public sensitization programmes on Physical development held	Carry out public sensitization programmes on Physical development	Output	4	4	4	4	4	Kpando/ Sovie/ Gbefi	Quarterly	PPD

	No. of capacity building programmes for PPD officers held	Undertake capacity building programmes for PPD officers	Output	-	-	1	1	-	-	Quarterly	HR/ PPD
	No. of trees planted along river basins	Carry out tree planting activities along river basins	Output	-	100	100	100	100	Kpando/ Sovie/ Gbefi	Quarterly	PPD
Promote sustainable water resource development and management	No. of sensitization programmes on water resources protection held	Hold sensitization programmes on water resources protection	Output	2	2	2	2	2	Male/ Female	Quarterly	KpMA/ NCCE
	Assembly's land fill site engineered	Engineer Assembly's land fill site	Output	-	-	-	-	√	-	Annually	KpMA/ PPD/ EHSU
Reduce environmental pollution	No. of trees planted in communities	Carry out tree planting activities in communities	Output	-	100	100	100	100	Kpando/ Sovie/ Gbefi	Quarterly	NADMO
Combat deforestation, desertification and Soil erosion	No. of sensitization programmes on Conservation Agriculture held	Organize sensitization programmes on Conservation Agriculture	Output	1	1	1	1	1	Male/ Female	Quarterly	Dept. of Agric
Enhance climate change resilience	No. of capacity building programmes on climate change held	Organize capacity building programmes on climate change.	Output	2	1	1	1	1	Male/ Female	Quarterly	Dept. of Agric
	No. of public sensitization programmes on disaster risk management and early warning systems held.	Organize public sensitization programmes on disaster risk management and early warning systems	Output	5	5	5	5	5	Male/ Female	Quarterly	NADMO
Promote proactive planning for disaster prevention and mitigation	No. of disaster victims supplied with relief items	Supply relief items to disaster victims	Output	-	50	50	50	50	Male/ Female	Quarterly	NADMO
	No. of disaster victims supplied with relief items	Supply relief items to disaster victims	Output	-	50	50	50	50	Male/ Female	Quarterly	NADMO

**GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY**

	No. of capacity training programmes held for Assembly Members/ Unit Committees/ Zonal Councils	Organize capacity training programmes for Assembly Members/ Unit Committees/ Zonal Councils	Output	-	1	1	1	1	Male/ Female	Annually	HE
	Documentation at records unit digitized	Digitize documentation at the records unit	Output	-	√	√	√	√	-	Annually	KpMA
Build an effective and efficient Government machinery	No. of capacity building programmes for records staff held	Organize capacity building programmes for records staff held	Output	-	-	1	1	-	Male/ Female	Annually	HR
	Effective operationalization of the client service unit ensured.	Ensure effective operationalization of the client service unit	Output	√	√	√	√	√	-	Quarterly	HR
	No. of Inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings held	Hold inter-Service & Sectorial Collaboration & Cooperation System (ISCCS) meetings	Output	-	1	1	1	1	Male/ Female	Annually	HR
	Popular participation strategy of the Assembly implemented	Implement popular participation strategy of the Assembly	Output	√	√	√	√	√	Male/ Female	Annually	HR
	Police Posts constructed at Gbefi, Sovie and Agbenoxoe	Constructed Police Posts at Gbefi, Sovie and Agbenoxoe	Output	1	1	1	1	-	Gbefi, Sovie, Agbenoxoe	Annually	MWD/ Ghana Police Ser.
Enhance security service delivery	Municipal Police office renovated	Renovate Municipal Police office	Output	-	1	-	-	-	-	Annually	MWD/ Ghana Police Ser.
	Permanent Municipal Police office and staff accommodation constructed	Construct permanent Municipal Police office and staff accommodation	Output	1	-	-	1	-	-	Annually	MWD/ Ghana Police Ser.
	No. of radio programmes organized to interact with the public on activities of the Assembly	Organize radio programmes to interact with the public on activities of the Assembly	Output	12	12	12	12	12	-	Annually	HR

Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	No. of decision making events TAs have been involved in.	Involve TAs in decision making processes of the Assembly	Output	4	5	5	5	5	Male/ Female	Quarterly	HR
	No. of public forums carried out at zonal council level	Carry out public forums at zonal council level	Output	3	3	3	3	3	Male/ Female	Quarterly	HR
	No. of 2018-2021 fee fixing, MTDP annual plans and budgets preparations done with stakeholder participation	Involve stakeholders in 2018-2021 fee fixing, MTDP annual plans and budgets preparations	Output	4	4	4	4	4	Male/ Female	Quarterly	HR
	No. of National and International Anniversaries/ Days and events marked	Mark national and International Anniversaries/ Days and events	Output	4	4	4	4	4	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
	No. of cultural activities supported	Support cultural activities	Output	-	4	4	4	4	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
	No. of chieftaincy disputes resolved	Resolve chieftaincy disputes	Output	1	-	1	1	-	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
	No. of provisions implemented in the 2018-2021 RIAP	Implement the 2018-2021 RIAP	Output	4	7	7	7	7	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
Strengthen fiscal decentralization	Revaluation of properties in the carried out	Revaluate properties in the Municipality	Output	√	√	√	√		Kpando/ Sovie/ Gbefi	Quarterly	KpMA
	No. of capacity building programmes held for revenue staff	Capacity building for revenue staff	Output	-	1	1	1	1	-	Quarterly	KpMA
	Revenue supervision intensified	Intensify revenue supervision	Output	√	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
	Establish credible revenue data base	Establish credible data base	Output	-	√	√	√	√	-	Quarterly	KpMA
	No. of revenue barriers mounted	Mount revenue barriers	Output	-	1	1	1	1	-	Quarterly	KpMA
	No. of awareness programmes on fee fixing resolutions held	Awareness on fee fixing resolutions	Output	1	2	2	2	2	Kpando/ Sovie/ Gbefi	Quarterly	KpMA
No. of revenue collections done under PPP arrangement	Collect some revenue items under PPP	Output	1	-	1	1	1	PPP/ Assembly	Quarterly	Finance Officer	

	Implement to provisions in the LI 2232 and the Public Financial Management Act 2016 (Act 921 in the planning and budgeting processes of the Assembly	Apply provisions in the LI 2232 and the Public Financial Management Act 2016 (Act 921 in the planning and budgeting processes	Output	√	√	√	√	√	-	Quarterly	MPCU
Improve decentralized planning	No. of capacity building programmes carried out at zonal council levels	Build capacity of zonal councils to prepare community action plans	Output	-	-	1	1	1	Kpando/ Sovie/ Gbefi	Quarterly	HR
	No. of Monitoring and Evaluation activities carried out on projects and activities with stakeholders	Carry out monitoring and Evaluation activities with stakeholders	Output	4	4	4	4	4	Male/ Female	Quarterly	MPCU
Enhance capacity for policy formulation and coordination	No. of capacity training programmes organized for MPCU on O&M, Procurement, assets and project management	Build capacity training of MPCU on O&M, Procurement, assets and project management	Output	-	-	1	1	-	Male/ Female	Quarterly	MPCU/ HR
	No. of capacity building programmes carried out for MPCU on data management	Build capacity of MPCU on data management	Output	-	-	-	1	1	Male/ Female	Quarterly	MPCU/ HR
	No. of projects taken through SEA	Carry out SEA for projects	Output	-	√	√	√	√	Kpando/ Sovie/ Gbefi	Quarterly	MPCU/ HR
	No. of 4x4 Vehicles, and motor bikes procured	Procure 2 no. vehicles and 4.no motorbikes	Output	-	1	1	2	2	-	Annually	KpMA
	Office equipment, logistics and stationery procured and maintained	Procure and Maintain Office equipment, logistics and stationery	Output	√	√	√	√	√	-	Quarterly	KpMA
Improve human capital development and management	No. of capacity training programmes on LGS Protocols organized	Organization of capacity training programmes on LGS Protocols for staff	Output	-	1	1	1	1	Male/ Female	Quarterly	HR
	No. of staff supported to undertake capacity building programmes/ workshops, seminars etc	Support staff to attend capacity building programmes/ workshops, seminars etc	Output	20	25	25	30	30	Male/ Female	Quarterly	HR

	No. of capacity training programmes organized for ARIC and finance staff	Build capacity of ARIC and finance staff	Output	-	-	1	1	-	Male/ Female	Quarterly	HR
	No. of capacity training programmes organized for ARIC and finance staff	Build capacity of ARIC and finance staff	Output	-	-	1	1	-	Male/ Female	Quarterly	HR
<b>STRENGTHENING GHANA'S ROLE IN INTERNATIONAL AFFAIRS</b>											
Promote Ghana's political and economic interests abroad	No. of investment and trade opportunities created for the Assembly	Create international trade and investment opportunities for the Municipality	Output	-	1	1	1	1	Kpando/ Sovie/ Gbefi	Quarterly	MCE



## **ARRANGEMENTS FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE OF RESULTS**

The MPCU will collect, collate and analyze data from field visits, sector departments and other sources to generate quarterly and annual reports for dissemination. Data collected for M&E will be used in assessing the socio economic impact of the programmes and projects implemented within the plan period. The indicators, targets and activities identified in the M&E Core indicators and the matrix will be used.

