



AHANTA WEST MUNICIPAL ASSEMBLY

**IMPLEMENTATION OF THE
MUNICIPAL MEDIUM-TERM DEVELOPMENT
PLAN 2018-2021**

**2020
ANNUAL PROGRESS
REPORT**

MUNICIPAL PLANNING COORDINATING UNIT

FEBRUARY, 2021

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LIST OF ACRONYMS

AAP	-	Annual Action Plan
AWMA	-	Ahanta West Municipal Assembly
DACF	-	District Assemblies Common Fund
DACF-RFG	-	District Assemblies Common Fund Responsive Factor Grant
GES	-	Ghana Education Service
MPCU	-	Municipal Planning Coordinating Unit
MTDP	-	Medium-Term Development Plan
NDPC	-	National Development Planning Commission
IGF	-	Internally Generated Funds
MP's Fund	-	Member of Parliament's Common Fund
SRWSP	-	Sustainable Rural Water and Sanitation Project
NGOs	-	Non-governmental organisations
IPCs	-	interim payment certificates
CSOs	-	Civil Service Organisations
LEAP	-	Livelihood Empowerment Against Poverty
NRD	-	No reliable data
FSHS	-	Free Senior High Schools
PFJ	-	Planting for Food and Jobs
AEAs	-	Agric Extension Agents
FBO	-	Farm Base Organisations
NBSSI	-	National Board of Small Scale Industries
MHD	-	Municipal Health Directorate
CHPS	-	Community-Based Health Planning and Services
LLINS	-	Long lasting Insecticidal nets
PNC	-	Post-Natal Care Registrants
EPI	-	Expanded Programme on Immunization
NHIA	-	National Health Insurance Authority
WASSCE	-	West African Senior Secondary Certificate Examination
BECE	-	Basic Education Certificate Examination
GREL	-	Ghana Rubber Enterprise Limited
NRRP	-	National Reading Radio Programme
GIFEC	-	Ghana Investment Fund for Electronic Communication

EXECUTIVE SUMMARY

The 2020 Annual Progress Report (APR) presents a performance assessment of the implementation of activities outlined in the 2020 Annual Action Plan (AAP) and Budget of the Assembly. The Annual Action Plan which emanated from the Medium Term Development Plan (MTDP) of the Assembly was prepared based on the National Development Policy Framework; **Agenda for Jobs: Creating Prosperity and Equal Opportunity for all, 2018-2021**.

The report employs a set of performance indicators as the basis for assessing the implementation progress of the 2020 Annual Action Plan towards the achievement of the development goal and objectives outlined in the MTDP 2018 - 2021 of the Assembly. The objective of the report is to provide single-source information on the Municipal Assembly's performance towards the implementation of its planned activities; to identify challenges that are likely to hinder the achievement of the goals for the MTDP 2018-2021 and to outline recommendations for addressing these challenges. The following presents the summary of the Assembly's performance under the various indicators;

Programme/ Project Status of the Year

The Ahanta West Municipal Assembly during 2020 devoted its resources to complete the numerous physical projects that were on-going from the previous years. The new projects that cut across the education, health, sanitation and administrative sector of the Assembly were initiated within the period in addition to the routine maintenance of various roads, renovation of the public structures and repair of vehicles and logistics in the Municipality. A major challenge that was encountered in the execution of the physical projects was the untimely release of funds available to the Assembly. Ultimately, any effort to improve the Assembly's performance in the implementation of physical projects must therefore target the improvement of timely releases of fund.

The performance of the Assembly in the implementation of programme/non-physical activities remains unchanged. Various departments of the Assembly carried out their routine activities amidst the challenges that pertain to the release of funds and other resources. A major challenge that, however, affected the implementation process was the emergence of the Covid – 19 pandemics. As a result, activities that required the gathering of people were put on hold for the greater part of the year.

Update on funding Sources and disbursement

With the payment of compensation to staff and the releases to selected Departments, GOG became the major source of funding for the Municipality in the year under review. The funding source constituted 48.87 percent of the financial outturn for the year. The District Assemblies Common Fund (DACF) was the second prominent funding source for the Assembly's activities. The amount accrued in the year constituted 32.4 percent of the total outturn for the year. The Assembly commendably exceeded its target in the generation of its internally generated funds amidst the Covid – 19 pandemics. The outturn of the funding source was GH¢1,920,834.30 which represented an approximately 5 percent increase over the annual target of GH¢1,823,950.00. The funding source, however, constituted 17 percent of the total revenue accrued in 2020.

In terms of disbursement, the Compensation of Employees was the Assembly's major expenditure item in the year. The expenditure on the item constituted about 48 percent of the total expenditure for the year. This was closely followed by the expenditure on Goods and Services within the Municipality. The spending on the item also constituted 26 percent. Expenditure on non – financial assets were in the least in the year as it constituted 26 percent of the total for the year.

Update on critical development and poverty issues

A review of relevant reports indicated that all the critical development and poverty eradication interventions implemented in 2019 were continued in the year under review. These included; the National Health Insurance Scheme (NHIS), Planting for Food and Jobs (PFJ), the Ghana School Feeding Programme (GSFP), the Livelihood Empowerment Against Poverty (LEAP) and the Capitation Grant Programme among others. It was evident in the year that the coverage of the NHIS increased in 2020.

Participatory Monitoring and Evaluation Undertaken and their results

The Assembly relies on the Municipal Planning Coordinating Unit (MPCU) for the monitoring of projects in the Municipality. This team visits all projects sites every quarter and on reaching the community is joined by the Assembly Members and other available opinion leaders to inspect the projects. The various contractors are made to meet the team on each visit.

Aside from this, the Works Department and its three units namely, roads, water and sanitation as well as buildings undertaken regular inspections of physical projects being executed in the Municipality. The Works Sub-Committee also undertakes regular visits of all projects in the

Municipality. The various departments also have their Monitoring Teams that monitor projects that fall within their respective sectors.

The report has been structured into three chapters. Chapter one is on the general introduction while chapter two consists of the reports on Monitoring and Evaluation activities. Chapter three, which is also the last, is the way forward with emphasise on improvement in communication among actors as well as recommendations.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The 2020 Annual Progress Report (APR) presents an assessment of the progress made in the implementation of the Activities outlined in the 2020 Annual Action Plan (AAP) and Composite Budget at the end of the year 2020. The Annual Action Plan, which emanated from the Medium-Term Development Plan (MTDP), was prepared based on the National Medium-Term Development Policy Framework - *Agenda for Jobs: Creating Prosperity and Equal Opportunity for all, 2018-2021*.

The report uses a set of indicators as the basis for assessing the progress of implementation of activities undertaken within the year towards the achievement of the development goals and objectives outlined in the DMTDP of the Assembly. The objective of the report is to provide single-source information on the progress made by the Ahanta West Municipal Assembly in the implementation of its 2020 Annual Action Plan. It also seeks to identify challenges that are likely to hinder the achievement of the goal for the DMTDP and to outline recommendations for addressing these challenges.

The Annual Progress Report is an output of several monitoring exercises, review meetings and other consultative processes. It is presented in three chapters. Chapter one presents the status of the 2020 implementation of the DMTDP 2018 - 2021, the purpose of the project monitoring and evaluation and the processes involved in the preparation of the report. Chapter Two present's information on the Monitoring and Evaluation Activities, while Chapter Three outlines the way forward towards addressing challenges identified as affecting the implementation process of the Assembly's DMTDP 2018 - 2021.

1.1 Status of Implementation of the DMTDP 2018 - 2021

The status of implementation of the DMTDP 2018 – 2021 outlines the progress made by the Assembly and its development partners towards implementing the aggregated number of activities (i.e. projects/ programmes) outlined in the Four Annual Action Plans (2018 – 2021) of the DMTDP. In assessing the implementation status of the MTDP of the Assembly, four-set criteria were used to determine the status of implementation of the 2020 Annual Action Plan of the 2018-2021 MTDP. These are; the percentage of activities completed, percentage of activities on going, percentage of activities started but abandoned and percentage of activities yet to start.

Out of a total of 662 activities set out in the MTDP for implementation, 218 activities representing 33 percent had been implemented as of the end of the year 2020. Even though the total number of activities implemented represent about 62 percent increase over the total number of activities

implemented as of the end of 2019, the number of activities implemented as at the reporting period could not meet the target of **75 percent** set for the same year. The overall progress made in the implementation of the DMTDP as at the end of the year based on the assessment of the activities implemented could therefore be concluded as below average. Details of the proportion of the DMTDP implemented have been presented in Table 1.1.

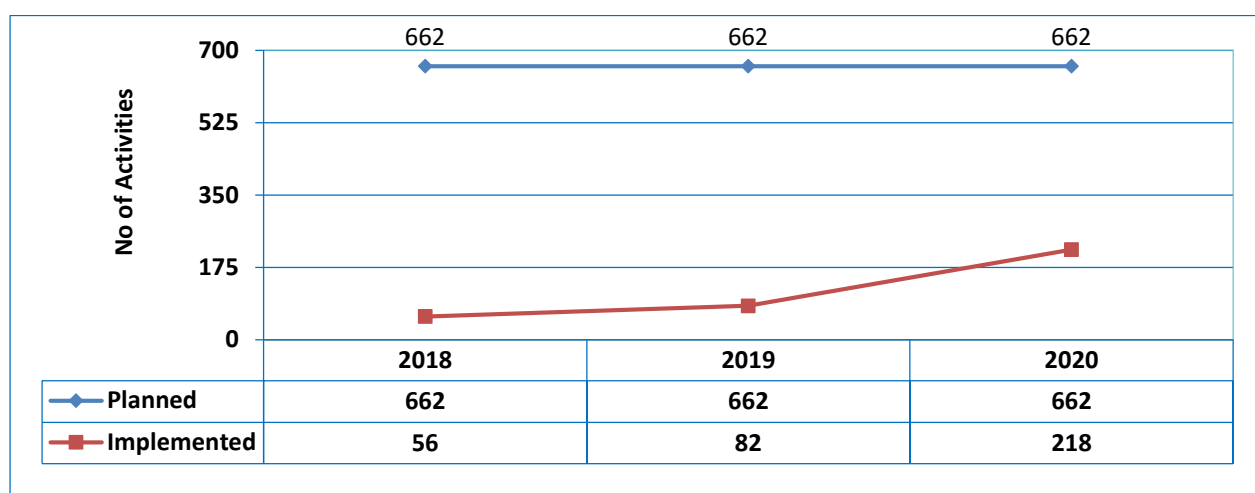
Table 1.1 - Proportion of the DMTDP Implemented

Indicators	Baseline 2017	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
Proportion of the annual action plan implemented by the end of the year	70%	100 %	38.4%	100%	78.9%	100%	87.9%
(a) Percentage of interventions Completed	22.7%	20%	4.8%	50%	68.9%	90%	57.14%
(b) Percentage of interventions Ongoing	45.5%	50%	33.6%	50%	18.7%	10%	30.8%
(c) Percentage of interventions abandoned	0%	0%	0%	0%	0.0%	0.0%	0.0%
(d) Percentage of interventions yet to start	31.8%	35%	61.6%	0%	12.2%	10%	11%
(e) Percentage of interventions executed outside the plan	15%	5%	10%	5%	9%	0.0%	4.4%
Proportion of the overall DMTDP implemented at the end of the year	72.1%	22.1%	8.5%	50%	12.4%	75%	33%

Source: Computed by the Planning Unit – AWMA, 2020

The status of implementation of the MTDP was considered to have adversely affected particularly the achievement of the Municipal Assembly’s social development goal of creating equal opportunity for all. This was because most of the planned social development interventions which were infrastructural could be initiated/ implemented in the reporting year. However, the level of implementation of the Assembly’s Annual Action Plan for 2020 positively impacted the achievement of the Assembly’s goal of building a prosperous society under the economic development dimension. From table 1.2, interventions earmarked under economic development were implemented in full therefore promoting the achievement of the economic development goal of the Municipal Assembly. The achievement of other sector goals was positively affected as most interventions under these sectors were implemented in the reporting year. Figure 1.1 present the implementation status of the DMTDP 2018 – 2021.

