



ABLEKUMA CENTRAL MUNICIPAL ASSEMBLY

**DISTRICT MEDIUM-TERM DEVELOPMENT PLAN
(2018-2021)**

**NATIONAL MEDIUM-TERM DEVELOPMENT
POLICY FRAMEWORK (NMTDPF) 2018-2021 [*Agenda
for Jobs : Creating Prosperity and Equal Opportunities for
all*]**

[Draft]

February , 2020

PREFACE

As a New Municipality which was inaugurated in 2018 , the Ablekuma Central Municipal Assembly has been on a mission to put the various key building blocks required for an efficient and effective administration. One of the key aspects of this process was the development of a Medium Term Development Plan based on the National Development Planning Framework. The Medium term Plan is vital for the smooth takeoff of the Assembly since it will provide the opportunity to scan the development environment, analyze the current situation and most importantly prioritize the development interventions required to achieve the mission and vision of the Assembly.

As the first MCE for ABCMA , it is my vision to ensure the development of the municipality by providing the leadership that will mobilize the financial and human resources to develop the Municipality. This vision shaped the preparation of this first MTDP of ABCMA.

I am happy to note that this plan was prepared in the very open and participatory manner and took inputs from all sections of society within the Municipality. Opportunities were provided for all citizens in the Municipality to participate in the planning process . Indeed the plan reflects the needs and aspirations of the people of Ablekuma Central within the context of the National Development Planning Framework

Since the introduction of the Decentralisation Policy in Ghana in 1988; the coming into effect of Ghana's Fourth Republican Constitution in 1992, the enactment of the Local Governance Act, 2016 (Act 936); the National Development Planning (Systems) Act 1994 (480) with its accompanying Legislative Instrument (the National Development Planning(System) Regulations, 2016), District Assemblies have been legally mandated with the responsibilities for planning and coordinating the implementation of development interventions in their respective areas of jurisdiction.

It is on the strength of this mandate that this 4-Year Medium-Term Development Plan has been prepared in the context of the National Medium-Term Development Policy Framework (NMTDPF) 2018- 2021) document which among other things seeks to promote:

- ❖ Economic Development
- ❖ Social Development

- ❖ Environment, Infrastructure and Human Settlements
- ❖ Governance, Corruption and Public Accountability
- ❖ Ghana and the International Community

The development policies and programmes outlined in this plan have been formulated within the major District development focal areas which are similar to those, enshrined in the NMTDPF, 2018-2021 as stated above. The overall Goal of the 4-Year Medium Term Development Plan is to : Build a Prosperous and Promising District that has the Potential for the Creation of Socio-Economic Opportunities Through the Medium of Innovative Exploitation of Human and Natural Endowments to Provide the Relevant Infrastructure, Democratic and Safe Environment as well as Human-Centred Institutions Devoid of Corruption, and an Enhanced Image Suitable for National Cohesion and Integration in a Decentralised Democratic Environment. This ties in effectively with the National Goal set by the NMTDPF 2018-2021.

This would be achieved through: Restoration of the Economy, Transformation of Agriculture and Industry, Building a Resilient Economy by Providing Basic Economic and Social Infrastructure, Strengthening Social Protection and Inclusion as well as Reforming Public Institutions to Delivery Effectively and Efficiently on their Respective and Collective Mandates while forging mutually beneficial international partnerships.

Thus the main purpose of the Plan is to:

- ❖ Facilitate the systematic development of the Ablekuma North Municipality
- ❖ Promote comprehensive development by bringing into focus, the needs of marginalized sectors.
- ❖ Serve as a concrete representation of the development needs and priorities of the people of the Ablekuma Central Municipality.
- ❖ Provide a tool for marketing the development potentials of the Municipality.

December, 2018

Mariama Karley Amui (Hon.)