### **Steps to Data Collection**

The MPCU will adopt the following steps in collecting data on projects and activities within the plan period:

- Identify the specific areas of concern for data collection
- Brainstorm the type of data to collect for the project
- Involve key stakeholders in the process such as RPCU, CSOs, and PWDs etc.
- Develop data collection instruments, definition and procedures
- Specify the composition of field staff e.g. number, leader, supervisor etc.
- Pre-test the data collection instrument
- Develop a work plan
- Specify logistics support
- Prepare budget
- Hold validation meetings on the data collected from the field to check accuracy and reliability with stakeholders before data analysis
- Hold meetings to identify data gaps and challenges in collecting data

### **Data Collection Methods**

There are varied methods that would be used by MPCU in the data collection process which could be grouped under qualitative and quantitative methods. Data that would be collected under each method could be primary or secondary. The decision on which method to use will depend on:

- Nature of issues involved
- Location of data
- Resources available
- Availability of time
- Amount of existing data

## **Quantitative Data Collection Methods**

These are techniques that will be employed to obtain data in numerical values, e.g. the number of motorbikes distributed to nurses. MPCU would make use of some of the following quantitative data collection methods such as:

- Surveys
- In-person interviews
- Telephone surveys
- Questionnaires'

## **Qualitative Data Collection Methods**

These are techniques used to obtain data in descriptive form, reflecting people's judgment, opinions, perceptions and attitudes about a given situation or subjects. Some of the qualitative data collection methods to be used by MPCU will include:

- Observation
- Focus group discussions
- Case studies
- Data collection from files , records and documents
- Collecting computer data

## **Sources of Data**

M&E data would come from two main sources namely primary and secondary.

Primary data is data that would be collected through the use of surveys, meetings, focus group discussions and interviews that will involve direct contact with the target group.

Secondary data is existing data that has been collected in the past for some purposes related to the current area of M&E. This data would be collected from NGOs, MDAs, Decentralized Departments, and Statistical Service etc.

## **Processing and Analysis of Monitoring and Evaluation Data**

Data processing involves the preparation of data for analysis. The activities that will be employed by MPCU in this regard will include:

- Editing: it is the process of examining the questioners and data collection sheets fir correction of errors and mistakes
- Coding will involve the assignment of symbols for each category of variables in the study.
- Preparing the data file for data entry

- Data entry
- Data cleaning

### **Data Analysis**

The MPCU will carry out analysis of the processed data. The process of analysis will transform data into useful information through the application of statistical methods. The information generated from the analysis could be depicting of phenomena, patterns and trends etc. The results of the data analysis will provide the basis for conclusion to guide management in decision making.

### **Validation of Analyzed Data**

It is important to check and validate M&E results through debriefings and feedback workshops. MPCU will guide stakeholder groups and experts in the area of concern to review critically the outcomes of the analysis.

### **Use of Results**

The database will be at the Planning Unit where all the data would be stored in hard copies and electronic formats. The data will also be disseminated to appropriate institutions and persons who may require such information for certain interventions to be made. These information or results of the analysis would help to identify and address development issues during the implementation of the DMTDP.

### **Programme/ Project Register**

As part of the monitoring process, MPCU will develop and programme/project register 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 will be updated regularly. This register will be complemented by data collection sheet/matrix and will be prepared by using indicators from the monitoring.

### **REPORTING ARRANGEMENT**

An M&E report is a compilation of data and information from M&E processes. The primary purpose of reporting is to ensure that all stakeholders are formally informed with status of implementation of interventions to take the necessary action. Quarterly and annual progress reports on the M&E activities of the Assembly will be prepared and copies submitted to NDPC through the RCC and other relevant stakeholders. Internally, the reports would be discussed at MPCU meetings and recommendations made to management. Steps would be taken to address recommendations made and lessons learnt taken into account in the implementation of

programmes and policies in the future. The annual and quarterly progress reports of the KpMA would contain elements of progress as outlined in the format below:

Quarterly and Annual Progress Reports Format

Title Page

Name of the MMDA

Time period for the M&E report

Introduction

Summary of achievements and challenges with the implementation of the DMTDP

Purpose of the M&E for the stated period

Processes involved and difficulties encountered

M&E Activities Report

Programme /Project status for the quarter or year

Update on funding sources and disbursements

Update on indicators and targets

Update on critical development and poverty issues

Evaluations conducted; their findings and recommendations

Participatory M&E undertaken and their results

The way forward

Key issues addressed and those yet to be addressed

Recommendations

## **DISSEMINATION AND COMMUNICATION STRATEGY**

The MPCU will lead and carry out a series of activities aimed at sharing and discussing the M&E information with relevant stakeholders and decision makers in a timely manner. The purpose is to:

- Ensure accountability
- Improve development interventions
- Motivate stakeholders to action
- Promote understanding
- Advocate for additional resources
- Promote organizational learning etc.

Some of the dissemination and communications strategies to be employed will include the following:

- Distribution and discussion of the quarterly and annual progress reports with stakeholders at MPCU and mid-year review meetings of the budget and annual action plans.
- Creation of awareness will be done:
- Through announcements, discussions and broadcast on the local FM station (Radio Kpando) on the MTDP, Annual Progress Reports, etc.
- On the roles and expectations of the stakeholders in the implementation of the programmes and activities of the Assembly to improve their living conditions for the period 2018-2021
- Organisation of meetings with stakeholders such as TAs, CSOs, MP, Assembly members who will then take messages back to their people.
- Holding annual workshops and community meetings at the three Zonal Council level of Gbefi, Sovie and Kpando to discuss the MTDP and quarterly and annual progress reports.

The Assembly will also make use of its website ([www.kpma.gov.gh](http://www.kpma.gov.gh)) and its social media platforms such as WhatsApp, Facebook (Kpando Municipal Assembly) to disseminate information to the general on the activities of the Assembly.

Promotion of:

Dialogue and generation of feedback on the performance of the Assembly

Accessing and management of expectations of the public concerning services provided by the Municipality.

The Assembly would also form a Development Communication Committee in 2018. The Committee shall be chaired by the Presiding Member with the Information Services Officer as Secretary. Other members of the committee would include NCCE, MPO, MBA, MFO, and Chairpersons of the five (5) statutory sub committees of the Assembly, TAs, and the media. Table 60 below presents details of the Communication Strategy of the Assembly.

