

EFFIA-KWESIMINTSIM MUNICIPAL ASSEMBLY



DRAFT

MEDIUM TERM DEVELOPMENT PLAN- DMTDP 2018-2021

**UNDER: MEDIUM-TERM NATIONAL DEVELOPMENT POLICY
FRAMEWORK AGENDA FOR JOBS: CREATING PROSPERITY AND
EQUAL OPPORTUNITY FOR ALL**

**PREPARED BY MPCU
NOVEMBER 2018**

EFFIA-KWESIMINTSIM MUNICIPAL ASSEMBLY

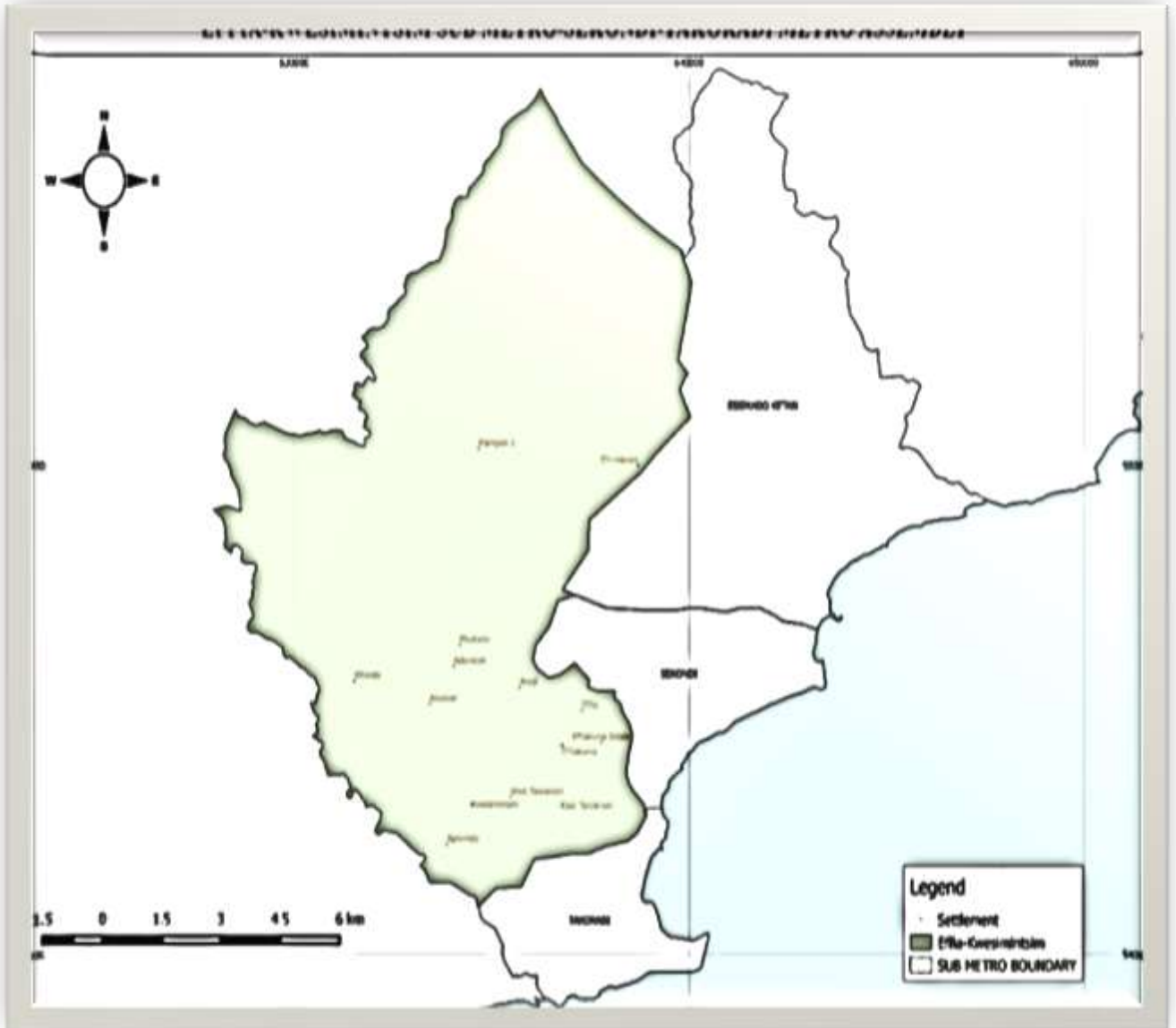


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ACRONYMS

ADB	–	African Development Bank
ANC	-	Ante Natal Care
BECE	-	Basic Education Certificate Exams
BNI	-	Bureau of National Investigation
CBFMCs	-	Community Based Fishing Management Committees
CBO	-	Community Based Organization
CBRDP	-	Community Based Rural Development Project
CEPS	-	Customs Exercise and Preventive Service
CIDA	–	Canadian International Development Agency
CNC	-	Center for National Culture
CSO	-	Civil Society Organization
DACF	-	District Assembly Common Fund
DDF	-	District Development Facility
DMTDP	-	District Medium Term Development Plan
EHMD	-	Environmental Health & Management Department
EKMA	-	Effia-Kwesimintsim Municipal Assembly
EPZ	-	Export Processing Zone
FCUBE	-	Free Compulsory Universal Basic Education
GETFUND	-	Ghana Education Trust Fund
GHS	-	Ghana Health Service
GoG	–	Government of Ghana
GPHA	-	Ghana Ports and Harbors Authority
GPRS	-	Ghana Poverty Reduction Strategy
GSGDA	-	Ghana Shared Growth and Development Agenda
GUMPP	-	Ghana Urban Management Pilot Project
GWCL	-	Ghana Water Company Limited
IGF	-	Internally Generated Funds
LEAP	-	Livelihood Empowerment Against Poverty
MAC	-	Metro AIDS Committee
MES	-	Metro Education Service
MESEC	-	Metro Security Committee

MOTI	-	Ministry of Trade and Industry
MPCU	-	Metropolitan Planning and Coordinating Unit
MSHAP	-	Multi-Sectorial HIV/AIDS Programme
MTDP	-	Medium Term Development Plan
MWCA	-	Ministry of Women and Children Affairs
NADMO	-	National Disaster Management Organization
NDPC	-	National Development Planning Commission
NFED	-	Non-Formal Education Division
NGO	-	None Governmental Organization
NHIS	-	National Health Insurance Scheme
NMTPF	-	National Medium Term Policy Framework
OGP	-	Open-Government Partnership
OPD	-	Out- Patient Department
PIP	-	Public Infrastructure Projects
PLWHA	-	People living with HIV/AIDS
POCC	-	Potentials Opportunities Challenges and Constraints
PPAG	-	Planned Parenthood Association of Ghana
PPP	-	Policies, Plan, Programmes
PSP	-	Private Sector Participation
PWD	-	Persons living with Disability
SHEP	-	Self Help Electrification Programme
SMC	-	School Management Committee
SSNIT	-	Social Security and National Insurance Trust
STI	-	Science, Technology and Innovation
STMA	-	Sekondi Takoradi Metropolitan Assembly
SWD	-	Social Welfare Department
UDG	-	Urban Development Grant
VRA	-	Volta River Authority
WMD	-	Waste Management Department
YIEDIE	-	Youth Inclusive Entrepreneurial Development Initiative for Employment

EXECUTIVE SUMMARY

i. Background

Effia-Kwesimintsim Municipal Assembly was carved-out from Sekondi–Takoradi Metropolitan Assembly as one of the 38 newly created and upgraded District Assemblies in 2018. Legislative Instrument (L.I) 2322 created it (2017). It was inaugurated as a fully-fledged Assembly on Thursday, 15th March, 2018 alongside other 37 newly created districts. Prior to coming into existence as a Municipal Assembly, Effia-Kwesimintsim was a Sub - Metro under Sekondi-Takoradi Metropolitan Assembly (S.T.M.A). This plan is the maiden Medium-Term Development Plan of the Assembly.

Section 83 of the Local Government Act of 2016 (Act 936) enjoins Metropolitan, Municipal and District Assemblies (MMDAs) as planning authorities to initiate and prepare development plans and to ensure that the plans are prepared with the full participation of all local communities under their jurisdiction. The Act also requires that MMDAs initiate and prepare these development plans in a manner prescribed by the National Development Planning Commission (NDPC). It is in line with this that the Effia-Kwesimintsim Municipal Assembly (EKMA) prepared this District Medium Term Development Plan (DMTDP) for the period 2018-2021.

ii. Methodology

In fulfilling, the above functions, a Plan Preparation Team was constituted to prepare the District Medium-Term Development Plan to cover the period 2018 – 2021. The Plan was prepared based on the Medium-Term National Development Policy Framework (MTNDPF 2018-2021) christened “*An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All*” as required by NDPC Act 1994 (Act 479) and the National Planning System Act (480).

The preparation of the Medium-Term Development Plan followed the steps spelt out in the National Development Planning Commission’s Guidelines for the preparation of the District Medium Term Development Plans for 2018 – 2021.

A participatory process was adopted in the plan preparation, the Municipal Assembly through the Municipal Planning Co-ordinating Unit (MPCU) involved all key stakeholders: Traditional

Authorities, Assembly Members, opinion leaders, Heads of Departments, the private sector, Non-Governmental Organizations (NGOs) and community-based organizations (CBOs). The involvement of the stakeholders was to ensure acceptance and commitment to the implementation of the plan to improve quality of life of the people.

This plan document has seven chapters in line with the NDPC Guidelines:

Chapter 1: Performance Review/District Profile and Current Situation of Development

Chapter 2: District Development Priorities

Chapter 3: District Development Goals, Objectives and Strategies

Chapter 4: Development Programmes

Chapter 5: District Annual Action Plans

Chapter 6: Monitoring and Evaluation Arrangements

Chapter 7: Communication Strategy

iii. Key Development Issues

Key development issues identified to be confronting the Municipal Assembly and based on which the 2018-2021 DMTDP has been prepared include:

- Youth unemployment among urban and peri-urban youth
- Poor Drainage System
- Poor Road Condition
- Weak enforcement of planning and building regulations
- Inadequate market infrastructure for domestic trade
- Poor Sanitation and Waste Management
- Poor quality education at the basic level
- Gaps in physical access to quality health care
- Poor Educational infrastructure at the basic level
- High incidence of HIV and AIDS among young persons

iv. Development Priorities and Intervention Areas relevant to the DMTDP 2018-2021

1. Private sector development

2. Agriculture development
3. Local Economic Development
4. Roads and Transport
5. Health
6. Education
7. Revenue Mobilization
8. Social protection
9. Slum upgrading
10. Water and Sanitation
11. Waste Management

The above programs, projects and activities are earmarked to address the development issues identified. These have been categorized under the adopted goals for the National Medium-Term Development Policy Framework (NMTDPF) - *Agenda for Jobs: Creating Prosperity and Equal Opportunity for all, 2018 -2021*. The goals are:

Goal 1: Build Prosperous Society,

Goal 2: Create Opportunities for all Ghanaians,

Goal 3: Safeguard the natural environment and ensure resilient built environment

Goal 4: Maintain a stable, united and safe society.

The development dimensions under the NMTDPF are

- Economic,
- Social Development,
- Environment, Infrastructure and Human Settlements,
- Governance, Corruption and Public Accountability and
- Ghana's Role in International Affairs.

However, this plan was prepared based on the first four (4) out of the five (5) Development Dimensions of the Medium Term National Development Policy Framework (2018-2021) due to their relevance to the Local Economy of the Municipality.

v. **Implementation Cost**

The projected total cost of implementing the programmes, projects and activities of the DMTDP within the planned period according to the Development Dimensions is **Sixty-Four Million, Four Hundred and Eighty-Three Thousand, Two Hundred and Forty-Seven Ghana Cedis. ((GHC64, 483, 247.00))**. Total costs per each Strategic Goal are as follows:

Total Cost of Strategic Goals

S/N	DEVELOPMENT DIMENSIONS	GHC
1	Economic Development	1,013,000.00
2	Social Development	7,327,600.00
3	Safeguard the Natural Environment and build resilient environment	53,167,647.00
4	Maintain a stable, united and safe society	2,975,000.00
	TOTAL	64,483,247.00

Source: EKMA-MPCU

These amounts have been allocated to tackle the key development needs or aspirations of the Municipality under the respective Development Dimensions, which include the following:

Economic Development

- Promote Trade and Industry through MSME
- Link Businesses to Financial Institutions
- Training and Skills Development
- Attract Private Investment for Job Creation
- Increase Agriculture Productivity
- Facilitate the provision of storage facilities
- Promote “One District, One Factory” Initiative
- Facilitate the supply of affordable farming inputs
- Improving access to Agro-Processing Inputs
- Provide support for diversity livelihoods
- Intensify extension of electricity to un-served areas within communities

Social Development

- Improving access to Health Services
- Improving access to Education
- Sponsor more students to Nursing and Teacher Training Colleges
- Improve B.E.C.E results
- Accelerate improvement of football fields
- Population Management
- Improving access to potable water
- Improving sanitation and quality of environment

- Promote programs to enhance the livelihoods of the vulnerable groups
- Ensuring gender based equality
- Create Decent Employment Opportunities for the PWDs
- Promote skills development for the Youth

Environment, Infrastructure and Human Settlements Development

- Community Participation in Natural Resource Management
- Promote Climate Variability and Change Activities
- Reduce Natural Disasters, Risks and Vulnerability
- Improving Road Networks
- Improving processing of building permit
- Provide Social and Economic Infrastructure to facilitate Urban Development
- Improving Drainage System

Governance, Corruption and Public Accountability

- Improving Revenue Generation of the Assembly
- Enforcement of Assembly Bye - Laws
- Ensure public safety and security
- Improve on office and residential accommodation including the sub-structures
- Promoting civic responsibility
- Improving existing institutional, legislative and policy environment
- Institute strong linkages and co-ordination among stakeholders

The above was prioritized because the successful implementation of programs and projects in these sectors will impact meaningfully on the majority of the population especially the poor and the vulnerable as well as promote equity, job opportunities and increasing income in a sustainable way.

Projected Revenue for the plan period 2018-2021 is **fifty-two million, three hundred and eighty-six thousand, five hundred and twenty-five cedis, fifty-five pesewas, (GHC 52,386,525.55)**. The break-down is as follows:

S/N	Revenue Item	2018	2019	2020	2021
1	IGF	947,475.00	3,257,200.00	3,591,063.00	3,770,616.15
2	STOOL LANDS	200,000.00	400,000.00	420,000.00	441,000.00
3	GRANTS	5,469,912.88	10,344,354.88	11,378,790.36	12,516,669.40
SUB-TOTAL		6,617,387.88	14,001,554.88	15,218,850.36	16,728,285.55
GRAND TOTAL		GHC 52,386,525.55			

This indicates that there would be the need to develop new strategy to finance a gap of Ten Million, Two Hundred and Seventy-One Thousand, One Hundred and Thirty-Nine Ghana Cedis Fifty-Five Pesewas [**GHC10, 271,139.45**].

This is expected to be financed through grants and improving internally generated funds. Experience from the past has shown that over-reliance on grants have often delayed the implementation of plans. Thus, more attention should be placed on Internally Generated Funds where the Assembly has the greatest potential and the use of public-private partnership arrangements to address development interventions within the plan period.

CHAPTER ONE

1.PERFORMANCE REVIEW AND PROFILE/ CURRENT SITUATION/ BASELINE

1.1. Introduction

This chapter focuses on the description of the Assembly's vision, mission, core values and functions, the analysis of the performances of the Assembly in implementing projects and programmes outlined in the Ghana Shared Growth and Development Agenda II (GSGDA II) which was implemented between 2014-2017. It also covers the profile and current analysis of current development situation of the Municipality. The rest are a summary of key development problems emanating from the situational analysis.

1.2. Vision, Mission, Core Values and Functions of the Assembly

1.2.1. Vision

To become a vibrant local democracy, that promotes effective transparent and proactive delivery of services.as well as spatial infrastructure development.

1.2.2. Mission

The Effia-Kwesimintsim Municipal Assembly exists to mobilise all available resources and utilise them effectively and efficiently to facilitate improvement in the quality of life of the people through equitable provision of socio-economic services.

1.2.3. Core values

- i. Provide timely services
- ii. Open and accountable to our clients
- iii. Responsive to needs of the citizenry
- iv. Promote harmonious co-existence

1.2.4. Functions of the District Assembly

According to the Local Governance Act, 2016 (Act 936), the District Assemblies have the right to exercise Deliberative, Legislative and Executive functions. Section 12, Sub-section 2 of the Act indicates that the District Assembly shall among other things:

- Be responsible for the overall development of the District and shall ensure the preparation and submission to the Central Government for approval the development plan and budget for the District.

- Formulate programs and strategies for the effective mobilization and utilization of human, physical, financial and other resources of the District.
- Promote and support productive activity and social development in the District and remove any obstacle initiative and development.
- Initiate programs for the development of basic infrastructure and provide municipal works and service in the District
- Be responsible for the development improvement and management of human settlement and the environment in the district
- In co-operation with the appropriate national and local security agencies are responsible for the maintenance of security and public safety in the district.
- Initiate, sponsor or carry out such duties as may be necessary for the discharge of any of the functions conferred by this law or any other enactment.
- Ensure ready access to the court and public tribunals in the District for the promotion of justice;
- Perform such other functions as may be referred to it by the Government.

The organogram of the municipal Assembly is attached as Annex 1.

1.3. Performance Review of the 2014-2017 MTDP

At the time of preparing the 2014-2017 Medium Term Development Plan, Effia-Kwesimintsim Municipal Assembly was one of the four sub-metros under Sekondi-Takoradi Metropolitan Assembly. Effia-Kwesimintsim just like the rest of the sub-metros under STMA was confronted with myriad of development challenges. These included youth unemployment, low citizenry participation in governance process, limited access to socio-economic services among others.

The projects and programmes outlined in the 2014-2017 DMTDP prepared by STMA therefore sought to address these challenges in order to better the living standards of the citizens in the Municipality (Effia-Kwesimintsim sub-metro).

The aim of the review of the 2014-2017 MTDP therefore is to determine the status of the implementation of the plan, its achievements, challenges and constraints to implementation, key issues/gaps associated with the planned objectives and targets and its implications towards the

development of the Municipality. The results chalked in relation to Effia-Kwesimintsim will serve as lessons for preparing 2018-2021 DMTDP.

The objectives and targets set for the Metro under the Ghana-Shared Growth Development Agenda [GSGDA] II, departmental reports and the Annual Progress Reports for the years 2014 to 2016 were used for the review of the Plan. The details and level of achievements of the plan in relation to EKMA under the various thematic areas of the GSGDA are presented below:

1.3.1 Enhancing Competitiveness in Ghana's Private Sector

The efforts at improving the competitiveness of the private sector in Sekondi-Takoradi Metropolitan area recorded limited progress over the past years, due to limited resources to stimulate the growth and enhance the managerial skills and credit financing of most Medium-Small-Micro businesses within the Metropolis.

The table below shows how the Municipality performed under the above thematic area.

Table 1

Thematic Area: ENHANCING COMPETITIVENESS IN GHANA'S PRIVATE SECTOR									
Policy Objectives:									
1. Expand opportunities for job creation									
2. Improve efficiency and competitiveness of MSMEs									
3. Develop a competitive creative arts industry									
4. Diversify and expand the tourism industry for economic development									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Private Sector Development	Business development								
		Facilitate the Construction of a modern shopping mall	0	1	-	-	-	-	On-going
		Build capacities and provide credit facilities to established SMSEs to employ the youth	0	10	-	5	3	2	Fully implemented
		Assist business groups to access credit facilities	0	100	-	-	-	-	Not implemented

1.3.2. Accelerated Agriculture Modernization and Sustainable Natural Resource Management



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The Assembly recognizes agriculture as one of the main pillars for the Metropolis economy and employs majority of the rural population. The 2014 to 2017 Plan was designed to help boost agricultural production in the Metropolis especially in the production of vegetables, cassava, plantain, fish and poultry products. However, the Assembly witnessed a steady decline in the sector and production levels have been declining over the years due to limited resources for investment in the sector. Over reliance on the climatic conditions without any pragmatic approach towards an all year round production with small farm irrigation system contributed to the fall in the production level in addition to the poor roads between the farm lands and the marketing centers leading to perishing of goods at the farm lands.

Thematic Area:									
ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT									
Policy Objectives: 1.To improve Agricultural Productivity									
2. To accelerate the provision and improve environmental sanitation									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Agriculture	Agriculture Development	Construction a new Medium Size Abattoir at Whindo	1	1	-	1	-	-	Fully implemented
		Trained and resource extension staff on improved technologies	12	48	12	12	12	6	On-going at 87.5%
		Organize farmer field school for farmers in non-traditional products	0	8	-	-	-	-	Not implemented
	Fisheries Development	Support 5 No. Groups to construct fish ponds	0	5	-	3	2	1	Fully implemented
	Farmers Day Programme	Celebration of Farmers Day	1	4	1	1	1		Fully implemented
	Veterinary and Extension Services	Establishment of Veterinary Office	1	1	-	-	-	-	Not implemented
		Undertake clinical services and disease surveillance for livestock, poultry and pets	0	-	-	-	-	-	Not implemented

Waste Management	Sanitation management	Procure 1No. Backhoe for Waste Management Services	0	1	1	-	-	-	Fully implemented
		organize sensitization on the implementation of polluter pay	6	48	12	12	8	2	On-going
		Organize clean up exercise	6	48	10	11	9	3	On-going
Climate Change, Vulnerability and Disaster Management	Climate Change	Enforcement of bye-laws to prevent mangrove degradation and sand winning along the coast							Inadequate data
		Demarcation of buffer along wetlands boundaries	0	1		-	-	-	Not implemented
	Disaster Management	Sensitization programme on the effects of sand winning	4	48	12	14	20	4	Fully implemented

Table 2

1.3.3. Human Development, Productivity and Employment



A well-informed, skilled and healthy society is needed to transform the various sectors of the local economy. It is within this context that the medium-term objective in the human development, productivity and employment was set to pursue programmes and projects that will enhance the knowledge base of the people and sustain the socio-economic transformation agenda of the Metropolis. The implementation of programmes focused on addressing critical issues identified in the education, health, nutrition and social protection.

Thematic Area: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT									
Policy Objective: Increase inclusive and equitable access to, and participation in education at all levels									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Education	Development of school facilities	Construction of 20 No. basic schools with ancillary facilities	2	20	4	16	11		Fully implemented
		Rehabilitation of 20 No. basic schools	1	20	-	13	12		Fully Implemented
	Teaching and learning	Supply of text books	1948	-	897	1763	908	-	On-going
		Supply of furniture	-	400	787	566	639	-	On-going
		Conduct Mock Exams for JHS Pupils	1	4	0	0	1	1	Partially Implemented
		Support STMIE training for pupils	-	60	50	-	60		On-going
Health	Administration	Completion of Metro Health Administration block	1	1	0	1	-	-	Fully Implemented
		Completion of a 3-storey Midwifery Block-Sekondi. (2nd and 3rd floors)	1	1	-	-	1	-	Fully Implemented
	Public Health programme	Provision of 6 N0 CHPS		6	1	2	2	1	Fully implemented
		Embark on education campaign (IEC) on preventable diseases	-	0.2	0.46	0.77	0.34	-	On-going Although the malaria case fatality rate keeps

									decreasing there is still the need for sensitization programme to enhance recovery of the disease
	Reproductive Health	Intensify reproductive and child health outreach activities and adolescent health	10.9	14	11.1	9.9	13.2		On-going
	HIV/AIDS Programme	Carry out activities on HIV & AIDS Carry out activities on HIV & AIDS	3.8	3	4	2.8	3.0		On-going
Social welfare	Social Protection	Provide training for 150 Out-of-School Youth	0	150 school dropout	0	0	86		On-going The YEDIE programme enhanced the implementation of the programme
		Initiate Livelihood Empowerment Against Poverty (LEAP) programme for 100 extreme poor	0	100 beneficiaries	0	0	756 beneficiaries		Fully implemented Over 100 percentage increment in the programme due to the roll-on of the Metro unto the

									LEAP programme
	Capacity building for day care Attendants and proprietors	Provide training for 300 Untrained Day Care Attendants and Proprietors	106	300 day care attendants	127	190	289		Fully Implemented
	Programme for the Vulnerable and Exclusion	Provide Care and Protection for 50 abused and abandoned children	10	50 children	25	36	40		On-going
		Support 150 People with Disability (PWDs) in ICT and Vocational training	68	150 PWD	51	69	192		On-going
Gender development		Support girls in skills development	29	40 people	0	40	0	0	Fully implemented

Table 3

1.3.4. Infrastructure and Human Settlement

The plan period under review sought to improve infrastructure and human settlement, which is the mainstay of economic growth. Therefore, to achieve the set objectives of improving infrastructure and human settlement in the Metropolis, a number of programs/ activities were rolled-out. These include the following:

Thematic Area:INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

- Policy Objectives:**
1. To develop a sustainable maintenance management system for transport infrastructure
 2. To provide adequate and reliable power to meet the needs of residents
 3. To promote resilient urban infrastructure development, maintenance and provision of basic services
 4. Provide a continuing programme of community development and the construction of social facilities and services
 5. To increase access to safe, adequate and affordable shelter
 6. To upgrade existing slums and prevent the occurrence of new ones
 7. To implement integrated land use and spatial planning
 8. To accelerate the provision of affordable and safe water

	Sub-programme	Broad project/activity	Indicators					Remarks	
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016		2017
Transportation	Routine maintenance of road	Asphalt overlay of key arterials and collectors (3 phases Metro wide)		70km	5	7	60		Fully implemented
	Development of urban roads and drainage system	Develop all trunk roads linking the peri-urban to the urban centres (Metro wide)			-	1	1.5		On-going
		Construction of access roads in the newly developed areas			12.3	18	21.5		On-going (partially implemented)

		Construction of drainage system (Metro wide)			-	0.1	0.2		On-going (Partially implemented)
	Transport Terminal	Construction of 3 No. lorry station (Apremdo lorry Park inclusive)	0	3	-	-	1	2	Fully implemented
Energy	Electrification	Liaise with ECG to connect rural communities without electricity to the national grid			20%	20%	20%		On-going 60% of the rural communities connected to the National grid (Partially implemented)
	Street lighting	Maintenance of Street Lights	0	90%	20%	20%	30%	75%	On-going at 75% (Partially implemented)
Urban Management	Community development	Upgrade 2 No. market facilities Kojokrom/Apremdo		2	-	-	-	--	Apremdo market upgraded (fully implemented)

	Water and Sanitation	Construction of 10 No. borehole within the Metro	6	10	3	5	2		Fully implemented
		Collaborate with GWCL to extend pipelines to the newly developed areas	70%	90%	74%	75%	78%	-	On-going at 78% (partially implemented)
		Assist 500 household to construct toilet facilities	37	500 households	45	30	40		On-going 115 Households assisted with toilet facilities through Global communities (partially implemented)
	Housing	Launch the Sekondi-Takoradi housing co-operative Scheme	-		-	-	-	-	Started but abandoned (not implemented)
		Collaborate with private sector to provide housing			-	-	-	-	Not implemented
	Slum upgrading	Liaise with CSUF to provide Housing	0	4 comm	-	-	-	-	Not implemented

		improvement in 4 No. slum communities		unities					
		Preparation of Local Plans for all sub-metros	0	4	-	-	-	4	Fully implemented
		Implementation and enforcement of planning scheme	-	2	2	1	-	-	Fully implemented
		Street Naming and Property Addressing System	212	19,905	-	-	919	538	On-going (partially implemented)

Table 4

1.3.5. TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE

The goal under good governance was to strengthen and develop the administrative and financial capacity of the Assembly towards higher performance and stronger public partnership system. The broad goal of transparent and accountable governance is to empower state and non-state bodies to participate in the national development process and collaborate effectively to achieve national development goals and objectives. The collaborative process is to ensure that political, economic and administrative authority is exercised in a manner that ensures that public resources are managed efficiently and with integrity in response to the problems and critical needs of the people. Good governance also places emphasis on the principles and tenets of transparency and accountability in the exercise of political, economic and administrative authority for ensuring peace, stability and national cohesion.

The 2014-2017 Plan sought to strengthen the sub-structures by inaugurating all the sub-metros and saw the effective functioning of the Unit Committees. Regular General Assembly and Sub-Metro Council meetings were held within the Medium Term and deliberations carried out in a frank and democratic environment.

Thematic Area: **TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE**

Policy objective: 1. Ensure efficient internal revenue generation and transparency in local resource management

2. Ensure effective implementation of the Local Government Service Act

3. Improve accessibility and use of existing database for policy formulation, analysis and decision-making

Table 5

Programs	Sub-program	Broad project/ activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
Fiscal enhancement	Revenue enhancement	Up-date of capacity in Revenue mobilization	13,350,462.93	16,688,078.67	4,762,73 7.27	10,795,513. 64	18,186,787.1 3	22,499,155.62	Fully implemented
		Implementation of the Revenue Improvement Action Plan (RIAP)	4	4	1	1	1	1	Fully implemented
		Review/Preparati on of the Assembly's Bye- Laws	Submit second draft to stake holders for input	Assembly bye- laws reviewed and prepared	-	-	Consultant procured	Assembly bye- laws reviewed and prepared	Fully implemented

	Database management	Registration of marriage	16,000	18,675	1,495	2,958	5,076	5,865	Partially achieved
		Registration of divorce			4	4	9	11	Partially achieved
		Upgrade the Internet Connectivity and the Website of STMA.	35 updates	48 updates	12	12	12	7	Ongoing
Public Participation	Town hall meetings	Public Education & Sensitization/Organize stakeholders forum (Town Hall) within each sub Metro Quarterly	8	12	4	3	4	1	Fully implemented
Planning, Monitoring and Evaluation	Planning system	Implementation of Operation and Maintenance plan	4	4	1	1	1	1	Fully implemented
		Preparation of 2014-2017 Medium Term Development Plan	2010-2013 MTDP	2014-2017 MTDP	100%	-	-	-	Fully implemented

		Organize Quarterly MPCU meeting	16	16	4	8	12	14	Ongoing
	Monitoring and Evaluation	Monitoring and supervision of Projects and Programs	120	144	36	36	36	18	Ongoing
	Reporting	Preparation of monthly financial accounts	48	48	12	24	36	39	Ongoing
	Capacity support	Provide counterpart funding for Donor Projects/contingency fund(GUMPP)	GHC 1,750,000.00	GHC 2,085,400.00	0	0	21,000.00	0	On-going
		Consultancy for Environmental and social safeguards for sub project on construction of fish smoking/processing facility		100%	100%	-	-	-	Fully implemented

		Consultancy services management: Capacity support fund (LGCSF) for enhancement of Revenue, Update Asset	100%	100%	100%	-	-	-	Fully implemented
		Procurement of services of Transactional Advisor to assist STMA to explore potential projects that can be funded under Public-Private Partnership (PPP)	-			-	-	-	On-going
	Capacity building for staff	Training and Workshop	50	80	25	17	31	15	Fully implemented
	Logistic Support	Purchase of office Equipment(comp uters ,laptops, office furniture)	3000	3500 ,	1226	203	478	315	Ongoing

1. 3. 6. PERFORMANCE REVIEW UNDER 2014-2017 DMTDP IN RELATION TO EFFIA-KWESIMINTSIM MUNICIPAL ASSEMBLY

Table 6: PHYSICAL PROJECTS

NO	PROJECT TITLE	START DATE	EXPECTED COMPLETED DATE	CONTRACT SUM GHC	PROJECT STATUS (%)	SOURCE OF FUNDING	REMARKS
1	INTERNAL ROAD CONSTRUCTION WORKS WITH ANCILLARY FACILITIES AT WHINDO ABATTOIR SITE	12/1/2015	15/07/2015	154,572.60	100%	DDF	Fully implemented
2	CONSTRUCTION OF DRAINS AND PROVISION OF ELECTRICITY TO T.I AHMADIYA J.H.S-TANOKROM	7/1/2015	30/5/2015	49,830.32	100%	DDF	Fully implemented
3	REHABILITATION OF TWO (2) STOREY 1No. FOURTEEN(14) UNIT CLASSROOM BLOCK FOR WEST TANOKROM M\A J.H.S-TANOKROM	7/1/2015	30/9/2015	161,892.45	100%	DDF	Fully implemented
4	INTERNAL ROAD CONSTRUCTION WORKS WITH ANCILLARY FACILITIES AT WHINDO ABATTOIR SITE.		29 – 07 - 2015	154,572.60	100%	DDF	Fully implemented

5	CONSTRUCTION OF DRAINS AND PROVISION OF ELECTRICITY TO T. I AHMADIYA J.H.S – TANOKROM		30 – 05 -2015	49,830.32	100%	DDF	Fully implemented
6	ERECTION OF BOUNDARY POST AT APREMDO MARKET-TAKORADI	7/1/2015	7/3/2015	30,443.76	100%	DDF	Fully implemented
7	CONSTRUCTION OF INTEGRATED SOCIAL CENTRE AT EFFIAKUMA				100%	GUMPP	Fully implemented
8	CONSTRUCTION OF TWO-STOREY ADMINISTRATION BLOCK 1-STOREY DORMITORY BLOCK AND ASSOCIATED EXTERNAL WORKS AT EFFIAKUMA	10/10/2014	11/10/2015	3,165,847.85	100%	GUMPP	Fully implemented
9	CONSTRUCTION OF TWO-STOREY COMMERCIAL BLOCK, AUDITORIUM BLOCK AND A SINGLE STOREY UTILITY FACILITY AT EFFIAKUMA	10/10/2014	11/10/2015	3,399,989.45	100%	GUMPP	Fully implemented
10	CONSTRUCTION OF 12 UNIT CLASSROOM BLOCK STOREY WITH ANCILLARY	24-02-2014	24-12-2014	730,730.54	100%	UDG	Fully implemented

	FACILITIES AT PORTER “A” – EFFIAKUMA-TAKORADI						
11	CONSTRUCTION OF 1 NO. 2 – STOREY 3 – UNIT CLASSROOM BLOCK FOR EFFIAKUMA M/A ISLAMIC J.H.S, EFFIAKUMA.	27-10-2015	30 – 06 -2016	152,624.57	100%	DACF (MP)	Fully implemented
12	CONTINUATION AND COMPLETION OF 12 – UNIT CLASSROOM BLOCK WITH ANCILLARY FACILITIES AT DUNWELL METHODIST CHURCH AT EFFIAKUMA NEW SITE	27-10-2015	30 – 10 -2016	362,776.86	100%	DACF	Fully implemented
13	CONSTRUCTION OF 3 – STOREY OFFICE COMPLEX FOR EFFIA-KWESIMINTSIN SUB-METRO AT APREMDO MARKET. (GROUND FLOOR ONLY).	27-10-2015	30 – 04 -2017	812,816.92	100%	DACF	Fully implemented
14	CONSTRUCTION OF PROPOSED COMMUNITY BASED HEALTH PLANNING AND SERVICE COMPOUND	27-10-2015	28 – 02 - 2017	705,888.40		DACF	Partially implemented

	INCLUDING FURNITURE, FENCE WALL AND GROUND WORKS AT APREMDO						
15	CONSTRUCTION OF 6 UNIT CLASSROOM BLOCK WITH OFFICE, STORE, STAFF COMMON ROOM, COMPUTER ROOM AND 6 SEATER ENVIRO – LOO TOILET AND 2 BAY URINAL AT APREMDO	15-06-15	28 – 02 - 2017	597,803.03		DACF	Partially implemented
16	FABRICATION AND SUPPLY OF FURNITURE FOR CHPS COMPOUND FACILITIES AT WHINDO	15-06-15	28 – 02 - 2017	258,019.00	100%	DACF	Fully implemented
17	RECONSTRUCTION OF PEDESTRIAN FOOT BRIDGE AT EFFIA – TAKORADI	20-07-16	30 – 10 -2016	160,411.44	100%	DACF	Fully implemented
18	REHABILITATION OF 2-UNIT CLASSROOM BLOCK, CONSTRUCTION OF KITCHEN AND TOILET FACILITY FOR STMA KINDERGARTEN SCHOOL AT ANAJI – TAKORADI.	29-05-15	30 – 12 - 2015	158,081.00	100%	GETFUND	Fully implemented