Figure 1.1 - Implementation Status of the DMTDP 2018 - 2021



Source: Computed by the Planning Unit – AWMA, 2020

In terms of the implementation of the 2020 AAP, a total of 91 activities were captured to be implemented. At the time of reporting, the Assembly had implemented 80 activities representing 87.9 percent of the total number of activities captured. The progress made in implementing the 2020 AAP represents 3.4 percent decrease in progress made in the implementation of the 2019 AAP

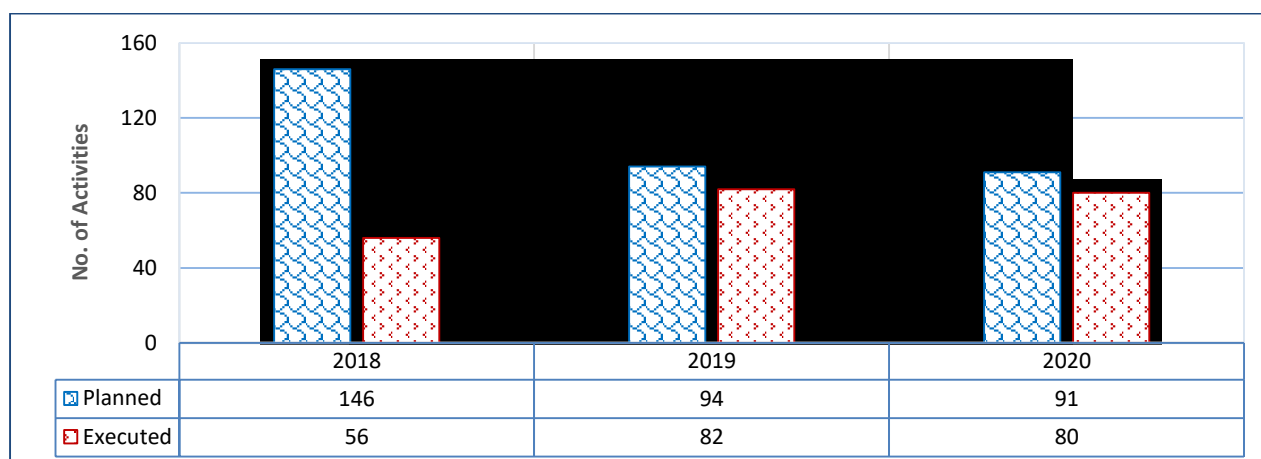
The number of activities that had not been implemented and may be rolled over into the 2021 planning phase was 12.1 percent. No project was initiated and abandoned in the course of implementation. Table 1.2 and Figure 1.2 also presents the details on the status of implementation of the 2020 Annual Action Plan of the Assembly.

Table 1.2 - Annual Action Plan Implementation under Development Dimension

S/N	Development Dimension	2018		2019		2020	
		Plan	Exec.	Plan	Exec.	Plan	Exec.
1	Economic Development	26	15	23	22	14	16
2	Social Development	56	33	39	36	42	36
3	Environment, infrastructure and human settlements	36	3	9	8	18	14
4	Governance, corruption and public accountability	28	5	23	16	17	14
5	Strengthening Ghana's role in international affairs	0	0	0	0	0	0
	Total	146	56	94	82	91	80

Source: Computed by the Planning Unit – AWMA, 2021

Figure 1.2 - Implementation Status of the 2020 Annual Action Plan



Source: Computed by the Planning Unit – AWMA, 2020

1.2 Purpose of Monitoring and Evaluation for the year 2020

The preparation of a Monitoring and Evaluation (M&E) Plan has helped in the implementation of an effective and efficient system for tracking the progress of implementing programmes and projects in the Municipality as outlined in the DMTDP. Aside from the projects and programmes, the Municipal Assembly also monitors the disaggregated district core and district-specific indicators.

The annual monitoring and evaluation exercise was aimed at showing the extent of progress made towards the implementation of the DMTDP and its Annual Action Plan for 2020. Specifically, the exercise was aimed at;

- i. Ensuring accountability of the resources used and the results obtained
- ii. Ensuring that projects and programmes are implemented as planned
- iii. Providing information on the progress made by the Municipality in achieving the goals and objectives under ***Agenda for Jobs***
- iv. Identifying challenges that are likely to affect the achievement of the Municipality's goals and objectives under the ***Agenda for Jobs*** in the context of the African Union Agenda 2063 and the Sustainable Development Goals for redress.
- v. Taking informed decisions on the future of projects and provide opportunities for stakeholder feedback
- vi. Ensuring informed decisions on the future of projects base on the outcome of the monitoring and evaluation process.

The report on the other hand is useful for the review and formulation of evidence-based policy and decisions, identification of effective programmes so that interventions to address them could be

harnessed. Copies of the report were therefore forwarded to the Regional Planning Coordinating Unit and the National Development Planning Commission (NDPC)

1.3 Processes Involved and Difficulties Encountered

1.3.1 The Process

The Monitoring and Evaluation (M&E) activities undertaken and the preparation of the report was carried out in a participatory manner, involving departments, units, agencies and institutions within the Municipality. The involvement of the institutions and departments was considered essential in ensuring that the report reflects the actual progress of implementation of the Annual Action Plan at the Departmental level of the Assembly. The preparation of the report was coordinated by the Municipal Planning Coordinating Unit (MPCU) of the Assembly and the process involved the following:

(a) Data Collection

The Planning Unit using a set of templates collected data from the departments and Units of the Assembly as well as other sub vented and decentralised agencies within the Municipality. Data collected cut across the performance of the district core indicators, performance of the district-specific indicators and the implementation of the 2020 annual action plan in the various departments and units of the Assembly among others.

(b) Monitoring of the physical projects

The monitoring team and the works subcommittee of the Assembly also went around on field visits quarterly to monitor the implementation of physical projects as well as interacting with communities and other relevant stakeholders through meetings, visits, phone calls, and so forth. The observations of such visits were carefully incorporated to produce a draft report.

(c) Data validation and review meeting

The Assembly through the MPCU held the data validation and review meetings with the heads of departments and Units as well as representation of the non-decentralised agencies and other sub vented departments to validate data presented for the preparation of the 2020 Annual Progress Report. Feedback from the meeting was incorporated in the finalisation of the 2020 APR.

(d) Participatory M&E Forum

With assistance for the Ghana Strengthening Accountability Mechanism (GSAM) project, UCSOND – a CSO in charge of the process – organised some PM&E forum within communities in which physical projects captured in the 2020 AAP were being implemented. The group employed tools

like community score cards to evaluate the communities' perceptions of the projects being implemented. The report of the group was incorporated in the finalisation of the 2020 APR.

(e) Town Hall and Stakeholder Consultative Meeting

The Assembly also organised a Town Hall/ Stakeholder Consultative Meeting inviting a wide range of stakeholders and development partners to such meeting. The purpose of the meeting was to present the draft 2020 APR to the stakeholders and to solicit their feedback on the report. The feedback for the meeting was incorporated in the finalisation of the report.

1.3.2 The Difficulties Encountered

The challenges encountered in the preparation of the Annual Progress Report remains relatively the same as that of the previous year. Collecting up to date and accurate data, particularly on the indicator levels, continues to pose a challenge to the preparation of the progress report. Other challenges encountered during the preparation of the progress report include;

a) Late release of funds for the organization of meetings and preparation of report

A major difficulty encountered in the year and during the preparation of the 2020 APR was the late release of funds for the process. Meetings required to be organised in due time were delayed due to the late release of funds. This generally affected the prompt preparation of the report and the organisation of the stakeholder consultative meeting.

b) Inadequacy and Untimely release of funds for projects and programme implementation

The Assembly's major difficulty encountered in the year was the untimely release and inadequacy of funds for project and programme implementation. The Mineral Development Fund which forms a major part of the Assembly's revenue was not released on time thereby stalling the execution of projects and programmes earmarked to be implemented with that fund.

c) Inadequacy of Vehicles for Project Monitoring and Evaluation Exercise

The Assembly has a limited number of vehicles for administrative and other activities. The ones available are taken to the workshop for major repairs or assigned for revenue mobilization and other activities. On most occasions project, monitoring and evaluation exercises have had to be postponed due to the non-availability of the vehicle.

d) Difference in reporting format and cycles

Most departments (particularly health, education, agriculture and finance) have a format that does not conform to reporting formatting of the progress report on the implementation of the MTDP of the Assembly. Again these departments have different timelines for submitting their reports to

their stakeholders. This often results in a delay in the submission of reports to the Assembly for incorporation into the Progress Report of the Assembly.

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES REPORT

2.0 Introduction

This section presents information on monitoring and evaluation activities carried out by the Municipal Assembly in the period under review. Specifically, the section briefly outlines the programme and project status for the year 2020 and presents updates on funding sources of the Assembly and their disbursements. It also presents updates on the 20 District Level Core Indicators being monitored in the Municipality and the District specific indicators and targets set out in 2018 – 2021 MDTP and 2020 Annual Action Plan of the Assembly. It again presents an update on critical development and poverty issues and provides information on evaluations conducted, their findings and recommendations. The concluding section presents the participatory monitoring and evaluation approaches used and the results.

2.1 Programme/ Project Status for the Year

2.1.1 Physical Projects

A total of 38 physical projects in the 2020 AAP have been implemented by the Assembly and its development partners in the reporting period. Most of the projects with their various level of completion were rolled over from previous years to ensure that the Municipality's goals and objectives were achieved. The contract sum and implementation status among other details of these projects have been presented in a register/ matrix as **Appendix 1**.

In terms of project status, fourteen (14) of the implemented projects in the 2020 AAP representing 36 percent had been completed as of the end of the year 2020. The remaining 24 representing 64 percent of the projects were on-going with various level/ stages (in percentage) of work done. Most of the projects being implemented in the reporting year were rolled over from previous years. Details of the projects have been presented in **Appendix 1**.

A major challenge that confronted the execution of physical projects in the Municipality in the year was the delay in the implementation of the GETFund funded activities. Eight activities that were initiated in various years were still being implemented in the reporting year. After several consultations with the GETFund Secretariat, these projects were yet to be attended to. Another challenge that confronted the implementation of physical activities was the untimely release of funds particularly the District Assemblies Common Fund (DACF) for the completion of the projects. This gave contractors the leverage to delay the projects unduly. Adequacy of vehicles to accommodate and convey all members of the MPCU for monitoring of work progress on the

projects was also a challenge. In most cases, monitoring of projects and programmes were undertaken by a section of the MPCU secretariat.

2.1.2 Programmes/ Non - physical Activities

A total of 42 programmes/ non-physical activities captured in 2020 AAP were implemented in the reporting period. The programmes cut across the development dimensions of the National Medium-Term Development Policy Frameworks: *Agenda for Jobs: Creating Prosperity and Equal Opportunity for all, 2018-2021*. The number of beneficiaries among other details of the programmes has been captured in a matrix as **Appendix 2**.

In terms of implementation status, the programmes which were initiated in the Year had been fully implemented as of the reporting period. Most of these programmes were slated to be implemented within a couple of days after their initiation.

The challenges encountered during the implementation of these programmes include the limited commitment of the populace to the programmes, the poor participation of women in the gender and social protection programmes and the delay in the release of funds for the programme implementation.

2.2 Update on Disbursements from Funding Sources

2.2.1 Update on Funding Sources

The Assembly's major sources of funds have been the Central Government transfers to MMDAs (GOG Grants), the District Assemblies Common Fund (DACF), the District Assemblies Common Fund Responsive Factor Grant (DACF-RFG), the Minerals Development Fund, Donor Grants and the Assembly's Internally Generated Funds (IGF). Other funding sources include mineral royalties, donor funds for the implementation of the Modernising Agriculture in Ghana (MAG) programme and stool lands revenue among others.

The overall outturn of the Assembly's revenue for 2020 was **GH¢11,292,820.87**. The outturn represents 70 percent and 45 percent increase over the amount accrued in 2018 and 2019 respectively. However, the total revenue for the year also represents 14 percent decline in the annual revenue target of **GH¢12,884,692.03**. In terms of the performance of the individual funding source, apart from the Assembly's Internally generated fund, the stool lands revenue, CIDA and the MPs' Common Fund, all other funding could not achieve their set target for the year. Table 2.1 shows the updates from the various funding sources of the Assembly.