**Table 61: Communication Activity Matrix**

<b>Activity</b>	<b>Purpose</b>	<b>Audience</b>	<b>Method/Tool</b>	<b>Time frame</b>	<b>Responsibility</b>
Community sensitization	To create awareness on the MTDP	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	MCD/MPO/ Chairman of Dev't. Sub-committee
Meeting with Political leadership	To get them to appreciate the MTDP.	MCE, Presiding member, MP and chairpersons of the sub-committees, and other Assembly Members	Meetings with audio-visuals	15 <sup>th</sup> to 30 <sup>th</sup> January	MPCU
	To update them on the status of implementation		Round-table discussion and, PowerPoint presentations.	October to December	
Radio programmes	To create awareness on the MTDP	Community members, Traditional authorities etc.	Radio Discussions, phone in sessions/ Radio	Monthly	MPCU
Stakeholder Meetings	To create awareness on the MTDP/ discuss progress of implementation of the MTDP	CSOs, Media and other stakeholders	Mid-year review of annual plans and budgets/ General Assembly meetings	Quarterly Mid-year	MPCU
Use of website and social media platforms	To create awareness on the MTDP/ Disseminate progress of implementation of the MTDP	General Public	Update on the programmes and activities of the Assembly.	Daily, weekly and monthly updates	HRM/ MPCU

## **EVALUATION**

Evaluation is the process of making judgements about a policy, programme or project before, on-going or completed based on systematic collection of data and analysis of data relative to such issues as effectiveness, efficiency, relevance, sustainability and impact for its stakeholders. The main outcome of any evaluation is a set of recommendations to address issues relating to the design or plan (e.g. objectives, and implementation (e.g. allocation of human and financial resource) and lessons learnt to guide future policy making, planning and budgeting.

### **Purpose of Evaluation**

The principal aim of evaluation will be to improve decision making, resource allocation and project performance at the Assembly.

### **Steps to Conducting the Evaluation**

The Assembly would therefore take into consideration some of the following key steps to carry out evaluations on its projects and programmes:

- Review the policy or programme documents
- Assessing the need for an evaluation.
- Developing clear ideas on the rationale and objectives of the evaluation.
- Specifying the methods, scope and timing of the evaluation.
- Identifying and analysing stakeholders.
- Develop the evaluation questions
- Determining the type and scope of the evaluation to undertake.
- Prepare the evaluation plan and budget.
- Preparing Terms of Reference (TOR) and contractual agreements based on items (i) to (iv) above. The TOR would be prepared by the DPCU in collaboration with stakeholders. It is important to have an agreement on the TOR because it will form the basis for the evaluation exercise. More importantly, the TOR will be the formal reference for the consultant or team of consultants to be recruited.
- Recruiting a consultant or a team
- Determine data requirements and sources
- Organising meetings to discuss the inception and draft reports with stakeholders.
- Organising a validation meeting with stakeholders before submission of the final report.
- Disseminating the results and acting on the findings and recommendations as part of the dissemination and communications strategy

## **Timing of the Evaluation**

- *Ex- ante evaluations*- MPCU will conduct this evaluation before the implementation of projects and programmes. The objective is to determine the feasibility of the intervention such as cost benefit analysis etc.
- *Mid- term Evaluation* will be conducted half way in the implementation of any intervention.
- *Final or terminal evaluation* will be conducted to assess the achievements made under the implementation of programs and projects. The results from this evaluation will be very useful in the formulation of policy.
- *Ex-post evaluation* will be conducted sometime after the implementation of any development intervention to assess the impacts of any intervention.

## **Building Evaluation Capacities**

This will include building the technical capacities of MPCU staff to be able to conduct evaluations as well as the capacity of stakeholders to interpret and use the findings of the evaluation.

Some of the methods to be used in achieving the above objective will include:

- Providing an opportunity to discuss M& E concepts with stakeholders and users to understand the logic of evaluation design and how results will be used.
- Getting stakeholders involve in evaluation training programmes and workshops
- Involving key stakeholders in periodic briefings on progress of the evaluation
- makes

## **Evaluation Matrix**

The Evaluation matrix is a concrete translation of the TOR into key issues of the evaluation, the main and sub questions that must be addressed and the indicators and methods to be used for data collection and analysis. The Assembly would make use of the matrix in table 61 below to carry out its evaluation activities.



**Table 62: Evaluation Matrix**

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

### **Utilization of Evaluation Results**

At the end of each evaluation, lessons learned will be captured and recommendations made. The recommendations will include specific measures, suggestions and advice. Lessons learned will be fed back into on-going or similar projects. MPCU will try as much as possible to avoid making impractical recommendation and the recommendations made will be generalized so that they can be widely used.

In order to ensure effective use of the recommendations, MPCU will carry out the following actions:

- Follow up action plan will be prepared and utilized.
- Clients will be involved in the process while maintaining neutrality
- Each evaluation will focus on a limited number of critical issues and recommendations will be produced on a clear understanding of the information needs of the client.

### **PARTICIPATORY MONITORING AND EVALUATION (PM&E)**

Participatory M&E is the practice where key stakeholders are directly involved in the M&E design and implementation process. The Assembly will involve a broad range of stakeholders such as staff, beneficiaries and development partners in all aspects of the PM&E. PM&E will be a valuable tool that would be used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in the Municipality.

The main purpose of PM&E would be to:

- Ensure judicious use of resources

- Create an information base for future evaluations
- Identify problems and find solutions to them early
- Maintain good standards

The Assembly would adopt some of the following methods to carry out its PM&E activities:

- **Participatory Rural Appraisal:** This will consist of a range of largely qualitative techniques employed by stakeholders to monitor and evaluate programme performance. The technique will be made up of a range of visualization, interviewing and group work methods. This technique will enable beneficiaries/ people to express their view and share information.
- **Citizen Report Card:** this tool will be used by MPCU to obtain summative feedback from citizens on the performance of the Assembly in terms of service provision and implementation of programmes and projects to form the basis for joint reflection and correction among stakeholders.
- **Community Score Card:** this technique will use focus group discussions to collect data from community members and analyse it with the objective of influencing the quality, efficiency and accountability of services that are provided.
- **Participatory Expenditure Tracking Survey:** this is a quantitative exercise that would be used to trace the flow of resources from the origin to destination and determine the location and scale of anomaly.

The MPCU would consider the following steps in planning for PM&E:

- Deciding on the need for PM&E.
- Deciding on the PM&E method to use.
- Identifying the key stakeholders.
- Identifying a lead facilitator.
- Determining the performance questions.
- Determining the resources and time available.
- Defining a TOR for the lead facilitator or consultant.
- Training the team to carry out the PM&E.
- Disseminating the results and acting on the findings and recommendations as part of the dissemination and communication strategy.

## **APPENDICES**

### **Appendix 1: Public hearing report on Development Options**

## **KPANDO MUNICIPAL ASSEMBLY**

### **REPORT OF PUBLIC HEARING ON THE PREPARATION OF THE 2018-2021 MEDIUM TERM DEVELOPMENT PLAN**

#### **VOLTA REGION**

**SOVIE ZONAL COUNCIL**

**DATE: 12/07/2017**

**VENUE: SOVIE E.P CHURCH CHAPEL**

1. Medium of invitations: Invitation letters, gong-gong beating, social media announcement community address systems, information van etc.
2. Names of special groups and individuals invited: Women's groups, NGOs, Traditional authorities, media, teachers, trade unions etc.
3. Identifiable Representations at hearing: chiefs, government agencies, farmer based organizations, Unit committees, Assembly Members, religious leaders, zonal council members, sanitation workers.
4. Total Number of Persons at hearing: 98
5. Gender Ratio/Percentage represented (28 females constituting 29% and 70 males representing 71%):
6. Language(s) used at hearing: Ewe and English
7. Major Issues at Public Hearing (in order of importance):
  - Poor road networks within the town and to Sovie Tornu
  - Poor and inadequate educational infrastructure and logistics
  - Lack of official bungalows for teachers especially at Kudzra
  - Limited productivity of the Agricultural sector especially at Kudzra
  - Inadequate sanitation and hygiene infrastructure and services
  - Inadequate water supply to parts of Sovie and schools
  - Limited power(electricity ) supply to parts of the Sovie and schools
  - Inadequate ICT and library facilities
  - Inadequate speed ramps at Sovie
  - Limited coverage of LEAP programme
  - Inadequate drainage systems
  - Inadequate distribution of bed nets at Sovie
  - Lack of a bridge on River Dayi at Kudzra

8. Main controversies and major areas of complaints:

- Assembly's stand on non-construction of public toilets in communities
- High public transportation charges from Sovie to Kpando

9. Proposals for the resolution of the above controversies and complaints:

- The Assembly's stand on non-construction of public toilets in communities is non-negotiable as it is the Assembly's goal to promote the construction of household latrines.