19	CONTINUATION AND COMPLETION OF 6 – UNIT CLASSROOM BLOCK WITH ANCILLARY FACILITIES AND CONSTRUCTION OF 6 SEATER W/C TOILET FACILITIES AT ANAJI ESTATE KEY PRIMARY	29-05-2016	15 – 02 - 2016	232,621.13	100%	GETFUND	Fully implemented
20	CONSTRUCTION OF THREE UNIT CLASSROOM BLOCK WITH OFFICE AND STORE AT REV. APEKLI JUNIOR HIGH SCHOOL	26-10-2015	30 – 06 - 2016	270,000.00	–	GETFUND	Partially implemented
21	REHABILITATION OF SIX (6) UNIT CLASSROOM BLOCK WITH OFFICE AND STORE AT REV. ST. PETERS CATHOLIC PRIMARY SCHOOL	26-10-2015	30 – 06 - 2016	200,000.00	–	GETFUND	Fully implemented
22	CONSTRUCTION OF SIX (6) SEATER TOILET AT HMUN – NAFIE ENGLISH AND ARABIC SCHOOL	26-10-2015	30 -04- 2016	83,000.00	–	GETFUND	Fully implemented

23	CONSTRUCTION OF THREE (3) UNIT CLASSROOM BLOCK WITH OFFICE AND STORE AND THE PROVISION OF TEN (10) SEATER ENVIRO-LOO TOILETS AT WHINDO MA JUNIOR HIGH SCHOOL	26-10-2015	30-06-2016	350,000.00	100%	GETFUND	Fully implemented
24	CONSTRUCTION OF 2-STOREY 12-UNIT CLASSROOM BLOCK WITH ANCILLARY FACILITIES FOR TTI (LOT 1)	31-05-2016	30-06-2017	1,092,710.50	-	GETFUND	Partially implemented
25	CONSTRUCTION OF 2-STOREY 12-UNIT CLASSROOM BLOCK WITH ANCILLARY FACILITIES FOR TTI (LOT 2)	31-05-2016	30-06-2017	1,099,687.36	-	GETFUND	Partially implemented
26	CONSTRUCTION OF 3 NO. CULVERTS AT AHANTA MAMPONG-AHANTA ABASA ROAD	17-05-2013	17/11/2014	259,205.78	100%	UDG	Fully implemented
27	CONSTRUCTION OF W/C AND SHOWER AND SHOWER BLOCK AT WHINDO ABATTOIR SITE	1/4/2014	1/7/2014	48,743.77	100%	IGF	Fully implemented

28	MECHANIZATION OF WATER PROJECT AT WHINDO ABATTOIR SITE	1/4/2014	1/7/2014	29,278.00	100%	IGF	Fully implemented
29	CONSTRUCTION OF SINGEING BLOCK AT WHINDO ABATTOIR SITE	1/4/2014	1/7/2014	29,863.28	100%	IGF	Fully implemented
30	CONSTRUCTION OF KRAAL AT WHINDO ABATTOIR SITE	16/4/2014	30/7/2014	89,641.98	100%	IGF	Fully implemented
31	INSTALLATION OF 1NO. ICE CHAMBER FACILITY (COLD STORAGE FACILITIES) AT APREMDO	10/6/13	18/10/2013	43,222.00	100%	DDF	Fully implemented
32	SECTIONAL PAVING OF TERRAZZO AND ROUGH TILLING OF COMPLETED MINI ABATTOIR BUILDING AT WHINDO	27/5/13	30/9/2013	32,748.55	100%	DDF	Fully implemented
33	DRILLING OF MECHANIZED BOREHOLE INCLUDING FIXING HAND PUMPS AND CONCRETE PAD AND APRONS AT WHINDO VILLAGE, WHINDO ABATTOIR SITE AND AHANTA ABASA HEALTH POST	10/6/13	27/12/2013	71,900.95	100%	DDF	Fully implemented

34	UPGRADING OF 1.8 KM ASAEKAE-WHINDO ABATTOIR ACCESS ROAD	17/05/13	17/04/2014	1,359,679.80	100%	UDG	Fully implemented
35	CONSTRUCTION OF MEAT SHOP AT APREMDO	5/17/2011	30/06/2012	121,329.67	100%	SIF	Fully implemented
36	GROUDS WORKS AND PAVING OF FOOD SECTOR OF THE APREMDO MARKET(BULK BREAKAGE AREA)	5/17/2011	30/06/2012	70,692.30	100%	SIF	Fully implemented
37	CONSTRUCTION OF WAREHOUSE AND REVENUE OFFICE AT APREMDO MRKET	5/17/2011	30/06/2012	135,400.00	100%	SIF	Fully implemented
38	RE-ROOFING OF APREMDO NEW MARKET	5/17/2011	17-11-11	137,450.00	100%	SIF	Fully implemented
39	CONSTRUCTION OF CHAINLINK FENCING AND PROVISION OF LIGHT AT APREMDO MARKET	5/17/2011	8/17/2011	25,831.50	100%	SIF	Fully implemented
40	CONSTRUCTION OF A MEDIUM-SIZED ABATTOIR AT ASSAKAE-WHINDO	5/17/2011	30/06/2012	138,600.00	100%	SIF	Fully implemented
41	CONSTRUCTION OF A KRAAL NEAR PROPOSED ABATTOIR AT WHINDO	5/17/2011	30/06/2012	67,516.30	100%	SIF	Fully implemented

42	CONSTRUCTION OF REFUSE PLATFORMS AT VANTAGE POINTS WITHIN THE FOUR METROS	5/17/2011	30/06/2012	137,963.48	100%	SIF	Fully implemented
43	CONSTRUCTION OF 3-UNIT CLASSROOM BLOCK FACILITIES AT AHANTA AKROMAKROM	11/5/2012	18-8-12	90,202.25	100%	DDF	Fully implemented
44	CONSTRUCTION OF MEAT SHOP AT APREMDO	5/17/2011	17-11-11	121,329.67	100%	SIF	Fully implemented
45	CONSTRUCTION OF WAREHOUSE AND REVENUE OFFICE AT APREMDO MRKET	5/17/2011	17-09-11	135,400.00	100%	SIF	Fully implemented

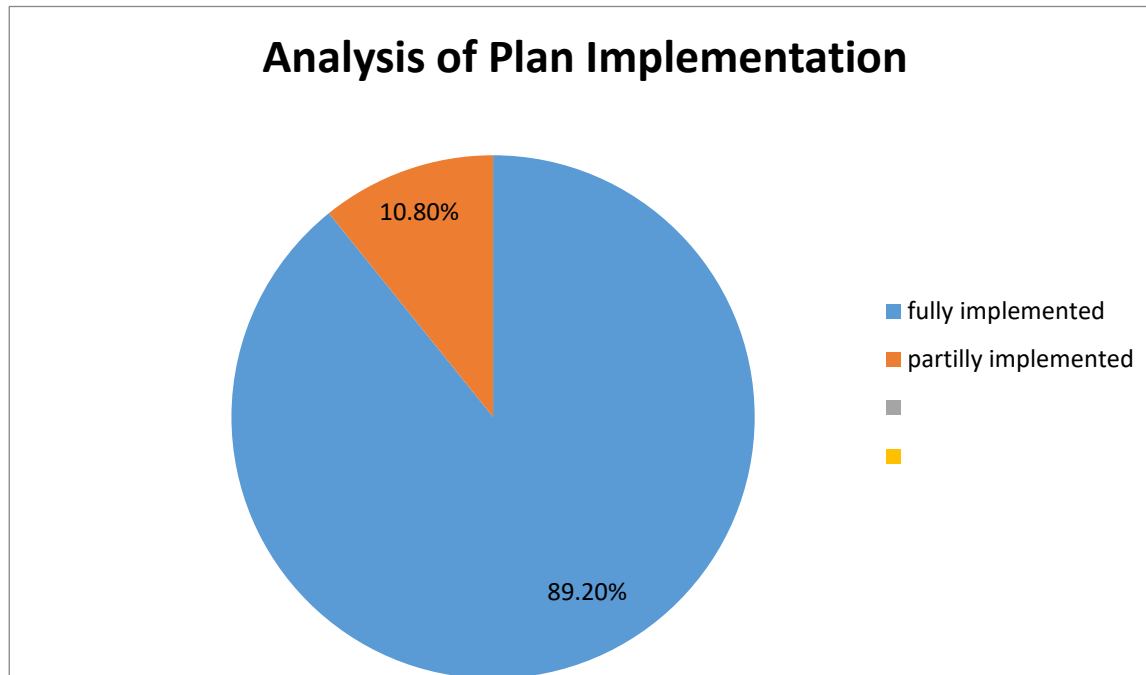


Figure 1

Analysis of the above data shows that 40 projects (88.89%) out of 45 projects earmarked for Effia-Kwesimintsim Municipal Assembly under DMTDP: 2014-2017 were fully implemented whilst 5 projects constituting 11.11% were partially implemented.

Total cost of the 45 projects was GHS 17,328,933.33 which constitutes 69.92% of the total capital expenditure for STMA (GHS 24,783,704.34) over the plan period (2014-2017).

PERSONNEL EMOLUMENTS (Wages and salaries)					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	5,400,640.00	5,470,145.32	69,505.32	5,470,145.32	Nil
2015	5,280,000.00	5,275,983.53	-4,016.47	5,275,983.53	Nil
2016	6,194,000.00	5,608,211.24	-585,788.76	5,608,211.24	Nil
2017(July)	6,194,000.00	3,869,906.51	-2,324,093.49	3,869,906.51	Nil
CAPITAL EXPENDITURE/ ASSETS					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	7,045,518.00	7,028,784.16	16,733.84	7,028,784.16	Nil
2015	7,866,000.00	7,725,798.98	140,201.02	7,725,798.98	Nil
2016	9,506,405.00	8,750,566.79	755,838.21	8,750,566.79	Nil
2017(July)	8,057,245.00	1,278,554.11	6,778,690.89	1,278,554.11	Nil
GOODS AND SERVICES					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	5,561,100	5,111,602.75	449,497.25	5,111,602.75	Nil
2015	6,820,600.00	6,330,638.80	489,961.2	6,330,638.80	Nil
2016	7,464,000.00	7,031,746.25	432,253.75	7,031,746.25	Nil
2017(July)	7,333,523.00	4,041,493.88	3,292,029.12	4,041,493.88	Nil

1.3.7. REVENUE AND EXPENDITURE PERFORMANCE 2014-2017

Table 7

1.3.8. All sources of financial resources for Sekondi-Takoradi Metropolitan Assembly (2014-2017)

Table 8

SOURCES	2014 GHS			2015 GHS			2016 GHS			2017 GHS		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	190,000	200902.16	10,902.16	50,000	19238.82	-30,761.18	244,405.00	86,631.15	-157,773.85	244,405.00	10,000.00	-234,405
IGF	4,784,800	4,762737.27	22,062.73	6146600.00	6032776.37	-113,823.63	7,370,522.00	7,391,273.49	20,751.49	7,975,115.62	4,312,368.49	-3,662,747.13
DACF	3,696,223.74	1294641.43	9,250,417.69	4,608,736.00	2,561,899.81	2,046,836.19	4754656.20	3747367.68	1,007,288.52	5,500,000	639269.89	-4,860,730.11
MPCF	400,000	378,400.10	-21,599.9	1,200,000	1078355.62	21,644.38	1,000,000	1108908.99	108,908.99	1,000,000	114425.90	-885,574.1
DDF	899,887.00	1034310.99	134,423.99	1,164,000	674,402.00	-489,598.	1,290,000.00	-	-1,290,000.00	1,926,789.84	Nil	-1926789.84
UDG	3,252,250.00	2732856.40	-519,393.6	4,000,000.00	3058782.82	-941,217.18	6,900,000.00	6,953,952.78	53,952.78	7,997,804.00	3,689,965.32	4,307,838.68
School feeding program	1,092,475.00	862,041.50	-230,433.50	-	-	-	-	-	-	-	-	-
GUMPP	4572476	3613595.92	-958,880.08	4,100,000.00	3,494137.19	-605,862.81	7,350,200	3,909054.41	-3,441,145.59	6,299,625.54	Nil	-6,299,625.54

1.3.8 KEY CHALLENGES ENCOUNTERED DURING THE PLAN IMPLEMENTATION

During the period under review, the Assembly faced funding challenges in the implementation of projects and programs to promote transparent, responsive and accountable governance. Delay in the release of District Assembly Common Funds (DACF) and inadequate revenue generated from the Internally Generated Funds (IGF) was a major cause to the slow pace particularly in the year 2014, which recorded the lowest IGF. In addition, inadequate logistical support for monitoring and evaluation exercise to undertake project implementation and monitoring was also a problem.

Other challenges encountered during the implementation of the Revenue Improvement Action Plan (RIAP) were;

- Improper identification of some properties due to poor street and house identification within some communities
- Low rates on basic rates, therefore unattractive for collection
- Lack of logistics for revenue collection
- Unwillingness of market women to pay toll
- Inadequate database on all businesses operating within Assembly's jurisdiction
- Ineffective distribution of bills as a result of difficulties in identifying business location
- Poor Enforcement of bye-laws
- Staff training programs within the period was also challenged by inadequate funds for undertaking programs.

1.3.9. Relevant Lessons Learnt

- Adequate logistics should be provided to undertake monitoring and supervision activities during project implementation to ensure value for money.
- Funds should be released on time for project and program implementation
- Byelaws must be enforced to make implementation of Revenue Improvement Action Plan easier.
- The Assembly should set up a vibrant website and update it regularly to enable citizens have easy access to information.
- Notices and invitations of Town Hall meetings should be sent out two weeks prior to the program to create much public awareness and participation.

1.4 DEVELOPMENT SITUATION AND MUNICIPAL PROFILE/BASELINE

1.4.1 Physical and Natural Environment

i. Location and Size

The Effia-Kwesimintsim Municipal Assembly is one of the twenty-three Metropolitan, Municipal and District Assemblies in the Western Region. It is located in the Southern part of the Western Region and its capital Kwesimintsim is about 230Km west of the national capital, Accra; and 5Km west of Takoradi, the Regional capital. It shares boundaries with Ahanta West District to the west, Sekondi-Takoradi Metropolitan Assembly to the South and East and Mpohor District Assembly to the North. The Municipality occupies land area of 54.44 Square Kilometers, which represent about 0.25% of the total land size of the Western Region.

ii. Climate

The Climate of the Municipality is the Semi-Equatorial type; it is characterized by a double maxima rainfall pattern. The mean annual rainfall is about 1,380mm. The Municipality experiences an average annual temperature of 22^oc.

The major rainfall season start from March and ends in July and it is characterized by storms and slight thunder. The second and minor rainfall season start from September and ends in November. It is short and severe and this leads to severe flooding in most of the communities within the Effia-Kwesimintsim Municipal Assembly. The weather condition provides a propitious environment suitable for aquaculture and crop production in the municipality. The dry seasons are short and pronounced which occur from August to September and a more extended one from December to February which ends as the Harmattan..

iii. Relief and Drainage

The landscape of the municipality is undulating in nature, the extent of flatness or steepness varies from one point to another. There are two (2) major drainage basins namely Kansawura and Whin in the Effia-Kwesimintsim Municipality. The Whin and Kansawura Rivers, which run through the Municipality, have their basins located in the Kwesimintsim constituency. The Municipality is also drained by the Butre lagoon which meanders through Effia and joins the sea at New Takoradi. An aerial coverage of the Butre lagoon in 2010 estimated its area at 86,404 (sq. meters). The Whin estuary spans an area of 652,202 (sq. meters). Some areas in the drainage basins are prone to flooding due to several factors, which include increase urbanization, filling of

existing waterways and low-lying areas, illegal construction of buildings in waterways, reduction in flow capacity of channels due to siltation, overgrown-vegetation and accumulation of solid waste, and general lack of maintenance of the drainage infrastructure.

There is the need to develop Special Management Plans for the Whin estuary for development of ecotourism that will be relevant for conservation purposes of the primeval environment of the estuary and to generate some income for the local people. There is the need to set up protected areas around most of the drainage basins especially around Whindo and Apremdo.

iv. Vegetation

The vegetation of the Municipality is generally made up of mixed thickets and mangroves at the southern section of the municipality, whilst the vegetation in the northern part of the Municipality comprises mainly of woodland. The middle portions of the municipality are however dominated by built-up areas interspersed with few farmlands.

The natural vegetation in the municipality has largely been under threat due to increasing urbanization/urban sprawl, degradation caused by slash and burn farming practices and other human-related activities such as sand winning.

In addition, there has been the harvesting of mangroves by households along the river banks for household fuel activities and trading. The restoration of mangroves is critical to today's sustainable development as a catalyst to reduce global warming. Mangroves in the municipality serve as fishing nurseries for fishery development. In view of this, it is essential for the Assembly to commit resources to protect the natural vegetation of the municipality to generate the needed resources for job creation and development in the municipality especially at the Whin estuary.

v. Geology, Mineral and Soil

The geological formations of the Municipality mainly comprise of Hornblende (Calcium, Magnesium Iron Aluminum Silicate) and few upper birimian rocks (gold bearing rocks). Shales and sandstones abound in the Municipality. The water table is high and therefore there is relatively high salt content in ground water. This situation calls for adequate soil investigation before embarking on major infrastructural development. Large stone deposits are not present in

the Municipality. This situation has resulted in high cost of quarry materials thereby making construction cost high.

vi. The Natural and Built Environment

The Natural Environment of the Municipality is largely dominated by built-up areas to the south and middle portions of the municipality whilst the northern part can be considered as the green belt of the municipality where agriculture activities take place. The green belt serves as the food basket. It covers areas such as Whindo, Asakae, Mpatado, among others.

Accessibility to key infrastructure is vital for growth and development in any city in the world, EKMA with its physical environment such as the close proximity to the Takoradi harbour, airport, international highways and railways is a mileage the Assembly can capitalize on for the rapid development of the Municipality.

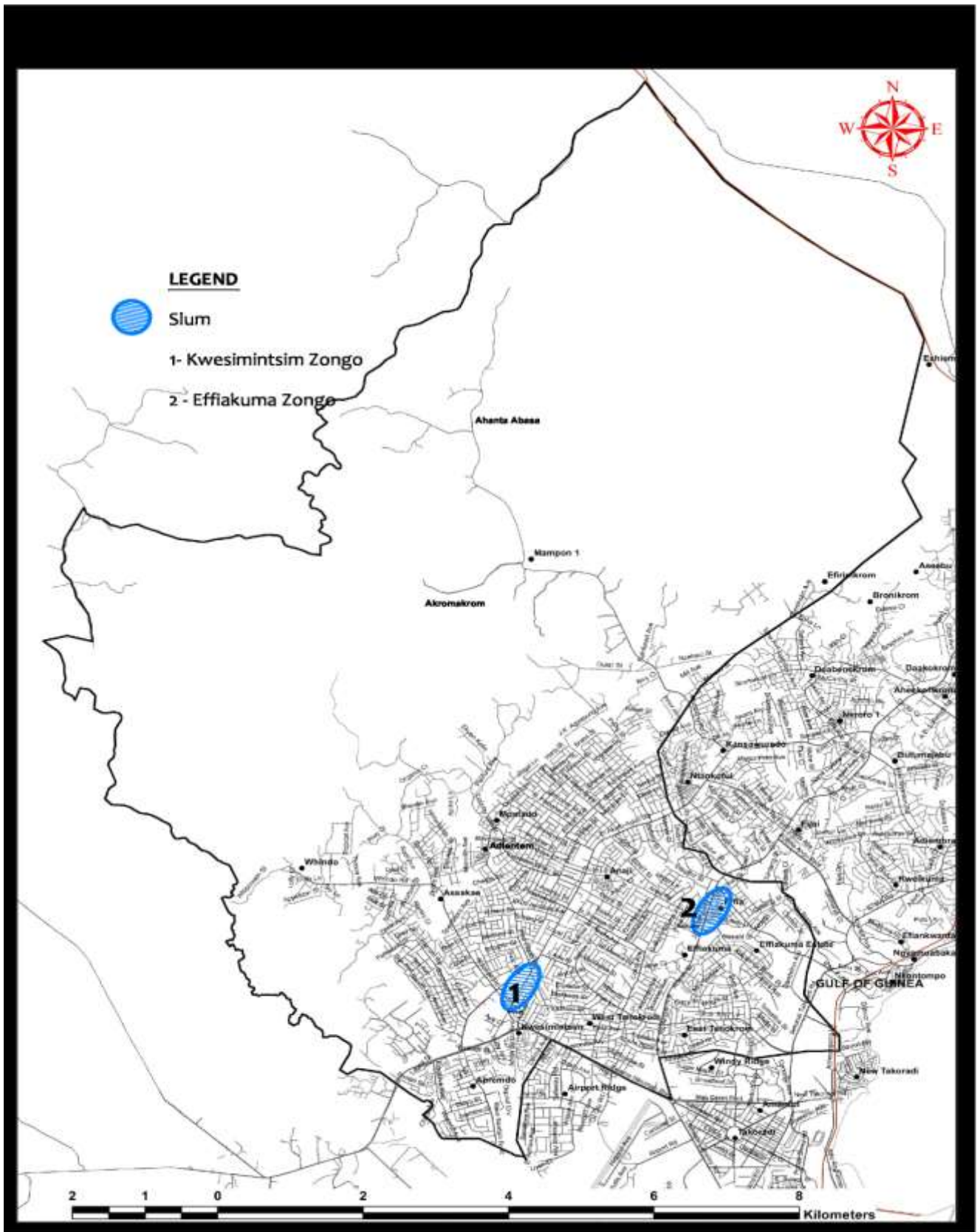
Effia-Kwesimintsim Municipal Assembly with its strategic location and vast undeveloped land can serve as an attractive investment destination for investors who would want to produce for export as well as for the local market. The Assembly needs to take advantage of its favourable location and serene environment to enhance development through the promotion of local economic development and attraction of outside investments (industry and commercial farming).

The Municipality, which also functions as a dormitory for most workers in Sekondi-Takoradi Metropolis and its environs also serves as a huge market for informal activities such as trade and commerce.

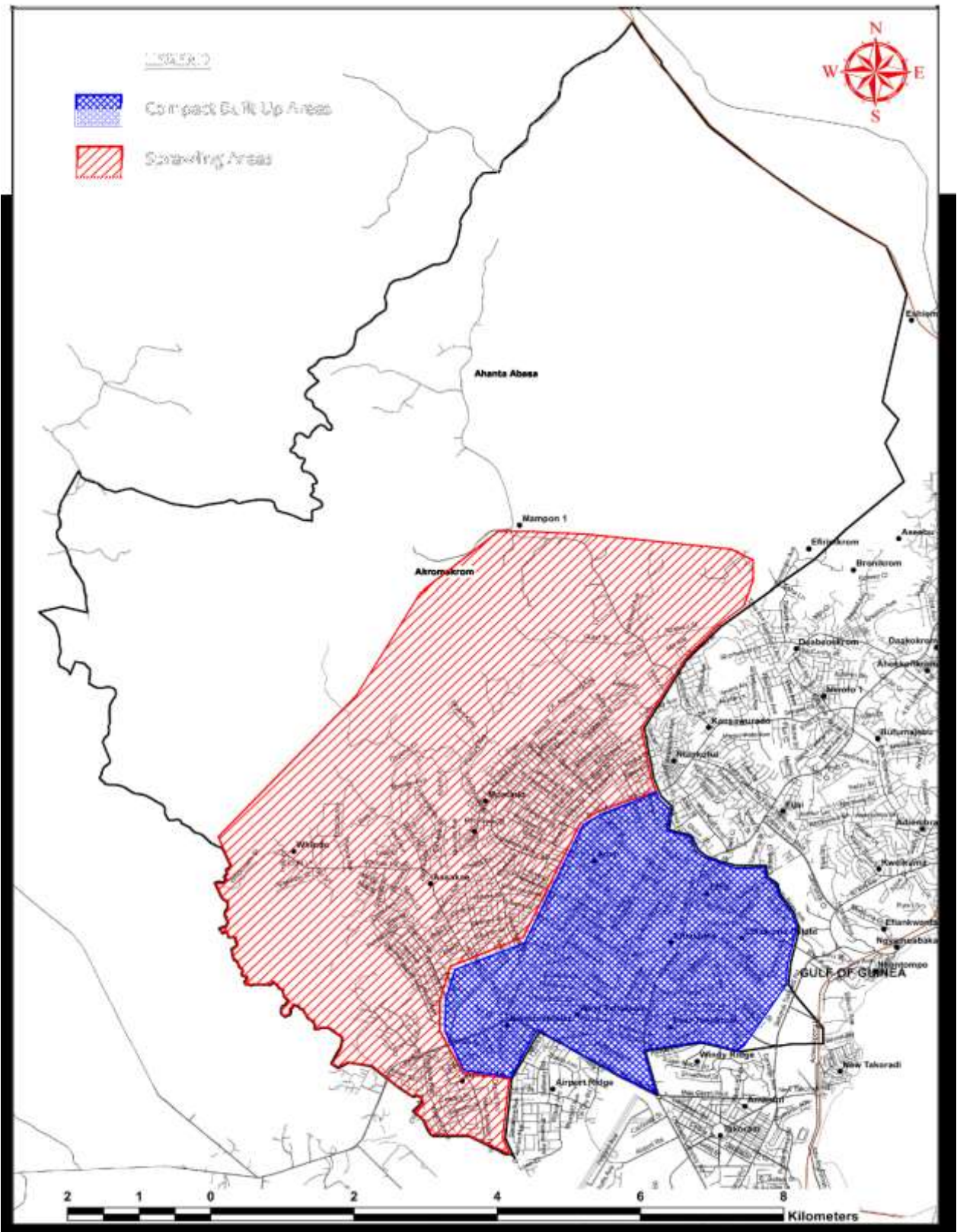
The Municipality, however, is saddled with issues of urban sprawl and slums due to rapid urbanization, close to 97% of the entire population in the Municipality are residing in urban areas thereby putting much pressure on social amenities and services including housing, water, sanitation and waste evacuation. Within the built environment, building regulations are not adhered to thus posing serious consequences for the land use pattern. Some developers use poor quality building materials thus affecting housing quality. Gutters are choked with garbage, creating stagnant water which breeds mosquitoes and the result is the high incidence of malaria. Erosion is widespread in most communities due to poor drainage systems, inadequate settlement planning, and landscaping among others. The foundations of some houses are exposed, leading to hanging houses making them unsafe for habitation

The Municipality presently has two slum areas at Kwesimintsim and Effiakuma Zongos respectively. Most of the slum structures are predominantly single-room high-density dwellings. These structures are built in such a way that there is virtually no space between them. The foundation of the dwelling units is poor, leading to many houses assuming slanting postures, without ventilators and characterized by breaking walls and wearing away. The environmental

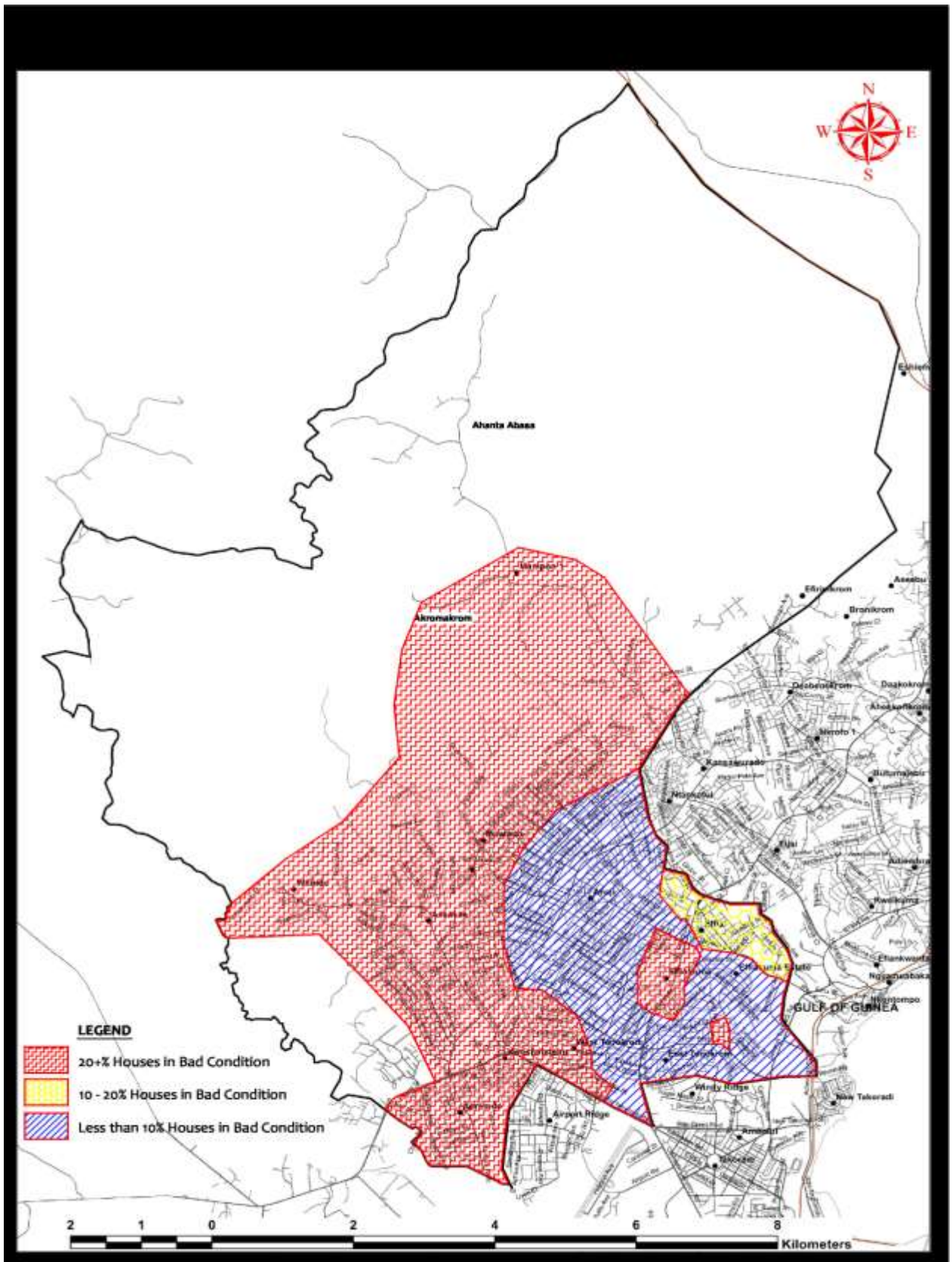
quality within slum areas is mostly unsatisfactory with insanitary conditions. Due to lack of adequate sanitary facilities and related service, these areas are daunted with poor environmental quality. Indiscriminate littering of refuse is a visible sight within slums. Temporary structures are a notable sight in these areas, which mainly encroach on the Right of Way for roads. Vehicular mobility within the core of these areas is impossible. The figures below depict the slum areas, which require urgent attention to improve the living conditions of the inhabitants.



Map 1: Slum areas in Effia-Kwesimintsim Municipality



Map 2: Built-up and sprawling areas



Map 3: Nature of houses in EKMA

vii. Climate Change and Green Environment

The Municipality is vulnerable to climate change and variability due to the high dependence on natural resources and limited capacity to adapt to the effects of climate change. Increased frequency and intensity of extreme rainfall events; increased number of hot days; increased frequency and intensity of flash/ surface flooding; increased intensity and extent of river flooding and higher year to year variability are the predominant climate change stressors in the Municipality.

Climate change has adverse effect on agricultural productivity, the performance and lifespan of infrastructure, health care delivery and the provision of water and sanitation services among others. For instance, the agricultural sector is affected through damage to crops and reduced productivity due to heat stress (e.g. Cassava, maize), increased prevalence of crops and livestock parasites and diseases, reduced water availability for crops and livestock due to increased evaporative demand from higher temperatures, reduced yields of staple cereal crops and increased food insecurity due to higher temperatures and heavy investment in productivity-enhancing assets (such as Fertilizer) due to declining soil fertility.

1.4.2. Demographic Characteristics/Dynamics

i. Population Size, Growth and Distribution

The Municipality according to the Population and Housing Census (PHC. 2010) report in 2010 had a population of 232,617. However, with the assumption that the inter-censal growth rate of 3.2% would remain unchanged over the plan period (2018-2021), the projected population over the period is expected to increase to 299,280 in 2018, 308, 857 in 2019, 319,741 in 2020 and 328,941 in 2021 respectively as indicated below using the formula $P_1 = P_0 \times (1 + r)^t$.

Where P_1 = Projected Population, P_0 = Original/Census Population, I is a Constant, r = growth rate and t time interval.

Table 9: Medium Term Population Projection (2018– 2021)

NAME/YEAR	2010	2017	2018	2019	2020	2021
Effia-Kwesimintsim Municipal Assembly	232,617	290,000	299,280	308,857	319,741	328,941

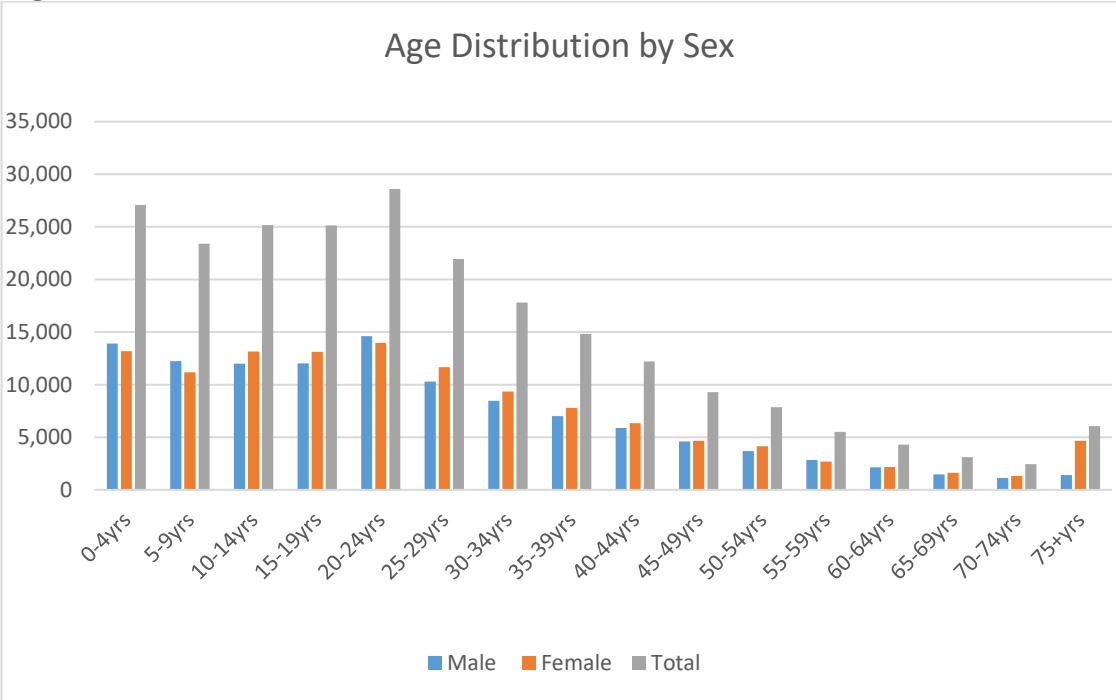
The anticipated increase in population implies that there will be pressure on existing socio-economic facilities, if steps are not taken to expand and provide new socio-economic facilities. It also implies

that the Municipality stands to benefit from the great pool of labour and high patronage of goods and services associated with such increase in population.

In terms of distribution using 2010 PHC figures, the population comprises of 113,726 males, constituting **48.89%** of the total population, whilst the female population stood at 118,891 (**51.11%**). The rural –urban divide was as follows: 96.7% of the population was living in urban areas with the remaining 3.3% residing in rural areas.

Population by Age –Sex Distribution

Figure 2:



Source: 2010 PHC

The age structure also shows that persons between the ages 20 - 24 years (12.28%) are highest proportion among the age groups as depicted in the diagram above. Age groups that closely follow are 0-4 years, 15-19 and 10-14 years with 11.64 percent, 10.81 percent and 10.81 percent respectively. The numbers gradually declines with increasing age. This implies that the population is generally youthful.

It also indicates that additional resources are needed for the provision of schools, water and health care facilities as well as the creation of employment opportunities for this youthful population.