Municipal Chief Executive

Ablekuma Central Municipal

Assembly

LIST OF ACRONYMS

ABCMA	Ablekuma Central Municipal Assembly
AIDS	Acquired Immune Deficiency Syndrome
CC	Community Clinic
CSO	Civil Society Organization
CWSA	Community Water and Sanitation
DACF	District Assembly Common Fund
DCC	Development Communication Committee
MCE	Municipal Chief Executive
DFD	District Finance Department
DHD	District Health Directorate
DHMT	District Health Management Team
MTDP	District Medium-Term Development Plan
DP	Development Partner
MPCU	Municipal Planning Co-ordinating Unit
DACF	District Assembly Common Fund
EU	European Union
FBO	Faith/Farmer-Based Organization
GAMA	Greater Accra Metropolitan Area
GES	Ghana Education Service
GOG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GSGDA	Ghana Shared Growth Development Agenda
IGF	Internally Generated Fund
JHS	Junior High School

MAD	Municipal Agriculture Department
MESSAP Plan	Municipal Environmental Sanitation Strategy and Action
MCH/FP	Maternal and Child Health Clinic/Family Planning
MoFA	Ministry of Food and Agriculture
MIA	Municipal Internal Audit
MP	Member of Parliament
MTDP	Medium Term Development Plan
MWD	Municipal Works Department
NFED	Non-Formal Education Division
NGO	Non- Governmental Organization
NMTDPF	National Medium-Term Development Policy Framework
OPD	Out Patient Department
PM	Presiding Member
PMTCT	Prevention From Mother To Child Transmission
POCC	Potential Opportunities, Constraints and Challenges
PPAG	Planned Parenthood Association of Ghana
SIF	Social Investment Fund
SHS	Senior High School
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Emergency Fund
WHO	World Health Organization

ACKNOWLEDGEMENT

The preparation of the 4-year District Medium-Term Development Plan (DMTDP) for the period 2018-2021 came into fruition through the effort of the Municipal Chief Executive, Hon. Mariam Karley Amui and the Municipal Co-ordinating Director: Alhaji Issaka Issifu. The contributions of the Presiding Member, Hon. Abana Asoke , the Municipal Budget Officer - Mr. Phillip Quantson and Mr. as well as Mr. Kwasi Adarkwa (the Municipal Planning Officer) and his Assistant Hakim were quite commendable.

A plan preparation team of Departmental/Unit Heads, Assembly Members, Community Members and other notable stakeholders prepared this Plan in a record time. The chairpersons were Alhaji Issaka Issifu; for the DMTDP preparation period. The other members were : Justice (Municipal Engineer/ Head of the Works Department),Tijani Mumuni (Head of the Physical Planning Department), Mr. Nkrumah (the Municipal Finance Officer and Pamela Bubuafour (the Municipal Director of Agriculture), Mrs. Mrs. Kumador the Municipal Education Director, Madam Reginald Botwey (Municipal Director, Department of Social Welfare and Community Development, Bridgette Diapem Seyram (Municipal Environmental Health Officer) Mr. Phillip Quantson and many others .

The team carried out the arduous assignment of preparing the plan within daunting constraints. However, through the assiduity and the unwavering support of stakeholders, this plan has been developed according to the prescribed format. For this reason, the team is also grateful all who lent their support to the process. The team to is further thankful to all volunteer working with the Planning Unit for their invaluable contributions towards the preparation of this plan.

The Ablekuma Central Municipal Assembly is also indebted to all relevant stakeholders, the RPCU Monitoring Team, Opinion Leaders, Community Members, Individuals, the Media and NGO's, CSOs, CBOs, FBOs, Business Operators, Youth and Women Groups, Persons with Disabilities etc.) who availed themselves of the participatory planning

platform created by the MTDP preparation Team to contribute their quota to the process. The unflinching contributions of the afore-mentioned stakeholders made the assignment manageable.