10. Unresolved questions or queries:

- High transportation charges from Sovie to Kpando

11. At what level are these unresolved problems going to be resolved and why:


- Management level

12. A Brief Comment on General Level of Participation:


The event was well represented by key stakeholders and this is an indication that the needs and aspirations of all sectors of the Municipality were taken care of adequately. The gender representation at the event was also encouraging with regards to females. The presence of the MCE, MCD and most members of the MPCU at all three events is also an indication of the importance that the Assembly attaches to the need to engage the citizenry in the decision processes.


**Assent to Acceptance of Public Hearing Report:**


Signature of:

Municipal Chief Executive: 

Municipal Co-ordinating Director: 

Presiding Member: 

Chairman of Development Planning Sub-committee 

Planning Officer: 

**KPANDO MUNICIPAL ASSEMBLY**

**SOVIE ZONAL COUNCIL**

**PUBLIC HEARING ON THE MEDIUM TERM DEVELOPMENT PLAN PREPARATION(2018-2021)**

**ATTENDANCE LIST**

**DATE:12TH JULY 2017**

S/N	NAME	DESIGNATION	SIGNATURE
1	SUSAN AKOTO	SOVIE KUDZRA	
2	THERESA ANYOMI	✓	
3	TORGBE ISRIVO VI	✓	
4	Alphonse Appah	✓	
5	Andreas K. Appah	✓	
6	George Avetri	SOVIE	
7	Millson Etouh	SOVIE	
8	Ghimbé Aganes	✓	
9	Adzakro Festus	Headteacher, Avenu	
10	Amankwa David	Headteacher, E.P. Pri	
11	Prosper Tao Isehey	home citizen	
12	Augustine Amedeta	SOVIE Zonal Council Chairman	
13	VINCEBINE ISOHEY	farmer	
14	Christine BUSUAMPE	farmer	
15			
16	HON. Isonhe George	Assemblyman, Kajobé	
17	Daniel Giletou	Youth leader	
18	Cigane Caglia	gardener	
19	Mary Fiah	Farmer	
20	Fiakpui Emmanuel	zonal secretary-sovie	
21	Augustine Meny	Unit commi member	
22	Rev. L.C.K. Gotoh	E.P.C.G. Dist Pastor	
23	Akali Felix	Zonal Council Member	
24	Michael Tulasí	Carpenter	
25	Anthony Priko	Unit-Commitee	
26	Emmanuel Agbedanu	Mason	
27	Samuel Aq		
28	Grace Tsohey	Farmer	
29	<del>SOUVI VIOLA RABE</del>	<del>Env. Health Ass sovie</del>	<del></del>

30	Alokyi Geegina	farmer	<del>Signature</del>
31	DZUMU Happy	farmer	<del>Signature</del>
32	Elizabeth Etoh	farmer	<del>Signature</del>
33	Victorye Aspeganda		A.V
34	Constant Kuapah	Mason	<del>Signature</del>
35	Regine Abedamu	Trader	R.A
36	Kofi Abogadze	Farmer	<del>Signature</del>
37	Kotaka Emmanuel	Farmer	<del>Signature</del>
38	Frank Trohey	Exile citizen	(Emmanuel)
39	Hofor Innocent	Electrician	<del>Signature</del>
40	Abbedani Rosemary	Business Woman	<del>Signature</del>
41	MAVIS Doh	SOLIE	<del>Signature</del>
42	Dzany Ebenezer	Salie	<del>Signature</del>
43	Arcortu Charity	Salie	CURT
44	Egyonari Asba	Farmer	TH
45	Bless Alcorstu	Trader	<del>Signature</del>
46	Esiram Nyarku	Trader	<del>Signature</del>
47	Kofi Abanya	Electrician	<del>Signature</del>
48	Mawung Athi	Hairdresser	TH
49	Anya Kosivi	Hairdresser	TH
50	Patience Tanyi	Farmer	TH
51	Millicent Nunya	Teacher	<del>Signature</del>
52	Joan Ameyo	Teacher	<del>Signature</del>
53	Raymond Akoto	Carpenter	TH
54	Isaac Tsothey	Mason	<del>Signature</del>
55	Benjamin Kporu	Barber	<del>Signature</del>
56	Awo Nugah	Church leader	<del>Signature</del>
57	Cynthia Agble	Trader	<del>Signature</del>
58	Justine Ameyo	Trader	<del>Signature</del>
59	Vicentia Dzikuu	Dressmaker	<del>Signature</del>
60	Lebene Norringo	Dressmaker	<del>Signature</del>
61	Awoenam Kpe	Trader	<del>Signature</del>
62	Kofi Davor	Barber	<del>Signature</del>
63	Yao Agboru	Headmaster	<del>Signature</del>

132	Jonathan Kofor	Farmer	Kofor
133	Anya Kudzovi	Hairdresser	Kudzovi
134	Bless Aybesi	Hairdresser	Aybesi
135	John Amenyi	Fitter	Amenyi
136	Afi Kporha	Dressmaker	Kporha
137	Enyanam Afesta	Trader	Afesta
138	Elikplim Kuada	Trader	Kuada
139	Eva Agbalenya	Teacher	Agbalenya
140	Abigail Gbedze	Dressmaker	Gbedze
141	Anna Abatsi	Farmer	Abatsi
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## HEADS OF DEPARTMENTS/UNITS

166	M.Y. Frolo	MED	<del>Signature</del>
167	G. K. Menyawor	MFO	<del>Signature</del>
168	S. K. Iperu	MRA	<del>Signature</del>
169	Adams Burdube Y.	MEHO	<del>Signature</del>
170	Cayn Jasmine	AHRM	<del>Signature</del>
171	Terence Abotsi	AMRA	<del>Signature</del>
172	ISORHE MICHAEL	ASSEMBLY/INMAD	<del>Signature</del>
173	Fattor Vemnye	I.A	<del>Signature</del>
174	Hary Sitsofe Dake	Dev't Planning officer	<del>Signature</del>
175	Kokuma Charles	Dev't Planning Consultant	<del>Signature</del>
176	Richard Astem	MCTE	<del>Signature</del>
177	SEDM VIOLA RABI	ETHA Source	<del>Signature</del>
178	ISAAC PELLIN NYIA	SOCIAL SERVICES	<del>Signature</del>
179	M. K. FABI	LABOUR	<del>Signature</del>
180	Samuel Fenu	Public Servant	<del>Signature</del>
181	Kwame OfoSU	Driver	<del>Signature</del>
182	Edem Dasey	Records Dept M/A	<del>Signature</del>
183	Rammond Thomgal	Personnel Officer	<del>Signature</del>
184	Seth K. Khotse	BAC Head	<del>Signature</del>
185	David Ansal	Revenue	<del>Signature</del>
186	Affram Christopher	Physical planning	<del>Signature</del>
187	Vincent Arakpe	Engn. (Bldg Section)	<del>Signature</del>
188	Kobing Tanyi Sam	Stores	<del>Signature</del>
189	Godwin Nathaniel	Driver	<del>Signature</del>
190	Kpeh Richard Eborn	H.S.P Budget	<del>Signature</del>
191	Abo K. Feyem	Planning	<del>Signature</del>
192			
193			
194	Djampoh Elvis K	MCE	<del>Signature</del>
195			
196			