Table 10: Sex Distribution of Projected Population for EKMA

Year	Male	Female	Total
2010	113,726	118,891	232,617
2017	141,780	148,220	290,000
2018	146,317	152,963	299,280
2019	150,999	157,858	308,857
2020	155,831	162,910	319,741
2021	160,818	168,123	328,941

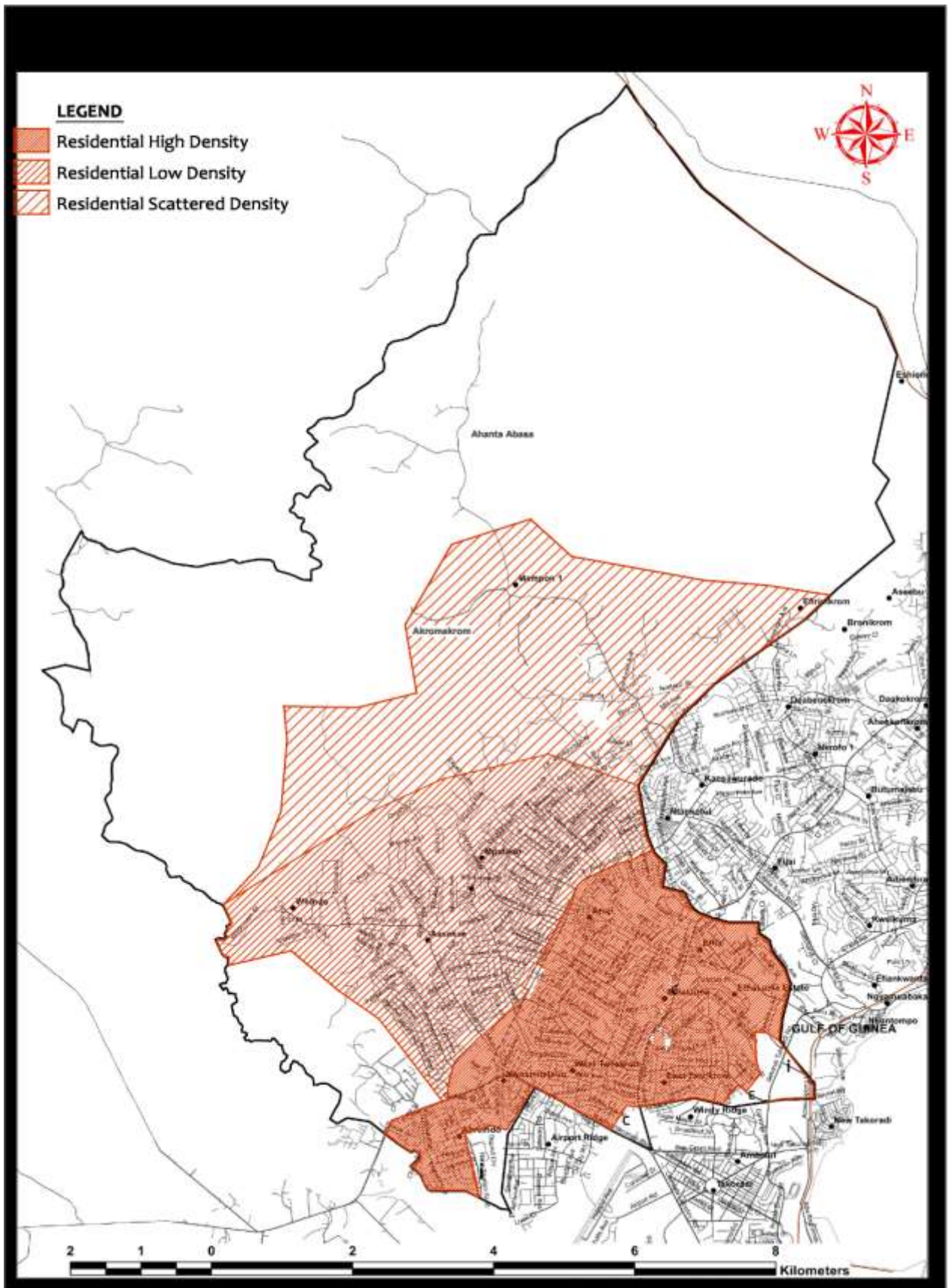
ii. Dependency Ratio

The dependency ratio is a measure of the dependent population made up of those below 15 years and 65 years and older, to those in the “economically productive” ages of 15-64 years. The ratio is used to measure the burden borne by those in the economically productive ages.

The dependency ratio for the Municipality was estimated at 58.2 in 2010 (GSS. 2010). The municipality’s dependency ratio was lower than the National and Regional figures of 75.6 and 74.8 respectively. It implies that almost 59 persons were being supported by 100 persons in the economically active ages (15-64) years. The implication is that those in the economically productive age have fewer burdens and therefore the incidence of child labour and streetism may be lower. It also indicates that businesses and industry would have active young men to employ because those below the ages of 15 years and above 65 years are fewer within the municipality.

iii. Population Density

The Municipality’s total population density is 211.6 persons per square kilometer (GSS 2010). The figure is higher than regional and national density of 99.3 and 103.4 persons per square kilometer respectively. This indicates that the Municipality is densely populated, hence the need to increase the provision of essential urban services such as well-planned housing schemes, water, roads, markets, hospitals, transport among others to better the lives of the people residing within the municipality.



Map 4 : Population Density map of EKMA

1.4.3. Culture and Ethnicity

The people of Effia-Kwesimintsim municipality are indigenously Ahantas. The municipality, which shares boundaries with Sekondi-Takoradi Metro, Ahanta West Municipal and Mpohor District Assemblies, has Kwesimintsim as its capital. Majority of the people speak fante but Ahanta is the main local dialect. English is however the official language.

The main festival celebrated by the people in the Municipality is the Kundum Festival. It is celebrated to thank God for the abundance of food at the time of the harvest period of the area. The various traditional councils and communities celebrate it at different dates. The celebration often takes place in months of July, August and September and the dates rotate from community to community. The Kundum festival has become a symbol of unity and development as it provides an occasion for residents to meet together for discussion on development projects. The occasion also serves as a time to settle disputes, which might have arisen among the people in the course of the year. Unfortunately, however, because of protracted chieftaincy disputes, the annual celebration of the festival had stalled for a long while in major communities such as Aprembo, Whindo, Asakae among others. This has negatively affected development in the affected communities.

1.4.4 Spatial Organization and Analysis

(a) *Settlement Patterns*

The Municipality has eleven (11) major communities within its jurisdiction (PHC, 2010). Effia-Kwesimintsim Municipality is highly urbanized. The municipality has eight (8) settlements out of the 11 major settlements with population of 5,000 or more (UN – Habitat, 2005). This confirms the high rural-urban split of 96.7% and 3.3% as against 58:42 for the Region. Two out of the three remaining settlements have peri-urban status (i.e. having a population of more than 1,000 but less than 5,000.) namely, Adientem (2,680) and Whindo (3,699) respectively. It is believed that the attainment of the peri – urban status of these communities was because of their close proximity to the Municipal Capital.

There are a number of hamlet and cottage settlements located mostly within the farming belt of the Municipality. The resultant socio – spatial organization tends to affect the provision of essential services and facilities as most of the communities do not have the threshold population required for their provision.

Table 11: *Number Households in Effia-Kwesimintsim Municipality (Source: 2010 PHC)*

Communities	Total Population	Male	Female	Total No. of HH	Total No. of Houses	Average HH Size.
Adientem	2,680	1,335	1,345	628	448	4.2
Anaji	31,669	15,308	16361	7668	4,903	4.2
Apremdo	14,106	6792	7314	3631	1,664	3.9
Assakae	9,139	4469	4670	2147	1,209	4.3
East Tanokrom	11,689	5744	5945	3384	699	3.4
Effia	10,936	5,337	5,599	2,796	1,179	3.9
Effiakuma	60,932	30,068	30,864	16,101	6,168	3.7
Kwesimintsim	40,542	19,570	20972	10,434	3,382	3.9
Mpatado	920	452	468	178	226	5.2
West Tanokrom	35,616	16870	18746	8672	3,619	4.1
Whindo	3,699	1869	1830	917	666	4.0
Total	232,617	113,726	118,891	59425	24,417	3.9

(b) Hierarchy of Settlements in Effia-Kwesimintsim Municipal

Settlements with populations above 500 were considered together with 34 functions to determine their hierarchy. Out of the lot, Apremdo with a population of 14,106 emerged along with Windy Ridge and Kwesimintsim as the Grade I settlement, having 21, 14 and 18 out of the 34 functions considered respectively. The Grade II settlements were Anaji, West Tanokrom, Effiakuma and Asakae. The Grade III settlement in the Municipality were Effia, East Tanokrom and Mpatado.. The Grade IV settlements were Adientem and Whindo.

The above analysis indicates that the provision of services in the Municipality is inadequate and their distribution too skewed in favour of the first and second order settlements. Additionally, there is an absence of important facilities such as market structures and judicial services and so forth in most communities.

		SCALOGRAM																																							
Services	Settlements/ Population	Day care	PRIMARY SCH	JHS	SSS/VOC/TECH INSTITUTION	TERTIARY	HOSPITAL	HEALTH CENTRE	CLINIC	CHPS COMPOUND	PHARMACY	PIPE-BORNE	BOREHOLE	WATER CLOSET TOILET	KVIP	SANITARY SITE	DOOR-TO-DOOR WASTE COLLECTION	ELECTRICITY	MARKET	SUB-STRUCTURE OFFICE	COMMERCIAL BANK	BANK/SAVINGS AND POST OFFICE/POSTAL AGENCY	STREET LIGHTS	DISTRICT POLICE	HORSE STATION/POLICE	FIRE SERVICE	PRISONS SERVICE	COURT	HOTEL	GUEST HOUSE	CELLPHONE SERVICE	LORRY PARK	1ST CLASS ROAD	2ND CLASS ROAD	TOTAL NUMBER OF FUNCTIONS	TOTAL CENTRALITY INDEX	HIERARCHY OF SETTLEMENT				
		Apremdo	14,106	√	√	√		√		√	√	√	√	√	√	√	√	√	√	√	√	√	√					√			√		√	√	√	√	√	√	21	287.3	1 st Order Settlements
Windy Ridge	4,161	√	√	√		√		√		√	√	√	√	√		√	√						√								√	√	√	√	√	√	13	247.0			
Kwesimintsim	40,542	√	√	√	√		√	√		√	√	√	√	√	√	√	√	√						√	√				√		√	√	√	√	√	√	18	244.2	2 nd Order Settlements		
Anaji	31,669	√	√	√	√			√	√	√	√	√	√	√		√	√				√							√	√	√	√	√	√	√	√	√	19	196.0			
West Tanokrom	35,616	√	√	√				√		√	√	√	√	√	√	√	√			√	√							√	√	√	√	√	√	√	√	√	√	16		175.9	
Effiekuma	60,932	√	√	√			√			√	√	√	√	√	√	√	√				√		√		√			√	√	√	√	√	√	√	√	√	√	17		150.5	
Assakae	9,139	√	√	√						√	√		√	√		√	√		√	√											√	√	√	√			14	119.7	3 rd Order Settlements		
Effia	10,936	√	√	√						√	√	√		√	√	√	√		√			√	√									√	√	√	√	√	√	15		89.8	
East Tanokrom	11,689	√	√	√						√	√	√		√		√	√				√		√	√					√	√	√	√	√	√	√	√	√	√		13	75.3
Mpatado	920	√	√	√				√		√	√		√		√	√	√						√										√	√	√	√	√	√	11	52.7	4 th Order Settlements
Adientem	2,680	√	√	√						√	√		√		√	√	√						√										√	√	√	√	√	√	10	40.7	
Whindo	3,699	√	√	√						√			√		√	√	√						√											√	√	√	√	√	√	9	36.6
Com. with service		12	12	12	2	1	3	0	5	7	11	8	5	9	6	9	4	12	3	2	1	5	1	6	1	3	10	0	5	5	12	3	2	8							
Centrality		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Weighted centrality		7.1	7.1	7.1	50	100	33.3	0	20	12.5	9.0	12.5	12.5	10	14.3	8.3	25	8.3	33.3	350	100	20	100	16.6	100	33.3	100	0	0	20	20	7.1	33.3	350	12.5						

Table 12: Scalogram showing hierarchy of settlements in EKMA

(c) *Transportation and Transport Infrastructure*

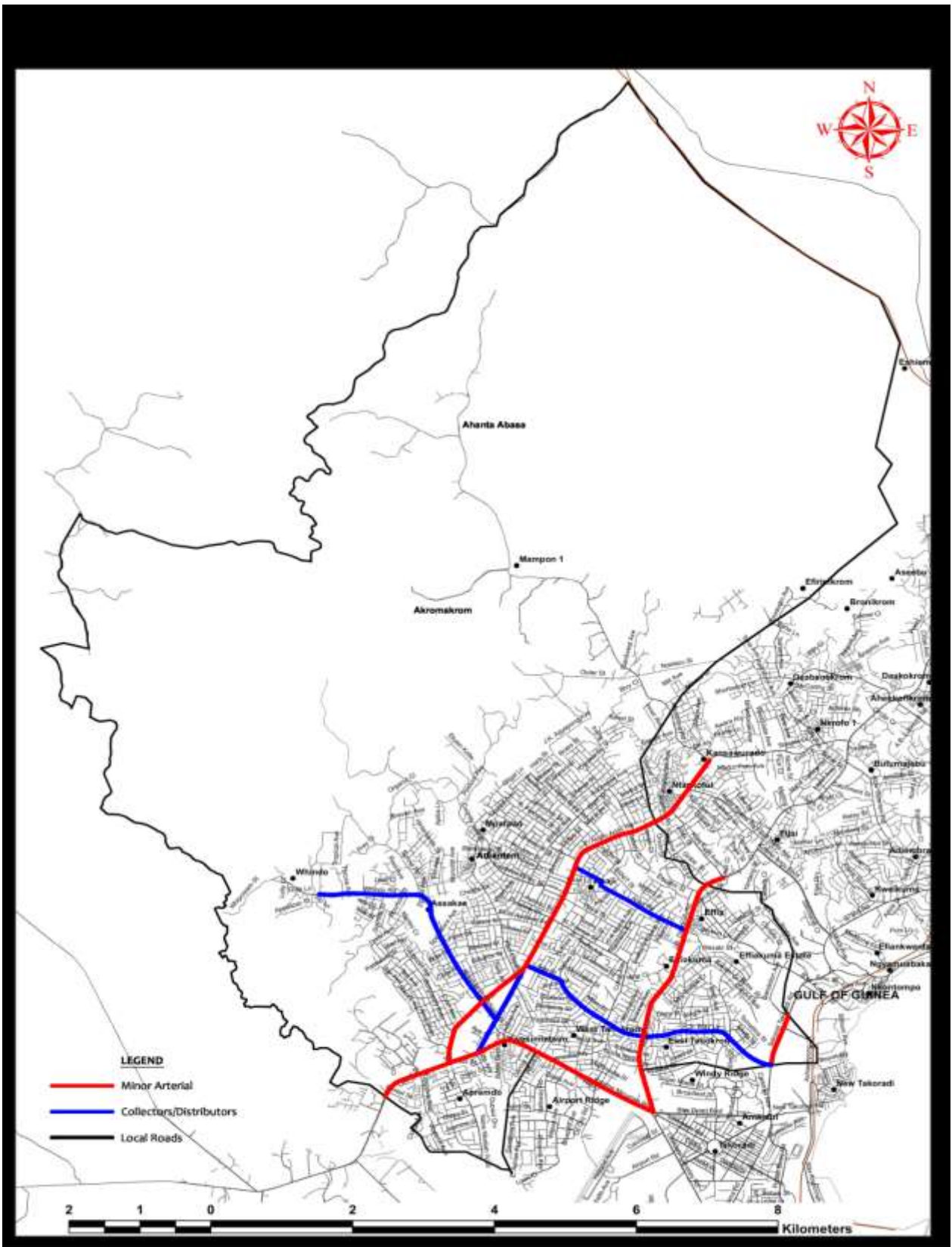
The Municipality is transverse from all angles by an extensive network of roads, which can conveniently be classified according to their surface type and condition. The municipality currently has a road network length of 346Km, the conditions of these roads vary substantially; with 17.05% being in “Good” condition, 3.46% in “Fair” condition and 79.49% being in “Poor” condition. A significant proportion of the total network is also unpaved.

The Municipality can boast of the Takoradi-Axim Highway, Takoradi-Accra Highway as well as the Kanawurodo-Apollo N1 Highway all of which traverse the municipality. These major international roads make the municipality easily accessible from all parts of the country. Again, the Municipality’s close proximity to Takoradi also enables the inhabitants as well as business owners within the municipality gain easy access to the Takoradi Harbour, Airforce Base (Airport) and the railway to take advantage of the services rendered for any desired purpose (travelling, export and import business etc.).

Most of the roads in the municipality are narrow by design (Single lane) and are in bad condition. The situation directly contributes to the long delays and unpredictable travel schedules experienced within the Municipality. It is also a major contributor to high transportation cost in certain areas; and to some extent death on the road. The key challenges facing the road sector are inadequate funds for road maintenance and unauthorized building of residential houses on lands reserved for roads.

Table 13: Road Condition Mix (Source: Department of Urban Roads, EKMA)

DESCRIPTION	GOOD	FAIR	POOR	TOTAL (KM)
Asphalt	31	6	1	38
Surface Dressing	28	5	67	80
Gravel	-	1	10	11
Earth (Un Engineered)	-	-	217	217
Concrete	-	-	-	-
TOTAL (KM)				346



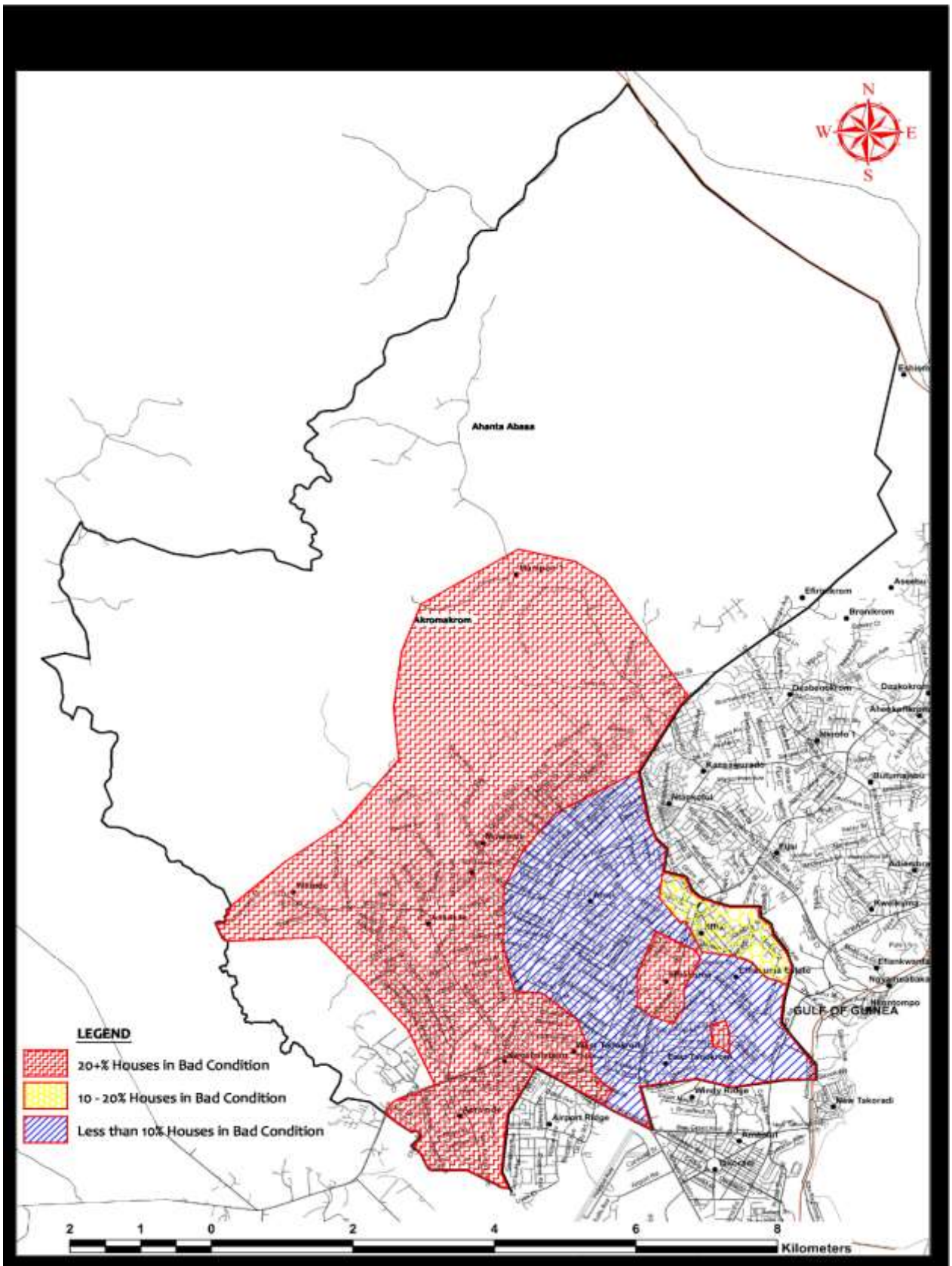
Map 5: Current road network

(d) *Housing*

The Municipality in 2010 had a total housing stock of 24,417houses (GSS, 2010). Majority of these houses, i.e. 93.35% (22,793) are in the urban areas with 6.65% percent (1,624) housing units located in the rural areas. The average household per house was 2.4, which is higher than the 1.6 national and 1.5 regional averages respectively. The average household size was **3.9**

However, majority of the housing stock are in a state of disrepair, requiring varying degrees of upgrading. An estimated 28.4% of houses in the municipality are in bad conditions i.e. the housing units are cracked or dilapidated. Critical cases are that of Kwesimintsim Zongo, Effiakuma Zongo & Whindo where more than 50 percent of the houses are in bad condition. Several public residential housing in particular State Housing Company bungalows at Effiakuma, require upgrading and redevelopment.

Other Government flats and bungalows are located at Windy Ridge, Anaji (SSNIT Flats) & West Tanokrom. Housing needs for the security agencies in particular the Police, needs to be aggressively pursued.



Map 6: State of houses in the Municipality

Table 14: Number of households/ houses in EKMA

Communities	Total Population (2010)	Male	Female	Total No. of HH	Total No. of Houses	Average HH Size.
Adientem	2,680	1,335	1,345	628	448	4.2
Anaji	31,669	15308	16361	7668	4,903	4.2
Apremdo	14,106	6792	7314	3631	1,664	3.9
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West Tanokrom	35,616	16870	18746	8672	3,619	4.1
Whindo	3,699	1869	1830	917	666	4.0

(e) Accessibility to facilities and Services

Generally, most of the communities in the Municipality have access to high order services like hospitals, secondary schools, banks and vocational training schools among others. Communities within the extreme northern part are worse off in terms of their access to such services. This level of accessibility to facilities/services continues widening the spatial inequality gap in the Municipality.

The poor road network and conditions is a major cause of this poor accessibility to facilities and services. The poor road conditions get worsen during raining seasons making the roads virtually impassable. This affects both traveling and waiting times, which are relevant criteria for promoting physical accessibility to services and facilities. Thus, the question of accessibility to facilities and service can be addressed by improving the road network and conditions as this cut down travel and waiting times in the communities.

(f) Poverty Profiling

It emerged from a poverty mapping exercise, which was carried out to ascertain the most deprived areas in the Municipality that, the following areas Mpatado and Whindo were the most deprived areas within the Effia-Kwesimintsim Municipality. The areas have about 85 percent of the population being farmers and are characterised by poor road conditions; poor school infrastructure with limited access to second cycle education, potable water and reliable electricity

supply. (Source: The Consortium, June, 2017). This means that in future, planning and execution of developments projects should be skewed towards such least endowed areas to ensure balanced spatial development.

1.4.5 Social Services

(a) Education

i. Infrastructure and Access

Effia-Kwesimintsim Municipality has number of schools at all levels spread across the Municipality. There are 529 schools in total. At the kindergarten level, there are 169 schools and at the primary level, 191. At junior high school (JHS) level, there are 161 schools, while at Senior High School level there are two schools made up of one Secondary School and one Senior High Technical Institute (Takoradi Technical Institute). There are also three (3) vocational training schools and three (3) tertiary institutions made up of two public institutions namely Takoradi Technical University (TTU) and Ghana Telecom University and a private university called Community University College. These facilities enable students, who graduate from the junior high schools and senior high schools with the intention of pursuing a vocational training or tertiary education to patronize such facilities.

However, many of the basic schools as well as the only secondary and technical schools in the municipality have inadequate classrooms and other facilities. In some cases, the available infrastructure is in terrible state and are in need of urgent rehabilitation. The poor state of school infrastructure among other factors continue to affect student enrolment especially at the basic levels in spite of the implementation of programmes such the Ghana School Feeding programme (GSFP), Capitation grant and Free S.H.S that are being implemented in the Municipality.

Table 15: Educational Facilities in EKMA

LEVEL	PUBLIC	PRIVATE	TOTAL
KG	42	127	169
PRIMARY	65	126	191
JHS	35	126	161
SHS	1	-	1
SHTS	1		1

VOCATIONAL	3	?	3
TERTIARY	2	1	3
TOTAL			529

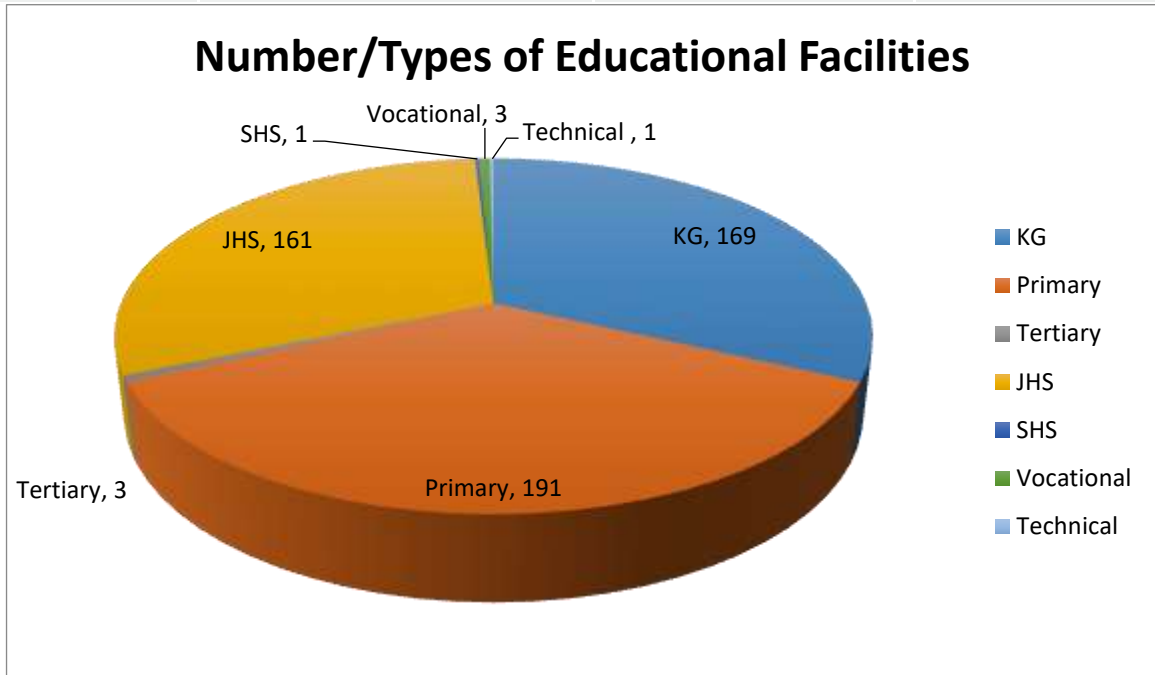
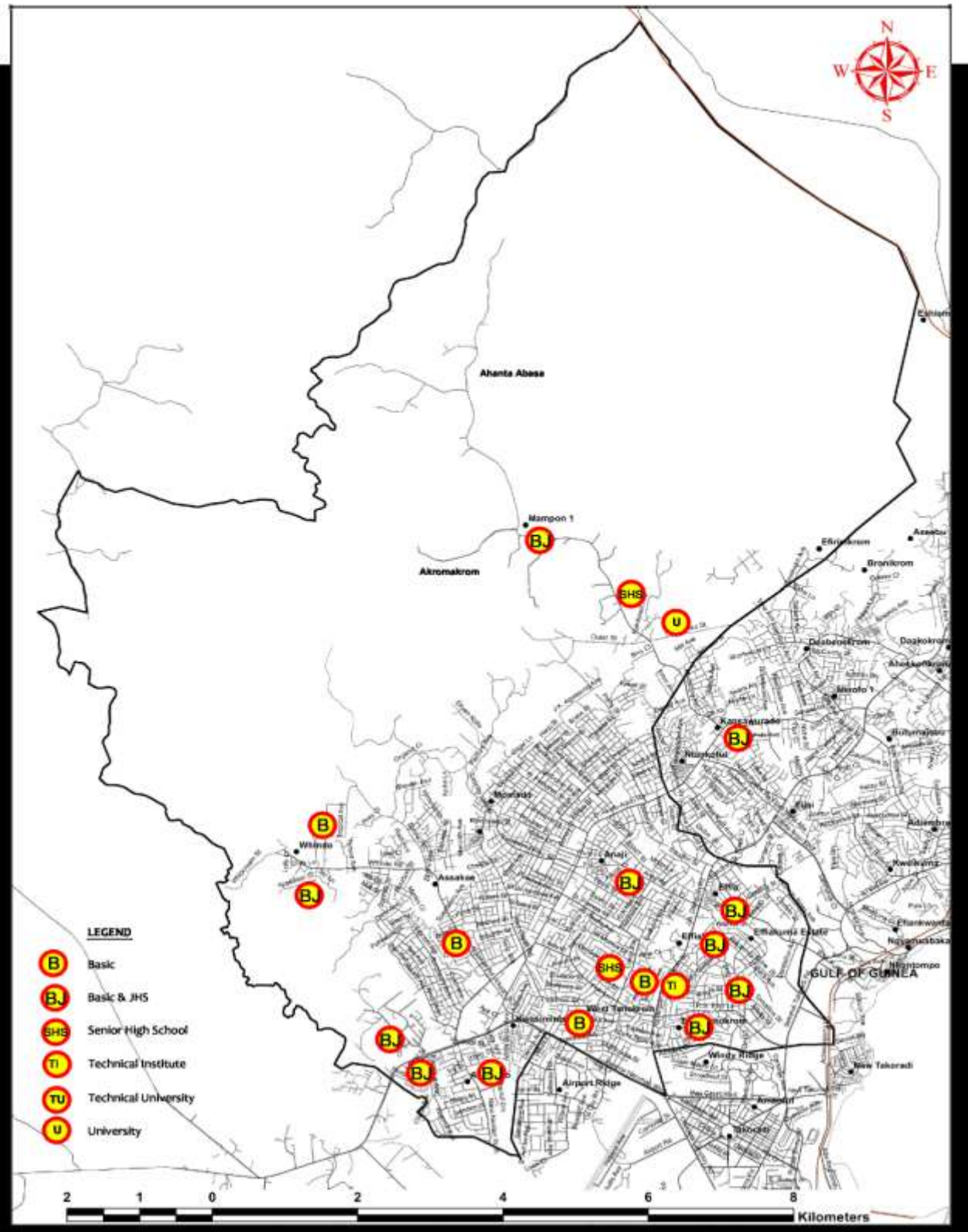


Figure 2: Educational Facilities in EKMA



Map 7: Educational Facilities in EKMA (Physical Planning Department, EKMA)

ii. Inclusive and Special Education

There have been several efforts to ensure that children with disability and special needs are not denied access to education. Some of the key challenges facing the delivery of inclusive education in the Municipality are the inappropriate architectural design of schools impairing easy access for the disabled; teachers inadequately trained to handle children with special needs; the absence of disability-friendly school environment; and inadequate provision of teaching and learning materials. Despite these challenges, children with mild or moderate disability are integrated into the existing regular school system.

(b) Health

i. Health Delivery

Malaria tops as the major cause of Out Patient Department (OPD) attendance in the Municipality. It is also the major cause of mortality and morbidity especially among children under five years and pregnant women. The disease is responsible for a substantial number of miscarriages and low birth weight of babies and accounts for 14.9 percent of all out patient illness and 26.6 percent of all admissions in the health institutions. Table 16 and 17 show the top ten causes of OPD attendance and diseases that led to admissions in the health facilities (**Source: Municipal Health Directorate**).

Table 16: Top Ten causes of OPD attendance

Rank	2017			2018		
	Condition	Total Cases	%	Condition	Total Cases	%
1.	Malaria	10,839	14.9	Malaria	10,229	12.0
2.	URTI	8657	11.9	URTI	10,198	11.9
3.	Anaemia	3677	5.0	Anaemia	3,561	4.2
4.	Skin Diseases	3535	4.9	Skin Diseases	2,527	3.0
5.	Diarrhoea Diseases	3390	4.7	Diarrhoea Diseases	2,483	2.9
6.	Intestinal Worms	2945	4.0	Acute Urinary Tract Infection	2,462	2.9
7.	Rheumatism & Other Joint Pains	2584	3.5	Intestinal Worms	2,318	2.7
8.	Acute Urinary Tract Infection	2238	3.1	Rheumatism & Other Joint Pains	2,050	2.4
9.	Hypertension	1639	2.2	Hypertension	1,611	1.9
10.	Septiceamia	1618	2.2	Typhoid Fever	1,200	1.4

Table 18: Top Ten causes of Admission from January 2016 to June, 2018

Rank	2016			2017			2018		
	Cases	Number	%	Cases	Number	%	Cases	Number	%
1	Malaria	559	26.0	Malaria	649	27.4	Malaria	383	26.6
2	Gastroenteritis	312	14.5	Gastroenteritis	203	8.6	Gastroenteritis	123	8.5
3	Hypertension	138	6.4	Hypertension	130	5.5	Hypertension	109	7.6
4	Anaemia	50	2.3	Sepsis unspecified	107	4.5	Anaemia	44	3.1
5	Sepsis unspecified	39	1.8	Anaemia	73	3.1	Gastritis	37	2.6
6	Diabetes Mellitus	37	1.7	Gastritis	54	2.3	Infection of Urinary Tract (UTI)	35	2.4
7	Infection of Urinary Tract (UTI)	36	1.7	Incomplete Abortion	49	2.1	Threatened Abortion	34	2.4
8	Asthma	30	1.4	Threatened Abortion	49	2.1	Enteritis	31	2.2
9	Spontaneous delivery	29	1.3	Diabetes Mellitus	37	1.6	Incomplete Abortion	26	1.8
10	Threatened Abortion	29	1.3	Infection of Urinary Tract (UTI)	37	1.6	Diabetes Mellitus	23	1.6

Table 18: Performance Indicators 2016 - June, 2018

INDICATOR	2016	2017	2018
Total OPD Attend.	110,840	106,215	107,441
OPD per Capita	0.52	0.48	0.48
Total Admissions	6,573	5,745	5,504
Total Inst. Deaths	115	106	83
Inst. Death Rate	1.4	1.8	1.5
Neonatal Deaths	7	9	15
Neonatal Death/1000 LB	3.5	4.6	7.8
Infant Deaths	15	16	17
Infant Death rate/1000LB	7.5	8.2	8.7
Under 5 Deaths	22	22	20
Under 5 Death Rate/1000LB	11	11.3	10.2

The data indicates that there has been upward trend in neonatal mortality rates in the Municipality. Between 2016 and June, 2018, key child survival indicators recorded worrying signs, with infant mortality rate increasing from about 7.5 per 1000 live births in 2016 to 8.2 & 8.7 per 1000 live births respectively in 2017 and 2018.

Under-five mortality on the other hand increased from 11 per 1000 live births in 2016 to 11.3 per 1000 live births in 2017. Total hospital admissions, however reduced from 6,573 in 2016 to 5,745 in 2017. This might be an indicator of improvement in general well-being of the citizenry occasioned by outreach programmes and anti-malaria campaigns such as clean up exercises and distribution of treated mosquito nets.

ii. Health Infrastructure

Infrastructure deficit continues to be a challenge for health care delivery. The Municipality has 28 health facilities made up of both public and private facilities. The facilities are inadequate taking into consideration the projected population for the municipality over the plan period indicated earlier.

Most of these facilities operating, especially, the CHPS Compounds are operating from temporary and uncompleted buildings within the communities.