ABLEKUMA CENTRAL MUNICIPAL ASSEMBLY 2018-2021 MTDP

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EXECUTIVE SUMMARY

The Ablekuma Central Municipal Assembly (ABCMA) was established by Legislative Instrument (L.I.) 2376 and inaugurated on 19 February 2019. It was carved out of the Accra Metropolis. Its capital is located at Laterbiokorshie, which is a highly urbanized mixed community with residential and commercial functions. The capital has close proximity to Accra, the national capital and has functional relationship with other key urban centers of Accra is connected to it by two major highways which also have national and international significance. The Municipality is an urban environment dominated by build environment and human ecology with very minimal natural ecology. The municipality is highly urbanized.

Municipality is constituted by Seven (7) Electoral Areas namely; Laterbiokorshie, Mataheko, Abossey Okai, Gbortsui, Nmemeete, Mambrouk, and Adwenbu.

As an urban municipality, it has contiguous settlements with no boundaries between localities. This makes it difficult to ordinarily delineate the main communities making up the Municipality. However the main communities that make up the municipality include; Mamprobi, Russia, Sukura, Kaneshie, Mataheko, Abossey Okai, Lartebiokorshie, Sabon Zongo.

Vision

A client focused, transparent and development oriented Assembly within the context of good governance.

Mission

The Assembly exists to harness the economic and human resources of the Municipality in collaboration with key stakeholders to improve the quality life of the people on sustainable basis.

Mission Statement

Provide quality and timely services to the citizens within the Municipality and expand economic opportunities through harnessing of organisational, financial and material resources of the Municipality and its partners.

CORE VALUES

As a service oriented Municipality, Ablekuma Central Municipal Assembly has adopted core values that reflect its outlook and vision. They are the winning culture that defines

the attitudes and behaviours required of staff in order to realize our Vision. Our values include the following:

Innovation and Creativity

We embrace technology, promote best practices and consistently explore new ways of delivering services.

Effective Partnership

We forge long-term sustainable partnerships with all stakeholders

Respect and Responsiveness

We understand and value the contributions of the people and priority needs of the City.

Dedication and Discipline

We keep our commitments with the City dwellers and serve with a sense of urgency.

Safe and Accessible Neighbourhoods

We create a safe environment for the well-being of and for the people we serve.

Participation

We involve key stakeholders in the planning, implementation, monitoring and evaluation of service delivery.

Professionalism

We demonstrate requisite skills and competencies, and adapt best practices in the delivery of services to the satisfaction of our clients whilst adhering to ethical standards.

Client focus

We use our clients' requirements to prioritize and consistently develop affordable and accessible services in a timely manner

Summary of Performance Review

The Ablekuma Central Municipal Assembly was established in 2019, one year into the implementation of the of the 2018-2021 MTDP . Based on that fact, it is not practicable to conduct a performance review as prescribed by the plan preparation guidelines from the NDPC .

The performance review for the previous plan was conducted by the Accra Metropolitan Assembly and captured in the 2018-2021 MTDP of AMA. At the time of preparing the 2018-2021 MTDP of AMA, the area that currently occupies the AbCMA was a sub metro under the jurisdiction of AMA. As such the performance review prepared at the time covers the area that is currently AbCMA. The level of implementation of the 204-2017

MTDP based on the analysis of performance is 88% over the four years. This represents a fairly reasonable performance and reflects the efforts of the Assembly to achieve the development objectives set for itself in the plan. Variety of reasons could be assigned to explain the inability of the Assembly to commence the 12% activities, projects and programmes. These issues have been outlined in the comments on the performance review and lessons learned.