# **KPANDO MUNICIPAL ASSEMBLY**

## **REPORT OF PUBLIC HEARING ON THE PREPARATION OF THE 2018-2021 MEDIUM TERM DEVELOPMENT PLAN**

### **VOLTA REGION**

**KPANDO ZONAL COUNCIL**

**DATE: 10/07/2017**

**VENUE: KPANDO MUNICIPAL ASSEMBLY HALL**

1. Medium of invitations: Invitation letters, Social media announcement and community address systems.
2. Names of special groups and individuals invited: Women's groups, security agencies, fishermen, NGOs, Traditional authorities, media, and trade unions.
3. Identifiable Representations at hearing: chiefs, government agencies, farmer based organizations, Unit committees, Assembly Members, religious leaders, zonal council members.
4. Total Number of Persons at hearing: 94
5. Gender Ratio/Percentage represented (26 females constituting 28% and 68 males representing 72%):
6. Language(s) used at hearing: Ewe and English
7. Major Issues at Public Hearing (in order of importance):
  - Poor road networks
  - Poor and inadequate educational infrastructure and logistics
  - Poor and inadequate health infrastructure and logistics
  - Limited productivity of the Agricultural sector
  - Limited irrigation systems at Torkor
  - Inadequate sanitation and hygiene infrastructure and services
  - Inadequate water supply to parts of the Municipality
  - Limited power(electricity ) supply to parts of the Municipality and schools
  - Inadequate ICT and library facilities in schools
  - Inadequate drainage systems in the Municipality
  - Lack and inadequate speed ramps on some roads
  - Extension of Kpando Lorry Park
8. Main controversies and major areas of complaints:
  - Rehabilitation of Kpando Dafor road and bridge
  - The need to give Torkor a separate zonal council due its size

- Nuisance caused by drug users and mentally derailed persons at the Kpando Market
- Inadequate infrastructure at Abanu special school
- The need to pull down dilapidated structures at the Kpando Market
- Destruction of farms by cattle
- Delays in emptying refuse skips at some locations
- Assembly's stand on non-construction of public toilets in communities
- Shoddy pavement of certain portions in the market
- The need to put in measures of curbing the loading of vehicles outside the main Kpando lorry park

9. Proposals for the resolution of the above controversies and complaints:

- Plans were already in place to kick start the rehabilitation of Kpando Dafor road and bridge. The Assembly had resolved to follow up on the state of affairs in this regard.
- Further discussions would be held and proposals made to appropriate quarters on the need to give Torkor a separate zonal council due its large size.
- On the issue of inadequate infrastructure i.e. access road and accommodation facilities at Abanu special school; it became clear that this concern is being addressed in the current MTDP.
- The works department and NADMO would follow up and make appropriate recommendations to management with regards to the need to pull down dilapidated structures at the Kpando Market
- On the issue of delays in emptying refuse skips at certain locations, the Assembly would liaise with zoomlion company to address this concern.
- The Assembly's stand on non-construction of public toilets in communities is non-negotiable.
- On the issue of shoddy pavement of certain portions in the market, the works department would take this up and make appropriate recommendations to management on appropriate ways of addressing this issue.
- On the issue of loading of vehicles outside the Kpando lorry park, it was agreed that further discussions would be held in finding appropriate solutions to this issue.

10. Unresolved questions or queries:

- Nuisance caused by drug users and mentally derailed persons at the Kpando Market
- Destruction of farms by cattle

11. At what level are these unresolved problems going to be resolved and why: ..

- Management level

12. A Brief Comment on General Level of Participation:

The event was well represented by key stakeholders and this is an indication that the needs and aspirations of all sectors of the Municipality were taken care of adequately. The gender representation at the event was also encouraging with regards to females. The presence of the MCE, MCD and most members of the MPCU at all three events is also an indication of the importance that the Assembly attaches to the need to engage the citizenry in the decision processes.

**Assent to Acceptance of Public Hearing Report:**

Signatures of:

Municipal Chief Executive: .....

Municipal Co-ordinating Director: .....

Presiding Member: .....

Chairman of Development Planning Sub-committee .....

Planning Officer: .....

KPANDO MUNICIPAL ASSEMBLY

KPANDO ZONAL COUNCIL

PUBLIC HEARING ON THE MEDIUM TERM DEVELOPMENT PLAN PREPARATION(2018-2021)

ATTENDANCE LIST

DATE:10TH JULY 2017

S/N	NAME	DESIGNATION	SIGNATURE
1	Togbu Tatrekwaku ▽	Div. chief Kp'do Tsakpa	
2	Franklyn Gopator	IDA Co-op. Torkor (Kpando)	
3	R.K. M'Kehzi	do	
4	ERNEST DZESBIA	NADMO	
5	Samuel K. Bompoh	Opinion leader Torkor	
6	Togbu Ameku II	Togorme Chief	
7	Harrison AKPO	G/A	
8	Mudashiru Adebayo	G/A	
9	M. B. Ateinga	Zongo	
10	Regina Agbeka	Market Woman	
11	Sena Kwada	Assemblyman, Drove	
12	Kypaan Wilfred	Kpando Togorme	
13	Richard Asikiri	NCEA	
14	Nordey Emil Semyo	Dzanti	
15	Ophylia Kumah	Gabi	
16	Agroe Augustine	Torkor	
17	Nyamedor Livingstone S.	Agudzi E/A	
18	Peter Panji-Kwashe	EHSU	
19	Anthony R.K. Kakraba	Dafos	
20	Togbu Opeku ▽	PM	
21	Azbeke Isaac King	G/A	
22	Isaac Jelvin	SWCO	
23	Agaba Sarah	QAO	
24	Eugene Avornyote	Gi. AP.	
25	DIMHE Afu	Korba	
26	Mohammed Nury Salifu	Zonga	
27	Tsifoaka Hope	Agric. Head + Dept.	
28	frances Afu	C. P. R. T. U	

29	William Jobi	LABOUR	PR
30	Larry S. Dake	Deit Planning officer	<del>PR</del>
31	Ted Dumoga	Govt Appointee	<del>PR</del>
32	Besley Edeke	Stool Father	<del>PR</del>
33	Trevé Charlotte	Govt Appt	<del>PR</del>
34	Hon. Gideon Abotsi	Assembly M. Iork. FA	<del>PR</del>
35	Kobi - Talyi Sam	Wales Dept.	<del>PR</del>
36	Gyge Jasmine	HR Unit	<del>PR</del>
37	T.A. Akwemesy	Secretary, KITE	<del>PR</del>
38	Hampre Nyand	P. O	<del>PR</del>
39	Augustine Lanyo	G.P.R.U. Branch 2	<del>PR</del>
40	Adams Bundunke Yaw	THSU	<del>PR</del>
41	Ntummy Famous	Abi Assemblymen	<del>PR</del>
42	Supt. P. M. Ahlajah	Div Police Commander	<del>PR</del>
43	Veronica Tagbavii	Nat. Youth Authority	<del>PR</del>
44	Safssafia Kpenu	Budget Unit	<del>PR</del>
45	Henry Dominic A. Abovofe	Assemblyman Abovofe	<del>PR</del>
46	Dani Amisih	Revenue	<del>PR</del>
47	Affram Christopher	Tom plain	<del>PR</del>
48	Flatter Verunye	I.A	<del>PR</del>
49	Xvontri Worlaku	Radio Director	<del>PR</del>
50	G. K. Menyawovor	MFO	<del>PR</del>
51	Theresa Tetley	Dzigbe, Assembly woman	<del>PR</del>
52	Jerence Abotsi	KPMA	<del>PR</del>
53	Kokuma Charles	TKIT	<del>PR</del>
54	Lyella Tay	Secretary	<del>PR</del>
55	Patricia Donkor	NSP	<del>PR</del>
56	Debedzui Grace Emefa	I. S	<del>PR</del>
57	Charity A. Asameah	Sec.	<del>PR</del>
58	Kingsley Dotsey	F.O.	<del>PR</del>
59	Valerie Adiei	Sec	<del>PR</del>
60	M. Y. Froko	Med	<del>PR</del>
61	Kwame Atoen	Driver	<del>PR</del>