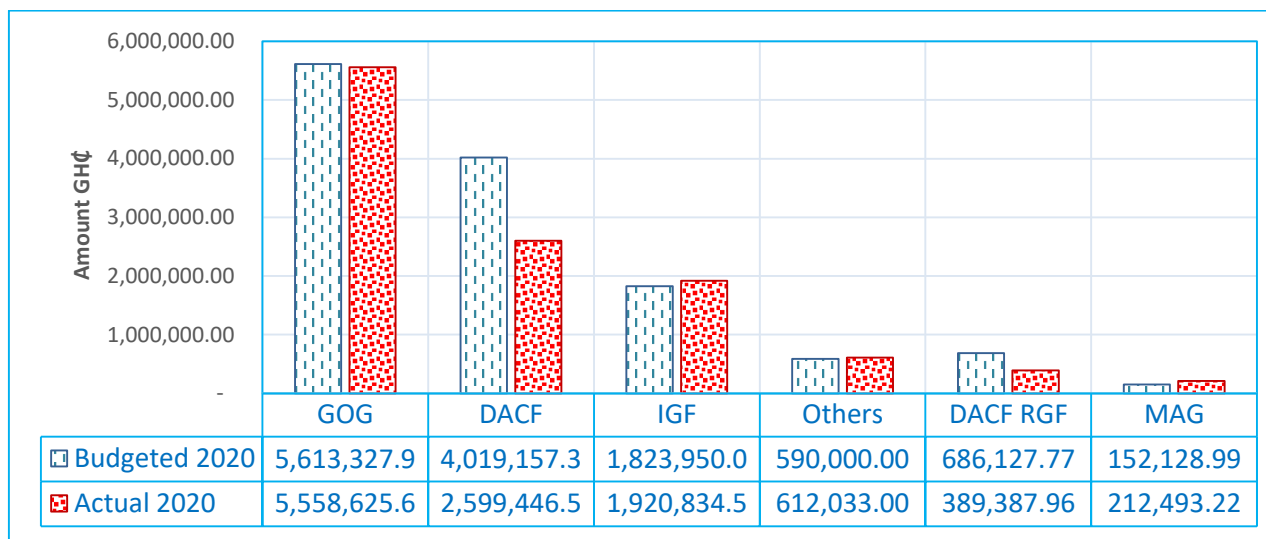
Table 2.1 - Update on Funding by Sources (GH¢) of AWMA

Revenue Sources	Baseline 2017	Budget 2018	Actual 2018	Budget 2019	Actual 2019	Budget 2020	Actual 2020
IGF	902,498.00	1,354,957.38	1,300,053.69	1,705,953.12	1,603,168.89	1,823,950.00	1,920,834.43
DACF	1,349,951.45	3,021,298.00	1,474,610.16	2,506,393.70	1,560,969.03	3,698,976.49	2,099,709.45
GoG - Salary	0.00	2,021,279.40	2,137,122.69	2,105,567.44	2,239,564.20	5,534,409.51	5,480,094.29
GoG – G&S		59,832.58	52,781.22	72,459.53	37,230.50	78,918.44	61,910.72
MP's CF	182,440.27	360,000.00	292,132.16	318,354.56	442,469.47	186,021.08	321,412.27
PWDs CF	0.00	118,650.00	235,723.70	191,012.74	171,080.36	114,994.08	170,307.40
CIDA	0.00	75,000.00	152,889.42	152,128.99	163,756.48	152,128.99	212,493.22
MSHAP	0.00	58,650.00	27,274.94	0.00	0.00	19,165.68	8,017.83
GSFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SRWSP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mineral Royalty	0.00	91,524.22	145,092.77	150,000.00	158,918.00	310,000.00	254,522.00
Stool Land	0.00	200,000.00	258,918.33	250,000.00	199,244.00	280,000.00	356,511.00
DDF	169,928.01	646,272.00	547,738.00	979,049.92	1,062,010.55	686,127.77	389,387.96
GSOP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UDG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LEAP	0.00	250,000.00	106,542.00	0.00	0.00	0.00	0.00
Others	6,720.41	30,000.00	0.00	0.00	0.00	0.00	0.00
Total	2,611,538.98	8,287,463.58	6,624,337.08	8,430,920.00	7,638,411.48	12,884,692.04	11,275,200.57

Source: Department of Finance - AWMA, 2021

The failure of the Assembly to achieve its revenue target was a result of the significant decline in the release of the DACF and the DACF RFG which constitute a major part of the Assembly’s sources of funding for implementation of physical projects. Figure 2.2 demonstrates

Figure 2.1 - Update on Major Funding Sources of AWMA



Source: Constructed with Data from the Department of Finance - AWMA, 2021

Regardless of the Municipal Assembly’s inability to meet its revenue targets, the year on year comparison of the revenue figures indicates however that the revenue of the Assembly has been increasing since 2018. Table 2.1 presents details on the year on year revenue of performance of Ahanta West Municipal Assembly.

2.2.2 Effort to Generate Funds

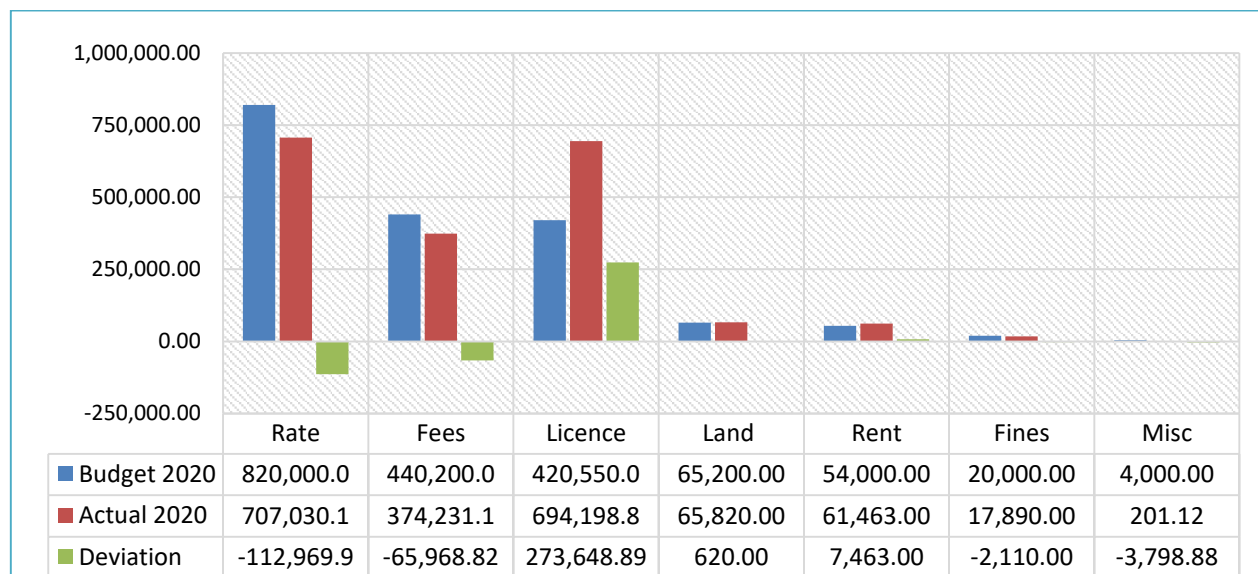
The Municipal Assembly in 2020 was able to generate GH¢1,920,834.30 from rates, fees, land and concession, fines, penalties and forfeits as well as licenses, permits, rents of land and building and other unidentified sources (miscellaneous). The outturn from the funding source represents 5 percent increase over the annual target for the revenue source. Figure 2.3 presents an update of IGF revenue generated by the Municipal Assembly in 2020.

Many revenue enhancement initiatives were taken to improve the generation of the internally generated funds within the year under review. Major among the initiatives taken were the following:

- (a) Formation of a revenue taskforce

The Management of the Assembly constituted a revenue task force with support from the Ghana Police Service to monitor the collection of revenue in the Municipality. The Task force focused specifically on revenues from permits (Lands) and fines from traffic offenders. The work of the task force can be related to the performance of the lands and fines revenue items in the year.

Figure 2.2 – Update on Internally Generated Funds (IGF) Collected in 2020



Source: Constructed with Data from the Department of Finance - AWMA, 2021

(b) Recruitment and training of revenue staff and commission collectors

Within the year under review, seven additional permanent revenue collectors and 4 commission collectors were recruited and given training to augment the existing number of collectors that the Assembly had. Besides, some NABCO personnel were given training to act as revenue inspectors to monitor the activities of the revenue collectors.

(c) Assigning of a dedicated vehicle for revenue collection;

A dedicated vehicle was also assigned to the revenue unit of the Assembly as part of efforts to improve revenue. The vehicle was to help the Unit promptly serve bills to rate payers and follow up on payments

(d) Modification of development permitting procedure

The Technical and Spatial Planning Committee of the Assembly took steps to shorten the duration for the acquisition of development permits in the Municipality. Couple with that, some public sensitisations were carried out to encourage prospective developers to acquire permits before developing. This improved revenue accrued from building and temporary structure permitting.

The Assembly sent demand notices to other defaulting rate payers in a bid to improve its IGF. The City Guards augmented the efforts by the Revenue Collectors in the Municipality by protecting the collectors and engaging in revenue collection respectively. Finally, the Assembly regularly embarks on some tax education using the local radio stations.

2.2.3 Challenges with Regards to Generating Funds

The absence of property valuation records was a major challenge that confronted the Municipal Assembly's effort towards generating funds in the reporting year. This affected the generation of property rate revenue as the Assembly was compelled to generate property revenue from commercial properties and valuated properties within the Ghana Rubber Estate Limited premises.

The general unwillingness of the citizens to pay rates and levies was also a challenge for the Municipal Assembly. Revenues from building permits and business licenses were relatively low because of people's unwillingness to pay such levies in the Municipality. The absence of a prosecutor for the Assembly also affects the prosecution of defaulters to serve as a deterrent for others.

The inadequacy of vehicle for revenue mobilisation was another challenge that confronted the Municipal Assembly in its effort to generate funds internally. Closely related to these challenges was the non-functionality of the Zonal councils in the Municipality. The communities are generally scattered and the limited number of dedicated vehicles for revenue mobilisation coupled with the limited number of revenue collectors and non-functioning of some Zonal councils made it extremely difficult for the Municipal Assembly to cover all revenues areas in the year.

2.2.4 Update on Expenditure/ Disbursement

The Municipal Assembly disbursed a total amount of **GH¢11,343,519.93** of its accumulated revenue on these expenditure areas. The total disbursement represents **78.8 percent** of the budgeted expenditure of the year under review. From Table 2.2, over 50 percent of the actual expenditure was disbursed on the compensation of the employees, falling short of the budgeted expenditure by 1 percent. The Goods and Services expenditure item which had a budgeted figure of GH¢4,835,532.97 had an actual expenditure of GH¢ 2,907,954.61, falling short of the budgeted figure by approximately 40 percent. A total of GH¢2,514,749.56 budgeted for non – financial asset expenditure item but the actual expenditure for the item was GH¢1,766,956.50. This also fell short of the budgeted figure by approximately 30 percent.

While it evident that the Municipal Assembly's total actual expenditure fell short of the planned expenditure in nominal terms, the expenditure on Goods and Services and non – financial asset suffered some significant deviations from the planned expenditures affecting the implementation of planned activities in the Medium Term Development Plan 2018 – 2021. This is because the expenditures on items directly affect the overall implementation of the activities in the MTDP of the Municipal Assembly. Figure 2.3 presents an update on the disbursement of funds in the Ahanta West Municipality for 2020

Table 2.2 - Update of Disbursement

Expenditure Item	Baseline 2017	Budget 2018	Actual 2018	Budget 2019	Actual 2019	Budget 2020	Actual 2020
Compensation of Employees	867,549.66	2,333,893.00	2,380,089.00	2,411,892.34	2,417,113.65	5,749,409.51	5,620,589.83
Goods and service	869,899.63	3,572,142.35	3,400,639.29	3,240,232.45	3,663,182.10	4,624,000.00	3,935,239.69
Non - Financial Assets	186,455.16	2,381,428.23	417,419.91	2,778,785.21	1,210,964.89	1,721,282.53	1,188,522.70
Other Expenses	19,015.00	0.00	0.00	0.00	0.00	790,000.00	599,167.71
Total	6,214,239.17	8,287,463.58	6,198,148.20	8,430,910.00	7,291,260.64	12,884,692.04	11,343,519.93