Table 1.19: Types of Health Facilities in EKMA

CATEGORY	GOV'T	PRIVATE	QUASI	CHAG	TOTAL
HOSPITAL	1	3	1	0	5
HEALTH CENTRES	1	0	0	0	1
CLINICS	0	9	0	0	9
MATERNITY HOMES	0	4	0	0	4
CHPS Compounds	6	0	0	0	9 (Functional CHPS without compounds)
TOTAL	11	16	1	0	28

Table 1.20: Staff Strength at Kwesimintsim Government Hospital (The Municipal Hospital)

CATEGORIES OF STAFF	NUMBER REQUIRED	NUMBER AT POST	GAPS
Medical Officer	10	6	4
Midwife	45	42	3
Nurses	91	62	29
Accountant	3	2	1
Internal Auditor	1	1	0
Biomedical Scientist	6	2	4
TO (Laboratory)	15	3	12
Bio. stats/Med Records Assist	15	11	4
Dental Surgeon	2	1	1
Community Health Nurse	20	22	-2
Physician Assistant	4	6	-2
Pharmacist	5	1	4
Pharmacy Technician	13	3	10
OTHERS		104	

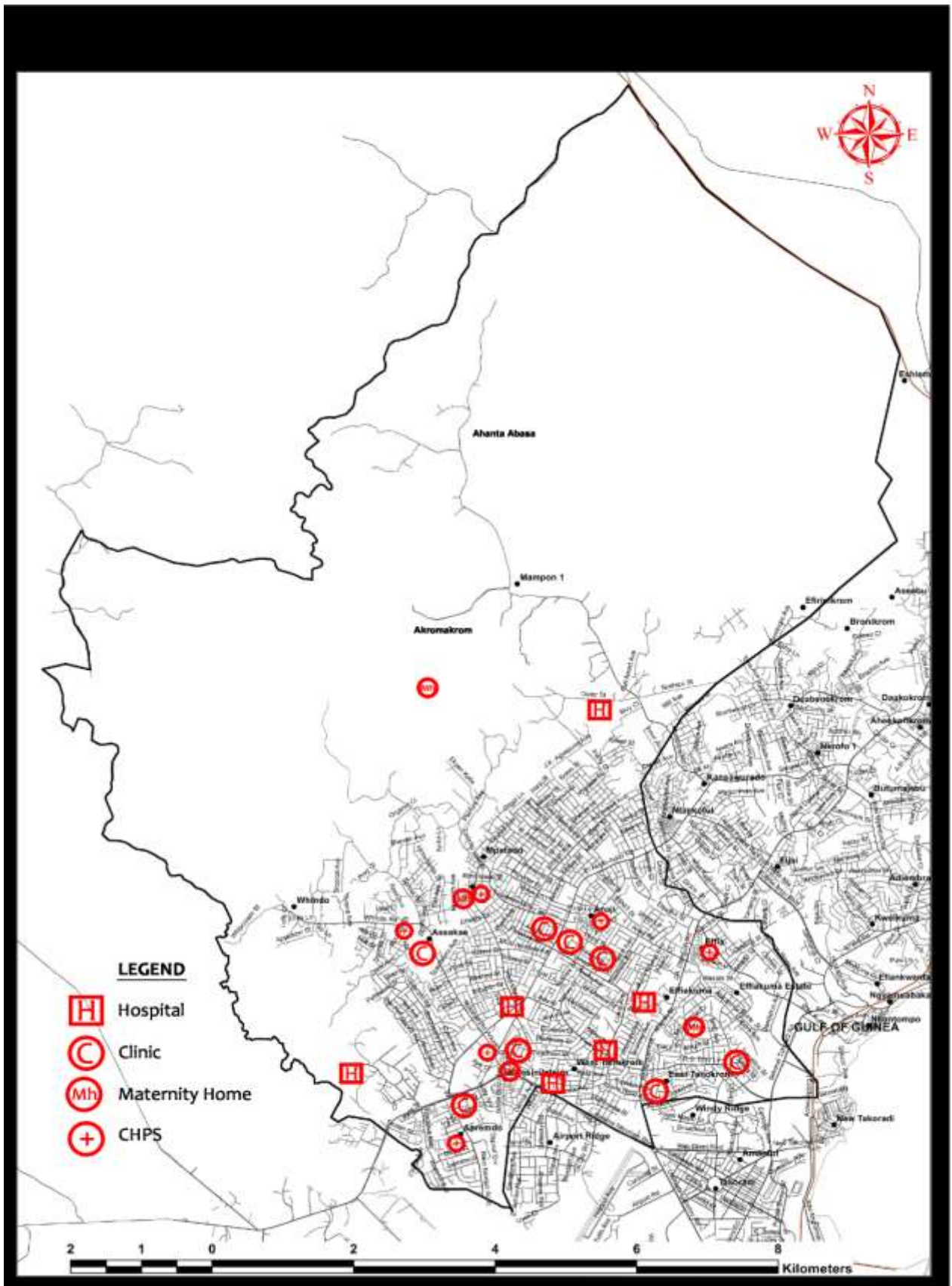


Figure 8: Map showing the locations of available Health Facilities in EKMA

c. Reproductive Health and Child Care

Maternal and child health services are offered in fourteen (14) of the above-mentioned facilities; the services include Ante Natal Care (ANC), Post Natal Care (PNC), Family Planning and immunization. However, the CHPS compounds are unable to offer skilled delivery due to lack of space.

Table 1.20: ANC Indicators: 2016-2018

INDICATOR	2016		2017		2018	
	No.	%	No.	%	No.	%
ANC Registrants	2,681	31.1	2,291	26.4	2,138	24.1
4th Visit	2,465	91.9	2,401	104	1,873	87.6
Anaemia at Reg.	1,515	58.4	396	18.0	525	24.4
Anaemia at 36wks	140	17.5	243	23.3	124	12.9

Table 1.21: Teenage Pregnancy among ANC Registrants 2016 - June 2018

2016		2017		2018	
No.	%	No.	%	No.	%
209	7.8	158	7.0	165	7.7

From the data above the proportion of teenage pregnancy cases among ANC registrants dropped from a high figure of 7.8% in 2016 to 7.0% in 2017. However, the figure has increased to 7.7% as at June, 2018. This implies that more girls below the age 18 years and of school going age are sexually active, having unprotected sex and are becoming pregnant.

The Assembly as a matter of urgency should collaborate with other stakeholders including the Municipal Health Directorate, Faith Based Organizations(FBOs), NGOs, as well as School authorities to intensive sex education in order to encourage the teenagers to abstain from sex and concentrate on their education.

(d) Water

i. Water Coverage

There are about nine (9) main sources of water for households within the Municipality. Out of this total, six (6) are potable sources whiles the remaining three (3) are considered not potable sources. The potable sources include; In house tap, in yard tap, in yard well (covered), public

well (covered), borehole and public taps whereas the non-potable sources include in yard well (not covered), surface water, and public well (not covered). In general, over 80 percent of households in the Municipality have access to water via potable sources. The source of potable water in the Municipality is presented in the table below.

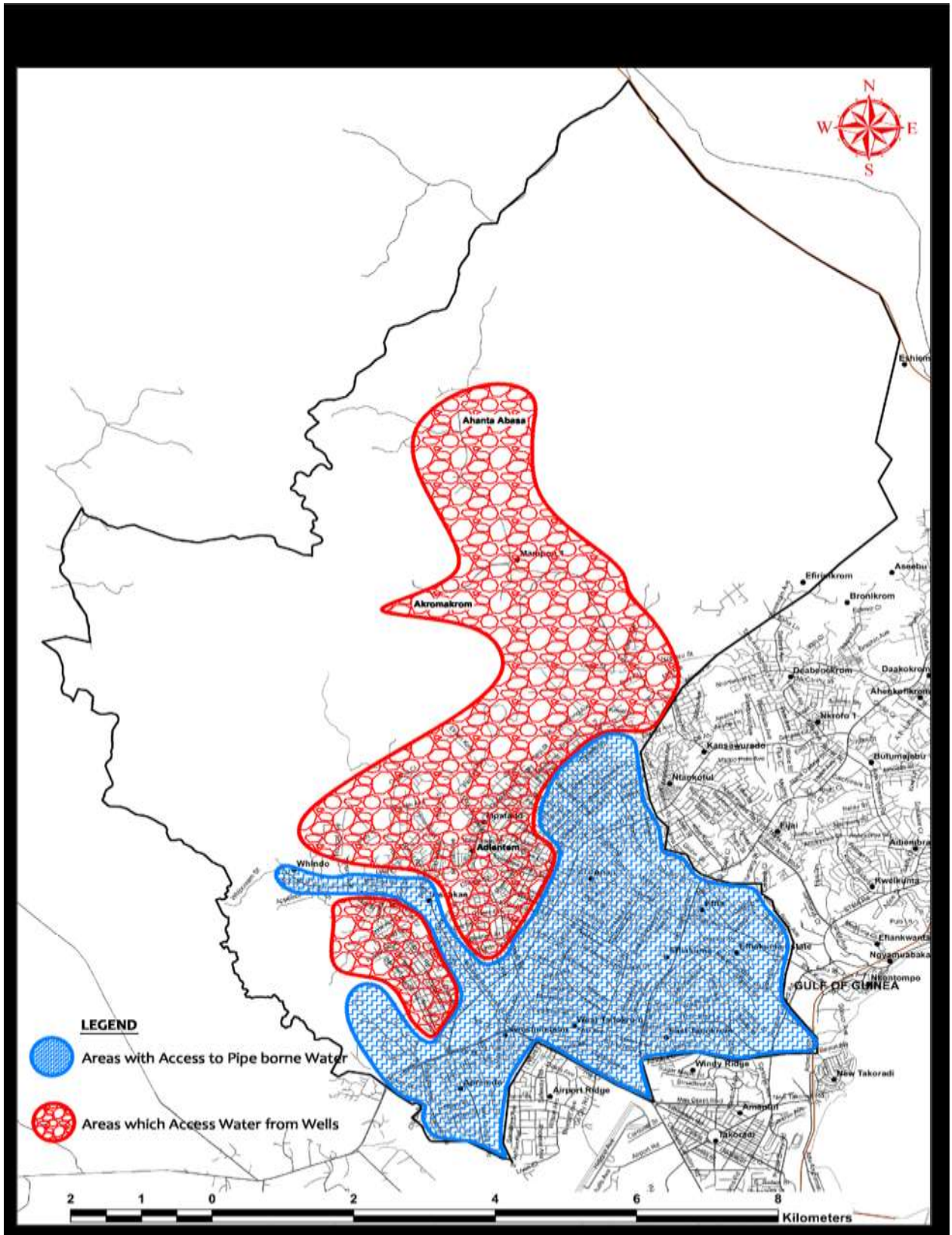
Table 22: Sources of Potable Water in the Municipality

Potable Sources	Percentage
In house Tap	22.8
In yard Tap	7.6
Public Tap	53.7
In yard well (covered)	6.3
Public Well (covered)	7.3
Borehole	2.3
Total	100

Water supply is however, a major challenge even for domestic consumption in Communities such as Whindo, Assakae, Adientem and Mpatado, which are not connected, to the Ghana Water Company Limited pipeline network. Residents in these areas resort to using ground-dug wells as their source of water.

Table 21: Sources of Water for Communities within Effia-Kwesimintsim Municipal Assembly

Community	Source of Water	Remarks
Effia	Pipe borne	Potable
Effiakuma	Pipe borne	Potable
Tanokrom	Pipe borne	Potable
Anaji	Pipe borne	Potable
Kwesimintsim	Pipe borne	Potable
Apremdo	Pipe borne	Potable
Whindo	Well / River	Not Potable
Adientem	Well	Not Potable
Mpatado	Well	Not Potable
Assakae	Well	Not Potable



Map 9: Showing areas with access to water in EKMA

(e) Sanitation

i. Solid Waste

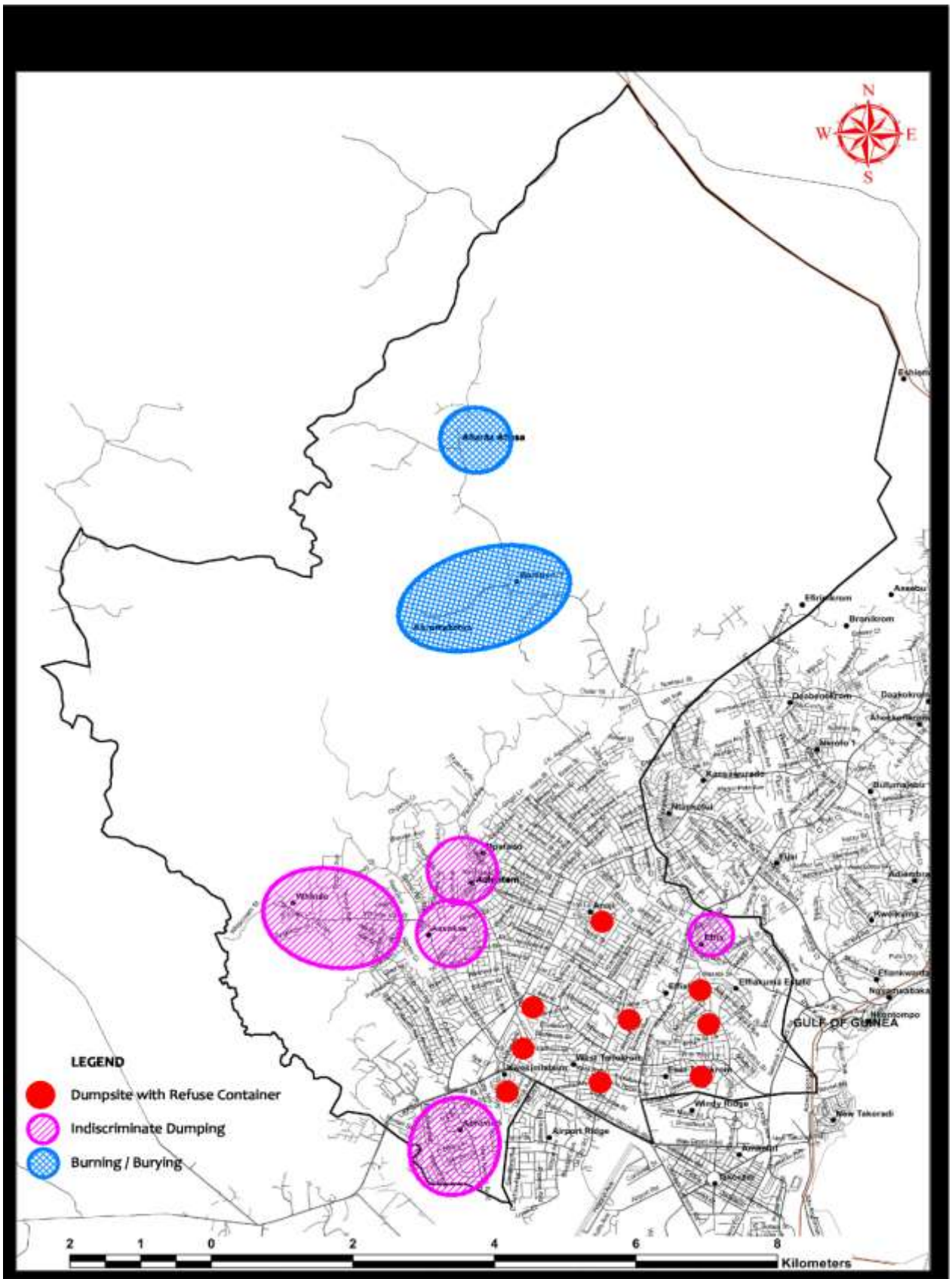
Solid waste management within the Municipality falls under the remit of the Waste Management Department of the Effia Kwesimintsim Municipality. Solid waste collection in the municipality has been contracted to two private waste collectors Rusaben Waste Management Limited and Vemark Environmental Services. Some communities like Anaji, Tanokrom and Effiakuma - New site patronize the door to door services offered by the private waste collectors. Some of the communities, which do not have any refuse collector or dumpsite practice burning / burying of solid waste and others dump refuse indiscriminately. The Municipality has seventeen (17) approved container sites and fourteen (14) identified unauthorised/Clandestine dumpsites.

The sight of unkempt refuse disposal is evident all across the municipality. This poses a threat to the health of residents and disrupts the aesthetics of the municipality.

ii. Liquid Waste Management

Private cesspit tank operators carry out liquid waste dislodging in the Municipality. The Assembly has thirty-one (31) public toilets of various technologies. Most households do not have places of convenience in their homes; as a result, patronage of public toilets is very high. The public toilet facilities at the areas mentioned below have been ceded out to private investors to construct new modern toilets to replace the old and dilapidated ones under Build Operate and Transfer (BOT) arrangements. These areas are:

- ✓ Assakae Town
- ✓ East Tanokrom
- ✓ Effiakuma Kobi Bar
- ✓ Kwesimintsim Sabon Zongo
- ✓ Kwesimintsim Lorry Park
- ✓ Kwesimintsim Arizona
- ✓ Kwesimintsim Total Filling Station area



Map 10: Methods of Solid Waste Disposal in EKMA

(f) Energy

Effia Kwesimintsim Municipality is connected to the national grid. All the communities within EKMA have electricity connectivity. 93.1 percent of households use electricity as their source of lighting for dwellings (GSS 2010). However, the communities, connected to the national grid, experience power surges.

The main issues with energy for lighting in the Municipality are; erratic power outages and the high cost of electricity to households and businesses.

The main source of cooking fuel for households in the Municipality (Source: GSS 2010) are as follows; Charcoal (48.9%), Gas (37.1%) and firewood (5.5%). The over-reliance on charcoal as the key source of fuel poses a great threat to the green environment; hence, the Assembly should come out with strategies to discourage people from using charcoal and instead promote the use of Liquidified Petroleum Gas (LPG) and other environmentally friendly source of energy including solar. Such intervention would go a long way to help protect the fragile ecosystem.

On the other hand, fuel used by vehicles and industries are obtained from filling stations dotted across the length and breadth of the Municipality. The figures below indicate the areas where petrol stations are located within EKMA.

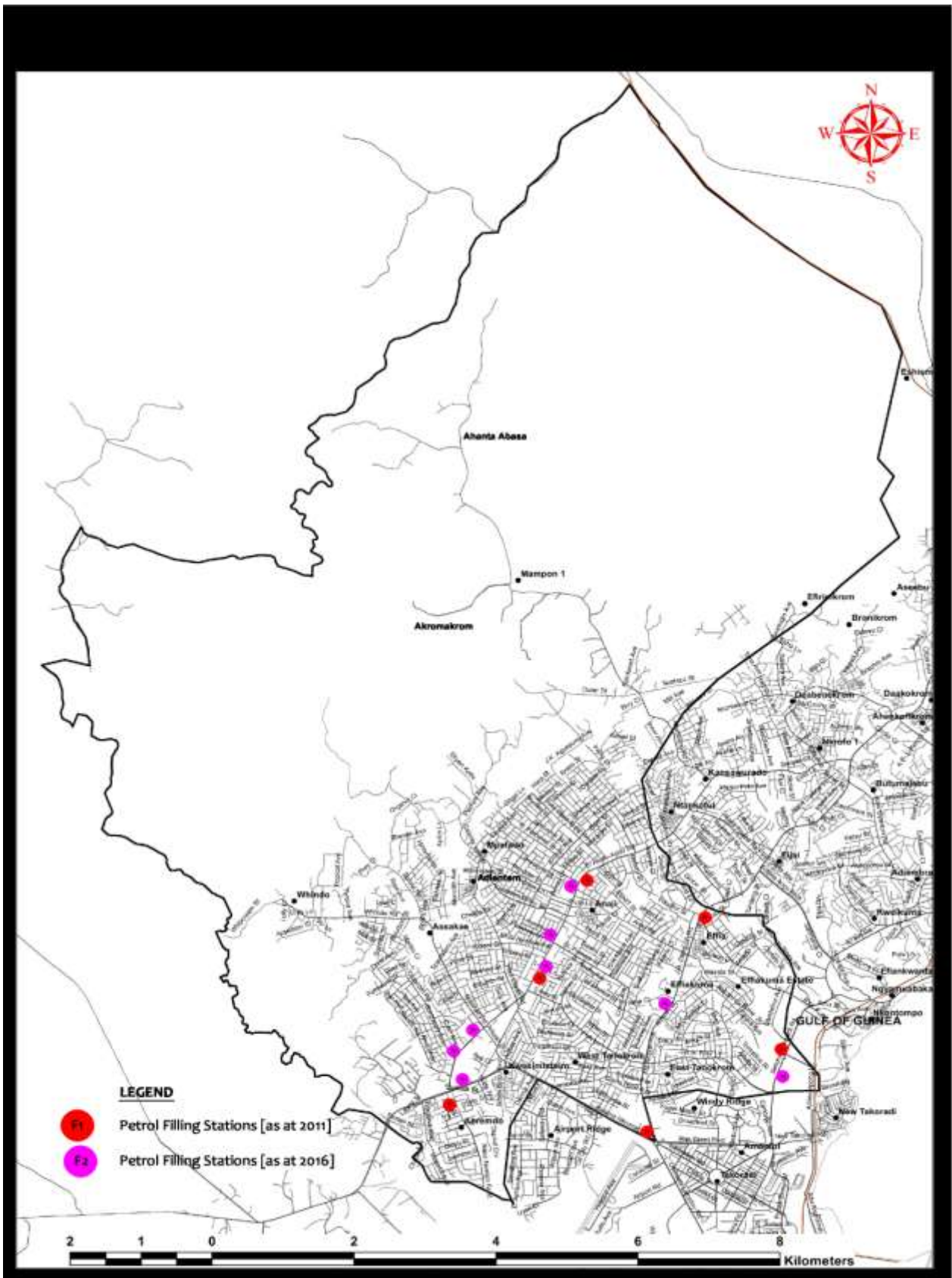


Figure 1. 12: Map showing Petrol filling stations in EKMA

1.4.6 Economy of the District

(a) *Structure of the Local Economy*

According to the 2010 Population and Housing Census (PHC 2000) data, the population within the legal working age (that is 15 years and above) is estimated to be 156,285. 64.1 percent out of the total number are economically active (employed and unemployed) while the economically not active population (including those in full time education, pensioners/ retired, sick, those engaged in home duties and those too young/ old to work) constitute 35.9 percent. For the economically active population 56.3 percent are employed and 33.7 percent unemployed.

The craft related trade sector is the highest employer of the economically active population, employing about 28.1 percent of the working population, followed by the services and sales sector which employs about 17 percent. Managers, professionals, clerical support staff; skilled agricultural workers, plant and machine operators among others constitute the result. The private sector is also the largest employer accounting for 96.6 percent of the economically active population (private informal, 94.6 percent and private formal 2.0 percent). The public sector accounts for only 3.0 percent. The vibrant private informal sector underscores the need to create an enabling environment to maximize its contribution to employment and economic development.

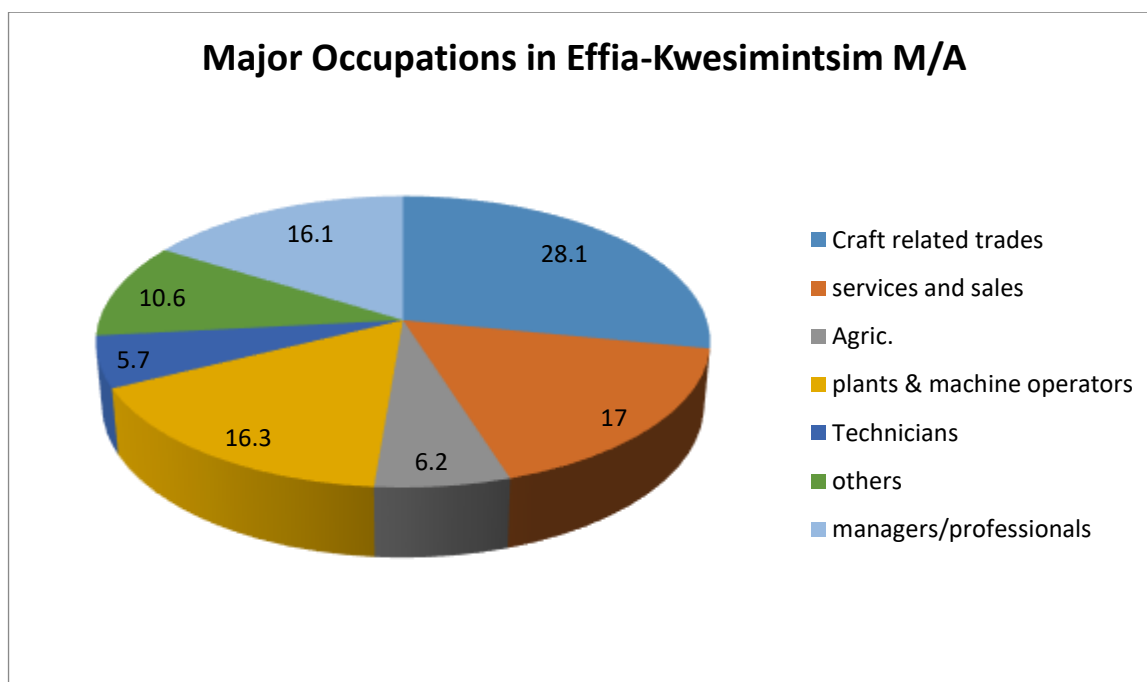


Figure 3: Major occupations in EKMA in percentages

(b) Major Economic Activities

Crafts and related trades is the major economic activity and the largest employer in the Municipality. The sector employs about 28.1 percent of the working population. It is followed by the services and sales sector, which employs about 17 percent of the economically active population. (GSS, 2010).

Self-employed individuals who usually operate on small to medium scale basis dominate the crafts sector. They include welders, carpenters, mechanics, masons, seamstresses, tailors, beauticians among others.

The services and sales sector comprises of food vendors, hotels, restaurants, taxi operators among others.

In the context of agriculture, which only employs 6.2 percent of the economically active population, the major crops cultivated in the Municipality can be put in four groups; cash crops (oil palm); cereals (maize), starchy staples/roots and tubers (cassava and plantain) and fruits and vegetables. Agriculture in the Municipality can best be described as urban agriculture which mainly takes place in the northern sector of the Municipality, namely Assakae and Whindo

The production of food and cash crops continues to be challenged with farmers having limited access to capital; high cost of production inputs, low application of technology (especially among smallholder farmers) leading to comparatively lower yields; poor storage; poor transportation systems; poor marketing systems, heavy post-harvest losses and inadequate extension officers to offer extension services to farmers.

The production system in the Municipality, which is mainly rain-fed, is also highly vulnerable to climate variability, resulting in low yields and incomes for farmers.

a. Banking and other Financial Services

There are three (3) main types of financial institutions that are operating in the municipality . These can conveniently be classified as commercial, rural banks and savings and loans institutions. The prominent Rural Banks operating in the Municipality are Lower Pra and Ahantaman Rural Banks respectively. The GN and Fidelity Banks are the only major commercial banks operating currently in the Municipality. However, other major commercial banks are operating indirectly in the Municipality via Automated Teller Machines (ATMs)

positioned at vantage points such as Takoradi Technical University campus, Anaji Choice Mart and Edzii Goil Filling Station respectively. These Banks include Barclays, Stanbic, Carl Bank, Ecobank, Ghana Commercial Bank, Zenith Bank among others. The major savings and loans institutions operating in the municipality, include GESRO, Dalex finance, Bay Port, among others.

(d) *Inter/ Intra Trade*

Apremo market offer the biggest market for the sale of food items and other products in the Municipality. People from all over the Region come to the Municipality to market their goods. They include people from adjoining districts like Ahanta West, Sekondi-Takoradi, Mpohor and other parts of the Region.

They come along with products such as foodstuffs, second hand clothing, brand new clothing, and electronics products among others to sell. In the same vein, indigenes also access other markets outside the Municipality especially the Agona-Nkwanta and Beposo Markets in Ahanta West and Shama Districts respectively. Inter and intra trade affords people the opportunity to access all kinds of goods and service as well as creating jobs and improving income of those who engage in such trade. Absence of proper market centers in major communities such as Effia and Anaji Fie is a challenge for effective trading in the Municipality.

1.4.7 Local Economic Development

Local Economic Development is the process by which local governments, local businesses and other actors outside the locality join forces and resources to enter into new partnership arrangements with each other or other stakeholders to create new jobs and stimulate economic activities in municipalities, towns and villages (**Ghana's National Decentralization Policy, 2010**). There are few such partnership arrangements in the Municipality with the final aim of creating decent jobs and stimulating sustainable economic activities. These include the Whindo abattoir and Apremo transport Terminal.

However, there are business assets like agro – processing businesses, small and medium scale garages, woodwork industries and other agribusinesses that can be harness to promote Local Economic Development (LED) in the Municipality. The municipality is also blessed with large tracts of undeveloped lands, which it can leverage to take advantage of the “One District One Factory” initiative to attract investors into the municipality.

The promotion of LED would be significantly enhanced if road infrastructure were improved especially in the peri-urban areas where the undeveloped lands are found to ensure easy access.

1.4.8 Tourism

The Effia-Kwesimintsim Municipality is endowed with cultural and ecotourism assets that provides significant opportunity for tourism development and quality jobs creation. The Municipality can boast of the Kundum Festival, the Whin estuary as well as very good hotels within its catchment area.

In the context of culture, the Kundum festival which is the main traditional festival celebrated annually by the various communities within the Municipality could be repackaged and promoted to attract tourists from within and outside Ghana to provide significant opportunities for jobs at all levels in the tourism value chain.

In terms of ecotourism potentials, the Municipality can boast of the Whin estuary, which is located around Aprembo and Apollo communities. It is surrounded by lush mangrove vegetation, which serves as nursery for fishes and home for different species of flora and fauna.

Additionally, the Municipality is crisscrossed by three major roads namely Cape Coast-Accra, Axim-Takoradi and the Ntankoful – Apollo N1 highways which makes the Municipality easily accessible from every part of the country.

The Municipality's close proximity to the regional capital Takoradi, which is five minutes' drive away from the Municipal capital of Kwesimintsim also ensures easy access to the Takoradi Airport and therefore makes air travel easier.

The main challenge that confronts the development of the tourism potentials of the Municipality is the numerous chieftaincy disputes that afflict the municipality. The situation does not create peaceful co-existence and therefore militates against harnessing of all available resources (human, land and capital) to promote tourism for the rapid development of the Municipality.

1.4.9 Governance

The General Assembly of the Effia Kwesimintsim Municipal Assembly is the highest decision making body with a total number of twenty-three (23) members made up 12 elected Assembly

members and 8 Government appointees who have voting rights. The remaining three (3) consist of the Municipal Chief Executive and the two (2) Members of Parliament for Effia and Kwesimintsim constituencies who serve as Ex-officio members.

The Assembly has two main committees; the Executive Committee and the Public Relations and Complaints Committee (PRCC). The Presiding Member chairs the PRCC, it receives complaints made against the conduct of members and staff of the Assembly from the public and make recommendations to the General Assembly. Heads of the Decentralized Departments are ex-officio members of the Assembly and advise the Assembly on technical issues. They are also responsible for implementation of decisions made by the Assembly.

Apart from the two main committees, there are five (5) Sub-committees namely: The Development Planning Sub-Committee, Works Sub-Committee, Finance and Administration Sub-Committee, Social Services Sub-Committee and Justice and Security Sub-Committee. These sub-committees discuss issues relating to the growth and development of the Municipality and make recommendations to the Executive Committee.

The Municipal Security Council (MUSEC) on the other hand is in charge of security matters. The Members of Parliament from the municipality also have the mandate to register the interest and the concerns of their constituents and the municipality at large on the floor of National Parliament.

1.4.10 Information and Communication Technology (ICT)

The speedy advancements in Information and Communication Technology (ICT) has been acknowledged as a potential catalyst for rapid economic growth and social development. Not only does ICT helps to promote efficiency in teaching and learning but it also facilitates business transactions (mobile banking) as well. The introduction of ICT as a course to be studied right from the basic level in the education system, would in doubt enable a wider segment of the populace to get the opportunity to acquire and improve on their computer skills during the practical sessions. ICT also helps workers to improve upon their skills through the use of the internet for research and deepening of their knowledge.

The Municipality has not been left out of this craze. The table below depicts the number of individuals aged 12 years and above in the municipality who own mobile phones and make use of the internet facility according to the 2010 Population and Housing Census Report.

Table 13: Population 12 years and older owning mobile phones by sex (Source: 2010 PHC)

1	Total Pop. of 12 years and older	Total Pop. of 12 years and older having mobile phones	Percent	Male pop. 12 years and older	Males 12 and years and older having phones	Percent Having phones	Females pop. 12 years and older	Female 12 and years and older having phones	Percent Having phones
	171,220	120,211	70.2%	82,474	61,705	74.8%	88,746	58,506	65.9

Table 14: Population 12 years and older using the internet by sex (Source: 2010 PHC)

1	Total Pop. of 12 years and older	Total Pop. of 12 years and older using internet	Percent using internet	Male pop. 12 years and older	Males 12 and years and older using internet	Percent using phones	Females pop. 12 years and older	Female 12 and years and older having phones	Percent using internet
	171,220	34,039	19.9%	82,474	21,126	25.6%	88,746	12,913	14.6%

Analysis of the data from **table 1.3** above indicates that usage of mobile telephony is high in the Effia-Kwesimintsim Municipality amongst section of the population 12 years and older. The total number of people 12 years and older stood at 171, 22 out of which 120,211 owned mobile phones representing 70.2% of that segment of the population.

Out of the number representing the population 12 years and older, 82,474 are males and 88,746 females respectively. 61,705 males representing 74.8% owned mobile phones whilst 58,506 (65.9%) of the females 12 years and older also owned mobile phones. It implies that more males own mobile phones than females within the segment of the population 12 years and older.

Table 1.14 also shows that out of the total population of 34,039 using internet facility in the Municipality, 21,126 are males compared to 12,913 females who also use the internet facility. Though the number of females aged 12 years and above is higher than the males in the Municipality, nonetheless more males own mobile phones, and use the internet more compared to their female counterparts.

1.4.11 Poverty, Inequality and Social Protection Issues

(a) Child Protection and Family Welfare

The Children's Act, 1998 (Act 560) sets the minimum age for light work at 13 years and hazardous work at 18 years. However, some children in the Municipality aged 12 - 17 years or

even younger continue to work in hazardous conditions, which negatively affect their development as children.

It is estimated that about 7 percent of children, aged 7- 9 years and about 23 percent of children aged 10 - 17 years are engaged in some form of economic activities in Ghana (Source: ILO, 2015). There have also been a number of reported cases of child abuse in the Municipality. Some children remain vulnerable to maltreatment, domestic violence, child labour and exploitation. Most children especially those in the urban slums and peri-urban communities are forced into manual works such as farming, hawking and other forms of exploitation. Most of such children are denied education, socialization, discipline and the right to play.

The Municipality fortunately is a beneficiary of a newly built Social Integration Center, which happens to be the first of its kind in the Region. The Assembly hopes to provide adequate resources to the center to help address the various ills affecting the growth and well- being of children within the municipality. The Assembly also intends to enforce the strict adherence to the tenets of the Free Compulsory Universal Basic Education (FCUBE) policy in order to ensure that parents sent their wards to school.

(b) Gender Equality and Empowerment of Women and Girls

According to our traditional settings, men are the heads of families and as such take the major decisions in the family. Women take up the household chores and the keeping of the home. In political life, women are under-represented as political candidates at all levels. For example, out of 20 Assembly Members (12 elected and 8 Government appointees), only 3 member are females representing 15 percent of the total number.

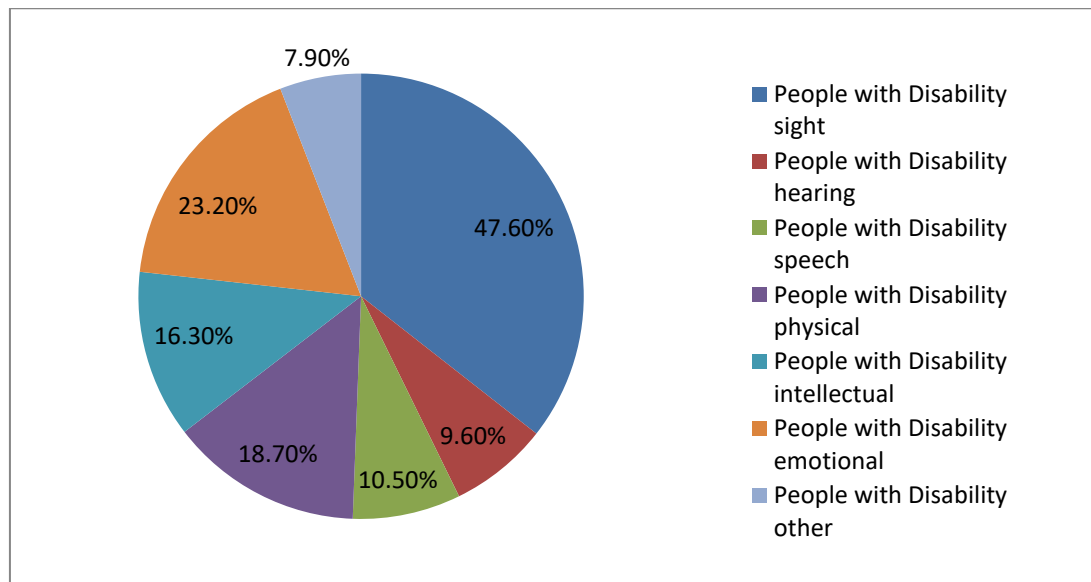
The Assembly has therefore consciously infused into the Medium –Term Development Plan (2018-2021) programmes and projects to promote gender equity and enhance the empowerment of women and girls within the municipality.