62	Galonu Nathan	Driver	<del>Agbo</del>
63	John Novor	M. COOP. OFF.	<del>John Novor</del>
64	Keke Richard Ebor	N.S.P	<del>Keke Richard Ebor</del>
65	Agbo Ceymm	N.S.P	<del>Agbo Ceymm</del>
66	Bayitse Joseph	Chief Messenger	B. J
67	Djampah Elvis K	MCE	<del>Djampah Elvis K</del>
68	Albertha Klu	Trader	<del>Albertha Klu</del>
69	ENYONAM AGBO	Market Woman	Agbo
70	Samuel Feme	NCCF	<del>Samuel Feme</del>
71	Osmam Fumni	Do	<del>Osmam Fumni</del>
72	James Nukoru	Farmer	<del>James Nukoru</del>
73	ELORM ADJEI	Dressmaker	<del>Elorm Adjei</del>
74	AFI Ablor	Trader	<del>Afi Ablor</del>
75	Alkerfa Nutor	Trader	<del>Alkerfa Nutor</del>
76	Alice Dzoelce	Farmer	<del>Alice Dzoelce</del>
77	Eseram Aka	Trader	<del>Eseram Aka</del>
78	Jones Davor	Fitter	<del>Jones Davor</del>
79	Alepere Afeku	Hairdresser	<del>Alepere Afeku</del>
80	Fafali Anku	Hairdresser	<del>Fafali Anku</del>
81	Selorm Alualua	Teacher	<del>Selorm Alualua</del>
82	Abigail Dugah	Teacher	<del>Abigail Dugah</del>
83	Ruby Nukunyah	church leader	<del>Ruby Nukunyah</del>
84	Richard Kolcuma	church leader	<del>Richard Kolcuma</del>
85	Alex Kwamiri	Youth leader	<del>Alex Kwamiri</del>
86	Sandra Gblerkpor	Dressmaker	<del>Sandra Gblerkpor</del>
87	Bismark Nuvonu	Teacher	<del>Bismark Nuvonu</del>
88	Alhaji Inuro Ibrahim	Moslem leader	<del>Alhaji Inuro Ibrahim</del>
89	Mohammed Musali	Moslem leader	<del>Mohammed Musali</del>
90	Josephine Nyanyui	Dressmaker	<del>Josephine Nyanyui</del>
91	Jonis Kpegah	Youth Leader	<del>Jonis Kpegah</del>
92	Enyonam Nunyui	Market Woman	<del>Enyonam Nunyui</del>
93	Lilian Duryo	Trader	<del>Lilian Duryo</del>
94	Elucan Agbesi	Trader	<del>Elucan Agbesi</del>

**KPANDO MUNICIPAL ASSEMBLY**  
REPORT OF PUBLIC HEARING ON THE PREPARATION OF THE 2018-2021  
MEDIUM TERM DEVELOPMENT PLAN

**VOLTA REGION**

**GBEFI ZONAL COUNCIL**

**DATE: 13/07/2017**

**VENUE: GBEFI ANOBI JUNIOR HIGH SCHOOL COMPOUND**

1. Medium of invitations: Invitation letters, gong-gong beating, Social media announcement community address systems and information van
2. Names of special groups and individuals invited: Women's groups, educational workers, trade unions, fishermen, NGOs, Traditional authorities, media etc.
3. Identifiable Representations at hearing: chiefs, government agencies, farmer based organizations, Unit committees, Assembly Members, religious leaders, zonal council members.
4. Total Number of Persons at hearing: 93
5. Gender Ratio/Percentage represented (30 females constituting 32% and 63 males representing 68%):
6. Language(s) used at hearing: Ewe and English
7. Major Issues at Public Hearing (in order of importance):
  - Expansion and upgrading of Gbefi CHPS Compound
  - Construction of bridge over River Aflabo
  - Police post at Gbefi
  - Poor road networks especially Hoeme to Tornu and prison farms portion of main Gbefi-Kpando roads
  - Poor and inadequate educational infrastructure and logistics
  - Establishment of Market for Gbefi
  - Poor telecommunication network services
  - Rehabilitation of palm oil extraction facility
  - Limited coverage of LEAP programme
  - Inadequate water supply to parts of Gbefi
  - Street naming programme
  - Limited power(electricity ) supply to parts of Gbefi and community ICT center
  - Lack of speed ramps on main Gbefi road
  - Limited employment avenues
  - Development of tourism potentials at Gbefi

8. Main controversies and major areas of complaints:
  - Limited skills training programmes for the youth
  - Mobile phone usage among school children during classroom
  - Bat infestation of Gbefe Zonal Council office
  - Assembly's stand on non-construction of public toilets in communities
  
9. Proposals for the resolution of the above controversies and complaints:
  - On the issue of limited skills training programmes for the youth, the Assembly Member for Gbefe Toru was tasked to organize interested persons to undertake benefit from such programmes from the Business Advisory Center of the Assembly
  - On the issue of bat infestation of Gbefe Zonal Council office the Zonal council was tasked to take appropriate steps in dealing with the nuisance while the Assembly put in place measures to put up a permanent office.
  - The Assembly's stand on non-construction of public toilets in communities is non-negotiable as it is the Assembly's goal is to promote the construction of household latrines
  
10. Unresolved questions or queries:
  - Non announcement of power take outs by ECG
  - The need for free medical care for the aged
  - Mobile phone usage among school children during contact hours.
  
11. At what level are these unresolved problems going to be resolved and why:
  - Management level
  - Consultation with relevant institutions
  
12. A Brief Comment on General Level of Participation:
 

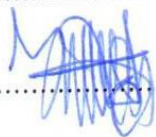
The event was well represented by key stakeholders and this is an indication that the needs and aspirations of all sectors of the Municipality were taken care of adequately. The gender representation at the event was also encouraging with regards to females. The presence of the MCE, MCD and most members of the MPCU at all three events is also an indication of the importance that the Assembly attaches to the need to engage the citizenry in the decision processes.




**Assent to Acceptance of Public Hearing Report:**


Signature of:

Municipal Chief Executive:  .....

Municipal Co-ordinating Director:  .....

Presiding Member:  .....

Chairman of Development Planning Sub-committee  .....

Planning Officer:  .....

**KPANDO MUNICIPAL ASSEMBLY**

**GBEFI ZONAL COUNCIL**

**PUBLIC HEARING ON THE MEDIUM TERM DEVELOPMENT PLAN PREPARATION(2018-2021)**

**ATTENDANCE LIST**

**DATE:13TH JULY 2017**

S/N	NAME	DESIGNATION	SIGNATURE
1	Seth Klutse	BAC Head	
2	Stephey L.C Ankudey	Zonal Council member	
3	Eideon Ansah	Traditional Secretary	
4	Togbui Tsmelpe Yi	Chief Gbefi Tonu	
5	Tsiami Ankudey	Gbefi Hoeme	
6	Tsiami Tsaha	Gbefi Tonu	
7	Tsiami Teresa Epeh	Gbefi Hoeme	
8	Tawia Stephen	Opinion leader	
9	Aloysius Ezech	Gbefi - Hoeme	
10	William Agbenu	✓ ✓ ✓	
11	Donkor Peter	Gbefi Tonu	
12	Francisca Amem	Gbefi - Hoeme	
13	Ankudey K. Ignatius	Gbefi - Hoeme	
14	Gato David	Gbefi TONU	
15	Augustine Fali	Gbefi - Hoeme	
16	<del>Azaka</del> ADZABA	Gbefi - TONU	
17	Haji MUSTAFA	Chief Imam	
18	Yeh. Adkyre	Gbefi - TONU	
19	Stella Adzabu	Gbefi - Hoeme	
20	Jamet Adabor	Gbefi TONU	
21	Selwyn Theresia	Gbefi - Hoeme	
22	Xgustine Agbe	Gbefi - TONU	
23	<del>Aduffine</del> NUKPO	Gbefi - TONU	
24	Martha Amemy	Gbefi - Hoeme	
25	FUSEINI M. IBRAHI	TROPICHA FARMS LTD.	
26	Dzantor Samuel	Gbefi - TONU	
27	Oscar Toumiah	Gbefi TONU	
28	Ababji Bealu Afza	Gbefi Hoeme	
29	Benedictor Azorju	Gbefi Hoeme	