Source: Department of Finance –AWMA, 2021

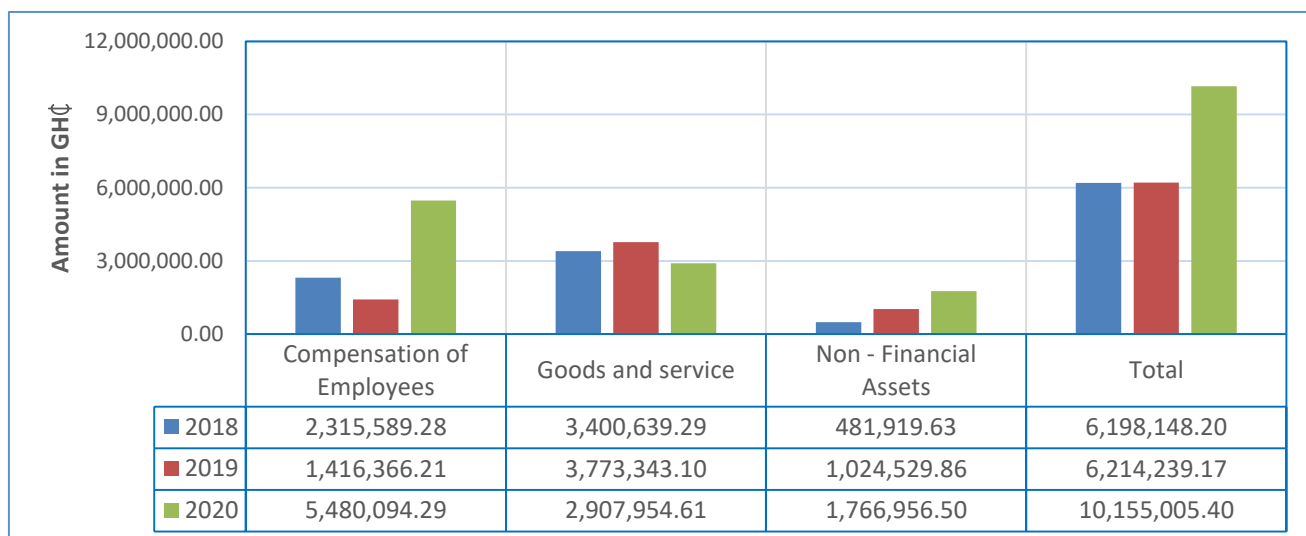
Figure 2.3 - Update on Disbursement of funds



Source: Constructed with Data from the Department of Finance - AWMA, 2021

It is also worth noting that despite the Municipal Assembly being unable to disburse as budgeted in 2020, the year on year records presented in Figure 2.4 has revealed that the Assembly’s spending on expenditures items has been increasing.

Figure 2.4 – Annual Expenditure performance



Source: Constructed with Data from the Department of Finance - AWMA, 2021

A major challenge that confronted the disbursement of funds in the Assembly was the limited payment of interim payment certificates (IPCs) on physical projects. Most works on physical projects being implemented in the Municipality were put on hold due to the COVID – 19. This had a cascading effect on the raising of IPCs for the projects as well as payments for work done on these projects

2.2.5 Challenge with regards to Disbursement

a) Inadequacy of funds

The inadequacy of funds accrued by the Assembly for the implementation of development programmes was a major challenge to fund disbursement in the Assembly in 2020. These inadequacies were a result of a late transfer of funds by the Central Government Agencies, poor performance at internal generation and numerous deductions made at source from particular the District Assemblies Common Fund. These affect not only the timely disbursement of funds but also the amount disbursed for the implementation of development programmes in the Municipality.

b) Delays in the Disbursement of funds

There are often delays in the disbursement of funds for the execution or implementation of planned activities. These delays are sometimes due to cumbersome financial management regulation of which the Municipal Assembly has no control over. The registrations of supplier of service providers on the Ghana Integrated Financial Management Information System (GIFMIS) before funds are release to them for either before or after services are provided is an example of such regulations that often delay disbursement of funds in the Municipal Assembly.

c) Counterpart Funding Constraints

Delays in the release of counterpart funding by the Assembly posed a challenge for the disbursement of funds for some projects being implemented in the Municipality. For instance, the disbursement of funds under the Rural Enterprise Project has faced challenges in the reporting year as the Assembly has not been able to raise and release its 10 percent counterpart fund for the implementation process. It is therefore hoped that the Assembly will be able to raise the counterpart fund to trigger the effect of disbursement of fund for the above-mentioned projects.

2.3 Update on Indicators

2.3.1 Update on the Core District Indicators and Targets

This section presents the progress made in achieving the 20 district core indicators and targets within the Ahanta West Municipality. Each of these 20 district core indicators has been categorised under the development dimension of the National Medium-Term Development Policy Framework – Agenda for Jobs as presented in Appendix 3. The significant performance of the Municipality in achieving some indicator targets have been analysed as follows:

(a) Total Agricultural Output

The production of major staple crops in the Municipality in 2020 increased over the performance in 2019. However, the Municipality could not achieve most of its targets set under the indicator. The output from oil palm production recorded the largest increase over the target set in 2020 (i.e. 5,000mt over the target of 90,000mt). This can be attributed to the presence and productivity level of the NORPALM Company Limited as well as the effective implementation of the Planting for Export and Rural Development (PERD) which focused on oil palm production in the Municipality. (See Appendix 000)

(b) Net Enrolment Rate, Gender Parity and Completion Rate

The Municipality achieved a net enrolment ratio of 79 percent at the primary level of education in the 2019/2020 academic year. This was no different from the ratio achieved in the 2018/2019 academic year. The JHS level recorded a net enrolment ratio of 34.7 percent which was below the 38.2 percent performance in the 2018/2019 academic year. The performance in enrolment at the primary level can be attributed to the provision of classroom blocks particularly in the rural communities of the Municipality.

In terms of gender parity, the Municipality has had a declining parity trend from 2018 at the primary level. The Municipality recorded a 0.7 parity at the primary level in 2020. The reverse was the case at the JHS level as the Municipality recorded a 1.03 parity in 2020. The factors that accounted for the swing in parity have not yet been ascertained. The completion rate achieved at the primary level declined from 69.3 percent in the 2018/2019 academic year to 43.1 percent in the 2019/2020 academic year. The situation was no different at the JHS level (See Appendix 3).

(c) Proportion of the population with valid NHIS Card

The Municipality continues to struggle with the enrolment of its population on to the NHIS. As at end of 2020, approximately 29 percent of the population in the Municipality had been enrolled on the NHIS. In terms of disaggregation, 18 percent of the female population had been enrolled in 2020 compared to the 11 percent of their male counterparts.

(d) Number of Registered Births and Deaths.

The Municipality recorded an increase in the number of live births in 2020 than in 2019. As of the end of 2020, some 2,630 live births had been recorded with a majority of 1,361 being males and 1,269 females. Similarly, by end of 2020, some 56 people had died which was relatively low to the number of people who died in the previous year

(e) Percentage of Population with Access to Portable Water

The Municipality has seen an improvement in the provision of sustainable portable water to its populace. The percentage of people who had access to portable drinking water was 72.5 percent and 90 percent in 2019 and 2020 respectively. This increment was as a result of the Assembly providing more water facilities to its rural communities.

(f) Proportion of Population with Access to Improved Sanitation Services

The Municipality continues to struggle with the provision of enhanced sanitation services. However, the percentage of people with access to improved sanitation services increased from 48.5 percent in 2019 to 70 percent in 2020. This outcome was a result of the provision of several dumping sites at vantage points in every community

(g) Number of Operational Health Facilities, maternal mortality ratio and malaria case fatality.

The number of health facilities was the same as the previous year. However, there was a low maternal mortality ratio which was 59/ 100000 LB in 2020 as compared to that of 2019 which was 67/100000 LB and this could be attributed to the improvement in maternal healthcare delivery. Similarly, malaria case fatality seemed to be under control because the number of people who died as a result of malaria was the same as the previous year.

(h) Percentage of Road Network in Good Condition.

The percentage of road network in good condition in the Municipality decreased from 55 percent in 2019 to 45 percent in 2020. The roads in the Municipality were all in poor conditions and kept deteriorating also, the Assembly was unable to generate enough funds to rehabilitate the damaged roads hence the reduction in the outcome.

(i) Percentage of Communities Covered by Electricity

The Municipality was able to extend its electricity coverage from 68 percent in 2019 to 90 percent in 2020. This outcome indicated that the Municipality was able to provide a greater percentage of its population with electricity. However, there is still some work to be done because some communities are without lights and also there are not many street lights on the roads which promote some of the crime cases that exist in the Municipality.

(j) Reported Cases of Crime

The number of crime cases recorded within the Municipality was 766 and 264 in 2019 and 2020 respectively. The Factor that accounted for the decrease in the number of crime cases had not yet been discovered.

(k) Percentage of Annual Action Plan Implemented

The percentage of annual action plan implemented by the end of 2020 was 87.9 percent as compared to 2019 which was 78.9 percent. This outcome was a result of an increase in revenue mobilised in 2020 compared to 2019 (See Table 1.1).

2.3.2 Update on District Specific Indicators and Targets

The district-specific indicators measure the implementation of activities set out in the 2018 -2021 MTDP of the Assembly. Appendix 7 shows performance on the district-specific indicators as of the end of the year 2020. The Matrix provides indicators, the baseline for 2017 and the actual progress made in achieving the indicator target for 2020. Others are the targets level for the plan period.

2.4 Update of Critical Development and Poverty Issues

Some critical development and poverty reduction interventions in health, education and general well-being continued to be implemented in the Municipality in 2020. The implementations of the National Health Insurance Scheme, the Ghana School Feeding Programme and the Livelihood Empowerment against Poverty (LEAP) among other interventions being implemented in the Municipality have been assessed.

Table 2.3 - Development and Poverty Interventions

Critical development and poverty issues	Allocation 2020 (GH¢)	Actual receipt 2020 (GH¢)	No. of beneficiaries	
			Targets	Actuals
Ghana School Feeding programme	NRD	NRD	15,000	14,012
Capitation Grant	287,420.00	201,524.00	28,867	34,016
National Health Insurance Scheme	187,450.00	43,708.79	47,919	46,939
Livelihood Empowerment Against Poverty (LEAP) programme	256,263	15,416	580	341
National Youth Employment Programme	49,210	19,354	300	133
One District-One Factory Programme	NRD	NRD	11,324	10,275-
One Village-One Dam Programme	N/A	N/A	N/A	N/A
One constituency-One Million Dollars Programme	N/A	N/A	N/A	N/A
Planting for Food and Jobs Programme	250,000.00	212,493.22	1,500	1,114
Free SHS Programme	NRD	NRD	6,014	5,896
National Entrepreneurship and Innovation Plan (NEIP)	NRD	NRD	695	175
Implementation of Infrastructural for poverty Eradication Programme (IPEP)	NRD	NRD	1,619	785

Source: Collated from Departments - AWMA, 2021

2.4.1 Ghana School Feeding Programme

The Municipality had 34 schools (both Private and Public schools) benefitting from the Ghana School Feeding Programme (GSFP) within the year 2020. The number of beneficiary pupils in the period under review was 14,012 comprising 6,782 boys and 7,320 girls. However, the target of 15,000 pupils could not be achieved due to the limited quota given by the Ministry of Gender. There are no reliable data (NRD) on the amount allocated and actual receipts for the implementation of the interventions. Table 2.3 presents details of the interventions.

2.4.2 Capitation Grant Programme

The Ahanta West Municipal Directorate of Education received a Capitation Grant of GHs 95,787.00 in the 2018/2019 Academic year while an amount of GHs 201, 524.00 was received for the 2019/2020 academic year. There was over a hundred percent increase in the amount received and it could be attributed to the increase in the grant per pupil and number of enrolment of pupils within the various schools. Even though there was an increase in the amount for capitation grant, the Assembly could not achieve its target. A total number of 28,254 pupils benefitted as against the total target beneficiaries of 28,742 for the year.

2.4.3 National Health Insurance Scheme (N.H.I.A)

Ahantaman Mutual Health Insurance Scheme (AMHIS) records indicated that a total number of (41,524) had been registered as active members of the scheme as of 31/12/2020 representing 39 percent of the Ahanta West population (based on the 2010 projected population). The Municipality target for 2020 was 63,891 however only 41,524 were registered at end of the year. Some of the categories of the registrants were, Indigents (1,696), informal (13,693), Aged (1,413), under and 18 years (18,199) and (4,055) for pregnant women. This active registered number was a bit lower than what was registered the previous year. The table below shows the categories registered.