(c) Disability and Development

According to the PHC 2010 report there are a total of 8,083 people living in the municipality with any of the following disabilities; sight, hearing, speech, physical, intellectual and emotional disability .

These disabilities in one way or the other prevent the affected individuals from fully accessing facilities and services within the municipality. The disability unfriendly nature of facilities prevents them from accessing public places, health care, and education among others. It is therefore imperative that facilities in the municipality are made to be constructed or re-designed incorporating the needs of such persons within the municipality especially the blind and physically impaired.

Figure; Showing various types of disabilities in EKMA (Source: PHC 2010)



From the diagram above, persons with sight issues top the disability chart with 47.6% followed by people with emotional disability 23.2%.

This calls for intensive public education to create awareness and encourage people to avail themselves for regular eye examination to forestall any irreversible damage to their sight. On the emotional side, the Municipal health Directorate should encourage people to make use of psychiatry units at the various health facilities to help address those emotional imbalances.

1.4.12 Institutional capacity needs

The preparation, implementation, monitoring and evaluation of the MTDP require high capacity and skilled-manpower of the Assembly. The essence of the assessment is to ensure that the MA and for the that matter the MPCU has the appropriate incentives, materials and human resource capacity well positioned to effectively and efficiently prepare, implement, monitor and evaluate the plan to achieve the ultimate aim of improving the quality of lives of the people.

The analysis of the institutional capacity needs covers the organisational structure of the Municipal Assembly, human resources capacity (Sex, age, staff strengthen and qualification) and infrastructural facilities.

The Assembly has a high caliber of core staff who have relatively high capacity in management, financial planning, procurement, project management and other planning functions. The MPCU comprise of experienced and skillful seasoned Officers who have knowledge in their relevant fields of endeavor. The MPCU secretariat has one (1) Pickup for its operations including the monitoring of projects and relevant office equipment required for effective office operations.

MPCU Capacity and Management Index

Indicators	Indicator Average
1. Qualifications of personnel	9
2. Staff Compliment	9
3. M&E Skills & Knowledge	6.5
4. Availability of Funds	7
5. Utilization of Funds	7
6. Timely Access to Funds	7
7. Leadership	9.5
8. Management	8
9. Workload	8
10. Motivation/ Incentives	7
11. Equipment/ Facilities	8.0
Total Score	90
Average Indicator 86/11	78.7

The Management capacity index of 78.7 indicates a high performance. This implies that if the Assembly is able to improve on it revenue mobilization and provide staff with the requisite funds and a little motivation then the Assembly would be in a better position to ensure effective implementation of development programmes and projects outlined in the MTDP 2018-2021.

1.5. SUMMARY OF KEY DEVELOPMENT ISSUES

1.5.i. Key development issues under GSGDA II with implications for 2018-2021

The key development issues identified in the course of the performance review of the previous plan for 2014-2017 (GSGDA II) with implications for 2018-2021 MDTP are presented below:

Thematic areas of GSGDA II	Key Identified Issues
Enhancing Competitiveness of Ghana's Private Sector	Inadequate job creation
	Inadequate managerial and technical skills
	Inadequate and unreliable infrastructure
	Considerable decline in key industries outputs
	Low level of mechanization
	Weak linkages between agriculture and industry
	Inadequate credit facilities to expand businesses
Accelerated Agricultural Modernization and sustainable Natural Resource management	Inadequate access to extension and veterinary services
	Low crop yield
	Depletion of wetlands
	Indiscriminate waste disposal
	Pollution of water bodies
Infrastructure and Human Settlement Development	Congestion on the major roads
	Unregulated parking of the heavy duty vehicles
	Deep deficit in public green areas, open spaces, street landscaping and beautification
	Deteriorated and inadequate markets infrastructure
	Deplorable residential neighborhoods road links
	High rent cost
	Majority of the housing stock is in a state of disrepair
	There are vast tracts of "unused" land and dilapidated vacant or under-utilized government properties
	Congestion in built-up areas leading to the development of Slum condition
	Encroachment on Government Lands
	Uncontrolled development
	Lack of potable drinking water in some peri-urban areas
	Irregular supply of water in the Urban areas
	Inadequate capacity for waste management
Poor drainage system	
Human Development, Productivity and	Inadequate educational facilities
	Inadequate disability friendly infrastructure

Employment	Inadequate scholarship programmes for girls
	Inadequate teaching and learning materials
	High number of untrained teachers in the private school
	Lack of supervision at the basic level
	low performance in the BECE
	Inadequate health facilities in some communities
	Inadequate sensitization of community members on preventable diseases
	High HIV prevalence rate
	Inadequate condom distribution outlets
	The increasing number of sex workers as a result of oil and gas discovery
	Inadequate number of beneficiaries under the LEAP
	Inadequate social intervention programmes
	High level of unskilled youth
	Deteriorated and inadequate sports facilities
Disparity in sports development especially lesser known sports	
Transparent, Responsive and Accountable Governance	Inadequate police stations
	Inadequate Security services personnel
	Non-functional sub-structures (Urban and Town Councils)
	Non-functioning of some decentralized departments (Transport, Natural Resources Conservation Dept. Forestry Game and Wildlife Division)
	Low revenue mobilization
	Weak enforcement of rules and bye-laws
	Inadequate and reliable data-base to inform decision making
	Weak and bureaucracy in client service
	Semi-automation system of revenue collection
	leakages in revenue mobilization

1.5.ii. Harmonized Community Needs and Aspirations with Identified Development Problems/Issues from Performance Review and Profiling

COMMUNITY NEEDS AND ASPIRATIONS	KEY IDENTIFIED ISSUES
BUILD A PROSPEROUS SOCIETY	
Provision of storage facilities	Weak linkages between agriculture and industry
Provision of farm implements and subsidizing of fertilizers	Inadequate access to improved technology
Access to improved crop and livestock breeds	Inadequate access to extension and veterinary services
Utilization of river Whin for fish farming	Inadequate aquaculture development

Provision of jobs for the youth	Inadequate job creation
Provision of modern market	Dilapidated market infrastructure
CREATE OPPORTUNITIES FOR ALL	
Rehabilitation of classroom blocks	Dilapidated school facilities
Provision of public schools	Low enrolment
Supply of adequate teaching and learning materials	Inadequate teaching and learning materials
Financial support to brilliant but needy students	Inadequate scholarship programmes for girls and boys
Provision of disability friendly infrastructure	Inadequate disability friendly infrastructure
Increase BECE performance	low performance in the BECE
Construction of CHPS compound and clinics	Inadequate CHPS /health centers
Rehabilitation of existing health centers	Dilapidated health facilities
Posting of nurses to Health centers/CHPS	Inadequate health personnel
Provision of mosquito nets	High malaria fatality
Provision of sanitary tools such as wheel barrows, shovels brooms, rakes etc.	Inadequate sensitization of community members on preventable diseases
Provision of sex education	High HIV prevalence rate
Expansion of the LEAP programme for cover poor people	Inadequate number of beneficiaries under the LEAP
Support for the poor and vulnerable	Inadequate social intervention programmes
Provision of boreholes and wells and extension of pipelines to different areas	Lack of potable drinking water in some peri-urban communities
SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT	
Provision of quality road networks	Deplorable residential neighborhood road links
Expansion of roads	Congestion on the major roads
Provision of regular waste bins and litter bins collection to improve sanitation conditions	Poor attitudes to waste collection
Rehabilitate existing toilets	Inadequate access to electricity at the peri-urban areas
Planting of trees	Deep deficit in public green areas, open spaces, street landscaping and beautification
Provision of storm drains	Poor drainage system
Control of noise pollution	Increase noise and air pollution
Provision of shelter for the urban poor	Majority of the housing stock is in a state of disrepair
Implementation of layouts to control development	Uncontrolled development
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY	
Completion of sub-structure	Non-functional sub-structures (Urban and Town Councils)
Provide adequate personnel at the sub-structure level	Inadequate personnel at the Sub-Metro level
Increase the performance of the Assembly's IGF	Low revenue mobilization
Enforcement of the bye-law	Weak enforcement of rules and bye-laws in the Metropolis
Provision of logistics	Inadequate and reliable data-base to inform decision making
Provision of automated system of revenue collection	leakages in revenue mobilization

Control of crime	Inadequate police stations
Provision of street lights	Inadequate Security services personnel

1.5.iii. Adopted Goals and Issues of DMTDP for Effia-Kwesimintsim Municipal Assembly

The harmonized key development issues with implication for 2018 – 2021 were matched against the outlined issues in the MTDPF - **Agenda for Jobs: Creating Prosperity and Equal Opportunity for all, 2018-2021** to determine their relationships in terms of similarity for adoption. Table below presents the adopted issues and their corresponding goals of Effia-Kwesimintsim Municipal Assembly.

DMTDP GOALS 2018-2021	FOCUS AREA		ADOPTED ISSUES
1. Economic Development	Private sector development	-	Limited access to credit for SMEs
	Agriculture and rural development	-	High cost of production inputs
		-	Inadequate development of and investment in processing and value addition.
		-	Low application of technology especially among small holder
	Tourism and creative arts development	-	Poor tourism infrastructure and Service Low skills development
2. Social Development	Education and training	-	Poor quality of education at all levels
		-	Teacher absenteeism and low levels of commitment
		-	Inadequate use of teacher-learner contact time in schools
		-	Inadequate and inequitable access to education for PWDs and people with special needs at all levels
	Health and health services	-	Gaps in physical access to quality health care
		-	Poor quality of healthcare services

		-	Unmet needs for mental health services
		-	Unmet health needs of women and girls
		-	Inadequate and inequitable distribution of critical staff mix
		-	Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
		-	High stigmatization and discrimination of HIV and AIDs
		-	Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups

		- High incidence of HIV and AIDS among young persons
Water and sanitation		- Increasing demand for household water supply
		- Inadequate maintenance of facilities
		- Inadequate access to water services in urban areas
		- Poor quality of drinking water
		- High prevalence of open defecation
		- Poor sanitation and waste management
		- Poor hygiene practices
Child and family welfare		- Poor quality of services for children and families
		- Limited coverage of social protection programmes targeting children
		- Weak enforcement of laws and rights of children
Gender equality		- High incidence of children's rights violation.
		- Unfavourable socio-cultural environment for gender equality.
		- Gender disparities in access to economic opportunities
Social Protection		- Inadequate and limited coverage of social protection programmes for vulnerable groups
Disability and development		- Low participation of PWDs in decision making
		- High unemployment rate among PWDs
		- Limited access to education for PWDs
Youth development		- Youth unemployment among rural and urban youth
Sports and recreation		- Inadequate and poor sports infrastructure
		- Encroachment on designated sports and recreational lands
		- Limited community – level sports and recreational activities
3. Environment, Infrastructure and Human Settlement	Protected Areas	- Loss of forest cover
		- Encroachment conservation areas
	Mineral Extraction	- Environmental degradation
		- Upsurge in sand wining activities
	- Destruction of forests and farmlands	
Environmental Pollution		- Improper disposal of solid and liquid waste
		- Inadequate engineered landfill sites and wastewater treatment plants.
		- Air and noise pollution, especially in urbans areas
Climate variability and change		- Low economic capacity to adapt to climate change
		- Low institutional capacity to adapt to climate change and undertake mitigation actions

		- Inadequate inclusion of gender and vulnerability issues in climate change actions
		- Vulnerability and variability to climate change

DMTDP GOALS 2018-2021	FOCUS AREA	ADOPTED ISSUES
	Disaster management	- Weak legal and policy frameworks for disaster prevention, preparedness and response
	Transport infrastructure: road, rail, water and air	- Poor quality and inadequate road transport network - Rapid deterioration of roads
	Drainage and flood control	- Poor waste disposal practices - Poor drainage system
		- Silting and choking of drains
		- Uncovered drains
	Infrastructure maintenance	- Poor and inadequate maintenance of infrastructure
	Human settlements and housing	- Disparities in access to infrastructure and service provision between urban and rural settlements
		- Weak enforcement of planning and building regulations
		- Inadequate spatial plans for regions and MMDAs
		- Inadequate human and institutional capacities for land use planning
		- Scattered and unplanned human settlements
4. Governance, Corruption and Accountability	Local government and decentralisation	- Ineffective sub - district structures
		- Weak capacity of local governance practitioners
		- Limited capacity and opportunities for revenue mobilisation
		- Inadequate and delays in central government transfers
		- Weak involvement and participation of citizenry in planning and budgeting
		- Poor coordination in preparation and implementation of development plans
		- Inadequate exploitation of local opportunities for economic growth and job creation
	Public policy management	- Weak coordination of the development planning system
		- Lack of a comprehensive database of public policies
		- Ineffective monitoring and evaluation of implementation of development policies and plans
Human security and public safety	- Inadequate and poor quality equipment and infrastructure	
	- Inadequate capacity to combat emerging crimes (e.g. cybercrime, organised crime, etc.)	

		-	Inadequate community and citizen involvement in public safety
	Development communication	-	Inadequate ownership and accountability for national development at all levels
		-	Insufficient funding of development communication
		-	Weak capacity of development communication institutions
		-	Low awareness of government agenda

CHAPTER TWO

2.0. DEVELOPMENT PRIORITIES/ISSUES

2.1. INTRODUCTION

This chapter focuses on the development priorities linked to the Medium-Term National Development Policy Framework (MTNDPF) and the Potentials, Opportunities, Challenges and Constraints (POCC) analysis of the Municipality. These identified key development issues were prioritized using the analysis of the Potentials, Opportunities, Constraints and Challenges (POCC) of the Municipality; Impact analysis and compatibility analysis. The chapter presents the sustainable prioritized issues of the Effia-Kwesimintsim Municipality based on objective POCC analysis; Impact analysis and sustainability analysis.

2.2 POCC ANALYSIS

The inadequacy of resources necessitated the need to prioritise the identified development issues in order to address the most challenging ones with the limited resources available. The adopted development issues of the Municipality were subjected to the analysis of the Potentials, Opportunities, Constraints and Challenges (POCC) of the Municipality. This was aimed at identifying issues with potentials and opportunities to be addressed as priorities while considering other measures to address and manage those with constraints and challenges.

Potentials refer to resources within the Municipality which when tapped enhance its sustained development and overcome its challenges while opportunities refer to the external ones. Constraints however describe the disadvantages originating from within the Municipality. Challenges are external ones over which the Municipality has little control but can affect its development.

Corresponding potentials, opportunities, constraints and challenges for each development issue were identified and related against each other to determine its feasibility/ viability. Conclusions have been drawn on the key issues that were subjected to the POCC analysis.

**Table 2.1: POCC ANALYSIS OF EFFIA-KWESIMINTSIM MUNICIPAL ASSEMBLY
GOAL ONE: BUILD A PROSPEROUS SOCIETY**

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low level of mechanization	<ul style="list-style-type: none"> ✦ Promote Local Economic Development ✦ Training of the youth in artisanal skills with start-up capital 	<ul style="list-style-type: none"> ✦ Liaise with financial institutions to provide business support funds ✦ Government support for the private sector 	<ul style="list-style-type: none"> ✦ Lack of funds 	<ul style="list-style-type: none"> ✦ Uncontrolled activities of the mechanics/artisans
Conclusion: the issue of low mechanization can be addressed through the promotion of the Local Economic Development, training of the youth with start-up capitals.				
Limited Managerial Skills of the MSMES	<ul style="list-style-type: none"> ✦ Presence of Business related Tertiary Institutions such as Takoradi Technical University & other commercial institutions ✦ Availability of Business & Managerial Experts 	<ul style="list-style-type: none"> ✦ Government support ✦ Managerial training and education for MSMES 	<ul style="list-style-type: none"> ✦ Lack of accurate data on persons in business without managerial skills ✦ Lack of training tools for the MSMES 	<ul style="list-style-type: none"> ✦ Lack of a national framework to boost the private sector ✦ Lack of access to requisite Managerial Skills
Conclusion: the limited managerial skills can be positively addressed through the collection of data, provision of training and educational tools and the provision of funding under the Social Investment Fund				
High incidence of Youth under-employment and unemployment plus a rather buoyant informal sector in the Metropolis	<ul style="list-style-type: none"> ✦ Motivate graduates to take-up employment with the Municipal Assembly and other sectors like education ✦ Abundant Labour ✦ Presence of the service sector ✦ Training of the youth in artisanal skills with start-up capital 	<ul style="list-style-type: none"> ✦ National Youth Employment Programme ✦ National Builders' Corp ✦ Government support for the private sector ✦ Upgrade artisans enclave 	<ul style="list-style-type: none"> ✦ Limited support to skills training ✦ Lack of credit facilities 	<ul style="list-style-type: none"> ✦ High graduate unemployment ✦ Low support for Technical and Vocational Institutions
Conclusion: the issue of high incidence of youth unemployed can be addressed through the skills training, NYEP, NABCO and LESDEP.				
Inadequate Public Private Partnership in investing in modern infrastructure	<ul style="list-style-type: none"> ✦ Creating the environment to boost PPP arrangements 	<ul style="list-style-type: none"> ✦ Government support the arrangements ✦ Private groups and 	<ul style="list-style-type: none"> ✦ Limited interest by stakeholders ✦ Inadequate 	<ul style="list-style-type: none"> ✦ Lack of data

	<ul style="list-style-type: none"> Available resourced areas should be well identified 	individual to be on board	information on PPP	
Conclusion: the issue of inadequate Public Private Partnership can be addressed through the creating of the environment, identification of resourced endowed centres, arousing the interest of stakeholders and the provision education and information.				
Uncontrolled activities of Mechanics/Artisans	<ul style="list-style-type: none"> Regulate the operations of Mechanics/Artisans Upgrade Artisans enclave into light industrial enclave Development of industrial city and warehousing enclave 	<ul style="list-style-type: none"> Assembly should help restructure Mechanics/Artisans zones Space/ land must be easily accessed. 	<ul style="list-style-type: none"> Limited financial facilities Land tenure systems 	<ul style="list-style-type: none"> Difficulty in relocation from existing zones Habit formation of some artisans
Conclusion: the issue of uncontrolled activities of mechanics/artisans can be addressed through regulating their operations and upgrading of the artisan zones				
Inadequate space for business and industrial activity	<ul style="list-style-type: none"> Tract of land available for development Commitment of land owners to give out land 	<ul style="list-style-type: none"> Availability of zoned schemes for industrial purposes (Free Zone) 	<ul style="list-style-type: none"> Use of schemed land for other uses by land owners 	<ul style="list-style-type: none"> Competing demands on land for other uses Lack of funds
Conclusion: the issue of inadequate space for business and industrial development can be addressed through the Assembly's policy to create artisan village, availability of zoned schemes for industrial purposes. The constraints and challenges can be addressed through the pursuing of the free zone policy, availability of accessed funds.				
Inadequate financial support for industrial development	<ul style="list-style-type: none"> Availability of Financial Institutions. 	<ul style="list-style-type: none"> Government support for the creative industry 	<ul style="list-style-type: none"> Inadequate Collateral 	<ul style="list-style-type: none"> Limited access to credit facilities Difficulty in loan repayment High Interest rate
Conclusion: the inadequate financial support for the industry can best be addressed through the potentials and opportunities. The constraints and challenges can be addressed through adequate collateral, low interest rate, favourable access to credit facilities and better conditions for loan repayment.				
Low agricultural production	<ul style="list-style-type: none"> Availability of farmlands Availability of interested farmers Availability of extension officers Availability of private cold stores 	<ul style="list-style-type: none"> Donor support Presence of MOFA Education on the negative impact of crude fishing 	<ul style="list-style-type: none"> Lack of heavy duty machines for Construction of fish ponds No financial assistance to farmers Inadequate 	<ul style="list-style-type: none"> Changes of weather conditions Poor road networks

	<ul style="list-style-type: none"> ✦ Availability of Financial Institutions ✦ Availability of fingerlings 		<ul style="list-style-type: none"> knowledge in pond construction and management ✦ Over reliance on rain fed agriculture ✦ Lack of logistics for monitoring 	
Conclusion: the low agricultural production can be tackled with the available potentials and opportunities. The constraint and challenges can be addressed with the provision of machines for the construction of fish ponds, availability of financial assistance, and training of personnel's in pond construction, good road networks, availability of fingerlings, refined fishing methods, logistics for monitoring by the force personnel and management and the construction of an irrigation belt.				
Inadequate agro-processing facilities	<ul style="list-style-type: none"> ✦ Availability of raw materials 	<ul style="list-style-type: none"> ✦ Availability of government institutions (Ministry of Special initiatives) 	<ul style="list-style-type: none"> ✦ Inadequate capital 	<ul style="list-style-type: none"> ✦ Inadequate credit facilities
Conclusion: The Ministry of special initiatives can support small scale industries to obtain financial support from Banks to process available raw materials.				
Deteriorated infrastructure and absence of integrated facilities	<ul style="list-style-type: none"> ✦ Available land for development and expansion ✦ Available of raw materials to assist in construction 	<ul style="list-style-type: none"> ✦ Support from development partners such as World bank, AFD ✦ Government programmes on District markets ✦ Availability of Build Operate and Transfer (BOT) 	<ul style="list-style-type: none"> ✦ Lack of drains and paved areas ✦ Poor maintenance culture ✦ Low IGF of Assembly 	<ul style="list-style-type: none"> ✦ Late release of DACF ✦ Inadequate development funds
Conclusion: this can be addressed through training in Community Management and Maintenance in addition to construction of Integrated market facilities through BOT				
Lack of awareness of the climate change and its consequences	<ul style="list-style-type: none"> ✦ Presence of ISD ✦ Presence of public and private media houses 	<ul style="list-style-type: none"> ✦ Donor Agencies and Government Support through the Meteorological Agency 	<ul style="list-style-type: none"> ✦ Illiteracy 	<ul style="list-style-type: none"> ✦ Inadequate funds
Conclusion: the issue of lack of awareness of the climate change and its consequences can be addressed using the Media and ISD for mass education.				

GOAL TWO: CREATE OPPORTUNITIES FOR ALL

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High illiteracy rate in the rural portions of the Municipality	<ul style="list-style-type: none"> ✦ Availability of schools within the Municipality ✦ Investment in community libraries 	<ul style="list-style-type: none"> ✦ Government support e.g. Non formal education and FCUBE 	<ul style="list-style-type: none"> ✦ Indifference of parents towards education ✦ High school drop out 	<ul style="list-style-type: none"> ✦ Increasing poverty
Conclusion: the issue through the minimization of school dropout and reducing the poverty rate.				
The basic social services of health and educational facilities are deficient in quality	<ul style="list-style-type: none"> ➤ Upgrading of existing basic schools' infrastructure and provision of new ones ➤ Improvement in the quality of education at the kindergarten and primary school level 	<ul style="list-style-type: none"> ➤ Government support 	<ul style="list-style-type: none"> ➤ Lack of funds 	<ul style="list-style-type: none"> ➤ Increasing poverty
Conclusion: the issue of deficiency in the basic social services of health and educational facilities can be addressed through the upgrading of existing basic schools infrastructure, improvement in the quality of education at the kindergarten				
Low enrolment in the peri-urban portions of the Municipality	<ul style="list-style-type: none"> ➤ Availability of teachers ➤ Availability of education facilities ➤ Existence of SMCs/PTA 	<ul style="list-style-type: none"> ➤ Capitation Grant ➤ School Feeding Programme ➤ Existence of GETfund/D.A.C.F and Donors ➤ Teacher Award Scheme 	<ul style="list-style-type: none"> ➤ Inadequate supervision of schools ➤ Lack of parental care and guidance ➤ Lack of teachers in rural areas 	<ul style="list-style-type: none"> ➤ Inadequate logistics for supervision ➤ Low teacher allocation to rural areas ➤ Presence of poverty
Conclusion: The capitation grant and school feeding programme could be used to encourage enrolment in the deprived schools				
Inadequate scholarship programmes for girls	<ul style="list-style-type: none"> ➤ Financial support to brilliant but needy students 	<ul style="list-style-type: none"> ➤ Support from Government and other donor agencies 	<ul style="list-style-type: none"> ➤ Inadequate data on needy students ➤ Lack of financial support 	<ul style="list-style-type: none"> ➤ Poor performance by students
Conclusion: the issue of inadequate scholarship programmes for girls can be addressed through financial support to brilliant but needy students and also obtaining the accurate data on the students				

Inadequate infrastructure and teaching materials	<ul style="list-style-type: none"> ➤ Availability of land ➤ Supply of adequate teaching and learning materials 	<ul style="list-style-type: none"> ➤ Government and donor support, eg. GETfund, CBRDP 	<ul style="list-style-type: none"> ➤ Inadequate funds 	<ul style="list-style-type: none"> ➤ Delay in the release of DACF
Conclusion: the issue can be addressed by the mobilization of funds through the Getfund and donor agencies				
Deteriorated and inadequate sports facilities	<ul style="list-style-type: none"> ➤ Provide modern public sports facilities for swimming, basketball, volley, lawn tennis, gym, boxing hall etc. 	<ul style="list-style-type: none"> ➤ Government and donor support 	<ul style="list-style-type: none"> ➤ Lack of renovation and the construction of new facilities ➤ High level of unskilled youth 	<ul style="list-style-type: none"> ➤ Inadequate funds
Conclusion: the issue of deteriorated and inadequate sports facilities can be addressed through the proviso of modern facilities, government support and the renovation of the existing facilities				
Inadequate number of beneficiaries under the social inclusion transfer	<ul style="list-style-type: none"> ➤ Ensure balance in spatial distribution of health facilities ➤ Provision of disability friendly infrastructure 	<ul style="list-style-type: none"> ➤ Inadequate social intervention programmes 	<ul style="list-style-type: none"> ➤ Lack of data 	<ul style="list-style-type: none"> ➤ Inadequate funds
Conclusion: the issue of inadequate number of beneficiaries under the social inclusion transfer can be addressed through the provision of social intervention programmes, provision of disability friendly infrastructure and also ensuring balance in spatial distribution of health facilities				
Inadequate accommodation for health workers	<ul style="list-style-type: none"> ➤ Availability of land and Construction Firms with competent Work force 	<ul style="list-style-type: none"> ➤ Support from corporate entities ➤ Government/ Donor support 	<ul style="list-style-type: none"> ➤ Inadequate funds 	<ul style="list-style-type: none"> ➤ Inadequate funding
Conclusion: Government and Donor Support could be mobilized to provide accommodation for health workers				
Inadequate information for health service planning	<ul style="list-style-type: none"> ➤ Presence of Health Directorate 	<ul style="list-style-type: none"> ➤ Support from corporate entities ➤ Government/ Donor support 	<ul style="list-style-type: none"> ➤ Poor database management system 	<ul style="list-style-type: none"> ➤ In adequate Logistics
Conclusion: the issue of inadequate information for health service planning can be addressed through Support from corporate entities, Government/ Donor support and the full utilization of the Assembly's potentials. The constraints and the challenges can be addressed through provision of adequate Logistics.				
High level of stigmatization and discrimination against people living with HIV/AID's, STD's and TB.	<ul style="list-style-type: none"> ➤ Availability of Regional and Municipal AIDS Committee ➤ Availability of GHS, 	<ul style="list-style-type: none"> ➤ Government and Donor support 	<ul style="list-style-type: none"> ➤ Inadequate education 	<ul style="list-style-type: none"> ➤ Poor attitude of the public towards HIV/AIDS, STD's and TB patients

	Municipal Health Directorate and NGOs			
Conclusion: Mobilize funding for NGOs and MAC to educate the general public on stigma reduction				
Poor attitude towards HIV testing	<ul style="list-style-type: none"> ➤ Availability of Regional and Municipal AIDS Committee ➤ Availability of GHS, Metro Health Directorate and NGOs ➤ Presence of VCT Centres 	<ul style="list-style-type: none"> ➤ Support from corporate entities ➤ Ghana AIDs Commission and Donor support 	<ul style="list-style-type: none"> ➤ Inadequate education ➤ Fear of the unknown 	<ul style="list-style-type: none"> ➤ Stigmatization
Conclusion: Mobilize funding to embark on Massive know your status campaign				
High prevalence rate among women	<ul style="list-style-type: none"> ➤ Sensitization of community members on preventable diseases 	<ul style="list-style-type: none"> ➤ Governmental Support and other agencies 	<ul style="list-style-type: none"> ➤ Inadequate condom distribution ➤ Increasing number of sex workers 	<ul style="list-style-type: none"> ➤ Lack of education ➤ Population increase
Conclusion: the issue of high prevalence rate among women can be addressed through the sensitization of community members about preventable diseases.				
Inadequate sex –disaggregated data on specific communities/services/facilities	<ul style="list-style-type: none"> ➤ Availability of Statistical Officer ➤ Qualified Human Resource to Process Population Data 	<ul style="list-style-type: none"> ➤ Support from Government and NGO's 	<ul style="list-style-type: none"> ➤ Poor Database Management System 	<ul style="list-style-type: none"> ➤ Inadequate Funds and Logistics
Conclusion: Support Statistical Officer to gather sex disaggregated data for various communities				

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

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Poor condition of feeder roads leading to farming communities.	<ul style="list-style-type: none"> ➤ Availability of Department of Urban Roads ➤ Availability of construction materials and Agencies 	<ul style="list-style-type: none"> ➤ Government and donor support for road construction 	<ul style="list-style-type: none"> ➤ Shoddy construction works ➤ Inadequate funds 	<ul style="list-style-type: none"> ➤ Unfavourable weather conditions ➤ Inadequate funds for road projects
Conclusion: funds could be mobilized from GoG and Donors to improve the condition of feeder roads				
Majority of the arterial roads are congested beyond the optimum capacity	<ul style="list-style-type: none"> ✦ Expansion and upgrading of existing road networks ✦ Development of modern car park ✦ Development of transit terminal for haulage trucks 	<ul style="list-style-type: none"> ✦ Government and donor support for road construction 	<ul style="list-style-type: none"> ✦ Lack of financial support ✦ Shoddy construction works ✦ The surge of heavy cargo trucks ✦ Deplorable residential neighbourhood roads links 	<ul style="list-style-type: none"> ✦ Unfavourable weather conditions ✦ Inadequate funds for road projects
Conclusion: the issue of arterial roads congested beyond the optimum capacity can be addressed through the expansion and upgrading of the existing road networks, development of high rise car park building and the development of transit terminal for haulage trucks				
Inadequate street lights	<ul style="list-style-type: none"> ✦ Availability of trained personnel to install street lights ✦ Regular maintenance of the street lights 	<ul style="list-style-type: none"> ✦ On-going Government support 	<ul style="list-style-type: none"> ✦ Poor maintenance culture ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Delay in the release of DACF
Conclusion: mobilize human resources and Government financial support to provide street lights				
Traffic congestion in the Municipality	<ul style="list-style-type: none"> ✦ Availability of competent planning personnel ✦ The availability of traffic wardens and traffic lights 	<ul style="list-style-type: none"> ✦ Support from both the government and the private sector 	<ul style="list-style-type: none"> ✦ Lack of adequate alternative routes/roads ✦ Bad nature of some roads 	<ul style="list-style-type: none"> ✦ Inadequate funds for road projects ✦ Increasing population and vehicles
Conclusion: this can be addressed through funds from GoG and placement of traffic wardens to direct vehicular movement				
Limited extension of power lines to newly developed areas and peri-urban areas	<ul style="list-style-type: none"> ✦ Availability of alternative source of energy ✦ Presence of ECG 	<ul style="list-style-type: none"> ✦ Installations of new transformers by ECG ✦ Availability of thermal plant 	<ul style="list-style-type: none"> ✦ Over-reliance on hydro-electricity ✦ Use of obsolete equipment by ECG 	<ul style="list-style-type: none"> ✦ Inadequate funds ✦ Increase in population and number of houses

Conclusion: This issue can be addressed through the provision of adequate funds to extend electricity to the newly developed areas.				
The existing land use structure is insufficient, conflicting land uses rather than complementarity that defines the pattern	<ul style="list-style-type: none"> ✦ Existence of Scheme/ plans ✦ Effective function of the physical planning department ✦ Enforcement of the bye-laws 	<ul style="list-style-type: none"> ✦ Government policy to streamline activities of all Stakeholders e.g. LAP ✦ Lack of adherence to bye-laws 	<ul style="list-style-type: none"> ✦ Deviation from plan by land owners ✦ Non enforcement of development regulations ✦ Encroachment on Government lands 	<ul style="list-style-type: none"> ✦ Absence of a coordinated management structure
Conclusion: the issue of insufficient existing land use and conflicting land use can be addressed through the implementation of the existing schemes/ plans and effective functioning of the physical planning department as well as the enforcement of the bye-laws				
Poor implementation of development planning schemes	<ul style="list-style-type: none"> ✦ Availability of Physical Planning Dept. ✦ Existence of Scheme/ plans 	<ul style="list-style-type: none"> ✦ Government policy to streamline activities of all Stakeholders e.g. LAP 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD ✦ Deviation from plan by land owners ✦ Non enforcement of development regulations 	<ul style="list-style-type: none"> ✦ Absence of a coordinated management structure
Conclusion: this issue could be addressed by building and equipping the physical planning Department in the use of Geographical Information system				
Uncontrolled development	<ul style="list-style-type: none"> ✦ Availability of trained T&CP staff ✦ Availability of bye-laws ✦ Enforcement of the building regulations ✦ The preparation of the local plans to guide development 	<ul style="list-style-type: none"> ✦ Government support 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD 	<ul style="list-style-type: none"> ✦ Absence of well-coordinated management structure
Conclusion: the issue of uncontrolled development can be addressed through the availability of T&CP staff, availability of bye-laws, enforcement of the building regulations and the preparation of the local plans to guide development				
Deteriorated and inadequate markets infrastructure	<ul style="list-style-type: none"> ✦ Upgrade markets infrastructure in the municipality 	<ul style="list-style-type: none"> ✦ Government support 	<ul style="list-style-type: none"> ✦ Financial problem 	<ul style="list-style-type: none"> ✦ Improper management of facility by users
Conclusion: the deteriorated and inadequate markets infrastructure can be addressed through the upgrading of markets in the municipality.				
Inadequate infrastructure to support the Municipality's development	<ul style="list-style-type: none"> ✦ Availability of land for development ✦ Availability of MTDP 	<ul style="list-style-type: none"> ✦ Support from donors and government 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD 	<ul style="list-style-type: none"> ✦ Inadequate funds ✦ Migration ✦ Natural population increase ✦ Lack of a

				nationwide urban renewal plan
Conclusion: this issue can be addressed through funding support from Donors and Government to develop critical infrastructure				
Poor and inefficient management of disasters	✦ Availability of NADMO officers in the Municipality	✦ Support from donors and government	✦ Inadequate disaster management & prevention education	✦ Lack of disaster management plan ✦ Inadequate funds
Conclusion: NADMO could be supported to development Disaster Management plans for the Municipality.				
High cost of building materials	✦ Availability of alternative affordable building materials such as sand Crete bricks and bamboo	✦ Availability of affordable alternative building materials such as POZOLANA Cement ✦ Support from government such as Affordable Housing Projects	✦ Limited support from financial institutions	✦ Low income levels
Conclusion: the issue on high cost of building materials can be addressed through the potentials and opportunities of the Assembly. The constraints and challenges can be addressed by increasing support from financial institutions and increase in the level of income.				
Inadequate financing arrangement for housing development	✦ Availability of financial institutions	✦ Governmental and Donor Support	✦ Inadequate Support from Financial institutions	✦ Inadequate funds
Conclusion: the issue of inadequate financing arrangement for housing development can be addressed by Availability of affordable alternative building materials such as POZOLANA Cement, Support from government such as Affordable Housing Projects, Donor support and the utilization of the potentials of the Assembly. The constraints and challenges can be addressed by the provision of adequate funds and support from financial institutions.				
Congestion in built-up areas leading to the development of Slum condition	✦ Availability of Physical Planning Dept. ✦ Availability of land for construction of houses ✦ Investment in affordable housing ✦ Redevelopment of rundown areas	✦ Support from government such as Affordable Housing Projects ✦ Donor support	✦ Inadequate staffing and logistics faced by T&CP Department.	✦ Low income levels ✦ High Housing Deficit
Conclusion: the issue of Congestion in built-up areas leading to the development of Slum condition can be addressed through the Support from government such as Affordable Housing Projects, Donor support and the utilization of the potentials of the Assembly. The constraints and challenges can be addressed through the provision of adequate staffing and logistics to the T & CP Department.				