30	Precious Kumbi	Gbefi - Hoeme	<del>SP</del>
31	Helken Ansel	Gbefi - Hoeme	#. A
32	Stephen Dzaka	✓ Toru	Dzaka
33	Rev Bonuere Holsonyezi	Gbefi Hoeme	evr
34	HONURAH RAMOND	KPMA	HPR
35	Raygn Johnson	KPMA	<del>Raygn</del>
36	Dinda Amadi	KPMA	<del>Dinda</del>
37	Kwame Ofori	Driver	Ofori
38	Attah - Mawuli	Gbefi - Toru	Attah
39	Vuasi Franklin	Gbefi Toru	tel
40	<del>Dr. K. K. K. K.</del>	<del>Dr. K. K. K. K.</del>	<del>Dr. K. K. K. K.</del>
41	W. K. Pobi	LABOR DEPI	W. K. Pobi
42	Eugene Donkor	Gbefi - Toru	<del>Eugene</del>
43	Samuel Feny	NCCF	Feny
44	Affram Christopher	Physical play	<del>Affram</del>
45	Stephen Beakeye	G Toru	Beakeye
46	EMIL Korkortse	G Toru	<del>EMIL</del>
47	Ankudey Francis	G. Hoeme.	Ankudey
48	Richard Afilen	NCE	<del>Richard</del>
49	ENESE BZEGBLA	NADMO	<del>ENESE</del>
50	Patrick J. Ametu	ASSISTANT GB-TORNU	<del>Patrick</del>
51	Setssefa Kpem	MBA	<del>Setssefa</del>
52	G. K. Menyawavor	MPO	<del>G. K. Menyawavor</del>
53	M. Y. Noto	Med	<del>M. Y. Noto</del>
54	Hon. Elvis Dzampoh	MCE	<del>Hon. Elvis</del>
55	Peter Paulin Kwadwo	MBA	<del>Peter Paulin</del>
56	Vincent Akakpo	Engr Bldg Soc	<del>Vincent</del>
57	OBIRI EMMANUEL	Gbefi	<del>OBIRI</del>
58	Joseph Nutor	Farmer	Nutor
59	Harry Sitoku Dalce	MPO	<del>Harry</del>
60	Setorn Adida	Trader	Adida
61	AG DZIDZONYA	Dressmaker	<del>AG DZIDZONYA</del>
62	Selinam Kpodo	Hairdresser	<del>Selinam</del>
63	Enyenam Dunyo	Teacher	<del>Enyenam</del>

64	Senyo Aletoe	Farmer	<del>uof</del>
65	Emmanuel Kpe	Farmer	<del>afaf</del>
66	Linda Apeisu	Teacher	<del>afaf</del>
67	Edinam Apetku	Trader	<del>afaf</del>
68	Samuel Donkor	Trader	<del>afaf</del>
69	Mercy Adukornu	Farmer	<del>afaf</del>
70	AMA / GANYO	Trader	<del>afaf</del>
71	Awoenam Kugbleny	Trader	<del>afaf</del>
72	JOHN DOVLO	BARBER	<del>afaf</del>
73	Devine Bansah	Youth Leader	<del>afaf</del>
74	Justine Amable	Farmer	<del>afaf</del>
75	Favor Agbori	Trader	<del>afaf</del>
76	Seraphina Kugbleny	Farmer	<del>afaf</del>
77	Peter Sedzro	Farmer	<del>afaf</del>
78	Senyo Awumey	Farmer	<del>afaf</del>
79	Caroline Akpenada	Hairstresser	<del>afaf</del>
80	Esenam Kumah	Trader	<del>afaf</del>
81	Mawena Agovi	Youth leader	<del>afaf</del>
82	Imara Mohammed	Moslem leader	<del>afaf</del>
83	Emilia Kugbleny	Teacher	<del>afaf</del>
84	James Akpa	Sovie Toru	<del>afaf</del>
85	Solomon Kutor	Farmer	<del>afaf</del>
86	Kofi Vingo	Farmer	<del>afaf</del>
87	Setor Ameyu	Sovie Hoeme	<del>afaf</del>
88	Frank Amever	Sovie Toru	<del>afaf</del>
89	Macy Klu	trader	<del>afaf</del>
90	Eli Kofigah	Farmer	<del>afaf</del>
91	Albert Dzali	Farmer	<del>afaf</del>
92	Hellen Aeh	Trader	<del>afaf</del>
93	Magdalene Dzreke	Sovie Hoeme	<del>afaf</del>
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## **Appendix 2: Public hearing report on draft Medium Term Development Plan**

### **KPANDO MUNICIPAL ASSEMBLY** **REPORT ON PUBLIC HEARING OF THE DRAFT 2018-2021 MEDIUM TERM** **DEVELOPMENT PLAN**

*Name of District:*     **KPANDO MUNICIPAL ASSEMBLY**     *Region:*     **VOLTA**

*Venue:*     **KPANDO MUNICIPAL ASSEMBLY HALL**     *Date:* **6<sup>TH</sup> DEC. 2017**

#### **Introduction**

The Development Planning System in Ghana recognizes community participation as an essential and integral part of effective development planning. In pursuance of this objective and in line with Section 3, subsections 1, 2 and 3 of the National Development Planning (System) Act 1994, Act 480, the Kpando Municipal Assembly conducted a public hearing on its Development Plan before it was adopted. The forum was held with the aim of discussing the main problems, constraints, potentials and the major programs and activities to be undertaken within the plan period and the way forward for the identification of alternative strategies at both the District and sub-district levels.

#### **Medium of invitations**

Letters of invitation were sent to all participants inviting them to the forum. In addition, there was an announcement on Radio Kpando and also through public address system in various communities. A copy of the invitation letter was also placed at the Assembly's Notice Board and Zonal Council Offices. Some of the participants especially Assembly Members and Heads of Department were reached through Social Media Platform (WhatsApp).

#### **Names of special/interest groups & individuals invited**

The following individuals and interest groups were invited;

1. Hon. Municipal Chief Executive, Kpando
2. Hon. Member of Parliament for the Kpando Constituency
3. Three (3) members each from Kpando, Sovie and Gbefi Traditional Councils

4. Torgbui Tsatse-Kwawu V, Chief of Tsakpe
5. All Hon. Assembly Members, Kpando
6. Heads of Department, Kpando
7. Two (2) Councilors each of the 3 Zonal Councils comprising the Chairman and the Secretary
8. Chairperson of Committee on PWD
9. Regional Economic Planning Officer, VRCC, Ho
10. Three (3) Opinion Leaders from Kpando Torkor
11. All Members of the Municipal Planning and Coordinating Unit, Kpando
12. One (1) member each of the Three (3) Transport Unions namely GPRTU, PROTOA and Co-Operatives
13. Radio Kpando
14. Kpando Torkor Market Queen
15. Kpando Market Queen and Assistant
16. One (1) member of the Fishermen Groups
17. President of the Christian Council of Churches
18. The Chief Imam, Kpando
19. The Municipal Police Commander, Kpando
20. Municipal Director, E.C.G, Kpando
21. Municipal Director, GWCL, Kpando
22. One (1) member of FBOs
23. Municipal Director, NCCE, Kpando
24. Municipal Director, CHRAJ, Kpando

#### **Total Number of Persons at hearing**

In all, there were a total of Eighty eight (88) participants at the hearing.

#### **Gender Ratio/Percentage represented**

The total number at the hearing was made up of 59 men and 29 women. This put the gender ratio at the hearing at 2.03:1.

**Language(s) used at hearing**

The main language that dominates the presentation and discussion at the hearing is the common local language of the people, i. e. Ewe. In some instances, English language was used to complement the local dialect.

**Major Issues at Public Hearing**

Major issues discussed at the hearing are categorized into themes as follows;

- Poor classroom infrastructure especially at the Basic School level
- Difficult in access to micro credit for businesses
- Poor road conditions linking most farming communities
- Poor sanitary conditions in some communities
- Haphazard development in some part of the Municipality
- Insufficient health facilities and equipment in major part of the Municipality
- Poor revenue mobilization
- Revenue collection drive
- inadequate access to potable water
- Inadequate logistical support for some departments such as NADMO
- Lack of layout for some major towns for development control
- Poor storage and processing facilities leading to post harvest losses
- Low involvement of Traditional Authorities in decision making
- Delays in completing ongoing projects

**Main controversies and major areas of complaints**

It was reported at the hearing that the agriculture inputs (such as hybrid maize seed) supplied to farmers in the year, 2017 did not germinate well.