Table 2.4 - NHIS Registration for 2020 in AWMA

Category	Number Registered
Indigents	1,696
Informal	13,693
Aged	1,413
Under 18years	18,199
Pregnant women	4,055
Other categories	1,468
Total	41,524

Source: Municipal NHIA Office – AWMA, 2021

2.4.4 Livelihood Empowerment against Poverty (LEAP) programme

The Municipality continued its support under the Livelihood Empowerment against Poverty (LEAP) programme, some 580 were the target beneficiaries. Out of this number, three hundred and forty-one (341) beneficiaries were served with an amount of fifty-three thousand, four hundred and sixteen (53,416). Though the Assembly could not pay all the beneficiaries however the beneficiaries who benefited within the year were more than the beneficiaries of the previous years. Details of the programme have been provided in Table 2.3

2.4.5 National Youth Employment Programme

The Ahanta West Municipality had employed 61 youth under four (4) modules. The module with the highest number of youth on board was the youth in community protection which constituted (33) and included (25) males and (8) females, followed by Youth in School Support (15), youth in Afforestation (10), while Youth in Sports was the least among the modules. The total personnel under the programme have reduced drastically due to the introduction of the NABCO programme. The summary is presented in Table 2.5

Table 2.5 - Ghana Youth Employment Authority

NO.	MODULES	NO. OF MALES	NO. OF FEMALES	TOTAL EMPLOYED
1	Youth in Sports	3	0	3
2	Youth in Community Protection	25	8	33
3	Youth in-school support	7	8	15
4	Youth in Afforestation	10	0	10
	TOTAL	45	16	61

Source: Municipal YEA Office - AWMA, 2021

2.4.6 One District-One Factory Programme

The One District One Factory (1D1F) programme is a government flagship programme aimed at creating jobs for Ghanaians through the setting up of factories and industries. The only factory considered under the initiative is the Ghana Rubber Estate Limited in the Ahanta West Municipality. The Programme created 5,275 jobs within the Municipality. The Municipality estimated 7,324 workers to be employed by the programme.

2.4.7 Planting for Food and Jobs (PFJ)

The Municipality in the Year 2020 continued with the implementation of the Planting for Food and Jobs (PFJ) initiative. The number of farmers who benefitted from the Initiative at end of 2020 was 1,114. A total of 25 Agric Extension Agents (AEAs) were recruited and trained under the flagship Programme in 2020. The coverage of the PFJ programme was expected to increase in the preceding

years. 235 bags of maize seeds were distributed to a total of 1,019 farmers. A total of 4,300 bags of NPK fertilizers (25Kg each) and 400 bags of urea (25Kg each) had been sold to a total number of 352 farmers at a subsidized rate. A detail of the programme has been provided in Table 2.3.

2.4.8 Free Senior High School (FSHS) Programme

As at end of the year 2020, 5,896 students were benefiting from the programme. However, 4,458 of the total number of students were boys while the remaining 1,438 were girls. The outcome of a higher number of boys than girls was as a result of the presence of St. Marys Boys SHS which enrolls only male children and also the higher percentage of boy child enrolment in the various educational institutions. A detail of the programme has been provided in Table 2.6.

Table 2.6 - Free SHS Beneficiary Population

Senior High Schools	Form 3 Students		Form 2 Students		Form 1 Students		Total
	Boys	Girls	Boys	Girls	Boys	Girls	
Baidoo Bonsoe SHS	298	305	475	468	478	377	2,401
Sankor Community Day	107	192	54	63	50	33	499
St. Marys Boys SHS	746	-	898	-	1,352		2,996
Total	1,151	497	1,427	531	1,880	410	5,896

Source: Municipal Directorate of Education – AWMA, 2021

2.4.9 National Entrepreneurship and Innovation Plan (NEIP)

National Entrepreneurship and Innovation Plan (NEIP) initiative is to provide integrated national support to start-up and small businesses to enable them to grow to accelerate job creation for the unemployed Youth. Ahanta West Municipal Assembly by the year under review had a target to support Six hundred and ninety –five 695 youth in small and medium scale enterprises to create more employment, however, as at the end of the year One hundred and seventy-five (175) people benefited from the programme. The Assembly could not meet its target due to the insufficient funds available to carry out the programme.

2.4.10 Implementation of Infrastructural for Poverty Eradication Programme (IPEP)

The Implementation of the Infrastructural for Poverty Eradication Programme (IPEP) addresses critical infrastructural deficit at the local level. This project is implemented by the three Development Authorities comprising Northern, Middle belt and Coastal Development Authorities and being supervised by the Ministry of Special Initiative. Ahanta West Municipality under Coastal Development Authority has benefited from some infrastructural projects. 1,619 persons were targeted to benefit directly from the initiative in 2020 however the implementation in the year saw 785 beneficiaries. The deficit of 834

beneficiaries can be attributed to the ongoing nature of the project. It is anticipated many more youth would be employed under the initiative when the projects advance in implementation.

2.5 Evaluation Conducted, Findings and Recommendations

The Assembly evaluated 9 completed and nearing completion projects within the period under review. The evaluation was conducted based on the planning cycle of the projects. Considering the characteristics of the funding sources of the projects being implemented, the Assembly evaluated at each stage (planning, implementation, post-implementation and feedback stage) within a consistent framework. By evaluating the projects at each stage of the project cycle, the evaluation was aimed at improving the development effects of projects. Details of the evaluation conducted, major findings identified and recommendation made have been presented in Appendix 5.

Predominant among the findings was that most of the projects based on which the evaluation was conducted were consistent with the development needs of the project communities or target population. The projects were also consistent with the objectives of the medium-term development plan of the Assembly. Two of the projects were however implemented as emergency interventions and therefore were not captured in the Annual Action Plan of the Assembly in the reporting year. Nonetheless, the evaluation revealed that the project population were satisfied with the work done. Based on the findings of the evaluation, it was recommended that projects that had delayed due to the derisory release of funds should be reviewed and given the necessary attention.

2.6 Participatory Monitoring and Evaluation

Participatory Monitoring and Evaluation (PM&E) was conducted on 12 physical projects being implemented in the Municipality within the year under review. The PM&E exercise was conducted in collaboration with UCSOND, a civil society organisation, under the USAID-funded Ghana's Strengthening Accountability Mechanisms (GSAM) project.

The PM&E tool was the Community Score Card (CSC) developed by CARE International, IBIS and ISODEC. The tool has four main components; that is; the input tracking scorecard, the community-generated performance scorecard, the self-evaluation scorecard by the Assembly and an interface meeting between the project beneficiary communities and the Municipal Assembly Management Staff. Details of the participatory monitoring and evaluation conducted in the Municipality has been presented in Appendix 6.

In line with the objectives of the process, it was revealed that most of the projects in the Municipality did not have a project sign board detailing out information like project cost and funding source. It also identified that though the projects and programmes were consistent with the needs of the

communities, the delay in the execution and handing over of the projects had adversely affected the achievement of the project objectives. It was revealed that poor supervision and monitoring of the projects had also affected the quality of project delivery among other things.

The general recommendation emanating from the process included the need for the Municipality to intensify the supervision, monitoring and evaluation of projects to ensure quality delivery. Project information such as contract sum, duration of implementation and scope of the project should be known to project community members to ensure accountability. Table 2.6 presents details on the PM&E conducted.

CHAPTER THREE

THE WAY FORWARD

3.0 Introduction

Following the preparation of the 2020 Annual Progress Report on the implementation of the MTDP 2018 - 2021, some key issues and recommendations were made towards the strengthening of the capacity of the Municipal Assembly to effectively implement as well as monitor the implementation progress of the Programmes and projects outlined in the MTDP of the Assembly. This chapter thus reviews the key recommendations that have been addressed and those yet to be addressed. The chapter also presents recommendations made towards the improvement of monitoring and evaluation of programmes and projects in the Municipality.

3.1 Key Issues Addressed and Those Yet to Be Addressed

3.1.1 Issues Addressed

The issue of delay in the submission of departmental reports is yet to be addressed. As part of the effort to ensure that Heads of departments and unit submit their reports on time, a template for the collection of the data has been developed. Management has also resorted to reminding Heads of Departments and units to submit their reports every quarter during the MPCU Meetings.

Upon continuous interaction between MPCU as a committee and the individual department, the Department was directed by the MPCU during the year under review through monitoring and meetings to ensure that all activities align with the overall objectives of National Development Priorities, which enhances the process smoothness.

3.1.2 Issues yet to be addressed

Issues identified in 2019 included the absence of a dedicated vehicle for monitoring of projects and programmes in the Municipality, the limited capacity of staff to evaluate the programmes being implemented in the Municipality and the delay of some funds for the implementation of projects and programmes that are been elaborated below.

(a) Delay in the release of funds

The issue of delay in the release of funds and the deductions at source are yet to be addressed however, the district has made strides in improving the Internally Generated Funds. Some training programmes have also been organised for staff of the Assembly to improve their performance.

(b) Absence of Dedicated Vehicle for Project Monitoring

Again the issue of the MPCU being resourced with a dedicated vehicle to enable it to embark on the monitoring and evaluation of projects is also yet to be addressed. The Unit deems the issue of having a dedicated vehicle a necessity due to the scattered nature of project communities coupled with the poor conditions of roads in the Municipality.

3.2 Recommendations

The monitoring and inspection exercises conducted by the Municipal Planning and Coordinating Unit and the Municipal Works Department respectively revealed several challenges with the implementation of physical projects in the Municipality. These challenges included the delay in the implementation of projects and the alteration of project designs by some contractors among others. The following recommendations were therefore made based on the challenges identified for the consideration of the Management of the Assembly.

(a) Capacity Building for Monitoring and Evaluation Team

The complexity of some project scope was a challenge for the Monitoring Team of the Assembly. It was therefore recommended that some capacity building in project management, monitoring and evaluation is organised for the Team to keep them abreast with changing pattern in M and E.

(b) Provision of Dedicated Vehicle for M and E activities

The organisation of project monitoring and visits to project sites require that adequate logistics particular vehicle is made available to the monitoring team when required. It is recommended that the Assembly procure or provide a dedicated vehicle for project monitoring and site visits.

(c) Improve collaboration between the Assembly and the Development partners

As part of efforts to reduce the sporadic and uncoordinated provision of socio-economic facilities by development partners without adequate consultation of the Assembly, it is recommended that the Management of the Assembly should improve/strengthen its stakeholder engagement to keep its development partners abreast with the plans of the Assembly. It is also recommended that the sub-district structures of the Assembly are strengthened and the capacities of staff are built to take cognizance, monitor and report on the provision of socioeconomic infrastructure by development partners of the Assembly.

(d) Timely Release of the District Assemblies Common Fund (DACF)

The completion of most of the Assembly's projects funded with the District Assemblies Common Fund has delayed due to the untimely release of the fund. It is therefore recommended that the Administrator of District Assemblies Common Fund expedite efforts to release the fund on a timely basis to ensure that projects and other activities of the Assembly are implemented on time.

(e) Preparation and Implementation of Facility Sustainability Plans

It was revealed during the monitoring exercise that several facilities provided and handed over by the Assembly to beneficiary communities were deteriorating or have deteriorated. It became clear that the menace was due to inadequate sustainability planning for those facilities. It is therefore recommended that an adequate plan is made to commit resources to effective sustainability of facilities (such as school buildings water facilities, toilet facilities etc.) handed over to communities.

3.3 Conclusion

The preparation of the Monitoring and Evaluation Plan for the Municipal has gone a long way to improve upon M & E over the years. These include regular inspection of projects by the Works Department, the MPCUs quarterly monitoring as well as improving stakeholder's involvement through public hearings/ meetings which happen bi-annually.