GOAL FOUR: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Non-functioning of some decentralized departments	➤ Set up office accommodation and equip non-functioning departments	➤ Build up capacity of staff	➤ Inadequate funds	➤ Qualified personnel ➤ Lack of funds
Conclusion: the issue of non-functioning of some decentralized departments can be addressed through the setting up of office accommodation and equipping the departments.				
Inadequate personnel at the Sub-Municipal level	➤ Availability of qualified human resource	➤ Support from the Central Government and Donor Agencies	➤ Inadequate office space and logistics	➤ Inadequate funds to engage the services of graduate personnel
Conclusion: recruit and motivate competent personnel to take up duties at the sub-Municipal levels				
Low revenue mobilization	➤ Implementation of the revenue improvement action plans ➤ Establishment of town and area councils ➤ Build capacities of staff	➤ Support from the Central Government and other Agencies	➤ Non-functioning of sub-structures (town and area councils) ➤ Inadequate and reliable data to inform decision making	➤ Lack of funds and logistics
Conclusion: the issue of low revenue mobilization can be addressed through the implementation of the revenue action plan, establishment of the town and area council, and build up the capacity of staff				
Poor communication between the Assembly and stakeholders	➤ Existence of information service department at main office ➤ Availability of local FM stations	➤ Donor/NGO support (ILGS, GTZ, USAID)	➤ High illiteracy rate ➤ Communication gap between Assembly Members and electorates	➤ Voluntary nature of DA work ➤ Limited funds
Conclusion: Mass media and the information department could be mobilized to provide timely information to the general public				
Weak enforcement of rules and bye-laws in the Municipality	➤ Existence of law-enforcement personnel ➤ Review of Assembly's bye-laws	➤ Government and donor support	➤ Inadequate logistics	➤ Poor attitude of people towards compliance with laws.
Conclusion: Mobilize Assembly's personnel for effective enforcement of bye-laws				

Weak and bureaucracy in client service	<ul style="list-style-type: none"> ➤ Establishment of client service charter ➤ Organize regular town hall meetings 	<ul style="list-style-type: none"> ➤ Government and Donor Support 	<ul style="list-style-type: none"> ➤ Inadequate and reliable data-base to inform decision making ➤ Inadequate logistics such as computer and accessories to aid in data storage and processing 	<ul style="list-style-type: none"> ➤ Lack of funds
Conclusion: the issue of weak and bureaucracy in client service can be addressed through the establishment of client service charter and organize regular town hall meetings				
Lack of adequate and reliable data-base to inform decision making	<ul style="list-style-type: none"> ➤ Existence of competent professionals to manage information ➤ Organize regular town hall meetings 	<ul style="list-style-type: none"> ➤ Government and Donor Support 	<ul style="list-style-type: none"> ➤ Inadequate logistics such as computer and accessories to aid in data storage and processing 	<ul style="list-style-type: none"> ➤ Inadequate funds
Conclusion: Mobilize funding for effective research and data collection				

2.3. Impact Analysis

The impacts of the issues considered, as priorities from the POCC analysis were further assessed using the following criteria and they were found to be favourable:

- Significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development;
- Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.
- Impact on:
 - a. The different population groups (e.g. girls, aged, disabled);
 - b. Balanced development;
 - c. Natural resource utilisation;
 - d. Cultural acceptability;
 - e. Resilience and disaster risk reduction;
 - f. Climate change mitigation and adaptation;
 - g. Institutional reforms.
- Opportunities for the promotion of cross-cutting issues such as
 - a. HIV and AIDS in terms of the target groups in the sector for targeted interventions e.g. elimination of stigmatisation;
 - b. Gender equality with respect to practical and strategic needs and interests;
 - c. Nutrition

2.4 PRIORITIZATION OF DEVELOPMENT ISSUES (Internal Consistency/Compatibility Analysis).

Having identified the key development issues, a prioritization was carried out to ensure that scarce resources are used in the most effective and efficient manner. The development priorities placed emphases on relationship between issues identified in the situational analyses and its implication based on sustainability, gender equity and the most significant multiplier-effect on the large proportion of the populace. Prioritization was carried out in accordance with the five thematic areas under the National Medium-Term Development Policy Framework. These include the following;

- Economic Development
- Social development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Public Accountability

The prioritized issues with positive significant impacts were also subjected to an internal consistency/compatibility analysis. The analysis involved comparing the prioritized issues with each other to determine how mutually supportive they are to each other or in other words how compatible they are with each other. Issues that were mutually supportive of other issues were adopted and issues that were incompatible with other issues were revised. The analysis revealed that all the prioritized issues were mutually supportive of each other.

The conduct of the POCC analysis, impact analysis and the compatibility analysis led to identification of sustainable prioritised issues, which has been presented in Table 2.2 in order of priority under the various development dimensions.

Table 2.2 - Sustainable prioritized issues as categorized under goals

DEVELOPMENT DIMENSION	FOCUS AREA	ADOPTED SUSTAINABLE PRIORITISED ISSUES
1. Economic Development	1.1 Agriculture and rural development	1.1.1 Low application of technology especially among small holder
		1.1.2 Poor storage and transportation systems.
		1.1.3 High cost of production inputs
		1.1.4 Low productivity and poor handling of livestock/ poultry products
	1.2 Private sector development	1.2.1 Limited access to credit for SMEs
	1.3 Tourism and creative arts development	1.3.1 Poor tourism infrastructure and Service 1.3.2 Low skills development
2. Social Development	2.1 Health and health services	2.1.1 Gaps in physical access to quality health care
		2.1.2 Poor quality of healthcare services
		2.1.3 Inadequate and inequitable distribution of critical staff mix
		2.1.4 High incidence of HIV and AIDS among young persons
		2.1.5 Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
		2.1.6 High stigmatization and discrimination of HIV/ AIDS

		2.1.7 Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
3. Environment, Infrastructure and Human Settlement	2.2 Education and training	2.1.8 Unmet health needs of women and girls
		2.2.1 Poor quality of education at all levels
		2.2.2 Inadequate use of teacher-learner contact time in schools
		2.2.3 Teacher absenteeism and low levels of commitment
		2.2.4 Inadequate and inequitable access to education for PWDs and people with special needs at all levels
	2.3 Water and sanitation	2.3.1 Increasing demand for household water supply
		2.3.2 Inadequate access to water services in urban areas
		2.3.3 High prevalence of open defecation
		2.3.4 Poor sanitation and waste management
		2.3.5 Inadequate maintenance of facilities
		2.3.6 Poor quality of drinking water
		2.3.7 Poor hygiene practices
		2.3.8 Poor collection, treatment and discharge of municipal and industrial wastewater.
	2.4 Social Protection	2.4.1 Inadequate and limited coverage of social protection programmes for vulnerable groups
	2.5 Gender equality	2.5. Unfavourable socio-cultural environment for gender equality.
		2.5.2 Gender disparities in access to economic opportunities
	2.6 Disability and development	2.6.1 High unemployment rate among PWDs
		2.6.2 Low participation of PWDs in decision making
		2.6.3 Limited access to education for PWDs
	2.7 Child and family welfare	2.7.1 Weak enforcement of laws and rights of children
2.7.2 Poor quality of services for children and families		
2.7.3 Limited coverage of social protection programmes targeting children		
2.7.4 High incidence of children's rights violation.		
2.8 Youth development	2.8.1 Youth unemployment and underemployment among rural and urban youth	
	2.8.2 Youth engaged in hazardous environmental practices	
2.9 Sports and recreation	2.9.1 Inadequate and poor sports infrastructure	
	2.9.2 Encroachment on designated sports and recreational lands	
	2.9.3 Limited community – level sports and recreational activities	
3.1 Transport infrastructure: road, rail, water and air	3.1.1 Poor quality and inadequate road transport network	
	3.1.2 Rapid deterioration of roads	
3.2	3.2.1 Environmental degradation	

	Mineral Extraction		
		3.2.2	Upsurge in illegal mining sand winning
		3.2.3	Destruction farmlands
	3.3 Environmental Pollution	3.3.1	Improper disposal of solid and liquid waste
		3.3.2	Inadequate engineered landfill sites and wastewater treatment plants
		3.3.3	Air and noise pollution, especially in urban areas
	3.4 Protected Areas	3.4.1	Loss of forest cover
		3.4.2	Encroachment conservation areas

	3.5 Climate variability and change	3.5.1	Vulnerability and variability to climate change
		3.5.2	Low economic capacity to adapt to climate change
		3.5.3	Low institutional capacity to adapt to climate change and undertake mitigation actions
		3.5.4	Inadequate inclusion of gender and vulnerability issues in climate change actions
	3.6 Human settlements and housing	3.6.1	Disparities in access to infrastructure and service provision between urban and rural settlements
		3.6.2	Weak enforcement of planning and building regulations
		3.6.3	Inadequate spatial plans for regions and MMDAs
		3.6.4	Inadequate human and institutional capacities for land use planning
		3.6.5	Scattered and unplanned human settlements
	3.7 Drainage and flood control	3.7.1	Poor waste disposal practices
		3.7.2	Poor drainage system
		3.7.3	Silting and choking of drains
		3.7.4	Uncovered drains
	3.8 Infrastructure maintenance	3.8.1	Poor and inadequate maintenance of infrastructure
	3.9 Disaster management	3.9.1	Weak legal and policy frameworks for disaster prevention, preparedness and response
4. Governance, Corruption and Accountability	4.1 Local government and decentralisation	4.1.1	Ineffective sub - district structures
		4.1.2	Weak capacity of local governance practitioners
		4.1.3	Limited capacity and opportunities for revenue mobilisation
		4.1.4	Inadequate and delays in central government transfers
		4.1.5	Weak involvement and participation of citizenry in planning and budgeting
		4.1.6	Poor coordination in preparation and implementation of development plans
		4.1.7	Inadequate exploitation of local opportunities for economic growth and job creation

	4.2 Public policy management	4.2.1	Weak coordination of the development planning system
		4.2.2	Lack of a comprehensive database of public policies
		4.2.3 Ineffective monitoring and evaluation of implementation of development policies and plans	
	4.3 Human security and public safety	4.3.1	Inadequate and poor quality equipment and infrastructure
		4.3.2	Inadequate capacity to combat emerging crimes (e.g. organised crime, etc.)
		4.3.3	Inadequate community and citizen involvement in public safety
	4.4 Development communication	4.4.1	Inadequate ownership and accountability for national development at all levels
		4.4.2	Insufficient funding of development communication
		4.4.3	Weak capacity of development communication institutions
		4.4.4	Low awareness of government agenda

CHAPTER THREE

3.0. DEVELOPMENT PROJECTIONS, ADOPTED GOALS, OBJECTIVES AND STRATEGIES

3.1 INTRODUCTION

The previous chapter focuses on development problems and priorities. To achieve the desired vision of the Municipality, it is essential to project how the desired future outcome would look like before identifying measures to tackle the development problems. Population projection is the basis for the provision of additional social, economic and urban infrastructural services, which must be provided in the medium term to improve the living condition of the people, whilst contributing towards the Regional and National development goals.

3.2 THE PROJECTED DEVELOPMENT REQUIREMENTS FOR 2018-2021

The demographic projections were done based on the assumption that the population growth rate of 3.2% shall remain unchanged over the plan period.

I. Population Projection

Table 3.1: Population Projections

YEAR	2010	2017	2018	2019	2020	2021
Population Size	232,617	290,000	299,280	308,857	319,741	328,941

As specified above, in the year 2017, the estimated population of the Municipality was 290,000. However, with an inter-censal growth rate of 3.2 percent, the population is expected to increase to 299,280 in 2018, 308,857 in 2019, 319,741 in 2020 and 328,941 in 2021 respectively over the planning period. The expected increase in population, demand commensurate increases in the provision of educational, water, sanitation, health and other physical infrastructure and services to meet the needs of the growing population.

II. Health Sector

Table 3.2: Projections for 2018-2021

Year	Health Facility	Existing (2018)	Required (2021)	Backlog
2018	Hospital	5	5	-
	Health centers	3	5	2
	Clinics	9	12	3
	CHPS	9	12	3
	Maternity Home	4	6	2

Table 3.3: Projection for Health Professionals from 2018-2021

No.	Categories of Health Professionals	2018 (current)	2021(Required)	Backlog
1	Medical Officer	6	10	4
2	Mid-wives	45	42	3
3	Enrolled Nurses	91	62	29
4	Bio Stats/Medical Records Assistants	11	15	4
5	Lab. Technicians	3	15	12
6	Pharmacist	1	5	4
7	Biomedical Scientist	2	6	4
8	Dental Surgeon	1	2	1
9	Pharmacy Technician	3	13	10

iii. Sanitation/Waste Management Sector**Table 3.4: Projection of Sanitation Facilities requirement**

Facility Levels	No. of Facilities available (Baseline 2017)	No. Facilities Required by 2021	Backlog No. of facilities required by 2021
Refuse Disposal Site	17	30	13
Refuse Containers	17	27	10
Public Toilet	31	35	4
Skip Truck	0	2	2
Back-Hoe	0	1	1

iv. Educational Sector**Table 3.5: Educational needs projections (Public Schools)**

Facility	No. of Facilities available (Baseline 2017)	No. Facilities Required by 2021	Backlog No. of facilities required by 2021
KG	42	47	5
PRIMARY	65	70	5
JHS	35	37	2
SHS/SHTS	2	3	1

v. Projection for Security

Security is one of the top priorities of the Municipal Assembly. There are three (3) Police Stations overseeing the security of the entire Effia Kwesimintsim Municipality. They are located in the following communities; Effiakuma, Anaji – Namibia and Kwesimintsim. The police station at Anaji-Namibia does not have cells for culprits and do not have accommodation for police staff. These challenges make policing work difficult and ineffective in the community.

In pursuance of peace and harmony in the municipality, the Assembly has earmarked to construct a new Police Post and to renovate the building housing the only Fire Station serving the entire Municipality at Aprembo.

3.3 ADOPTED DEVELOPMENT ISSUES THEMATIC GOALS, OBJECTIVE AND STRATEGIES

The MPCU adopted the appropriate thematic goals from the National Medium-Term Development Policy Framework 2018-2021 (NMTDPF 2018-2021) that reflects the development aspirations of the municipality as illustrated in the table below together with their relevant corresponding objectives and strategies as it relates to the thematic areas of the NMTDPF 2018-2021.

Prioritised Issues, Adopted Goals, Objectives and Strategies

Sustainable Prioritised Issues	Adopted Objectives	Adopted Strategies
1. ECONOMIC DEVELOPMENT (Goal: Build Prosperous Society)		
<ul style="list-style-type: none"> Low application of technology especially among smallholder farmers leading to comparatively lower yields High cost of production inputs 	1.1 Improve production efficiency and yield	1.1.1 Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4) 1.1.2 Reinvigorate extension services (SDG Target 2.a)
<ul style="list-style-type: none"> Poor storage and transportation systems 	1.2 Improve Post-Harvest Management	1.2.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution (SDG Target 12.3) 1.2.2 Provide support for small- and medium scale agro-processing enterprises through the One District, One Factory initiative (SDG Targets 1.2, 1.4, 2.3, 2.4, 2.a, 2.c, 8.3, 9.3, 9.4)
<ul style="list-style-type: none"> Low productivity and poor handling of livestock/ poultry products 	1.3 Promote livestock and poultry development for food security and income generation	1.3.1 Facilitate access to credit by the industry (SDG Targets 8.3, 8.10, 4.7.10) 1.3.2 Strengthen livestock and poultry research and adoption (SDG Target 2.a)
<ul style="list-style-type: none"> Limited access to credit by SMEs Limited technical and entrepreneurial skills 	1.4 Support Entrepreneurship and SME Development	1.4.1 Mobilise resources from existing financial and technical sources to support MSMEs (SDG Targets 8.10, 9.3)
	1.5 Enhance Domestic Trade	1.5.1 Develop modern markets and retail infrastructure in every district to enhance domestic trade
Poor tourism infrastructure and Service	1.6 Diversify and expand the tourism industry for economic	1.6.1 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards (SDG

		development	Target 8.9)
2.	SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity For All)		
- - - -	Gaps in physical access to quality health care Poor quality of healthcare services Inadequate and inequitable distribution of critical staff mix Unmet health needs of women and girls	2.1 Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.1 Expand and equip health facilities (SDG Target 3.8) 2.1.2 Accelerate implementation of the mental health strategy (SDG Targets 3.4, 3.5, 16.6) 2.1.3 Ensure gender mainstreaming in the provision of health care services (SDG Targets 1.4, 5.c)
- - - - -	Poor quality of education at all levels High number of untrained teachers at the basic level Teacher absenteeism and low levels of commitment Inadequate use of teacherlearner contact time in schools Inadequate and inequitable access to education for PWDs and people with special needs at all levels	2.2 Enhance inclusive and equitable access to, and participation in quality education at all levels	2.2.1 Expand infrastructure and facilities at all levels (SDG Target 4.a) 2.2.2 Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 16.6) 2.2.3 Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)
-	Increasing demand for household water supply	2.3 Improve access to safe and reliable water supply services for all	2.3.1 Provide mechanized borehole and small town water systems (SDG Target 6.1)

Sustainable Prioritised Issues	Adopted Objectives	Adopted Strategies
- Inadequate maintenance of facilities - Inadequate access to water services in urban areas - Poor quality of drinking water		2.3.2 Strengthen institutional capacities for water resources management (SDG Targets 6.a, 16.6)
- High prevalence of open defecation - Poor sanitation and	2.4 Improve access to improved and reliable	2.4.1 Create space for private sector participation in the provision of sanitation services (SDG Target 17.17) 2.4.2

<p>waste management</p> <ul style="list-style-type: none"> - Poor hygiene practices 	<p>environmental sanitation services</p>	<p>Implement the “Toilet for All” and “Water for All” programmes under the IPEP initiative (SDG Targets 6.1, 6.2)</p> <p>2.4.3 Provide public education on solid waste management (SDG Target 12.8)</p> <p>2.4.4 Expand disability-friendly and gender friendly sanitation facilities (SDG Target 6.2)</p> <p>2.4.5 Review, gazette and enforce MMDAs’ bye-laws on sanitation (SDG Targets 16.6, 16.b)</p> <p>2.4.6 Develop and implement strategies to end open defecation (SDG Targets 16.6, 16.b)</p>
<ul style="list-style-type: none"> - Inadequate and limited coverage of social protection programmes for vulnerable groups 	<p>2.5 Strengthen social protection, especially for children, women, persons with disability and the elderly</p>	<p>2.5.1 Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4)</p>
<ul style="list-style-type: none"> - Inadequate and inequitable distribution of critical staff mix 	<p>2.6 Strengthen healthcare management system</p>	<p>2.6.1 Provide incentives for pre-service and specialist postgraduate trainees</p>
<ul style="list-style-type: none"> - Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 	<p>2.7 Reduce disability morbidity, and mortality</p>	<p>2.7.1 Strengthen maternal, new born care and adolescent services (SDG Targets 3.1, 3.2)</p> <p>2.7.2 Intensify implementation of malaria control programme (SDG Target 3.3)</p> <p>2.7.3 Strengthen prevention and management of malaria cases (SDGs Targets 3.3, 16.6)</p> <p>2.7.4 Intensify efforts for polio eradication (SDG Target 3.2)</p>
<ul style="list-style-type: none"> - High stigmatization and discrimination of HIV and AIDs - Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups 	<p>2.8 Ensure the reduction of new HIV and AIDS/ STIs infections, especially among the vulnerable groups</p>	<p>2.8.1 Expand and intensify HIV Counselling and Testing (HCT) programmes (SDG Targets 3.3, 3.7)</p> <p>2.8.2 Intensify education to reduce stigmatization (SDG Target 3.7)</p> <p>2.8.3 Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB (SDG Target 3.3)</p> <p>2.8.4 Strengthen collaboration among HIV &</p>

- High incidence of HIV and AIDS among young persons		AIDs, TB, and sexual and reproductive health programmes
- Abuse and exploitation of children engaged in hazardous forms of labour	2.9 Ensure the rights and entitlements of children	2.9.1 Promote justice for children, including reforming child panels, forming family courts and strengthening capacity of correctional facilities and care givers (SDG Target 16.3)

Sustainable Prioritised Issues	Adopted Objectives	Adopted Strategies
		<p>2.9.2 Eliminate the worst forms of child labour by enforcing laws on child labour, child (SDG Targets 5.3, 16.2, 16.3)</p> <p>2.9.3 Strengthen the capacity of relevant institutions to enforce laws on child abuse and child trafficking (SDG Targets 16.2, 16.6)</p>
- Unfavourable socio-cultural environment for gender equality	2.10 Attain gender equality and equity in political, social and economic development systems and outcomes	<p>2.10.1 Target attainment of gender balance on all government-appointed committees, boards and other relevant official bodies (SDG Targets 5.1, 5.5, 5.c)</p> <p>2.10.2 Introduce measures to promote change in the socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, 10.2).</p>
<ul style="list-style-type: none"> - High unemployment rate amongst PWDs - Perceived low levels of skills and education of persons with disabilities 	2.11 Promote full participation of PWDs in social and economic development of the country	<p>2.11.1 Promote participation of PWDs in national development (SDG Targets 10.2, 16.7)</p> <p>2.11.2 Create avenues for PWD to acquire credit or capital for self (SDG Targets 1.4, 8.10)</p>
- Youth unemployment and underemployment among rural and urban youth	2.12 Promote effective participation of the youth in socioeconomic development	<p>2.12.1 Build the capacity of the youth to discover opportunities (SDG Targets 10.2, 16.7)</p> <p>2.12.2 Build integrated youth centres in all districts to serve as an information hub for youth development (SDG Targets 1.4, 8.10)</p>

<ul style="list-style-type: none"> - Inadequate and poor sports infrastructure - Encroachment on designated sports and recreational lands 	<p>2.13 Enhance sports and recreational infrastructure</p>	<p>2.13.1 Institute measures to reclaim lands earmarked for sporting and recreational activities (SDG Target 9.1)</p> <p>2.13.2 Develop and maintain sports and recreational infrastructure (SDG Target 9.1)</p>
<p>3.ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)</p>		
<ul style="list-style-type: none"> - Poor quality and inadequate road transport network - Rapid deterioration of roads 	<p>3.1 Improve efficiency and effectiveness of road transport infrastructure and services</p>	<p>3.1.1 Expand and maintain the national road network (SDG Targets 9.1, 11.2)</p>
<ul style="list-style-type: none"> - Low economic capacity to adapt to climate change - Low institutional capacity to adapt to climate change and undertake mitigation actions - Vulnerability and variability to climate change 	<p>3.2 Enhance climate change resilience</p>	<p>3.2.1 Mainstreaming of climate change in national development planning and budgeting processes (SDG Targets 11.b, 13.2)</p>
<ul style="list-style-type: none"> - Weak enforcement of planning and building regulations - Inadequate spatial plans for regions and MMDAs - Inadequate human and institutional capacities for land use planning - Scattered and unplanned human settlements 	<p>3.3 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements</p>	<p>3.3.1 Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a)</p> <p>3.3.2 Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)</p>

Sustainable Prioritised Issues	Adopted Objectives	Adopted Strategies
<ul style="list-style-type: none"> - Recurrent incidence of flooding - Poor drainage system - Silting and choking of drains 	<p>3.4 Address recurrent devastating floods</p>	<p>3.4.1 Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. (SDG Targets 9.a, 11.3)</p> <p>3.4.2 Intensify public education on indiscriminate disposal of waste (SDG Target 11.6)</p> <p>3.4.3 Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)</p>

- Poor and inadequate maintenance of infrastructure	3.5 Promote proper maintenance culture	3.5.1 Establish timely and effective preventive maintenance plan for all public infrastructure. (SDG Target 9.a) 3.5.2 Build capacity to ensure requisite skills for infrastructure maintenance(SDG Target 17.9)
4. GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY <i>(Goal: Maintain A Stable, United and Safe Society)</i>		
- Limited capacity and opportunities for revenue mobilisation - Inadequate and delays in central government transfers	4.1 Strengthen fiscal decentralization	4.1.1 Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1) 4.1.2 Improve service delivery at the MMDA level (SDG Targets 16.6, 16.a)
- Ineffective sub-district structures - Weak capacity of local governance practitioners	4.2 Deepen political and administrative decentralization	4.2.1 Strengthen sub-district structures (SDG Targets 16.6, 17.9)
- Poor coordination in preparation and implementation of development plans	4.3 Improve decentralized planning	4.3.1 Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)
- Ineffective monitoring and evaluation of implementation of development policies and plans	4.4 Enhance capacity for policy formulation and coordination	4.4.1 Strengthen the implementation of development plans (SDG Targets 16.6, 17.9) 4.4.2 Strengthen the capacity of public institutions for undertaking policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9) 4.4.3 Promote coordination, harmonization and ownership of the development process (SDG Target 17.14)
- Weak involvement and participation of citizenry in planning and budgeting	4.5 Improve popular participation at regional and district levels	4.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7) 4.5.2 Strengthen People’s Assemblies concept to encourage citizens to participate in government (SDG Target 16.7)
- Inadequate and poor quality equipment and infrastructure	4.6 Enhance security service delivery	4.5.3 Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure (SDG Targets 16.6, 16.a)

CHAPTER FOUR

4.0. DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.1 INTRODUCTION

In order to achieve the development goals, the broad development programmes for 2018 to 2021 have been outlined in this chapter. To ensure the successful implementation of the projects, programmes and activities outlined in the plan, a detailed financial plan has also been included in this chapter. The Chapter thereby deliberates on the development programmes linked to the programme - based budgeting covering all the adopted goals and outlines indicative financial plan for the implementation of the MTDP.

4.2 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

In order to achieve the preferred spatial development option and address the sustainable prioritized issues, broad programmes were identified. These were done to ensure consistency, continuity as well as complementarity in implementation. The broad programmes which are both physical and non-physical have been presented in Table 4.1 with their equivalent sub-programmes.

Table 4.1 - Development Programmes and Sub-Programmes

Adopted Objectives		Adopted Strategies		Programme	Sub Programmes
1.	ECONOMIC DEVELOPMENT (Goal: Build Prosperous Society)				
1.1	Improve production efficiency and yield	1.1.1 Ensure effective implementation of the yield improvement programme 1.1.2 Re-invigorate extension services		Economic Development	Agriculture Development
1.2	Improve Post-Harvest Management	1.2.1 Support selected products beyond the farm gate in post-harvest activities, including storage, transportation, processing, packaging and distribution 1.2.2 Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative		Economic Development	Agriculture Development
1.3	Promote livestock and poultry development for food security and income generation	1.3.1 Facilitate access to credit by the industry 1.3.2 Strengthen livestock and poultry research and adoption		Economic Development	Agriculture Development

1.4	Support Entrepreneurship and SME Development	1.4.1	Mobilise resources from existing financial and technical sources to support MSMEs	Economic Development	Trade, Tourism and Industrial development
		1.4.2	Provide opportunities for MSMEs to participate in all Public-Private Partnerships (PPPs) and local content arrangements		
1.5	Enhance Domestic Trade	1.5.1	Develop modern markets and retail infrastructure in every district to enhance domestic trade	Infrastructure delivery and Management	Infrastructure Development
1.6	Diversify and expand the tourism industry for economic development	1.6.1	Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards	Economic Development	Trade, Tourism and Industrial development
		1.6.2	Mainstream tourism development in district development plans	Economic Development	Trade, Tourism and Industrial development

Adopted Objectives		Adopted Strategies		Programme	Sub Programmes
2.	SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity For All)				
2.1	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.1	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Social Services Delivery	Health Delivery
		2.1.2	Expand and equip health facilities		
		2.1.3	Accelerate implementation of the mental health strategy		
		2.1.4	Ensure gender mainstreaming in the provision of health care services		
2.2	Enhance inclusive and equitable access to, and participation in quality education at all levels	2.2.1	Expand infrastructure and facilities at all levels	Social Services Delivery	Education and Youth Development
		2.2.2	Continue implementation of free SHS and TVET for all Ghanaian children		
		2.2.3	Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education		
		2.2.4	Ensure inclusive education for all boys and girls with special needs		

2.3	Improve access to safe and reliable water supply services for all	2.3.1 2.3.2 2.3.3	Provide mechanized borehole and small town water systems Enhance public awareness and institutional capacities on sustainable water resources management Strengthen institutional capacities for water resources management	Infrastructure delivery and Management	Infrastructure Development
2.4	Improve access to improved and reliable environmental sanitation services	2.4.1 2.4.2 2.4.3 2.4.4 2.4.5 2.4.6	Create space for private sector participation in the provision of sanitation services Implement the “Toilet for All” and “Water for All” programmes under the IPEP initiative Provide public education on solid waste management Expand disability-friendly and gender-friendly sanitation facilities Review, gazette and enforce MMDAs’ bye-laws on sanitation Develop and implement strategies to end open defecation	Infrastructure delivery and Management	Infrastructure Development
2.5	Strengthen social protection, especially for children, women, persons with disability and the elderly	2.5.1	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups	Social Services Delivery	Social Welfare and Community Development
2.6	Strengthen healthcare management system	2.6.1	Provide incentives for pre-service and specialist postgraduate trainees	Social Services Delivery	Health Delivery
2.7	Reduce disability morbidity, and mortality	2.7.1	Strengthen maternal, new born care and adolescent services	Social Services Delivery	Health Delivery
		2.7.2	Intensify implementation of malaria control programme		
		2.7.3	Strengthen prevention and management of malaria cases	Social Services Delivery	Health Delivery
		2.7.4	Intensify efforts for polio eradication	Social Services Delivery	Health Delivery

Adopted Objectives		Adopted Strategies	Programme	Sub Programmes
2.8 Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	2.8.1 2.8.2 2.8.3 2.8.4	Expand and intensify HIV Counselling and Testing (HTC) programmes Intensify education to reduce stigmatization. Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB. Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes	Social Services Delivery	Health Delivery
2.9 Ensure the rights and entitlements of children	2.9.1 2.9.2 2.9.3	Promote justice for children, including reforming child panels, forming family courts and strengthening capacity of correctional facilities and care givers Eliminate the worst forms of child labour by enforcing laws on child labour, child Strengthen the capacity of relevant institutions to enforce laws on child abuse and child trafficking	Social Services Delivery	Social Welfare and Community Development
2.10 Attain gender equality and equity in political, social and economic development systems and outcomes	2.10.1 2.10.2	Target attainment of gender balance on all government-appointed committees, boards and other relevant official bodies Introduce measures to promote change in the socio-cultural norms and values inhibiting gender equality.	Social Services Delivery	Social Welfare and Community Development
2.11 Promote full participation of PWDs in social and economic development of the country	2.11.1 2.11.2	Promote participation of PWDs in national development Create avenues for PWD to acquire credit or capital for self	Social Services Delivery	Social Welfare and Community Development
2.12 Promote effective participation of the youth in socioeconomic development	2.12.1 2.12.2	Build the capacity of the youth to discover opportunities Build integrated youth centres in all districts to serve as an information hub for youth development	Social Services Delivery	Education and Youth Development
2.13 Enhance sports and recreational infrastructure	2.13.1 2.13.2	Institute measures to reclaim lands earmarked for sporting and recreational activities Develop and maintain sports and recreational infrastructure	Infrastructure delivery and Management	Infrastructure Development

Adopted Objectives			Adopted Strategies	Programme	Sub Programmes
3. ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)					
	3.1 Improve efficiency and effectiveness of road transport infrastructure and services	3.1.1	Expand and maintain the national road network	Infrastructure delivery and Management	Infrastructure Development
	3.2 Enhance climate change resilience	3.2.1	Mainstreaming of climate change in national development planning and budgeting processes	Environmental Management	Natural Resource Conservation and Management
3.3	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	3.3.1 3.3.2	Ensure proper urban and landscape design and implementation Strengthen the human and institutional capacities for effective land use planning and management nationwide	Infrastructure delivery and Management	Physical and Spatial Planning
3.4	Address recurrent devastating floods	3.4.1 3.4.2 3.4.3	Construct storm drains in Accra and other cities and towns to address the recurrent devastating floods. Intensify public education on indiscriminate disposal of waste Prepare and implement adequate drainage plans for all MMDAs	Infrastructure delivery and Management	Infrastructure Development
3.5	Promote proper maintenance culture	3.5.1 3.5.2	Establish timely and effective preventive maintenance plan for all public infrastructure. Build capacity to ensure requisite skills for infrastructure maintenance	Infrastructure delivery and Management	Infrastructure Development
Adopted Objectives			Adopted Strategies	Programme	Sub Programmes
4	GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (Goal: Maintain A Stable, United and Safe Society)				
4.1	Strengthen fiscal decentralization	4.1.1 4.1.2	Enhance revenue mobilization capacity and capability of MMDAs Improve service delivery at the MMDA level	Mgt & Admin	Finance
4.2	Deepen political and administrative decentralization	4.2.1	Strengthen sub-district structures	Mgt & Admin	General Administration
4.3	Improve decentralised planning	4.3.1	Strengthen local level capacity for participatory planning and budgeting	Mgt & Admin	Planning, Budgeting & Coordination

4.4	Enhance capacity for policy formulation and coordination	4.4.1	Strengthen the implementation of development plans	Mgt & Admin	Human Resource
		4.4.2	Strengthen the capacity of public institutions for undertaking policy analysis, development planning, monitoring and evaluation, macroeconomic modelling and forecasting		
		4.4.3	Promote coordination, harmonization and ownership of the development process		
4.5	Improve popular participation at regional and district levels	4.5.1	Promote effective stakeholder involvement in development planning process, local democracy and accountability	Mgt & Admin	Planning, & Coordination
		4.5.2	Strengthen People's Assemblies concept to encourage citizens to participate in government		
4.6	Enhance security service delivery	4.6.1	Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure	Mgt & Admin	General Administration

4.3 DEVELOPMENT PROGRAMMES OF ACTION

A composite Programme of Action (POA) covering the four years has been formulated based on the issues identified for each development dimension, as well as the indicators, time-frame, indicative budgets and implementing department.

Development projects and activities have been phased out year by year for the four-year period in Annual Action Plans. The principles guiding the phasing out were the impact of the project or activity on the larger population, its significant linkage effect on meeting basic needs as well as its multiplier effect on the local economy. The Composite Programme of Action (POA) is indicated below.