**Proposals for the resolution of the above controversies and complaints:**

It was resolved to discuss the issue at management level for redress.

**Unresolved questions or queries**

High cost of connecting piped water into individual homes.

**At what level are these unresolved problems going to be resolved and why**

This issue requires an inter-agency collaboration and dialogue. To this end, Management resolved to meet with stakeholders such as the GWCL, CWSA, DWST, RWST and Chiefs in finding amicable solution to the matter.

**A Brief Comment on General Level of Participation**

Participation was very high and lively as issues were discussed and resolved amicably. Constructive contributions were made by participants which will help in enriching the contents of the plan. With this high level of participation, ownership of the plan is assured with the inputs from the participants.

**Assent to Acceptance of Public Hearing Report:**

Signature of:

Municipal Chief Executive

Municipal Coordinating Director

Presiding Member

Chairman of Development Planning Sub-committee

Municipal Planning Officer



KPANDO MUNICIPAL ASSEMBLY

PUBLIC HEARING ON THE DRAFT 2018-2021 MEDIUM TERM DEVELOPMENT PLAN

VENUE: KPANDO MUNICIPAL ASSEMBLY HALL

ATTENDANCE LIST

DATE: 6TH DECEMBER 2017

S/N	NAME	DESIGNATION/ COMMUNITY	SIGNATURE
1	Richard Afolabi	N T U	[Signature]
2	ERNEST DZEEBUA	NADMO	[Signature]
3	ISORHE MICHAEL	Assembly man - Sovie-Deme	[Signature]
4	Selsofia Kperem	KpMA - MGBA	[Signature]
5	Fiakpi Emmanuel	Zonal secretary - sovie	[Signature]
6	Toqbe Opetu U	PM Kpando	[Signature]
7	Adams Bumbake Y.	MEHO, EHSU	[Signature]
8	Barkeno Fameri	Nurke Department	[Signature]
9	Wisdom Atigoh	KpMA - Planning	[Signature]
10	Precious Kumah	G/A Gbeji	[Signature]
11	Teel Dumaga	G/A	[Signature]
12	Worley Emil Semp	Dzomti / KZC	[Signature]
13	Kokuma Charles	TNT	[Signature]
14	Ntunny Famous	Alor	[Signature]
15	Henry Ok Afarokpe	Agberhoxo	[Signature]
16	Togbri Tatselwaku V	Div. chief Kdo Isokpe	[Signature]
17	Fred A.K. Wlakuo	Isiamoga (Kpando)	[Signature]
18	Stephen L.C Anlesley	Cibefi Zonal Council	[Signature]
19	Togbri Tormekpe vi	Cibefi Trad. Council	[Signature]
20	Isiame Isiah John	Cibefi Trad Council	[Signature]
21	Elder John Agbosu	Cibefi Trad. Council	[Signature]
22	Papamu Daniel	Kpando Trad. Hse of Chiefs	[Signature]
23	Mamma Duroyo II	Market Queen Torkor	[Signature]
24	Afeakete Dogbede	Market Women Torkor	[Signature]
25	Akpasa Lucky	Market Women Torkor	[Signature]
26	T.A. Akwensy	Secretary, KHC	[Signature]

27	Iogbege Kofi Nyarku	Sovie Trad Area	<del>SRP</del>
28	Iogbe Isedatu	-	<del>SRP</del>
29	Mama Folifoe	Sovie ✓	NRB
30	Mama Eweawo	✓	SRP
31	Isiane Sempre	✓	<del>SRP</del>
32	Isiane Aghedamu	✓	SRP
33	Isiane Ciletu	✓	SRP
34	Isiane Sramey	✓	SRP
35	Mama Asinyo II	Kpando Makeri	<del>Sena</del>
36	SOTIE		SRP
37	William Gbeddy	Openim Leab's Kpd.	<del>SRP</del>
38	Isaiah K.Y Ezech	Gbeji Traditional Area	<del>SRP</del>
39	EPHRAIM BOICOMAH	CTR AJ	<del>SRP</del>
40	Michael Tlasi	Sovie	MRP
41	Thobica Kwamiboa	Sovie	
42	Akali Felix	Sovie Zonal Council	Akali
43	Amedeka Augustine	Sovie Zonal Council	SRP
44	Ocloo Sedina Etluket	Social Welfare Comm. Devt	<del>SRP</del>
45	Anthony R.K. Kakrabah	Defer	<del>SRP</del>
46	Sena Kwada	Aziave	<del>SRP</del>
47	Mohammed Nur Salifu	Zongo	<del>SRP</del>
48	John Adams	Isaxe o'i	<del>SRP</del>
49	EMELIA AFFRAM	Gbeji - HOEME	<del>SRP</del>
50	Acolase Louis	Chief fisherman Rep	<del>SRP</del>
51	DIVINE ATU	Konka E/A	<del>SRP</del>
52	Angelica A. Attakey	MUN. Director of Educ	AAA
53	Stephen Adde	Mun. Educ. Office	<del>SRP</del>
54	Affram Christopher	Physical Play	<del>SRP</del>
55	Cayus Somie	Atira	<del>SRP</del>
56	Hon. Eusebius Abotri	Torkor	<del>SRP</del>
57	Ophylia Kumah	Sabi	<del>SRP</del>

58	Togbe Gladysbeliie	Torkor	<i>[Signature]</i>
59	Winfred Yordayi	v	<i>[Signature]</i>
60	Wisleley Edeke	<del>Abefi</del> Torkor	<i>[Signature]</i>
61	Nyamador/Livingston	<del>Abefi</del> Torkor	<i>[Signature]</i>
62	K.K. Pabi	<del>Abefi</del> Torkor	
63	Acobalzo Horis	Torkor	<i>[Signature]</i>
64	Abasi Jemna	Kpanda, Budget	<i>[Signature]</i>
65	Paul Acquah	Finance	<i>[Signature]</i>
66	Haris Debe	MPO	<i>[Signature]</i>
67	Djanpoh Elvi K.	MCE (Kpando)	<i>[Signature]</i>
68	S.T. MUSAff	MCA	<i>[Signature]</i>
69	Rosemary Oman	N.S.P.	<i>[Signature]</i>
70	Afelete Patricia	N.S.P.	<i>[Signature]</i>
71	Hy Stella Tu	Sec. (Kpanda)	<i>[Signature]</i>
72	Yullenla Adzayi	Sec. (Kpanda)	<i>[Signature]</i>
73	Charity A. Asamoah	Client Service Officers	<i>[Signature]</i>
74	Mary S. Baka	MRP (Kpando)	<i>[Signature]</i>
75	Kayata Kayata	Abefi	<i>[Signature]</i>
76	Dina Adimira	Kpando	<i>[Signature]</i>
77	Ibrahim Sofu	Torkor	<i>[Signature]</i>
78	Abenu Agnes	Sovie	<i>[Signature]</i>
79	Ofori Elizabeth	Abefi	<i>[Signature]</i>
80	Nsoh Francisca	Kpando	<i>[Signature]</i>
81	Rabi Fusena	Sovie	<i>[Signature]</i>
82	Esinam Abiti	Fesi	<i>[Signature]</i>
83	Abigail Afeti	Kpanda Dator	<i>[Signature]</i>
84	Ibrahim Mohammed	Kpando Zongo	<i>[Signature]</i>
85	Selinam Amegash	Kpanda Bator	<i>[Signature]</i>
86	Adzoa Foli	Kpanda Bame	<i>[Signature]</i>
87	Agbo Setor	Kpanda Kendu	<i>[Signature]</i>
88	Amyr Enyoran	Sovie	<i>[Signature]</i>

### Appendix 3: Pictures of public hearings

Figure 21: Public hearing on development options at Gbefi



**Figure 22: Public Hearing on Development options at Kpando**



**Figure 23: Public Hearing on Development options at Sovie**



**Figure 24: Joint Public Hearing on Draft MTDP for the three zonal councils at Kpando**



**Figure 25: The team from the RPCU at the joint public hearing on the draft MTDP at Kpando**



**Figure 26: Hon. MCE and MCD at the joint public hearing on the draft MTDP at Kpando**