The Assembly in recent times has provided lots of training identified to build capacities with the help of consultants. It is hoped that the other training programmes needed by staff as spelt out in the Monitoring and Evaluation Plan would be provided to enhance effective Monitoring and Evaluation within the Municipal Assembly

APPENDICES

Appendix 1 - Project Register of the Ahanta West Municipal Assembly

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Fund	Date Of Award	Date Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
1.	Supply of 800 PCS of basic schools furniture	Social Development	Entire Municipality	Vivanta Excel Ghana Limited	206,00.00	DDF	11/11/2019	11/11/2019	5/1/2020	206,000.00	0.00	100%	Completed
2.	Construction of fence,4 seater WC and playground for Fretsí KG Block	Social Development	Fretsí	Nanyoda Constech Ltd.	150,106.00	DDF	31/10/2019	14/11/2019	13/1/2020	142,192.50	7,913.50	100%	Completed
3.	Construction of No.1 CHPS Compound with Mechanized Borehole	Social Development	Yabíw	Powertech Electrical Eng. Work.	307,949.98	DDF	31/10/2019	14/11/2019	31/4/2020	300,439.00	182,463	100%	Completed
4.	Construction of 1 No 3 Unit Classroom block with ancillary facility at cape three point	Social Development	Asemko	U.S Global Company Limited. Axim	271,661.00	DDF	31/10/2019	14/11/2019	14/03/2020	199,434.00	72,227.00	80%	Ongoing
5.	Supply Of 300 dual desk for lower primary	Social Development	Entire Municipality	Zimpaba Enterprise Limited	63,000.00	DDF	31/7/ 2019	31/7/ 2019	11/9/2019	34,020.00	28,980	100%	completed
6.	Construction of 1 No 3 Unit Classroom block with ancillary facility	Social Development	Cape-3 Point	LIKMA Limited	244199.92	DDF	27/9/ 2018	27/9/ 2018	5/03/2019	192,897.58	192,897.58	100%	Completed
7.	Construction of 1 No 3 Unit Classroom block with ancillary facility	Social Development	Funkoe	Nanyoda Constech Ltd.	242,285.31	DDF	27/9/ 2018	27/9/ 2018	5/03/2019	230,171.04	12,114.27	100%	Completed
8.	Construction of 1 No 2 Unit Classroom block	Social Development	Fretsí	Venital Ghana Limited	150,372.79	DDF	27/9/ 2018	27/9/ 2018	5/03/2019	142,907.05	7,465.74	100%	Completed
9.	Construction of 26 household toilets	Social Development	Domeabra and Agona Fie	Direct Labour	50,000.00	IGF	12/2018	12/2018	04/2019	47,870.00	2,130.00	51%	On-going
10.	Maintenance of feeder Roads	Economic Development	Blue Ocean, Princess Town Yabíw, Agona SDA, GHACEM Damtse,	Works/Feeder Roads Department	50,000.00	GoG/IGF	01/2019	02/2019	12/2019	50,000.00	0.00	100%	28.4 km of feeder roads complete

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Fund	Date Of Award	Date Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
11.	Construction of Culvert	Economic Development	Mempeasem	N/A	39,400.00	MDF	03/2019	03/2019	04/2019	39,400.00	0.00	100%	Completed
12.	Construction of Landing beach/ Mini Harbour	Economic Development	Dixcove	N/A	N/A	MoF & Aquaculture	N/A	N/A	12/2017	N/A	N/A	NA	Project on-going
13.	Construction of 1No. 6-Unit Classroom Block with ancillary facilities	Social Development	Azani	Stephen Kwagyah Ltd. Axim	330,355.77	DACF	05/2016	05/2016	11/2016	99,553.77	230,802.40	70%	Roofing on-going
14.	Construction of 1No. CHPS Compound	Social Development	Kejabil	M/S ZIMPABA ENT. LTD Takoradi	126,108.40	DDF	05/2016	05/2016	09/2016	18,915.81	107,192.59	100%	Completed
15.	Construction of 1No. CHPS Compound	Social Development	Ewusiejoe	M/S LILGEO Ent. Ltd Takoradi	125,000.00	DACF	05/2016	05/2016	09/2016	18,916.26	107,192.14	100%	Completed
16.	Completion of Sea Defense Wall	Economic Development	Adjua Funkoe New Amanful	M/S AMANDI Ltd	N/A	GoG	02/015	02/015	2016	N/A	N/A	65%	On-going
17.	Construction of 1 No. 3-Units Classroom Block with Anc. facilities.	Social Development	Agona Nkwanta (Model)	M/S Austbe Co. Ltd., Takoradi	138,000.00	DACF	16/10/12	16/10/12	15/06/13	80,879.12	57,120.88	85%	Completion halted
18.	Construction of 1 No. 2-Units K.G Block with Ancillary facilities	Social Development	Ahanta Anyinase	M/S Appiah Furniture & Const. Works	79,981.58	DACF	16/10/12	16/10/12	15/06/13	42,778.28	37,206.15	60%	Delay in completion
19.	Construction of 1 No. 3-Units Classroom Block with Ancillary facilities	Social Development	Abase – Tumentu	M/S Turktim Co. Ltd, Takoradi	138,000.00	DACF	16/10/12	16/10/12	15/06/13	100,030.93	37,969.07	60%	Roofed, delay in completion
20.	Construction of Toilet Facility	Social Development	Cape Three Point	NA	NA	GNPC	NRD	NRD	NRD	NRD	NRD	90%	Project roofed.
21.	Rehabilitation of Assembly Hall	Governance, corruption and public accountability	Agona Nkwanta	M/S Nanyoda Constech Enterprise	37,130.10	DDF	1/7/2020	1/7/2020	1/02/2021			100%	Completed

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Fund	Date Of Award	Date Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
22.	Construction of 2 No Mechanised Borehole and 1.5M*3.3M high water tank stand	Social Development	Dixcove, Agona	Kakson Constion Company Limited	98,864.28	DDF	1/7/2020		1/12/2020	14,829.64	84,034.64	100%	Completion
23.	Construction of 1 No Hand Pump fitted Borehole	Social Development	Alimazuazo	Kakson Constion Company Limited	26,589.20	DDF	1/7/2020		1/12/2020	3,988.38	-	-	On-going
24.	Supply of 195 Hexagonal tables and 1,170 chairs for KG Pupil	Social Development	Entire Municipality	M/S Venital Excel Ghana Limited	79,950.00	DDF	1/7/2020		1/12/2020	-	-	-	On-going
25.	Construction of 1 No 4 Seater water closet	Social Development	Ankyernyin	M/S Nanyoda Constech Enterprise	42,044.22	DDF	1/7/2020		1/02/2021	-	-	-	On-going
26.	Construction of 3 No. 3.3M high concrete stand and installation of water tank	Social Development	Agona Nkwanta and Apowa market	M/S US Global company limited	65,543.50	DDF	1/7/2020		1/12/2020	9,831.53	55,711.53	100%	Completion
27.	Supply of Electrical Items and furniture at the Assembly Hall	Social Development	Agona Nkwanta	M/S Venital Excel Ghana Limited	97,873.00	DDF	1/7/2020		1/02/2021	-		-	On-going
28.	Provision of water facilities to rural communities (Drilling of 10 Boreholes with pumps)	Social Development	Aboadi, Medinya Froboho, Hotopo Mpatano, Kanfakrom, Duaworozo , Aworozo Boekrom,	Kakson Const works and suppliers	240,229.00	DACF	31/10/2019	31/10/2019	25/12/2019	240,229.00	21,839.00	100%	completed

Coastal Development Authority Projects (CODA)

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Fund	Date Of Award	Date Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
29.	Construction of a foot bridge		Akwidaa Old-Town - New Town	M/S Stockwell Trading Limited	1,900,000.00	CODA	06/02/2020	N/A	06/08/2020	N/A	N/A	0%	Yet to start
30.	Construction of 1 No. 40- Seater open market stalls, store rooms and external works	Social Development	Apowa	M/S Easose Company Limited	551,363.08	CODA	05/01/2020	07/07/2020	08/07/2020	N/A	N/A	5%	Yet to start
31.	Construction of ICT Library at Dixcove	Social Development	Dixcove	M/S Habricate Company Limited	380,000.00	CODA	15/05/2020	N/A	15/11/2020	N/A	N/A	0%	Yet to start
32.	Construction of Youth Centre	Social Development	Agona Nkwanta	ACC Realities Limited	380,000.00	CODA	06/02/2020		06/08/2020	N/A	N/A	5%	Excavation on-going

Table 2. 7 - Outstanding GETFUND Projects

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Funding	Date Of Award	Date Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
33.	Completion of 1No. BS 1-6 Classroom School Block, 1No. 6 Seater water Closet Toilet Block and 1No. Borehole	Social Development	Kejabil	Mokaro Ent	145,850.00	GetFund	20/12/07	20/12/07	20/12/08	94,149.95	51,700.05	100%	Plastering completed
34.	Completion of 1 No. 6 - Unit Classroom Blocks with Ancillary Facilities	Social Development	Nyameyaw krom	M/S Johnsimons Co. Ltd	159,635.00	GetFund	06/06/11	06/06/11	06/06/12	-	-	60%	Roofed, work stalled
35.	Completion of 1 No. 6 - Unit Classroom Blocks with Anc. Facilities	Social Development	Egyambra	Simokan Ltd.	226,221.82	Getfund	12/08/11	12/08/11	1304/12	-	-	55%	Block Work Completed

S/N	Project Description	Development Dimension	Location	Contractor/ Consultant	Contract Sum (GH¢)	Source Of Funding	Date Of Award	Date Of Started	Expected Date Of Completion	Expenditure To Date	Outstanding Balance	Implementation Status (%)	Remarks
4	Completion of 1 No. 6 - Unit Classroom Blocks with Anc. Facilities	Social Development	Dixcove	Evanghs Co.Ltd	163,279.27	GetFund	28/08/11	28/08/11	29/08/12	-	-	60%	Roofing done
5	Construction of 1 No. 6- Units Classroom Block with Ancillary facilities.	Social Development	Agona Ahanta	Kwaano Contract Works.	237,121.14	GetFund		-	-	-		70%	Plastering in progress.
6	Construction of 1 No. 6 - Unit Classroom Blocks with Anc. Facilities	Social Development	Beahu	M/S Zim Veosh Ventures	350,000.00	GetFund		25/07/16	28/01/17	-	350,00.00	15%	Footings, on-going
7	Construction of 1 No. 6 - Unit Classroom Blocks with Anc. Facilities	Social Development	Aboadi	M/S LIKMA LTD	350,000.00	GetFund	25/07/16	25/07/16	28/01/17	0	350,000.0	30%	Footings, on-going
8	Construction of 1 No. 6 - Unit Classroom Blocks with Anc. Facilities	Social Development	Agona Nkwanta	Western Ind. Network Co. Ltd.	350,000.00	GetFund	25/07/16	25/07/16	28/01/17	0	350,000.0	30%	Footings, on-going

Appendix 2 - Programme Register of Ahanta West Municipal Assembly

S/N	Programme Description	Development Dimension	Amount Involved Sum GH¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries		Remarks
										Male	Female	
Social Welfare and Community Development												
1.	Support for people with disability	Social Development	235,723.70	DACF	31-01-2020	31-12-2020	235,723.70	0.00	50%	156		Support given to targeted PWD
2.	Disbursement of LEAP Grants	Social Development	224,666.00	GoG	31-01-2020	31-12-2020	224,666.00	0.00	75%	581		Payment made for the four quarters
3.	Community Sensitization on children's Act	Social Development	2,000.00	GoG	31-01-2020	31-12-2020	224,666.00	0.00	100%	500		Programme organised
4.	Community Sensitization on COVID-19	Social Development	N/A	IGF	01-03-2020	01-03-2020	N/A	0.00	100%	N/A		
5.	Skill Development training on Poverty Reduction for women group	Social Development	N/A	IGF	01-03-2020	01-03-2020	N/A	N/A	100%	N/A		28 Client registered
6.	Monitoring of Day-care Centres	Social Development	N/A	IGF	04-02-2020	05-02-2020	N/A	N/A	100%	N/A		Ten Day Care centres Monitored
7.	Sensitization on marriage laws, income management and child marriage	Social Development	N/A	IGF	01-03-2020	01-03-2020	N/A	N/A	100%	N/A		Sensitization was carried out at Aboadi and Dixcove
Health Service Department												
8.	Support to reactivate adolescent health clubs and corners	Social Development	2,000.00	IGF	01-04-2020	01-06-2020	N/A	0.00	50%	N/A		On-going
9.	Support the implementation of HIV /AIDS activities	Social Development	20,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	100		Protective Equipment supplied to Dixcove Hospital
10.	Support the Expanded Programme on Immunization	Social Development	10,000.00	IGF	31-01-2020	31-12-2020	N/A	0.00	100%	N/A		Completed

S/N	Programme Description	Development Dimension	Amount Involved Sum GH¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries		Remarks
										Male	Female	
11.	Support to undertake integrated disease surveillance and response programs	Social Development	8,000.00	GoG	31-01-2020	31-12-2020	N/A	0.00	100%	N/A		Completed
12.	Support to District Malaria Control programme	Social Development	4,159.74	GoG	31-01-2020	31-12-2020	N/A	N/A	100%			Treated net supplied to schools
Department of Education												
13.	Support the organisation of BECE Mock Exams	Social Development	20,000.00	GoG	31-01-2020	31-12-2020	N/A	N/A	100%	2,833		
14.	Provide scholarship to needy but brilliant students	Social Development	200,000.00	GoG	31-01-2020	31-12-2020	192,910.15	7,089.85	100%			
15.	Support to organize "My First Day at School"	Social Development	5,000.00	IGF	01-03-2020	01-06-2020	N/A	N/A	100%	955		
16.	Organize Extra classes for JHS and SHS final year students	Social Development	30,000.00	DACF/MP	31-01-2020	31-12-2020	N/A	N/A	100%	600		
17.	Support School Feeding Program	Social Development	N/A	GoG	31-01-2020	31-12-2020	N/A	N/A	100%	6,187		
18.	Support to organize STEM Clinic annually	Social Development	8,500.00	DACF	31-01-2020	31-12-2020	N/A	0.00	50%	NA		
19.	Support the organisation of phonetics workshop for primary schools	Social Development	10,000.00	GoG	31-01-2020	31-12-2020	N/A	N/A	100%	N/A		
20.	Organize the Celebration of Independence Day in the Municipality	Social Development	40,000.00	DACF	06-03-2020	08-03-2020	N/A	0.00	100%	NA		