4.4. COMPOSITE PROGRAMME OF ACTION FOR 2018-2021

Table 5.1: ECONOMIC DEVELOPMENT (Goal: Build Prosperous Society)

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Output Indicator	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	DDF/Donor	Lead	Collaborating
Improve production efficiency and yield	✓ Ensure effective implementation of the yield improvement programme	Economic Development	Agriculture Development	Acquisition of land Banks for block farming						200,000.00	-	-	Agriculture	-
		Economic Development	Agriculture Development	Undertake home & farm visits to disseminate appropriate technologies						12,000.00	-	-	Agriculture	-
		Economic Development	Agriculture Development	Disseminate extension information by use of FM radio and information van						10,000.00	-	-	Agriculture	-
	✓ Reinvigorate extension services	Economic Development	Agriculture Development	Support Planting for food & jobs						40,000.00			Agriculture	
		Economic Development	Agriculture Development	Celebration of Municipal Farmers day						200,000.	-	-	Agriculture	-

Improve Post-Harvest Management	Provide support for small- and medium-scale agro-processing enterprises through the One District, One Factory initiative	Economic Development	Agriculture Development	Train farmers on appropriate post-harvest technologies and effective land management practices					20,000.00	-	-	Agriculture	BAC
		Economic Development	Agriculture Development	To promote value addition and marketing for 100 cassava processors (Gari)					10,000.00				
		Economic Development	Agriculture Development	To promote alternative livelihood in 5 communities					20,000.00				
		Economic Development	Agriculture Development	To educate farmers on HIV/Malaria and Child labour issues					15,000.00	-	-		
Promote livestock and poultry dev't for food security and income generation	- Facilitate access to credit by the industry - Strengthen livestock and poultry research and adoption	Economic Development	Agriculture Development	Conduct active disease surveillance in livestock, poultry and pets in 10 communities	No. of communities visited				-	15,000.00	-	Agriculture	Vet.
		Infrastructure delivery & Mgt	Infrastructure Development	Construct Fence Wall around Whindo abattoir	Fence wall constructed				300,000.	-		Works	ENHD
Support Entrepreneurship and SME	- Mobilise resources from existing	Economic Development	Trade, Tourism and Industrial	Train 50 women farmers in	50 women trained				10,000.00	-	-	BAC	Agriculture/NGOs

Development	financial and technical sources to support MSMEs		development	weanimix preparation and packaging										
Enhance Domestic Trade	- Develop modern markets and retail infrastructure in every district to enhance domestic trade	Infrastructure delivery & Management	Infrastructure Development	Construction of 60 No. Market sheds Effiakuma No. 9	60 No. sheds constructed				100,000		-	Works	-	
		Infrastructure delivery & Management	Infrastructure Development	Construction of 20 No. Market sheds Anaji Fie	20 No. Market sheds put -up				35,000			Works		
Diversify and expand the tourism industry for economic development	- Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards	Economic Development	Trade, Tourism and Industrial development	Development of eco - tourism at Whin Estuary	No. visitors to the site				-	10,000	-	Ghana Tourist Board	Works/ Central Admin	
Subtotal									998,000	15,000				
Total									1,013,000.00					

SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity for All)

Adopted objectives	Adopted strategies	Programmes	Subprogrammes	Projects/Activities	Output Indicator	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	-													
Ensure affordable, equitable, easily accessible and Universal Health Coverage	<ul style="list-style-type: none"> - Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care - Expand and equip health facilities - Accelerate implementation of the mental health strategy - Ensure gender mainstreaming in the provision of health care services 	Social Services Delivery	Health Delivery	Construct Accomodation for 1 No. Health facility at Whindo	1 No. Accommodation constructed					450,000.00			Municipal Health Dept. (MHD)	Works
		Social Services Delivery	Health Delivery	Construct 1 No. Enhanced New Community Based Health Planning and Services (CHPS) Compound with Ancillary Facilities (Equipment-delivery bed, delivery set, Episiotomy set , Furniture and Accommodation for Nurses) at Adientem	1 No. CHPS Compound constructed					600,000.00			MHD	Works
		Social Services Delivery	Health Delivery	Construct fence wall and completion of grounds works at Whindo Health Post						100,000.00			MHD	Works
				Completion of CHPS Compound	Apremdo					200,000.00				
		Social Services Delivery	Health Delivery	Completion and equipping of 2No.CHPS compounds	2 No. CHPS Compound constructed at Asakae & Anaji					200,000.00			MHD	Works

		Social Services Delivery	Health Delivery	Procure equipment for skilled delivery (delivery bed, delivery set, Episiotomy set etc.) at Aprembo	Set of medical equipment procured				50,000.00	-	-	MHD	Works
		Social Services Delivery	Health Delivery	Organise Quarterly Durbars at CHPS Compounds/ Zones	No. of Durbars held				9,600.00	-	-	MHD	-
		Social Services Delivery	Health Delivery	Organize monthly Child Welfare Outreach and weekly home visits in communities at each CHPS zone (support to malaria programmes)	No. of outreach programmes organized				16,000.00			MHD	
		Social Services Delivery	Health Delivery	Encourage Voluntary Testing and Counseling Services etc.					25,000	15,000		MHD	HIV/AIDS Focal Person
		Social Services Delivery	Health Delivery	Sensitize pupils and students in schools on HIV/AIDS, Cholera TB					6,000.00			MHD	MED
		Social Services Delivery	Health Delivery	Organise Quarterly AIDs Committee Meeting					24,000.00			HIV /AIDS Focal Person	Central Admin
Enhance inclusive and	- Expand infrastructure and facilities	Social Services Delivery	Education and Youth Dev't	Organise My First Day at School					100,000.00	-	-	Education	Central Admin

equitable access to, and participation in quality education at all levels	at all levels - Continue implementation of free SHS and TVET for all Ghanaian children	Social Services Delivery	Education and Youth Dev't	Organise Mock Examination for Basic Schools –JHS					90,000.00			Education	Central Admin
		Social Services Delivery	Education and Youth Dev't	Provision of Teaching & Learning Materials					20,000.00			Education	Central Admin
		Social Services Delivery	Education and Youth Dev't	Support Sports and Culture in Basic schools					80,000.00			Education	Central Admin

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor/DDF	Lead	Collaborating
Enhance inclusive and equitable access to, and participation in quality education at all levels	technology, engineering and mathematics (STEM) and ICT education in basic and secondary education - Ensure inclusive education for all boys and girls with special needs	Social Services Delivery	Education and Youth Dev't	Provide school furniture for basic schools	Proportion of public school with furniture deficit					100,000	50,000		Education	Works
		Social Services Delivery	Education and Youth Dev't	Construct & furnish 3 Community Libraries	3 libraries put up at Asakae, Effia & Kwesimintsim					300,000	200,000.00		Education	Works
		Social Services Delivery	Education and Youth Dev't	Organise mock Exams for JHS	BECE pass rate					-	120,000	-	Education	Central Admin
		Social Services Delivery	Education and Youth Dev't	support for “My first day at school” event	Gross enrolment at KG level						200,000		Education	Central Admin
		Social Services Delivery	Education and Youth Dev't	Provision of sponsorship for teacher/nursing trainees						120,000			Education	Central Admin
		Social Services Delivery	Education and Youth Dev't	Construct 1 Storey 6 unit classroom block for TI						500,000			Works	

				Ahmadiyya JHS									
		Social Services Delivery	Education and Youth Dev't	Renovate 2-Storey 14-unit classroom block for Lagos Town MA Primary					400,000				Works
		Social Services Delivery	Education and Youth Dev't	Renovate 2 unit classroom block for Tanokrom MA Primary					30,000				Works
		Social Services Delivery	Education and Youth Dev't	Construct 6-unit classroom block with ancillary facilities for Good Sheperd Anglican JHS (Concrete roof) and six-seater environ loo toilet and three bay urinal					650,000				Works
		Social Services Delivery	Education and Youth Dev't	Rehabilitate of 2-unit classroom block with office at Rev. Thomas KG					105,000				Works
		Social Services Delivery	Education and Youth Dev't	Construction of fence wall around Anaji Catholic Primary School					120,000.00				

		Social Services Delivery	Education and Youth Dev't	Construct 6-unit classroom block with ancillary facilities for Anaji Estate KG and Primary School (Concrete roof) and six-seater environ loo toilet and three bay urinal					650,000			Works	
Improve access to safe and reliable water supply services for all	<ul style="list-style-type: none"> - Provide mechanized borehole and small town water systems - Enhance public awareness and institutional capacities on sustainable water resources mgt - Strengthen institutional capacities for water resources management 	Infrastructure delivery & Mgt	Infrastructure Development	Construction of boreholes in selected communities					80,000.00	-		Works	CWSA
		Infrastructure delivery & Mgt	Infrastructure Development	Construct Institutional latrines and Urinal for Imin Naafie KG & Basic School					240,000			Works	CWSA

Improve access to improved and reliable environmental sanitation services	<ul style="list-style-type: none"> - Implement the "Toilet for All" and "Water for All" programmes under the IPEP initiative - Provide public education on solid waste management 	Infrastructure delivery & Mgt	Infrastructure Development	Public Bath house at 'A' Compound Newsite						65,000.00	-	-	Env'tal Health	Works
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Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor/DDF	Lead	Collaborating
	<ul style="list-style-type: none"> - Expand disabilityfriendly and gender friendly sanitation facilities - Review, gazette and enforce MMDAs' byelaws on sanitation - Develop and implement strategies to end open defecation 	Mgt & Admin	General Administration	Prepare & Implement MESSAP (Undertake Premises & Meat inspection, pest & rodent control, health promotion and control stray animals						30,000.00	10,000.00	-	Env'tal Health	Works
		Mgt & Admin	General Administration	Conduct inspection in 20 Industrial Establishments and 20 Hospitality Establishments						10,000	-	-	Env'tal Health	-

		Mgt & Admin	General Administration	Conduct medical screening for 500 food handlers/vendor						10,000	-	Env'tal Health	-
Reduce disability, morbidity, and mortality	- Strengthen maternal, new born care and adolescent services	Social Services Delivery	Health Delivery	Conduct Health promotions Activities (Community durbars, radio talk shows)	No. of health outreach programmes organised					12,000.00		Env'tal Health	MHD
	- Intensify implementation of malaria control programme	Social Services Delivery	Health Delivery	Enforce sanitation byelaws/prosecute sanitary offenders	No. of cases prosecuted					12,000.00		Env'tal Health	
	- Strengthen prevention and management of malaria cases - Intensify efforts for polio eradication	Social Services Delivery	Health Delivery	Support national immunization programme						10,000	10,000		MHD
Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	- Expand and intensify HIV Counselling and Testing (HTC) prog	Social Services Delivery	Health Delivery	Organisation of behavioural change campaign against HIV/AIDS	Percentage change in HIV prevalence and incidence rate					15,000		Focal person	Central Administration
	- Intensify behavioural change strategies especially for high risk groups for HIV&AIDS and TB	Social Services Delivery	Health Delivery	celebration of World AIDS Day							15,000		Focal person

Ensure the rights and entitlements of children	<ul style="list-style-type: none"> - Promote justice for children, including reforming child panels, forming family courts and strengthening capacity of correctional facilities and care givers - Eliminate the worst forms of child labour by enforcing laws on child labour, child 	Social Services Delivery	Soc. Welfare & Comm. Dev't	Organisation of public education against child labour	No. of Public Education Sessions held					5,000	5,000	10,000	SW/Com. Dev	Central Administration	
		Social Services Delivery	Soc. Welfare & Comm. Dev't	Formation and training of Municipal child panel	Panel formed					10,000	-	-		SW/Com. Dev	Central Administration
		Social Services Delivery	Soc. Welfare & Comm. Dev't	Celebration of World No Child Labour Day	No					15,000	-			SW/Com. Dev	Central Administration
		Social Services Delivery	Soc. Welfare & Comm. Dev't	Provision of support for rescued victims of child labour	Proportion of child cases managed					20,000				SW/Com. Dev	Central Administration
Attain gender equality and equity in political, social and economic development systems and outcomes	<ul style="list-style-type: none"> - Target attainment of gender balance on all government-appointed committees, boards and other relevant official bodies - Introduce measures to promote change in the socio-cultural norms and values inhibiting gender equality. 	Social Services Delivery	Soc. Welfare & Comm. Dev't	Formation and training of women groups on economic empowerment	No of women groups formed and trained on governance issues					-	-	21,000	SW/Com. Dev t	Central Administration	
		Social Services Delivery	Soc. Welfare & Comm. Dev't	Provision of support for women aspirants in Assembly elections	No. of women supported and elected					-	50,000	-		SW/Com. Dev	Central Administration
		Social Services Delivery	Soc. Welfare & Comm. Dev't	Provision of start-up capital /equipment for PWDs	No. of PWDs supported					100,000	-	-		SW/Com. Dev	Central Administration
		Mgt & Admin	General Administration	Provision of support for Nation builder corps programme	No of youth engaged in NABCO						20,000	-		Central Admin	OoP

Enhance sports and recreational infrastructure	- Institute measures to reclaim lands earmarked for sporting and recreational activities - Develop and maintain sports and recreational infrastructure	Infrastructure delivery & Mgt	Infrastructure Development	Upgrading of community parks/fields						40,000.00	-	-	Works	-
Subtotal										6,551,600	745,000	31,000		
Total										7,327,600.00				

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)

Adopted objectives	Adopted strategies	Programmes	Sub - programmes	Projects/ Activities	Outcome/ impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG /DACF	IGF	Donor/DDF	Lead	Collaborating
Improve efficiency and effectiveness of road transport infrastructure and services		Infrastructure delivery & Mgt	Infrastructure Development	Maintenance of community roads	Km of roads in good condition					300,000.00	100,000	-	Works	-
		Infrastructure delivery & Mgt	Infrastructure Development	Rehabilitation of Major Roads (Details attached as Appendix 4)						51,262,641				
		Infrastructure delivery & Mgt	Infrastructure Development	Undertake Road-line Marking of selected roads						90,000.00				

		Infrastructure delivery & Mgt	Infrastructure Development	Replace culverts	No. of Culverts replaced				300,000.00				
		Infrastructure delivery & Mgt	Infrastructure Development	Carry out Re-sealing of roads including pothole patching					200,000.00				
Enhance climate change resilience	-Mainstreaming of climate change in national development planning and budgeting processes	Environmental Management	Nat. Res. Cons. And Mgt	Training of farmers on climate smart agriculture techniques	No. of public education on climate change organized				50,000	-		Agric	USAID
Promote a sustainable, spatially integrated, balanced and orderly dev't of human settlements	- Ensure proper urban and landscape design and implementation - Strengthen the human and institutional capacities for effective land use planning and management	Infrastructure Delivery & Mgt	Physical and Spatial Plg.	Conduct tracing and scaling of Planning Schemes	No. of spatial plans prepared				20,000.00		-	Physical Planning	Traditional Council
		Infrastructure Delivery & Mgt	Physical and Spatial Plg	Carry out Scheme draughting					5,000.00		-	Physical Planning	Works
		Infrastructure Delivery & Mgt	Physical and Spatial Plg	Plot approved block plans on respective planning schemes					20,000.00	-	-	Physical Planning	Works
		Infrastructure Delivery & Mgt	Physical and Spatial Plg	Prepare new local plans for newly developed areas and revision of existing local plans					50,000.00			Physical Planning	
		Infrastructure Delivery & Mgt	Physical and Spatial Plg	Process, review and approve development applications					20,000.00			Physical Planning	

		Infrastructure Delivery & Mgt	Physical and Spatial Planning										
Address recurrent devastating floods	Construct storm drains in cities and towns to address the recurrent devastating floods.	Infrastructure delivery & Mgt	Infrastructure Development	Maintenance of storm drains					150,000	50,000	-	Works	-
Promote proper maintenance culture	-Establish timely and effective preventive maintenance plan for all public infrastructure.	Infrastructure delivery & Mgt	Infrastructure Development	Completion of Assembly block (Phase II) at Aprembo					300,000,00	-	-	Works	-
				Construction of 1No. 4 Bedroom Bungalow for MCE									
		Infrastructure delivery & Mgt	Infrastructure Dev't	Construction 1 No. 2-Unit Semi Detach Staff Bungalow					400,000	-	-	Works	-
Sub-Total													
Total									53,167,647.00				

GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (Goal: Maintain a Stable, United and Safe Society)

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	DACF	IGF	DDF/Donor	Lead	Collaborating
Strengthen fiscal decentralization	- Enhance revenue mobilization capacity and capability of MMDAs	Mgt & Admin	Finance	Valuation of landed properties	Change in IGF performance					100,000	50,000	-	Finance	Land Valuation Department (LVD)
		Mgt & Admin	Finance	Establishment of revenue database						40,000	-	-	Finance	-
		Mgt & Admin	Finance	Preparation & Implementation of Revenue Improvement Action Plan						200,000	-	-	Finance	-
	- Improve service delivery at the MMDA level	Mgt & Admin	Finance	Recruitment and training of revenue collector						10,000	-	-	Finance	-
		Mgt & Admin	Finance	Procurement of logistics for Revenue collectors						20,000	-	-	Finance	-
		Mgt & Admin	General Administration	Gazetting of Municipal bye-laws						-	20,000	-	Central Admin	All Departments
Deepen political and administrative decentralization	- Strengthen sub-district structures	Mgt & Admin	General Administration	Constr. 1 No. Area Council Office	Functional Urban Council					500,000	-	-	Works	-
		Mgt & Admin	General Administration	Provision of support for Urban Council						100,000	-	-	Central Admin	-
Enhance capacity for policy formulation and coordination	- Strengthen the implementation of development plans	Mgt & Admin	General Administration	Procurement of office logistics and equipment						100,000	50,000	-	Central Admin	-
		Mgt & Admin	General Administration	Repair and Maintenance of Assembly Vehicles						100,000	50,000	-	Central Admin	-

	<ul style="list-style-type: none"> - Strengthen the capacity of public institutions for undertaking policy analysis, development planning, monitoring and evaluation, macro-economic modelling and forecasting - Promote coordination, harmonization and ownership of the development process 	Mgt & Admin	Planning, Budgeting & Coordination	Preparation of plans, budget and other reports of the Assembly					160,000	140,000	-	Central Admin	-
		Mgt & Admin	Human Resource	Organisation of training for staff and Assembly Members					50,000	50,000	-	Central Admin	-
		Mgt & Admin	General Administration	Organisation of Statutory meetings of the Assembly					120,000	80,000	-	Central Admin	-
		Mgt & Admin	General Administration	Provision of support for National celebrations					120,000	80,000	-	Central Admin	-
		Mgt & Admin	Planning, & Coordination	Organisation of M&E activities					100,000	50,000	-	Central Admin	-
		Mgt & Admin	General Administration	Procurement of 1 No. Pick-Up vehicle					160,000		-	Central Admin	-
Improve popular participation at regional and district levels	<ul style="list-style-type: none"> - Promote effective stakeholder involvement in dev't planning 	Mgt & Admin	General Administration	Creation/maintenance of Assembly Website					15,000		-	Central Admin	-
		Mgt & Admin	Planning, Budgeting & Coordination	Organisation of town hall meetings					-	120,000	-	Central Admin	-

	process, local democracy and accountability - Strengthen People's Assemblies concept to encourage citizens to participate in gov't	Mgt & Admin	Planning, Budgeting & Coordination	Organisation of DMTDP Terminal Evaluation					60,000	-	-	Central Admin	-
Enhance security service delivery	- Transform security services into a world class security institution with modern infrastructure, including accomm., health and training infrastructure	Mgt & Admin	General Administration	Construction of 1 No. Police Post, Apremdo	Police Post Constructed				100,000	-	-	Works	-
		Mgt & Admin	General Administration	Furnishing of 1 No. Police Post					50,000	-	-	Works	Central Administration
		Mgt & Admin	General Administration	Procure and install street lights/ bulbs at Electoral areas					-	80,000	-	Works	Central Administration
Sub-total									2,090,000	885,000			
Total									2,975,000.00				
Grand Total									64,483,247.00				

4.5 INDICATIVE FINANCIAL STRATEGY

The indicative financial plan has been developed based on the projected revenue from the various sources and intended areas of expenditures. It is significant to note that the projected expenditure excluded major socio-economic infrastructure such as railways network, electricity, water and telephone. These expenditures are usually incurred by central government actors like Ministries, Departments and Agencies (MDA's) who are directly in charge of these infrastructure or utilities. The total estimated cost of all programmes to be implemented in the Plan period would cost

The table below indicates the projected revenue the Assembly is expected to receive from the internally generated funds, central government and other donor funds to ensure the timely implementation of programmes identified within the plan period. All other things been equal, the Assembly has projected an amount of **GHC 52,386,525.55**

Table 5.2: Projected Revenue for 2018-2021

S/N	Revenue Item	2018	2019	2020	2021
1	IGF	947,475.00	3,257,200.00	3,591,063.00	3,770,616.15
2	STOOL LANDS	200,000.00	400,000.00	420,000.00	441,000.00
3	GRANTS	5,469,912.88	10,344,354.88	11,378,790.36	12,516,669.40
TOTAL		6,617,387.88	14,001,554.88	15,218,850.36	16,548,732.40
GRAND TOTAL		GHC 52,386,525.55			

4.6. FINANCING THE GAP

The comparison of the indicative total cost of implementing the plan (**GHC64,483, 247.00**) and the projected revenue shows that there would be a shortfall on the revenue side to the tune of **GHC 12,096,721.40**. There is therefore the need for the mobilization of additional financial resources through the adoption of various strategies to enable the Assembly fully execute the

development projects and programmes outlined in the MTDP. To ensure effective implementation of the 2018-2021 MTDP, the following strategies are earmarked to increase the revenue base of the Assembly.

- Intensify efforts to expand the revenue items of internally generated funds
- Valuation of un-assessed properties in the municipality
- Application of automated system of revenue collection
- Sensitization of the public to pay rates
- Develop public-private partnership (PPP) arrangement
- Collaborate with the private sector
- Donor agencies

4.8.REVENUE IMPROVEMENT ACTION PLAN

The Revenue Improvement Action Plan for EKMA (2018-2021) shown below explains the above strategies in detail.

Table : Revenue Mobilisation Improvement Action Plan – 2018 – 2021

No	Activities	Expected Outcomes	Time Schedule (Quarters)				Implementing Offices/Officers	Resources required	Estimated Cost GHc
			1st	2nd	3rd	4th			
1.	Develop a reliable database in major communities in the Municipality through Data collection	To help establish database to improve revenue collection.					MCD, MBA,MFO & MRH	Stationaries, Vehicle, Fuel & Allowance	40,000.00
2.	Acquire Revenue Software for Billing & Tracking of Payment	For timely Printing & Distribution of Bills as well as tracking of Payment.					MCD, MBA,MFO & MRH	Software, Desktop Computer & Printer for Budget Unit	12,000.00
3.	Prepare, Print & Distribute Bills and undertake follow up on bills	To ensure timely distribution of bills without delay					MCD, MBA,MFO & MRH	Print Materials, Vehicle & Fuel	50,000.00

4.	Valuation and Revaluation of Commercial / Institutional and Selected Individual Properties.	To help improve on Property Rate Collection					MCD, MBA,MFO & MRH	Funds	100,000.00
5.	Rezone and Set Target for Revenue Collectors	To help improve revenue collection.					MCD, MBA,MFO & MRH		
6.	Organize Training Workshop for Revenue Collectors	To Apply Modern techniques of revenue mobilization					MCD, MBA,MFO & MRH	Print Materials & Allowance	6,000.00
7.	Hold Stakeholders discussions on Fee Fixing Resolution	Sensitize Identifiable groups on fees and payments.					MCD, MBA,MFO & MRH	Refreshments, Vehicle, Fuel & Allowances	9,000.00
8.	Reassigning and Reshuffle of Revenue Collectors by rotation in the Zones and Electoral Areas	To improve on efficiency in collection and maximization of revenue					MCD, MBA,MFO & MRH		
9.	Publication of Revenue & Expenditure Performance on Notice Board monthly	To ensure Transparency and Accountability to the Public					MBA,MFO & MRH	Notice Board & Print Materials	1,000.00
10.	Strengthening the activities of the Revenue Task Force to embark on Revenue Mobilization & monitoring Occasionally.	To enforce compliance by recalcitrant tax payers					MCD, MBA,MFO, MRH & METRO GUARDS	Vehicle, Fuel & Allowances	5,000.00
11.	Out sourcing of selected revenue items for collection	To widen the coverage and improve on collection					MCD, MBA,MFO & MRH,		

12.	Introduction of On- Street Parking Fees by marking major streets in the Municipality	To improve on Revenue generation					MCD, MBA,MFO, MWE & MRH,	Logistics - Paint	7,000.00
13.	Strengthening the use and enforcement of vehicle Embossment Stickers	To improve on Revenue generation					MCD, MBA,MFO & MRH,	Printing of Stickers	5,000.00
14.	Erecting of Barriers at vantage places in major exporting communities	To improve on Revenue generation					MCD, MBA,MFO & MRH,	Logistics – Metal Bars	6,000.00
15	Reward hardworking Revenue Collectors	To Improve on Performance					MCD, MBA,MFO & MRH,	Funds	10,000.00
15.	Gazette Fee Fixing to be able to Prosecute Recalcitrant Tax Defaulters	To take legal action for payment					MCD, MBA,MFO, REGISTRY & MRH,	Funds	10,000.00
GRAND TOTAL									261,000.00

CHAPTER FIVE

5.0. ANNUAL ACTION PLANS

5.1 Introduction

For effective implementation of the DMTDP, the Composite Programme of Action has been sub-divided into Annual Action Plans (AAPs) for four years starting from 2018 and ending 2021. This chapter outlines the Annual Action Plans and shows the link between the Composite Budget and the annual action plans.

The Composite budget for the Assembly which is also a programme based budget is formulated based on the Annual Action Plans of the Assembly. The activities of each year's plan serve as inputs for a fiscal year's composite budget. The budget is thus, considered as allocating financial resources for the implementation of each year's annual action plan.

The Annual Action Plans are to be appraised on annual basis to ascertain relevant activities to be rolled-over where needed from previous years as well as get rid of activities that are no longer relevant. The reviewed AAP then form the basis for the annual budget for the district and subsequently as input into the annual national budget. Thus, there is a relationship between the annual action plans and the composite budgets of the Assembly.

5.2 Implementation of Annual Action Plans

The Annual Action Plans of the Municipality are expected to be implemented by the Departments, and Agencies of the Assembly in collaboration with the NGOs, CSOs, FBOs and the Private sector. Details of the Annual Action Plans for 2018 – 2021 are attached as Appendices.

CHAPTER SIX

6.0. MONITORING AND EVALUATION SYSTEM (M & E) AND COMMUNICATION STRATEGY

The Municipal Monitoring and Evaluation Plan (MM & EP) has been prepared in line with the National Development Planning Commission (NDPC) guidelines for preparing MM & EP. The purpose of this MM&EP is to institute a more effective and efficient system for tracking the progress of development programmes and projects set out in the MMTDP. It is also to track other institutions in the Municipality as well as to generate timely reports and reliable and valid information to NDPC and other stakeholders through RPCU to help Government make some policies and decisions.

The Plan preparation was participatory. The Municipal Assembly through the Municipal Planning Co-ordinating Unit (MPCU) involved all key stakeholders. The involvement of the stakeholders was to ensure acceptance and commitment to plan implementation to achieve the desired results to improve quality of life of the people.

6.1 PURPOSE OF THE M & E PLAN

The fact that resources are limited/scarce while societal needs are unlimited, there is therefore the need for results based monitoring and evaluation systems put in place to ensure value for money in the execution of any development policy/ programme.

The purpose of this M & E plan is to institute an effective and efficient system for tracking the progress of development programmes and projects set out in the Municipal Medium Term Development Plan and other interventions in the municipality. It is to generate timely reports as well as reliable and valid information to NDPC and other relevant stakeholders through RPCU to help government make sound policies and decisions. It is intended to assist MMDAs to measure progress towards the achievement of the MMTDP stated goals and objectives in a structured manner.

6.2 MONITORING

Monitoring is a systematic and continuous documentation, analysis and communicating information about the performance of a project to decision makers/implementers. Monitoring is always an internal project activity. It is the measurement of progress toward achieving project /programme objectives.

6.2.1 Monitoring & Evaluation Schedules / Indicators

One of the key features of the M&E system is M & E indicators / schedules, which provide a format for presenting the inputs, outputs, outcomes and impacts indicators for resources, activities,

objectives and the broad goal of a development plan. The M & E schedules / matrix show the linkage of the broad goal of the Municipal Medium Term Development Plan to the policy objectives and activities / strategies as indicated in the Project Planning Matrix or Logical frame.

6.2.2 Monitoring and Evaluation Activities

One of the main characteristics of the development effort is a strong commitment towards conducting thorough impact evaluations and as indicated investment plan, some of the specific activities that will be undertaken in the implementation of the MMTDP include; community animation/visits, hygiene education, water supply, sanitation provision etc.

Based on that, the Municipal will conduct the following M & E activities:

- i. Ex-ante evaluation
- ii. Quarterly site visits
- iii. Quarterly review meetings
- iv. Quarterly progress report preparation
- v. Mid-term evaluation
- vi. Mid-term progress report preparation
- vii. Terminal evaluation (Annual performance review workshop)
- viii. Annual progress report preparation
- ix. Quarterly progress report dissemination
- x. Mid-year progress report dissemination
- xi. Annual progress report dissemination

The above M & E activities will be conducted throughout the plan period 2018 – 2021. The MPCU will lead the M & E exercises together with all the above identified stakeholders.

The following M & E activities will help improve operations and management of the plan and provide insights for effective programme design and implementation.

6.2.3. Monitoring Matrix

INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE	TARGETS				DISAGGR EGATION	MONITO RING FREQUE NCY	RESPONSIBI LITY
				2018	2019	2020	2021			
THEMATIC GOAL 1: BUILD A PROSPEROUS SOCIETY										
OBJECTIVE 1: IMPROVE PRODUCTION EFFICIENCY AND YIELD										
Percentage (%) increase in yield of selected crops, livestock and fish		outcome						age, sex, location	annually	MOFA
Improved agricultural technological practices adopted by farmers group		Outcome							Seasonally	MOFA
Farmers income increase annually		Impact							Annually	MOFA, MPCU
Policy education on production of other crops accepted		Output							Seasonally	MOFA, MPCU
OBJECTIVE 2: DIVERSIFY AND EXPAND TOURISM INDUSTRY FOR ECONOMIC DEVELOPMENT										
Tourism sites developed		Output							Quarterly	MPCU, GTA
More people attracted to the sites		outcome						age, sex, location	Monthly	MPCU, GTA
More income generated		Impact							Quarterly	MPCU, GTA
THEMATIC GOAL 2: CREATE OPPORTUNITIES FOR ALL										
OBJECTIVE 1: ENHANCE INCLUSION AND EQUITABLE ACCESS TO AND PARTICIPATION IN QUALITY EDUCATION AT ALL LEVELS										

School block provided in Communities		Output						sex,	annually	MPCU
a. Teaching and learning improved b. Enrolment improved/increased		Outcome							Annually	MPCU, MoE
Academic performance in school improved		Impact							Annually	MPCU, MoE
Number of trained teachers increased		Output							Annually	MPCU, MoE
Quality of teaching improved		outcome							Termly	MPCU,
No. of Furniture supplied to schools		Output							Annually	EKMA, MoE, MDE, Donors
Effective teaching and learning in schools		Outcome							Annually	MDE, EKMA
OBJECTIVE 2: ENSURE AFFORDABLE, EQUITABLE, ACCESSIBLE AND UNIVERSAL HEALTH COVERAGE (UHC)										
All health facilities well equipped		Output							Annually	MPCU, MOH, GHS
a. Access to health facilities enhanced/increased. b. Health delivery improved		Outcome							Quarterly	MPCU, GHS
Health of the people improved		Impact							Quarterly	MPCU, GHS

Required number of health personnel retained and attracted/ increased		Output							Annually	MPCU, MOH, GHS
Health delivery system improved		Outcome							Quarterly	MPCU, MOH, GHS
Health status of the people enhanced		Impact							Quarterly	MPCU, MOH, GHS
OBJECTIVE 3: REDUCE DISABILITY, MORBIDITY AND MORTALITY										
Maternal Mortality ratio	(Number of deaths due to pregnancy and childbirths per 1,000 live births)	outcome						Age, Sex	annually	GHS
Under-five mortality rate	(Number of deaths occurring between birth and exact age five per 1000 live births)	outcome						Sex	annually	GHS
Malaria case fatality in children under five years per 10,000 population		impact						Sex	annually	GHS
Improvement in skilled/supervised Delivery		output						Age	annually	GHS
No. of TB Cases Diagnosed		outcome						Age, Sex	annually	GHS
Proportion of OPD cases attributed to malaria		outcome						Age, Sex	annually	GHS
No. of under-five malaria case fatality		impact						Sex	annually	GHS
No. of infants death		outcome						Sex	annually	GHS
No. of maternal death		outcome						Age	annually	GHS

OBJECTIVE 4: ENSURE THE REDUCTION OF NEW HIV AND AIDS/STIs INFECTIONS ESPECIALLY AMONG THE VULNERABLE GROUP										
HIV/AIDS prevalent rate	(% of adult population, 15-49 yrs. HIV positive)	outcome						Age, Sex, Location	annually	GHS
PMTCT (HIV) +VE		outcome						Age, Location	annually	GHS
No. of HIV/AIDS Incidence		outcome						Age, Sex, Location	annually	GHS
Education on behavioural change well received		Output							Quarterly	MPCU, GHS, GAC
Number of infection reduced drastically		Outcome							Quarterly	MPCU, GHS, GAC
Health status of the people enhanced/improved		Impact							Quarterly	MPCU, MOH, GHS
OBJECTIVE 5: IMPROVE POPULATION MANAGEMENT										
No. of Family Planning Acceptors		input						Age, location	annually	GHS
No. of Teenage Pregnancy		output						Age, location	annually	GHS
OBJECTIVE 6: IMPROVE ACCESS TO SAFE AND RELIABLE WATER SUPPLY SERVICES TO ALL										
Safe water coverage	Proportion of population with sustainable access to safe water sources	output	85%	88%	92%	95%	100%	Location	Annually	MWST, GWCL, CWSA
OBJECTIVE 7: IMPROVE ACCESS TO IMPROVED AND RELIABLE ENVIRONMENTAL SANITATION SERVICES										
Public toilets and 100 households toilets provided		Output							Annually	MWST, MEHU

Health of the people improved/enhanced		Impact							Monthly	MEHU, MWST
OBJECTIVE 8: STRENGTHEN SOCIAL PROTECTION ESPECIALLY FOR CHILDREN, WOMEN, PERSONS WITH DISABILITY AND THE ELDERLY										
No. of people on Livelihood Empowerment Against Poverty [LEAP] programme		output						Age, Sex, Location	Annually	Social Welfare and Comm. Dev't
Worse forms of child labour eliminated completely		Output							Quarterly	Municipal Police Command, NGOs, MSW, MA
Dangerous health hazards of children reduced/eliminated		Outcome							Quarterly	MSW, MUSEC, NGOs, CBOs
a. More children in school b. Children's health improved		Impact							Quarterly	MUSEC, GHS, GES, MA
Women participate fully in decision –making at all levels		Output							Quarterly	MPCU, NALAG, Women Groups, CBOs/NGOs
a. Gender balanced in decision-making at all level ensured. b. Women representation in Decision making at all levels sustained		Outcome							Annually	MPCU, NALAG

Effective development at the Municipal level ensured and sustained		Impact							Annually	MPCU, NALAG, MLRD
Girl education sustained in JHS and SHS		Output							Quarterly	GES, PTA, MA, NGOs, CBOs
More girls in school		Outcome							Quarterly	GES, PTA, MA, NGOs, CBOs
a. Girl child education improved b. More women empowered		Impact							Annually	GES, PTA, MA, NGOs, CBOs
All vulnerable and excluded registered		Output							Annually	NGOs, MSW, MA
Proper records/data available on the vulnerable and excluded		Outcome							Annually	MSW, MA, MESW, NGOs
Increased support for the vulnerable and excluded		Impact							Annually	MSW, MA, MESW, NGOs
The vulnerable and excluded adequately supported and integrated		Output							Annually	MSW, MA, MESW, NGOs
Well-resourced and gained employment		Outcome							Annually	MSW, MA, MESW, NGOs

Increased incomes and improved living conditions		Impact							Annually	MSW, MA, MESW, NGOs
OBJECTIVE 9: PROMOTE EFFECTIVE PARTICIPATION OF THE YOUTH IN SOCIO-ECONOMIC DEVELOPMENT										
Number of unemployed youth benefiting from skill/apprenticeship and entrepreneurial training		input						Age, Sex, Location	Annually	BAC
THEMATIC GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT										
OBJECTIVE 1: PROTECT EXISTING FOREST RESERVES										
Loss of forest cover	proportion of forest depleted /degraded	outcome						Location	Annually	Forestry Commission
OBJECTIVE 2: IMPROVE EFFICIENCY AND EFFECTIVENESS OF ROAD TRANSPORT INFRASTRUCTURE AND SERVICES										
Major roads rehabilitated		Output						Location	Annually	GHA, MA, MRH
Road surface improved		Outcome							Annually	GHA, MA
a. Easy movement of goods and people b. Short travelling time		Impact							Quarterly	GHA, MA, MRH
12 Feeder/ Community roads rehabilitated		Output							Annually	DUR, MA
All Major farm tracks maintained		Output							Annually	DUR, MA
Farm tracks improved		Outcome							Annually	DUR, MA

OBJECTIVE 3: PROMOTE SUSTAINABLE, SPATIALLY INTEGRATED, BALANCED AND ORDERLY DEV'T OF HUMAN SETTLEMENTS										
Layouts drawn for developing areas		Out put						Location	Annually	MPCU, PPD
Development control ensured		Outcome							Annually	MPCU, PPD
a. Orderly development in the communities. b. Environmental sanitation enhanced in communities		Impact							Quarterly	MPCU, PPD
OBJECTIVE 4: ENHANCE THE QUALITY OF LIFE IN RURAL AREAS										
Electricity coverage	% change in number of households with access to electricity	output						Location	Annually	ECG
THEMATIC GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY										
OBJECTIVE 1: STRENGTHEN FISCAL DECENTRALIZATION										
Total amount of internally generated revenue		output						Location	Annually	Finance Department
% of MA's expenditure not within the MMTDP Budgets		output							Annually	Finance Department
Area Councils and Unit Committees equipped with the necessary skills and logistics		Output							Annually	MPCU, ACs, UCs
Effective and efficient performance of ACs and UCs ensured		Outcome							Quarterly	MPCU, ACs, UCs

Effective decentralisation at the Municipal level ensured and sustained		Impact							Annually	MPCU, NALAG, MLRD
Adequate funds available to run the Assembly/ implement development projects		Outcome							Annually	MPCU, WRCC, MLRD
Quality of the life of the people improved i.e. continuous development		Impact							Annually	MPCU, WRCC, MLRD
OBJECTIVE 2: ENHANCE PUBLIC SAFETY										
Police-citizen ratio		output							Annually	GPS
OBJECTIVE 3: IMPROVE PARTICIPATION OF CIVIL SOCIETY IN NATIONAL DEVELOPMENT										
Proportion of Development Partner and NGO Funds contribution to MMTDP Implementation		input							Annually	Finance Department

6.2.4. MUNICIPAL CORE INDICATORS						
EKMA CORE INDICATORS AND TARGETS						
	INDICATOR (CATEGORISED BY THEMATIC AREAS)	MUNICIPAL (2017)	BASELINE	MUNICIPAL TARGET		
ECONOMIC DEVELOPMENT						
		2017	2018	2019	2020	2021
1	No. of persons who visit Tourist sites					
2	Change in tourist arrivals (%)					
3	Change in yield of selected crops, livestock and fish (%)	Yield / Hectare Maize = 1.13 Rice = 1.00 Cassava = 8.20 Yam = 4.20 Pineapple = 42.60 Cocoyam = 4.76	Maize = 1.26 Rice = 1.05 Cassava = 8.61 Yam = 4.41 Pineapple = 44.73 Cocoyam = 5	Maize = 1.32 Rice = 1.10 Cassava = 9.04 Yam = 4.63 Pineapple = 46.97 Cocoyam = 5.25	Maize = 1.39 Rice = 1.15 Cassava = 9.49 Yam = 4.86 Pineapple = 49.32 Cocoyam = 5.51	Maize = 1.5 Rice = 1.21 Cassava = 9.96 Yam = 5.1 Pineapple = 51.79 Cocoyam = 5.79
4	No of farm field visits by Agric. Extension Agents (AEAs)					
5	No. of youth groups in Agriculture					
6	No. of farm field schools in non-traditional products					
7	No of radio discussions on Agricultural issues					
8	No of fishmonger shelters in place					
SOCIAL DEVELOPMENT						
9	HIV / AIDS prevalence rate (% of adult population, 15-49yrs. HIV Positive)	3.0	2.75	2.5	2.0	1.5
10	Maternal Mortality ratio (number of deaths due to pregnancy and childbirth per 100,000 live births)		300	275	250	220
11	Under - five mortality rate (number of deaths occurring between birth and exact age five per 1000 live births)	3.3	3	2.7	2.4	2

12	Malaria case fatality in children under five years per 10,000 population	1.40%	1.30%	1%	0.90%	0.80%
13	a. Gross enrolment Rate (<i>Indicates the number of pupils/students at a given level of schooling-regardless of age-as proportion of the number children in the relevant age group</i>) - <i>Primary</i> -JHS -SHS b. Net Admission Rate in Primary Schools (<i>Indicates Primary One enrolment of pupils aged 6 years</i>)	Primary - 76.8% JHS - 57.8% SHS - 44.8%	Primary -88.7% JHS - 67.9% SHS - 47.6%	Primary-91.9% JHS - 66.6% SHS - 50.4%	Primary - 95.1% JHS-65.2% SHS - 53.2%	Primary - 95.1% JHS - 65.2% SHS - 53.2%
14	Pupil - Teacher ratio (Primary, JHS)	Primary - 1:30 JHS - 1:15	Primary - 1:33 JHS - 1:18	Primary - 1:35 JHS - 1:21	Primary - 1:38 JHS - 1:25	Primary - 1:38 JHS - 1:25
15	BECE PASS RATE	64%	66.60%	69.30%	72%	80%
16	Gender Parity Index (<i>Ratio between girls' and boys' enrolment rates, the balance of parity is 1.00</i>)	Primary - 1.01 JHS - 0.96 SHS - 0.02	Primary - 0.99 JHS - 0.97 SHS - 0.12	Primary - 0.98 JHS - 0.98 SHS - 0.22	Primary - 0.96 JHS - 0.97 SHS - 0.132	Primary - 1.00 JHS - 1.00 SHS - 1.00
17	Proportion of unemployed youth benefiting from skills/apprenticeship and entrepreneurial training					
18	Proportion of population with access to improved sanitation (<i>flush toilets, KVIP, household laterine</i>)					
19	Proportion of population with sustainable access to safe water sources	89.76%	90%	92%	95%	98%
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT						
20a	Proportion / length of roads Rehabilitated Trunk Roads (in km) Urban Roads (in km) Feeder (in Km)	Urban Roads 7 KM	12 KM	20KM	25KM	30KM

20b	Proportion / length of roads maintained Trunk Roads (in km) Urban Roads (in km) Feeder (in Km)		5KM	8KM	10KM	15KM
20c	Proportion / length of roads Constructed Trunk Roads (in km) Urban Roads (in km) Feeder Roads (in km)	Urban Roads 4.3km	Urban Roads 7.2km	Urban Roads 10km	Urban Roads 15km	Urban Roads 20km
21	Change in number of households with access to electricity (%)	93.10%	95%	97%	99%	100%
GOOD GOVERNANCE, CORRUPTION AND PUBLIC ACCOUTABILITY						
22	Total amount of internally generated revenue					
23	Proportion of Development Partner and NGO funds contribution to DMTDP implementation					
24	Proportion of DA expenditure within the DMTDP budget (<i>How much of DA's expenditure was not in the annual budget?</i>)					
25	Number of reported cases of abuse (<i>children, women and men</i>)	Men - 13 Women - 70 Children - 31	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20
26	Police citizen ratio					

6.3 DATA COLLECTION AND COLLATION

6.3.1 Strategy for Data Collection and Collation

Data in monitoring and evaluation is the systematic process of obtaining useful information on policy, programme or project in terms of both collection and analysis. It involves gathering and measuring information on variables of interest, in an established systematic fashion.