S/N	Programme Description	Development Dimension	Amount Involved Sum GH¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries		Remarks
										Male	Female	
Trade, Tourism and Industrial development (BAC)												
21.	Training of Technology improvement in Soap Making, Bead Making	Economic Development	10,000.00	BAC	02/2020	02/2020	10,000.00	0.00	100%	43		Programme Accomplished
22.	Training on Occupational Safety Health and Environment	Economic Development	3,000.00	BAC	02/,2020	03/2020	3.000.00	0.00	100%	36		Programme Accomplished
23.	Organise training programmes for 250 MSME's and groups General Business Management and entrepreneurship financial literacy.	Economic Development	8,000.00	BAC	02/,2020	03/2020	6,700.00	0.00	100%	117		Programme Accomplished
24.	Form and train of women group on village saving and loans (VSLA) initiative	Economic Development	3,000.00	BAC	02/,2020	03/2020	700.00	0.00	100%	84		Programme Accomplished
25.	Support the implementation of LED programmes	Economic Development	25,000.00	BAC	31-01-2020	31-12-2020	N/A	N/A	50%	760		The development of industrial park is on-going
Department of Agriculture												
26.	Support to the planting for food and Jobs programme	Economic Development	256,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	1,114		235 bags of maize supplied to farmers
27.	Undertake home and farm visits demonstration and training workshop (MAG)	Economic Development	25,000.00	MOF	31-01-2020	31-12-2020	N/A	N/A	100%	760		7 Acres of Cape Vars and Among Bankye in 7 communities
28.	Intensify Vaccination on PPR and Rabies	Economic Development	12,500.00	GoG/MOFA	31-01-2020	31-12-2020	N/A	N/A	100%	400		On-going

S/N	Programme Description	Development Dimension	Amount Involved Sum GH¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries		Remarks
										Male	Female	
29.	Trained 200 farmers on group dynamics on PERD programmes	Economic Development	N/A	N/A	31-01-2020	31-12-2020	N/A	N/A	100%			Akwidaa and Dixcove people benefited
30.	Acquired higher breed for of 30,000 oil palm seedlings under PERD	Economic Development	N/A	N/A	31-01-2020	31-12-2020	N/A	N/A	100%	503		429 males and 74 females
31.	Distribution NPK, Urea and organic fertilizers to farmers	Economic Development	N/A	DACF	31-01-2020	31-12-2020	N/A	N/A	50%	524		Fertilizers distributed under the planting for
32.	Support farmers in piggery production	Economic Development	N/A	DACF	31-01-2020	31-12-2020	N/A	N/A	1000%	150		12 household supported
33.	Acquisition of higher yielding/breed for DCACT	Economic Development	55,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	700		39,000 oil palm seedlings and 500 cockerels
34.	Procure computer and accessories to set up DCACT Centre	Economic Development	5,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%			Computers procured, DCACT office set up
Forestry, Wildlife												
35.	Undertake tree planting to reclaim degraded land	Environment Infrastructure and Human Settlement	100.00	NGO	31-01-2020	31-12-2020	N/A	N/A	100%	N/A		500 tree seedlings were supplied and planted by farmers
Environmental Health Department												
36.	Fumigation/disinfection and Sanitation Improvement	Environment Infrastructure and human Settlement	100.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	N/A		Fumigation work done
37.	Procure Mower for Assembly work	Social Development	NA	IGF	31-01-2020	31-12-2020	N/A	N/A	1000%			Mower Procured
38.	Waste Management Services (Collection and lifting of refuse to the final disposal site)	Social Development	700,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	1000%	N/A		Waste management on-going

S/N	Programme Description	Development Dimension	Amount Involved Sum GH¢	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure To Date	Out Standing Balance	Implementation Status (%)	Total Beneficiaries		Remarks
										Male	Female	
Administration Department												
39.	Provide Support to the Substructures	Governance Corruption and Public Accountability	36,913.71	IGF	31-01-2020	31-12-2020	6,000.00	36,313.71	100%	N/A		Inaugurations of Zonal Councils organised
40.	Procure Office Equipment	Governance Corruption and Public Accountability	120,000.00	IGF	31-01-2020	31-12-2020	120,000.00	0.00	100%	NA		Procurement of computers projectors camera etc
41.	Monitoring of on-going development projects and Programmes	Governance Corruption and Soc. Accountability	80,000.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	N/A		Quarterly monitoring visits organised
42.	Organisation of MPCU meetings	Governance Corruption and Soc. Accountability	10,000.00	DACF	31-01-2020	31-12-2020	10,000.00	0.00	100%	23		Quarterly meetings organised
Physical Planning												
43.	Undertake General Development Control Activities	Governance Corruption and Public Accountability	10,000.00	DACF	31-01-2020	31-12-2020	10,000.00	0.00	100%	NA		Accomplished
44.	Organize technical sub-committee statutory planning meetings	Environment Infrastructure and human Settlement	1,500.00	DACF	31-01-2020	31-12-2020	N/A	N/A	100%	NA		First Tech. Committee mtg held

Appendix 3 – Performance of 20 Core Indicators of WAEMA

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
ECONOMIC DEVELOPMENT								
1.	Total output in agricultural production							
	i. Maize (mt ¹)	N/A	4,000	4,460		3,750	5,000	4,157
	ii. Rice (milled),(mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	iii. Millet (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	iv. Sorghum (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	v. Cassava (mt)	N/A	38,100	38,367.53	61,707	54,707	39,000	36,131
	vi. Yam (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	vii. Cocoyam (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	viii. Plantain (mt)	N/A	9,000	9,312.48	N/A	16,737.84	9,500	6,809
	ix. Groundnut (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	x. Cowpea (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	xi. Soybean (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	xii. Cocoa (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	xiii. Shea butter (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	xiv. Oil palm (mt)	70,000	80,000	78,000	78,000	86,751	90,000	95,000
	xv. Cashew nut (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	xvi. Cotton (mt)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ Mt – Metric tonnes

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020	
	xvii. Cattle (No. ²)	1,250	1,655	1,345	1,700	1,371	1,790	1,849	
	xviii. Sheep (No.)	2,550	2,950	2,745	3,000	2,887	3,500	3,810	
	xix. Goat (No.)	5,035	6,100	6,125	7,000	6,427	7,360	7,562	
	xx. Pig (No.)	3,705	5,455	4,175	6,000	4,287	6,500	7,287	
2.	Percentage of arable land under cultivation	57%	56%	55%	56%	55%	60%	54%	
3.	Number of new industries established								
	i. Agriculture,	3	6	0	120	154	423	521	
	ii. Industry,	9	15	13	25	33	36	33	
	iii. Service	37	50	84	69	62	75	66	
4.	Number of new jobs created								
	i. Agriculture	58	85	62	138	253	1,215	842	
	ii. Industry	40	55	80	90	56	186	124	
	iii. Service	120	84	140	90	142	506	421	
SOCIAL DEVELOPMENT									
5.	Net enrolment ratio (Percentage)								
	Kindergarten	68.00	75%	70%	63.20%	63%	63.3%	63.0%	
	Primary	87.60	90%	88.20%	78.40%	77.40%	79.0%	79.0%	
	JHS	47.10	50.00%	49.10%	41.50%	38.20%	34.7%	34.7%	

² No. – Number/ Count

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020	
6.	Gender Parity Index								
	Kindergarten	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
	Primary	0.94	1.00	0.97	0.86	0.80	0.70	0.70	
	JHS	1.02	1.08	1.03	1.08	1.08	1.07	1.07	
	SHS	0.36	0.50	0.37	0.36	0.37	0.37	0.37	
7.	Completion rate (Percentage)								
	Kindergarten	95.5%	-	-	95.5%	95.5%	95.5%	95.5%	
	Primary	89.7%	90.0%	90.1%	79.99%	69.6%	41.3%	41.3%	
	JHS	80.6%	90.0%	80.9%	76.1%	70.1%	67.6%	67.6%	
	SHS	16.2%	20%	16.5%	15.9%	15.5%	15.2%	15.2%	
8.	Proportion of population with valid NHIS card								
	Total (by sex)	Male	9.37%	11.84%	9.8%%	20.0%	14.0%	20%	11.09%
		Female	14.37%	18.58%	15.5%	12.00%	21.00%	26%	18.16%
	Indigents	0.09%	0.90%	1.4%	1.17%	0.7%	2%	1.19%	
	Informal	2.93%	2.93%	7.3%	7.98%	10.09%	15%	9.64%	
	Aged	0.17%	0.17%	0.9%	1.02%	1.10%	4%	1.00%	
	Under 18years	12.00%	12.09%	13.8%	14.96%	17.4%	20%	12.82%	
	pregnant women	2.04%	2.04%	3.5%	3.67%	0.03%	5%	2.86%	
9.	Number of operational health facilities	45	45	45	46	45	45	48	
	CHP Compound	17	36	36	36	36	36	36	
	Clinic	6	10	7	10	7	10	7	

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020	
	Health Centre	3	5	3	5	4	5	4	
	Hospital	1	2	1	2	1	2	1	
10.	Number of births and deaths registered								
	Birth (sex)	Male	1,023	2,247	1,388	2,268	1,240	2,289	1,361
		Female	1,071	2,141	1,232	2,160	1,205	2,179	1,269
		Total	2,094	3,388	2,620	4,428	2,445	4,468	2,630
	Death (sex, age group)	Male	19	659	38	25	46	683	26
		Female	23	658	20	24	24	684	30
		Total	42	1317	58	1342	70	1,367	56
		Under 15	2	200	0	2	0	0	0
		15 - 59	15	568	24	40	24	584	17
		60 Above	25	549	34	7	46	683	39
		Total	42	1,317	58	49	70	1367	56
11.	Percent of population with sustainable access to safe drinking water sources								
	i. District	61.7%	95.0%	89.6%	81.6%	72.5%	95%	90%	
	ii. Urban	84.2%	92.0%	88.5%	90.0%	84.2%	100%	95%	
	iii. Rural	56.8%	70.0%	58.4%	70.0%	59.3	90%	88%	
12.	Proportion of population with access to improved sanitation services								
	iv. District	45	70	53	70	48.55	90%	70%	

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
	v. Urban	57	80	65	80	23.25	95%	90%
	vi. Rural	31	60	42	55	25.30	80%	70%
13.	Maternal mortality ratio (Institutional)	74.4/100,000 LB	125/100,000 LB	108/100,000 LB	125/100,000 LB	67/100,000 LB	125/100,000 LB	59/100,000 LB
14.	Malaria case fatality (Institutional)	4.5	0.15	2.9	0.15	2.2	0.15	0
	sex	Male =	0	0	3	0	0	0
		Female =	0	0	3	0	1	0
		Total =	0	0	6	0	1	0
	Age group	Under 15 =	0	0	5	0	1	0
		15 - 59 =	0	0	1	0	0	0
		60 Above =	0	0	0	0	0	0
		Total =	0	0	6	0	1	
15.	Number of recorded cases of child trafficking and abuse							
	Child trafficking	Male =	0	0	0	0	0	0
		Female =	0	0	0	0	0	0
		Total =	0	0	0	0	0	0
	Child abuse	Male =	0	0	2	0	0	11
		Female =	0	0	5	0	0	18
		Total =	0	0	7	0	0	29