Data may be quantitative, in which case they have numerical values attached to them or qualitative, where the data reflects people's observations, judgments, opinions, perceptions or attitudes about a situation. They can also be categorized into input, process, output, outcome or impact data.

The relevance of data in monitoring and evaluation cannot be ignored. This is because data directly impacts on conclusions and recommendations after which important decisions are taken making accuracy, completeness and reliability of data very important. The only way to ensure the accuracy is by improving the data collection methods.

The MPCU engages in data collection at several levels and at different intervals. There is a register of all on-going projects and activities in the Municipality. This register is updated quarterly with specific details on the title of the project or activities and their locations, start time and expected completion date, cost and source of funding. It also spells out the name of the contractor, status of the projects and some specific remarks on the achievements of intended objectives. The data on projects is usually collected from a primary source and it involves going to the field to gather the required data. Again, Focus Group Discussions and Participant Observations are other methods used. The data collected aids in the quarterly and annual reviews with regards to the stated objectives and the indicators and preparation of reports. Details of how data would be collected are shown in the data collection matrix below.

Table 46: Data Collection Matrix

No.	Indicator	Data collection period	Data collection method	Data disaggregation	Results
1	Agriculture				
1.a.	Yields of food crops (MT)				
	* Maize				
	* Cassava				
	* Cocoyam				
	* Plantain				
	* Yam				
	* Rice				
1.b.	Number of farmers supported with credit (financial and input)				
1.c.	Number of new farmers using improved technologies				
1.d.	Number of farmers in vegetables production				
1.e.	Number of farmers supplied with planting materials and farm inputs				
1.f.	Number of agro-processing facilities established				
	Hectares of forests conserved				
2	Roads (KM)				

	Major Tarred roads in KM				
	Length of Feeder Roads				
	<ul style="list-style-type: none"> • Spot improvement 				
	<ul style="list-style-type: none"> • Rehabilitation 				
	<ul style="list-style-type: none"> • Surfacing 				
	<ul style="list-style-type: none"> • Reshaping 				
3	Human Settlement				
	<ul style="list-style-type: none"> • Number of new community with Planning Schemes 				
	<ul style="list-style-type: none"> • Number of public facilities landscaped in the District 				
	<ul style="list-style-type: none"> • Number of new communities street named 				
4	Energy				
	% change in number of households with access to electricity				
5	Water and Sanitation				
	<ul style="list-style-type: none"> • Percentage of Population with access to safe water 				
	<ul style="list-style-type: none"> • Number of new Household toilets constructed 				
	<ul style="list-style-type: none"> • Number of new drains 				

	constructed				
	• Number of WATSAN activities organized				
	• Number of new refuse bays constructed				
6	Education				
	Gross Enrolment rate (GER)				
	• Pre-school				
	• Primary				
	• JSS				
	• SHS				
	• Net Admission Rate (1-6)				
	• BECE Pass Rate				
	• SHS Pass Rate				
	• Gender Parity Index:				
	* Pre-school				
	* Primary				
	* JSS				
	* SHS				
	Improvement in pupils/Teacher ratio:				
	* Pre-school				
	* Primary				
	*JSS				
	Improvement in School infrastructure:				
	Number of New Sanitary facilities:				
	KVIP				
	New school buildings				

	Number of school blocks rehabilitated				
	Increase in % of trained and untrained Teachers ratio:				
	* Pre-school				
	* Primary				
	* JSS				
	Improvement in furniture				
	Number of schools with Established libraries				
	Number of schools with access to ICT centres				
	<ul style="list-style-type: none"> • Number of needy but brilliant student given scholarships (males and females) 				

6.3.2 Data Analysis and Use of the Results

This step takes into consideration the collection of all M&E data in the Municipality including those gathered by the decentralised departments and CSOs, analysis of the data and report to the RPCU, NDPC and other MDAs and stakeholders.

The Municipal M&E does not only mean to produce reports to satisfy regional and national reporting needs but also to analyse and interpret data to highlight key areas of importance/concern to draw the necessary interventions for poverty reduction and total development of the municipality to make M&E useful.

The data will be analysed to show the results being produced by each project. This will help indicate how the municipal is performing with regard to all the indicators (core and District specific) and appropriate action taken to address the findings.

The basis for the analysis here is to report on the progress of each indicator towards meeting the broad goal, objectives and targets set for the MMTDP. The lessons learnt as a result of the systematic analysis of the data will be fed into the Municipal action plans and the next MMTDP i.e. re-planning.

6.4 QUARTERLY AND ANNUAL PROGRESS REPORTING FORMAT

To ensure continuous participation in M& E activities in the Municipality, all project actors, communities, NGOs, Donors, Sector departments and all stakeholders which were involved, are made aware of key observations and findings at the end of each M & E exercise. It is the responsibility of the MPCU to prepare quarterly and annual progress report, and brief the Hon. MCE, P.M and other MA actors on the progress of work, observations and gaps identified. To do this, the NDPC has developed a structured Format / Outline to be followed by all MMDAs as per the National Development Planning (System) regulations, 2016 (LI 2232).

The Format is as follow:

a. Title page

- i. Name of MMDA
- ii. M & E Report for (time period)

b. Introduction

- i. Purpose of the M & E for the stated period
- ii. Processes involved and difficulties encountered
- iii. Status of implementation of MMTDP

c. M & E Activities Report

- i. Programme / project status for the quarter or year
- ii. Update on disbursements from finding sources
- iii. Performance indicators against targets
- iv. Update on indicators & Targets
- v. Update on critical Development and Poverty issues
- vi. Participatory M & E and other studies.

d. The Way Forward

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

6.5 DISSEMINATION AND COMMUNICATION STRATEGY

This aspect deals with how to disseminate the content of the Effia-Kwesimintsim Municipal Medium Term Development Plans (MMTDP). It also discusses the expected responsibilities of stakeholders and other principal action agents as well as all the collaborating agencies in the implementation of the Municipal plans. Strategies for promoting dialogue to generate feedback from the public regarding the provision of socio-economic infrastructure and related services are also discussed.

6.5.1 Dissemination of MMTDP and Annual Progress Report of Implementation

To solicit for support for funding, logistic, and human resources for effective implementation of the MMTDP, the Assembly will disseminate the plans to all stakeholders at the following levels:

- **Municipal Assembly Level**

The development goal, objectives, and strategies outlined in the medium term development plans would be made known to all Assembly Members, decentralised departments and agencies as well as the staff of the Assembly for effective implementation.

- **Town/ Area Council/ Unit Committee Level**

All stakeholders at the Area Council and Unit Committee levels, specifically the leaders need to be enlightened on the content of the 2018-2021 medium term development plans to enable them carry the message to their people. This would be achieved through the following means:

1. The chiefs, community based/ youth associations, market women, non-governmental organizations, the transport unions, and other members of the private sector about their roles/responsibilities and benefits to themselves and the entire society at large.

2. Durbars, seminars, community for a, workshops would be organized on the plans to sensitized all stakeholders
3. Investment opportunities in the municipality would be promoted to enable the private sector and development partners to be attracted to the plan

- **Regional and National Organizations/Institutions**

It is important to disseminate the plans beyond the borders of the district so as to serve as a means of informing the public /private institutions, and the general public on the potentials that exist in the municipality. This approach will also serve as a means of soliciting for financial and materials supports for the plan implementation. This will also involve the members of parliament in the municipality.

6.5.2 Expected Roles/Responsibilities of stakeholders in the plan implementation

The role of all key stakeholders in the implementation of the plan is very important. The anticipated role that each stakeholder will play is as follows:

6.5.2.1 Effia-Kwesimintsim Municipal Assembly

The decentralization policy coupled with the Local Government Act 462 designates District Assemblies as planning Authorities and not responsible for the preparation/ formulation of plans but also their implementation, monitoring and evaluation. This implies that the Municipal Assembly in collaboration with departments and agencies as well as other non-governmental organizations are responsible for the day-to-day running of the municipality and the assessment of projects after implementation. To, implement these projects/programmes; it is necessary that the district assembly mobilizes funds both from within and outside the district. The Local revenue base needs to be fully assessed and restructured to give the assembly a sound financial footing for projects implementation.

The Municipality Assembly is charged with the overall responsibility for the process of implementation, monitoring and evaluation of the development projects/programmes. This role can best be performed by tapping the available human and technical resources of the Expanded Municipal Planning Co-ordinating Unit, Departments and Agencies, Sub-Committees, Executive Committee, NGOs and development partners

The technical skills of the assembly/departments/agencies need to be tapped for the performance of the following functions:

- Generation and provision of funds for implementation of programmes/projects
- Setting up of terms of reference and framework for co-ordination and collaboration among institutions involved in the implementation of the development plans

- Identification and due response to implementation issues such as legal, administrative and traditional bottlenecks
- Identification and invitation/attraction of potentials investors in the district
- Periodic revision of plan implementation, procedure and effective adjustments in the response to the changing circumstances

6.5.2.2 Executive Committee

The Executives Committee would have to play the leading role of informing the Assembly members about the content of the plans, status of projects implementation and problems being encountered during the implementation to enable the electorates understand issues

6.5.2.3 Sub-Committee

The various sub-committees need to be strengthened with the requisite personnel; skills knowledge and experience to enable the members participate actively in the implementation of the development plans

6.5.2.4 Decentralized Departments/Agencies

They are major actors in the process of implementation, monitoring and evaluation. The departments/agencies will provide technical guidance and facilitate the implementation of desirable projects/programmes.

6.5.2.5 Chiefs, Opinion Leaders and Traditional Authorities

The chiefs, Opinion Leaders and traditional Authorities need to be part of the process of the plan implementation to enable them have informed decisions on their responsibilities in implementing the programmes/projects designed in the plan.

6.5.2.6 Non-Governmental Organizations (NGOs)/ Development Partners

The Municipal is mindful of the crucial roles played by Non-Governmental Organizations in support of various projects/programmes in the municipality. The role of NGOs and other development partners has been very crucial for the successful implementation of planned programmes/projects. It is hoped that the development partners will bite into the plan to enhance the overall development of the district.

*-/

6.5.2.7 Communities

Communities offer a lot of support starting from project identification, design and implementation, monitoring and evaluation. They also play important roles by providing counterpart funds towards

projects implementation. This is to enhance the principle of community ownership and management for sustainability. In this direction, communities provide labour, land, local expertise, counterpart funds, etc for projects implementation. It is hoped that communities would continue to offer their best through project identification, implementation, and evaluation for sustainability.

6.5.3 Strategies for promoting dialogue/ management of public expectations concerning services

The Municipal Assembly has adopted several strategies for promoting dialogue and eliciting information from the public regarding the implementation of planned programmes and projects in the plan. Periodic Stakeholders meetings would be organised at the Town/Area Council level to update the people on progress of work.

Additionally, the Assembly would hold meeting with identified civil society organisation, Artisans, Religious Groups, etc. to discuss the implementation of the plan and receive feedback.

The Municipal Assembly would endeavour to involve the people in the monitoring and evaluation of programmes and projects. This would enable the Assembly respond quickly to the concern and expectation of the people during the implementation of the plan. Progress reports on plan implementation would be discussed at sub-committee meetings and quarterly review meetings would also be held to address people's concern in the process of implementation. Furthermore, the Public Relations and Complaint Committee of the Assembly would provide a platform for the hearing of issues regarding the implementation of the programmes/projects in the Municipality.

6.5.4 Approaches/Channels for Communication

The methodologies outlined below will focus on group and individual approaches or interaction, information dissemination, training, management development programmes, team building and survey feedback techniques. The approaches to chosen to achieve the above-objectives are indicated below:

Table 47: Communication Strategies

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Public Forum	To create awareness on the MMTDP and gather feedback	Community Members, Traditional Authorities, NGOs etc.	Community Durbars	Quarterly	MPCU
Update MA website and Social Media Pages	To get the public to stay abreast with the activities of the MA	General Public	Uploading interventions on the platform	Jan – Dec each year	MPO
Radio Programmes	To update the	General Public	Technical officers of the Assembly engaged in radio		HoDs

	populace on the status of implementation of development interventions		discussions	Quarterly	
Briefing of RCCs and General Assembly during meetings	To update them on the status of implementation of development interventions	MA Members and RCC	Technical officers of the Assembly engaged to brief GA and RCC on progress made through Progress Reports	Quarterly	MPCU
Consultative Meetings	To get them to appreciate the MMTDP	Chiefs, Opinion leaders, NGOs	Technical officers of the Assembly engaged to brief them on progress made	Mid-Year	MPCU
Workshops/Seminars	To answer questions relating to the MA to enhance accountability	Selected Participants	MA staff partaking in workshops to clear erroneous impressions	Quarterly	HoDs
Newspapers/ Newsletter	To Publish major accomplishments	General Public	Publish major accomplishments and	Quarterly	MPCU

Publications	and challenges of the MA		challenges of the MA		
Using Information Services Division	To create awareness about Municipal Assembly projects and programmes	General Populace	Information van moving form community to community creating awareness	Quarterly	Information Department
Public Notice Boards	To create awareness about MA projects and programmes	General Populace	Critical information pasted on notices to inform the populace	Monthly	MPCU

6.6. EVALUATION ARRANGEMENTS

Evaluation is a systematic (and as objective as possible) examination of a planned on-going or completed project. It normally seeks to determine the efficiency, effectiveness, impact, sustainability and relevance of the project or organisation's objectives.

However, the main result that M & E seeks to achieve is that the Municipal's economy improves continually through informed decision-making and social learning, leading to improved quality of life.

One of the main characteristics of the municipal development effort is a strong commitment towards conducting thorough impact evaluations. In this vein, mid-term and terminal evaluations of the MMPTP will be conducted throughout the plan implementation period.

The MPCU will also assess the performance of all development programmes/projects when completed to ascertain whether the intervention has achieved its original objective (s) and assess the overall changes brought about by the intervention.

The MPCU will further examine the relevance of development effectiveness of all projects. These evaluations will help improve management and provide insights for effective programme design and implementation. The evaluation framework or matrix is presented in table below. The matrix is a table of the evaluation work plan.

Evaluation matrix					
Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub-Questions			
Relevance	Is the project / activity/programme relevant?	Does the project /activity/programme meet the needs of the community?	The Problems, Needs and Aspirations of the people	Needs assessment report, Public hearing reports, Community engagement reports	Survey, Community Fora
Efficiency	Are resources available on time and in the right quantities and quality?	Are activities implemented on schedule and within budget	POCC analysis, actual dates of project implementation, The quantity of materials/ inputs used,	MTDP, Report from project contractor /consultant, Quarterly Project monitoring and evaluation report	Field visit and observation

Effectiveness	Are the objectives of the Projects achieved?	Is the outputs leading to the intended outcomes?	Project implementation status, Proportion of the project's objective achieved.	Quarterly report from contractor/consultant, Quarterly M&E report	Field visit and observation
Impact	How is the project affected the lives of the people	Is the effect/impact positive or negative?	The living conditions of the people before and after the project implementation	Quarterly M&E report, Ghana Living Standards Survey report	Sample Survey, Resident, Satisfaction Survey
Sustainability	Are the beneficiaries accepting the programme/project as their own?	How will the project function after funding/assistance end?	The participation rate of the people during the project execution.	Quarterly M&E report	Observation , Community meetings. Focus Group Discussion
PM&E	Are PM&Es conducted	Are the communities involved in the M&Es	List of participants in M&Es	M&E Minutes/reports	Survey, observations , reviews

6.7 PARTICIPATORY MONITORING AND EVALUATION

One of the valuable tools to capture and ascertain perceptions and assess whether development interventions set in motion have met people's expectations especially the poor and vulnerable in the society is participatory monitoring and evaluation.

To ensure that this important exercise is effective, the MPCU will educate and create awareness among beneficiaries and will involve them in the selection of possible indicators to monitor the interventions.

The fundamental activity that will be undertaken under participatory M&E will be to promoting partnerships between the Municipal Assembly and NGOs/CBOs as well as the communities. The MPCU will lease with NGOs/ CBOs which are already engaged in participatory M & E and advocacy activities in the country to provide training , capacity building and strengthening local stakeholders in participatory M&E methods/ systems.

The MPCU will organise workshops for representatives of stakeholders and local NGOs / CBOs to discuss the roles of different stakeholders in participatory M&E.

The MPCU will also use focus group discussions as participatory M&E tool and methodology for social analysis of participatory impact assessment in the district.

6.8. MONITORING AND EVALUATION CALENDAR (WORK PLAN)

This segment of the M&E Plan is very important as it identifies the actors, (i.e. who should do what), the time-frame and a budget line relating to each activity. The timetable also details out the specific dates to carry out the various activities for the plan period. Table below shows the M&E calendar for the Municipal Assembly.

Table: Monitoring and Evaluation Calendar (Work Plan)

Activities	Time Frame (Date)				Stakeholder (Actors)	Budget GH¢
	2018	2019	2020	2021		
<u>A.MMTDP EVALUATION</u>	20 th December, 2018	20 th December, 2019	20 th December, 2020	20 th December, 2021		
1. Conduct Ex-ante Evaluation					MPCU	8,000.00
2. Conduct mid-term Evaluation		2 nd Thursday of July, 2019	2 nd Thursday of July, 2020	2 nd Thursday of July, 2021	MPCU, Donors, NGOs, CBOs,	6,000.00
3. Conduct terminal Evaluation (Annual Performance Review workshop)		2 nd Thursday of January, 2019	2 nd Thursday of January, 2020	2 nd Thursday of January, 2021	MPCU, other dev't partners	7,200.00
4. Conduct specific evaluation and studies		August, 2019	August, 2020	August, 2021	MPCU, other dev't partners	9,000.00
5. Conduct participatory M & E		4 th – 8 th April, 2019	3 rd – 7 th April, 2020	2 nd –6 th April, 2021	MPCU, other Stakeholders	12,000.00
<u>B.DATA COLLECTION AND REVIEW MEETINGS</u>	1 st Thursday of Jan. 2019	1 st Tuesday in April, July, October , 2019 & 1 st Thursday of Jan. 2020	1 st Tuesday in April, July, October , 2020 & 1 st Thursday of Jan. 2021	1 st Tuesday in April, July, October , 2021 & 1 st Thursday of Jan. 2022	MPCU/other stakeholder	16,000.00
6.Undertake quarterly field/sites visits						
7.Hold quarterly review meetings	1 st Thursday of Jan. 2019	1 st Thursday in April, July, October , 2019 & 1 st Thursday of Jan. 2020	1 st Thursday in April, July, October , 2020 & 1 st Thursday of Jan. 2021	1 st Thursday in April, July, October , 2021 & 1 st Thursday of Jan. 2022	MPCU, Other Partners	11,200.00
8. Preparation of quarterly progress report	14 th October, 2018 & 14 th Jan. 2019	14 th April, July, October, 2019& 14 th Jan. 2020	14 th April, July, October, 2020 & 14 th Jan. 2021	14 th April, July, October, 2021& 14 th Jan. 2022	MPCU	1000.00
9. Quarterly progress report dissemination to stakeholders	15 th October, 2018 & 20 th Jan. 2019	15 th April, July, October, 2019 & 20 th Jan. 2020	15 th April, July, October, 2020 & 20 th Jan. 2021	15 th April, July, October, 2021& 20 th Jan. 2022	MPCU	1,400.00

<u>C.ANNUAL PROGRESS REPORT (APR) PREPARATION AND DISSEMINATION</u>						
10. Data collection	15 th January, 2019	15 th January,2020	15 th January, 2021	15 th January,2022	MPCU & other Dev't partners	1,000.00
11. Draft APR prepared	31 st January, 2019	31 st January, 2020	31 st January, 2021	31 st January, 2022	MPCU	400.00
12. Draft APR review workshop	15 th February, 2019	15 th February, 2020	15 th February, 2021	15 th February, 2022	MPCU, Donors, NGOs, CBOs, etc	8,000.00
13. Final APR submitted to RPCU & NDPC	28 th February, 2019	28 th February, 2020	28 th February, 2021	28 th February, 2022	MPCU	1,000.00
14. Dissemination of final APR to stakeholders in the municipality	15 th March, 2019	15 th March, 2020	15 th March, 2021	15 th March, 2022	MPCU	2,000.00
GRAND TOTAL						84,200.00

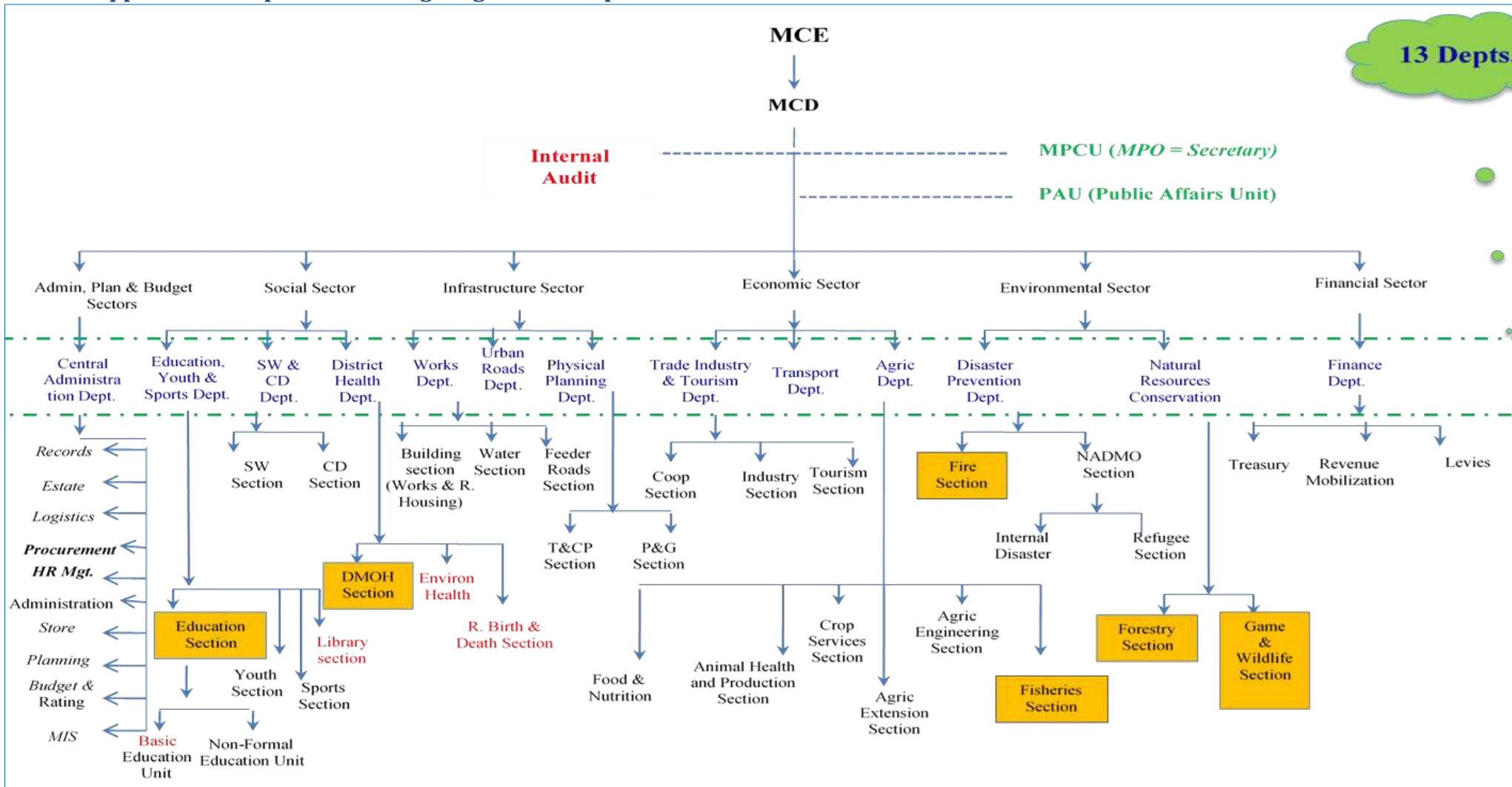
6.9. CONCLUSION

The broad consultation done and participatory nature of the plan preparation process will mean that all relevant stakeholders and development partners will be very keen and show commitment in the implementation of the plan. The document should be seen as the embodiment of the collective aspirations of the people in order to ensure that all planned strategies or interventions are strictly adhered to. This will help improve the quality of lives of the people by ensuring wealth creation and improving the living standards of the people in the Municipality.

To achieve the objectives outline in the MTDP (**2018-2021**), adequate resources must be mobilized both from within and external sources to fund the planned programmes and projects.

Finally, it must be stressed here that, there must be timely release of funds to support planned activities in order to achieve the objectives outlined in the MTDP, 2018 – 2021.

Appendix 1: Departmental Organogram as adopted from the LGS



Source: LGS, 201

Appendix 4: Road Projects in EKMA

14	Enhance Traffic Management & Safety 30 Road Signs)	Municipal Wide	No. roads signs mounted					112,500.00			Urban Roads Dept.	Works Dept.
15	Carry out Re-sealing of roads including pothole patching	Municipal Wide						800,000.00			Urban Roads	Works Dept.
16	<i>Upgrading of 1.8Km Mpatado- Adentem Road</i>	<i>Mpatado, Adentem</i>	<i>Length of km of road upgraded</i>					<i>3,347,000.00</i>			Urban Roads .	Works Dept
17	<i>Upgrading of 1.7 km Mappes Area road</i>	<i>Fijai</i>	<i>Length of km of road upgraded</i>					<i>2,987,546.00</i>			Urban Roads Dept.	Works Dept
18	<i>Upgrading of 2.5km Assakae-Whindo Roads</i>	<i>Assakae, Whindo</i>	<i>Length of km of road upgraded</i>					<i>4,085,475.00</i>			Urban Roads Dept.	Works Dept
19	<i>Upgrading of 3.0 km Mrs. Cudjoe- Takoradi technical Institute Area roads</i>	<i>Takoradi</i>	<i>Length of km of road upgraded</i>					<i>3,984,954.00</i>			Urban Roads Dept.	Works Dept
20	<i>Upgrading of 2.5km Anaji-Fie roads</i>	<i>Anaji</i>	<i>Length of km of road upgraded</i>					<i>2,879,824.00</i>			Urban Roads Dept.	Works Dept
21	<i>Upgrading of 2.0km Effia township roads</i>	<i>Effia</i>	<i>Length of km of road upgraded</i>					<i>3,287,459.00</i>			Urban Roads Dept.	Works Dept
22	<i>Upgrading of 3.2 km Anaji police station- Goil loop roads</i>	<i>Anaji</i>	<i>Length of km of road upgraded</i>					<i>6,148,457.00</i>			Urban Roads Dept.	Works Dept
23	<i>Rehabilitation of 3.0 Peak-Lodge Area Roads</i>		<i>Length of km of road upgraded</i>					<i>5,987,587.00</i>			Urban Roads Dept.	Works Dept
24	<i>Upgrading of 2.5 km Anaji-Namibia Area Road</i>	<i>Anaji-Namibia</i>	<i>Length of km of road upgraded</i>					<i>5,147,847.00</i>			Urban Roads Dept.	Works Dept
25	<i>Upgrading of 2.3km Poly-New site road</i>	<i>Effia</i>	<i>Length of km of road upgraded</i>					<i>2,859,871.00</i>			Urban Roads Dept.	Works Dept
26	<i>Rehabilitation of 1. 6 Km WAMCO Effiakuma Road</i>	<i>Effiakuma</i>	<i>Length of km of road upgraded</i>					<i>3,759,247.00</i>			Urban Roads Dept.	Works Dept
27	<i>Rehabilitation of 1.9 Km CDH Effia Road</i>	<i>Effia</i>	<i>Length of km of road upgraded</i>					<i>5,875,874.00</i>			Urban Roads Dept.	Works Dept
TOTAL								51,262.641/00				

ANNEX II**MAJOR COMMUNITIES AND THEIR POPULATION**

PROJECTED POPULATION						
NO.	SETTLEMENT	2010 (PHC)	2014	2015	2016	2017
1	Adientem	2, 680	3045	3143	3245	3351
2	Anaji	31, 669	35979	37146	38350	39593
3	Apremdo	14, 106	16026	16545	17082	17636
4	Assakae	9, 139	10383	10719	11067	11426
5	East Tanokrom	11, 689	13280	13710	14155	14614
6	West Tanokrom	35, 616	40,464	41,775	43130	44528
7	Effia	10, 936	12424	12827	13243	13672
8	Effiakuma	60, 932	69225	71470	73786	76178
9	Whindo	3, 699	4,202	4,339	4479	4625

Appendix 2 - Ranked Needs and Aspirations

Rank	Effia	Apremdo	Whindo	Kwesimintsim	Assakae	Anaji	Tanokrom	Effiakuma
1 st	Roads	Roads	Roads	Storm Drains	Roads	Roads	Roads	Roads
2 nd	Health Centre	School Buildings	Bridge	Roads	Water	Storm Drains	Storm Drains	Drains
3 rd	Market	Potable Water	School Furniture	Toilet Facilities	Health Facilities	Football Field	Refuse Sites	Street Lights
4 th	School	Market	Water	Street Lights	Public Toilet	Storm Drains	Police Station	Refuse Sites
5 th	Library/ICT	Health Facility	Public Toilet	Schools	Police Station	Street Lights	Street Lights	Toilet Facilities
6 th	Police Station	Police Station	Market	Water	Drains	Health Centre	Storm Drains	Community Centre
7 th	Water	Agric. Extension Officers	Refuse Sites	Refuse sites	School Furniture	Teachers/ Nurses Sponsorship	Football Field	Football Field
8 th	Footbridge	Electricity	Police Station	Community Centre	Agric. Extension Officers	Community Centre	Toilet Facilities	School
9 th	Community Centre	Public Toilet	Library/ICT Centre	Football Field	Refuse Dumpsites	Lorry Park		Teachers/ Nurses Sponsorship
10 th	Refuse Dumpsites		Community Centre		Library/ICT			
11 th					Lorry Park			

PUBLIC HEARING REPORT

Name of District: Effia-Kwesimintsim Municipal Assembly **Region:** Western Region

Name of Town: Effia-kuma

Venue: Effia-Kwesimintsim Main Assembly Hall **Date:** Thursday, 18th October, 2018

A. Medium of Invitation: Invitation letters, Radio Announcements, Information Service Department (ISD) Van, What Sapp Platform, Notices etc.

B. Names of interest special/ interest groups and individuals invited: GPRTU, RCC, Teachers, Civil Society (Global Communities), Assembly Members, Farmers etc.

C. Identifiable Representatives at hearing: Traditional Council, Regional Coordinating Council, Media, Heads of Departments/Institutions.

D. Total number of persons at the hearing: 158

E. Gender ratio/Percentage represented - Males 77% Females % 23%

F. Language used at hearing: Fante and English

G. Major issues at public hearing:

1. The Assembly should Sponsor Teacher / Nursing Trainees.
2. Urgent need for completion of Aprembo CHPS Compound
3. More attention should be paid to roads in Effiakuma and New-site
4. Street Naming Exercise should be continued
5. The Assembly should intensify publicity to create awareness about the new Assembly

H. Main controversies and major areas of complain: There were no controversies

I. Proposals for the resolution of the above controversies and complains: N/A

J. Unresolved questions or queries: None

K. At what level are these unresolved problems going to be resolved and why: N/A

L. A brief comment on General level of participation: The participatory nature of the whole exercise made the participants felt part of the decision making process. They were satisfied with the proposed interventions and expressed their willingness to cooperate with the Assembly to propel the rapid development of the Municipality.

Assent to Public Hearing Report

<u>Name</u>	<u>Designation</u>	<u>Signature</u>
Hon. Kojo Acquah	Municipal Chief Executive	-----
Samuel Andoh-Owusu	Co-ordinating Director	-----
Hon. John Davies	Presiding Member	-----
Hon. Musah Adamu	Chairman, Development Sub-Committee	-----
Samuel Amihere	Municipal Development Planning Officer	-----