No	Indicator (Categorised by Development Dimension of Agenda for Jobs)	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
Safeguard the Natural Environment and Ensure a Resilient, Built Environment								
16.	Percentage of road network in good condition							
	i. Total	40%	100%	50%	100%	55%	50%	45%
	ii. Urban	50%	20%	0%	20%	-	50%	20%
	iii. Feeder	30%	80%	50%	70%	60%	50%	50%
17.	Percentage of communities covered by electricity							
	i. District	58	85	62	85	68	100%	90%
	ii. Rural	54	85	59	85	61	100%	90%
	iii. Urban	100	100	100	100	100	100%	100%
Governance, Corruption and Public Accountability								
18.	Reported cases of crime							
	i. Men	142	142	140	140	295	295	104
	ii. Women	160	160	152	152	405	405	131
	iii. Children	20	20	24	24	66	66	29
19.	Percentage of annual action plan implemented	70%	100 %	38.4%	100%	78.9%	100%	87.9%
20.	Number of communities affected by disaster	5	0	28	0	2	0	3

Appendix 4 – Performance of Municipal Specific Indicators of AWMA

No	Policy Objective	Indicators	Baseline 2017	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
ECONOMIC DEVELOPMENT (Goal: Build Prosperous Society)									
1.	Improve production efficiency and yield	No. of farmers enrolled on the PFJ programme	318	850	374	900	1702	1,500	1,114
2.		No. of demonstration farms established	3	5	7	5	3	52	46
3.		No of AEAs and farmers trained on Agric technologies:							
		i. AEAs	9	60	28	70	17	25	25
		ii. Farmers	470	850	413	900	1702	7,000	5,273
4.	Improve Post-Harvest Management	% change in post-harvest losses in selected crop production	0	4	9	4	3.95	30	15
5.	Promote livestock and poultry development for food security and income generation	No. of farmers engaged in poultry and other livestock production	96	250	85	7,000	6,946	8,000	7,864
6.	Support Entrepreneurship and SME Development	No of SMEs trained on business development	14	20	9	300	141	500	264
7.		No of people trained on non-farm product development	47	100	96	300	141	500	264
8.	Enhance Domestic Trade	No of functional markets facilities	8	11	8	10	6	8	6
9.	Diversify and expand the tourism industry for economic dev't	Number of ecotourism potentials developed	0	0	0	13	0	13	0
SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity for All)									
10.	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	No of operational health facilities							
		i. CHPS Compound	42	42	41	53	45	57	48
		ii. Clinic	3	5	5	36	36	40	36
		iii. Health Centre	5	9	5	10	5	10	7
		iv. Hospital	2	2	2	5	3	5	4

No	Policy Objective	Indicators	Baseline 2017	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020	
11.		Proportion of health staff accomm. in public staff quarters	7	11		80	14	80	14	
12.	Enhance inclusive and equitable access to, and participation in quality education at all levels	No of classroom block with ancillary facilities constructed								
		▫ 6 Unit	1	1	1	3	1	2	1	
		▫ 3 Unit	2	1	1	3	0	3	4	
		▫ 2 Unit	0	0	0	2	0	3	3	
13.		No of classroom block rehabilitated	4	3	0	4	1	2	1	
14.		No of school furniture procured	0	500	1000	500	0	3	4	
15.		No of community library and ICT Centre constructed	0	-	0	1	0	3	3	
16.		No of Student that participated in the Mock Exams	0	2087	2087	2660	2787	2	1	
17.		No of My First Day School programme organised	1	1	1	1	1	1068	955	
18.		No of pupils participating in STMIE	360	480	360	185	49	45	45	
19.		Improve access to safe and reliable water supply services for all	% coverage of access to potable water	58%	85%	53	85%	58	90%	86%
20.			Number of functional water facilities						200	160
	▫ Boreholes		105	140	105	200	115	200	192	
		▫ STWS	6	8	6	8	6	15	13	
21.	Improve access to improved and reliable environmental sanitation services	% coverage of improved sanitation						90%	75%	
		Number of functional sanitation facilities								
		▫ Public toilet	9	15	9	25	13	3,000	2,900	
		▫ Institutional latrines	38	45	38	50	42	70	65	
		▫ Communal refuse bays	7	11	7	15	9	200	150	
		▫ Communal refuse containers	7	17	7	25	17	100	50	
22.		No of env'tal health programmes organised	4	9	3	4	2	10	5	
23.		No of public education organised	4	10	5	4	2	5	10	
24.		No of sanitation cases prosecuted	2	0	6	0	9	0	0	

No	Policy Objective	Indicators	Baseline 2017	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
25.	Reduce disability, morbidity, and mortality	No. of health outreach programmes organised	5	21	7	18	10	28,867	34,016
26.		No of malaria control programmes organised	8	4	7	4	4	20	9
27.		No of children immunized	6,879	6,558	4,233	4,331	4,191	6,000	6,318
28.	Ensure the rights and entitlements of children	No of public education against child labour organised	1	4	1	4	1	7	2
29.		No of World Child labour's Day celebrated	1	1	1	1	0	1	N/A
30.		No of child welfare cases prosecuted	3	0	4	0	2	-	-
31.		No. of women groups formed and trained on governance issues	1	5	0	5	0	8	5
32.		Proportion of women in the Municipal Assembly	6	30	6	30	6	30	7
33.		No of women groups formed and trained	3	5	3	5	3	5	3
34.		No of public education on gender and governance organised	1	4	1	4	2	10	4
35.	Promote full participation of PWDs in social and economic development of the country	No. of PWDs enrolled on the Disability Fund	146	450	256	450	10	200	135
36.		No of PWDs trained on business development	45	150	13	150	0	135	15
37.	Promote effective participation of the youth in socioeconomic development	No of youth enrolled in training programmes	5	25	0	25	14	300	196
38.		No of youth engaged in NABCO	0	250	147	300	168	5	10
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)									
39.	Improve efficiency and effectiveness of road transport infrastructure and services	Km of roads in good condition	47	65	49	85	56	60	55
40.	Enhance climate change resilience	No of public education on climate change organised	5	4	2	4	6	5	2
41.		No of public education on agroforestry organised	6	4	4	4	4		

No	Policy Objective	Indicators	Baseline 2017	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020
42.		Hectares of degraded forest rehabilitated	2.4	2.5	1.7	2.5	3.1	20	6
43.	Promote a sustainable, spatially integrated, balanced and orderly dev't of human settlements	No of spatial plans prepared	1	5	1	5	0	0	0
44.	Address recurrent devastating floods	Number of flood cases recorded	3	0	2	0	6	200	193
45.		Km of town drains desilted	4	4	0.24	4	1.85	0	2
46.		Km of streams/ rivers dredged	18	14	0	14	3.5	20	3
47.	Promote proper maintenance culture	No of offices/ block rehabilitated	0	1	0	1	1	0	0
48.		No of staff quarters/ bungalows rehabilitated	1	4	0	4	1	2	0
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (Goal: Maintain a Stable, United and Safe Society)									
49.	Strengthen fiscal decentralization	% Change in internally generated funds	57	58	15	27	-13	10	20
50.		No of revenue collectors trained	7	15	7	15	6	20	0
51.		No of ratable properties valued	0	4,663	0	6,584	0	7,219	0
52.	Deepen political and administrative decentralization	Proportion of functional substructures	3	7	3	7	4	6	6
53.		No of staff trained	62	152	96	158	102	150	177
54.		No of vehicle repaired/ maintained	2	5	4	5	5		
55.		No of Assembly members trained	0	45	0	45	35	52	49
56.	Improve popular participation at regional and district levels	No of town hall meetings organised	0	2	2	2	2	6	2
57.		No of statutory/ adhoc committee meetings held	19	26	24	26	18	4	5
58.	Enhance security service delivery	No of operational police facilities in the Municipality	1	2	1	2	1	4	2

Appendix 5 - Update on Evaluations Conducted

No.	Name of the Evaluation	Policy/Programme/ Project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
1.	Environmental Impact Assessment	Construction of No.1 CHPS Compound with Mechanized Borehole at Yabiw	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
1.	Environmental Impact Assessment	Construction of 1 No 3 Unit Classroom block with ancillary facility at cape three point at Asemko	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
2.	Environmental Impact Assessment	Construction of 1 No 3 Unit Classroom block with ancillary facility at Cape-3 Point	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
3.	Environmental Impact Assessment	Construction of 1 No 3 Unit Classroom block with ancillary facility of Funkoe	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.

No.	Name of the Evaluation	Policy/Programme/ Project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
4.	Environmental Impact Assessment	Construction of 1 No 2 Unit Classroom block at Fretsí	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
5.	Environmental Impact Assessment	Construction of 1 No. 6-Unit Classroom Block at Azani	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
6.	Environmental Impact Assessment	Construction of 1No. 6-Unit Classroom Block with ancillary facilities at Pumpunie	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
7.	Environmental Impact Assessment	Construction of 1No. CHPS Compound a Kejabil	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
8.	Environmental Impact Assessment	Construction of 1No. CHPS Compound at Ewusiejoe	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements 	The project should be Licenced by the EPA.

No.	Name of the Evaluation	Policy/Programme/ Project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
				<ul style="list-style-type: none"> ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the social safeguard requirements 	
9.	Environmental Impact Assessment	Construction of 1 No. 3-Units Classroom Block with Ancillary facilities at Agona Nkwanta (Model)	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
10.	Environmental Impact Assessment	Construction of 2 No Mechanized Borehole and 1.5M x 3.3M high water tank stand for selected areas.	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.
11.	Environmental Impact Assessment	Construction of 1 No Hand Pump fitted Borehole at Alimazuazo	Planning Unit/ EPA	<ul style="list-style-type: none"> ▫ Project Screening ▫ Impact Assessment ▫ Impact Management/ Recommendations ▫ Licensing 	<ul style="list-style-type: none"> ▫ The project had met all the environmental safeguard requirements ▫ The project had met all the social safeguard requirements 	The project should be Licenced by the EPA.

Appendix 6 – Update on Participatory M&E Conducted

Name of the PM&E Tool	Policy/ programme/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Community Score Card (CSC)	<ol style="list-style-type: none"> Construction of No.1 CHPS Compound with Mechanized Borehole at Yabiw Construction of 1 No 3 Unit Classroom block with ancillary facility at cape three point at Asemko Construction of 1 No 3 Unit Classroom block with ancillary facility at Cape-3 Point Construction of 1 No 3 Unit Classroom block with ancillary facility of Funkoe Construction of 1 No 2 Unit Classroom block at Fretsi 	UCSOND	<ol style="list-style-type: none"> Preparatory Ground work Development of input tracking scorecard Generation of the community performance scorecard Generation of the service provider scorecard The interface meeting between community and Assembly 	<p>Overall District Score – 64%</p> <p>Initiation and Planning – 50%</p> <ul style="list-style-type: none"> Projects were included in the MTDP and AAP. Some of the project communities weren't informed before the commencement of the project. The hospital staffs to use the maternity ward feels the maternity ward is not up to standard, since there are a lot of structures left of the building <p>Procurement and Contracting – 100%</p> <ul style="list-style-type: none"> All processes and procedures were followed as per the rules and laws governing procurement and contracting. The two projects were bided and qualified 	<ol style="list-style-type: none"> Projects should be given project signboards that details out project cost and duration. Project monitoring should be intensified to ensure quality project delivery. Project monitoring vehicle should be procured to facilitate monitoring

Name of the PM&E Tool	Policy/ programme/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
	<p>6. Construction of 1 No. 6-Unit Classroom Block at Azani</p> <p>7. Construction of 1No. 6-Unit Classroom Block with ancillary facilities at Pumpunie</p> <p>8. Construction of 1No. CHPS Compound a Kejabil</p> <p>9. Construction of 1No. CHPS Compound at Ewusiejoe</p> <p>10. Construction of 1 No. 3-Units Classroom Block with Ancillary facilities at Agona Nkwanta (Model)</p> <p>11. Construction of 2 No Mechanized Borehole and 1.5M x 3.3M high water tank stand for selected areas.</p>			<p>contractors were given the projects for their implementations</p> <p>Project Execution– 26%</p> <ul style="list-style-type: none"> • There is no routine monitoring of the projects by community members • Community concerns on both projects are being addressed by the DA • Communities were not given information about the project. • Contractors of both projects were not officially introduced to the communities. • Communities of both projects are not happy about the progress of work. • Community members are not aware and were not also involved in the 	

Name of the PM&E Tool	Policy/ programme/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
	12. Construction of 1 No Hand Pump fitted Borehole at Alimazuazo			<p>periodic monitoring of the project.</p> <p>Citizens' Perception of Benefits – 81%</p> <ul style="list-style-type: none"> • Communities believe the projects will be beneficial to them when completed. • Communities once again believe the most marginalized people will benefit when the project is completed. • The maternity ward building is too short and not spacious enough. The building also lacks certain facilities e.g. Pharmacy 	