Table : Summary of Implementation of Activities in 2014-2017 MTDP

Thematic Area	No of Activities	Fully Implemented	Partially Implemented	Not Implemented	Percentage Implementation
Ensuring and Sustaining Macroeconomic Stability	24	14	10	0	100%
Enhancing Competitiveness of Ghana's Private Sector	10	5	3	2	80%
Accelerated Agriculture Modernization and Sustainable Natural Resource Management	57	41	13	3	95%
Infrastructure And Human Settlements Development	47	22	12	13	72%
Human Development, Productivity and Employment	60	43	9	8	87%
Transparent, Responsive And	42	29	10	3	93%

Accountable Governance					
Total	240	154	57	29	88%

Key Programmes and their Outcomes

This 4-year Medium-Term Development Plan (MTDP) has been prepared within the National Medium-Term Development Policy Framework which seeks to:

- ❖ Create Opportunities for all;
- ❖ Safeguard the Natural Environment and Ensure a Resilient, Built Environment;
- ❖ Maintain a Stable, United and Safe Society and
- ❖ Build a Prosperous Society

The effective and efficient implementation of planned programmes and projects for the plan period by stakeholders is expected to transform the socio-economic structure of the country through the provision of requisite infrastructure and sustainable environmental management. This is envisaged to result in the creation of the much needed opportunities for all in a democratic environment that would interact favorably with the international community.

Description of MTDP Preparation Process and Participation of Key Stakeholders

In consonance with the Medium-Term Development Plan (MTDP 2018-2021) preparation guidelines which place considerable emphasis on stakeholder participation, the Municipal Plan Preparation Team ensured that all relevant stakeholders were involved in the process from the beginning to the end.

The participatory mechanisms permeated all activities carried out in respect of the exercise which included: Formation of DMTDP Preparation Team, Preparation of a Work plan for the Assignment, Review of Performance of the Previous Plan (ie. GSGDA II 2014 - 2017), Conduct of Community Needs Assessment/Identification, Collection of Departmental Inputs, Collation of Field and Secondary Data, Public Hearing (Validation of Data) and the DMTDP Adoption Process. Due to resource constraints, both the Needs Assessment and the Public Hearings were conducted on Zonal Council basis. Participation in the process was opened to all relevant stakeholders comprising of the following: The entire membership of the expanded Municipal Planning Co-ordinating Unit (MPCU), Regional Planning Co-ordinating Unit Officials, Staff of National

Development Planning Commission, Zonal Council Members, Assembly Members, Unit Committee Members, Opinion Leaders, Traditional Authorities, Non-Governmental Organizations (NGOs), Women Groups, Persons with Disabilities (PWDs), Business Operators, Faith -Based Organizations (FBOs), Farmer-Based Organizations (FBOs), Service Providers including State-Owned Enterprises (eg.Ghana Water Company, Electricity Company of Ghana, Ghana National Fire Service, Ghana Police Service), Driver Unions, Civil Society Organizations (CSOs); the Media, Women Groups, Youth Groups, Community-Based Organizations (CBOS), Health Practitioners etc.

The Prescribed Goals are as follows:

- ❖ Create Opportunities for all;
- ❖ Safeguard the Natural Environment and Ensure a Resilient, Built Environment;
- ❖ Maintain a Stable, United and Safe Society and
- ❖ Build a Prosperous Society

Key Objectives and Programmes

The plan has made a total of 203 interventions to address the issue and aspiration of the municipality. All the activities and programmes span across the various sectors and goals as captured in the National Development framework.

Indicative Financial Plan

The plan is expected to cost GH c46,178,115.91

CHAPTER ONE: PERFORMANCE REVIEW, DESCRIPTION OF EXISTING SITUATION AND MUNICIPAL PROFILE

1.1 Background

Ablekuma Central Municipal Assembly (ABCMA) was established by Legislative Instrument (L.I.) 2376 and inaugurated on 19 February 2019. It was carved out of the Accra Metropolis. Its capital is located at Laterbiokorshie, which is a highly urbanized mixed community with residential and commercial functions. The capital has close proximity to Accra, the national capital and has functional relationship with other key urban centers of Accra is connected to it by two major highways which also have national and international significance. The Municipality is an urban environment dominated by build environment and human ecology with very minimal natural ecology. The municipality is highly urbanized.

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1.1.1 Vision

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Client focus

We use our clients' requirements to prioritize and consistently develop affordable and accessible services in a timely manner.

1.1.5 Functions

The functions of the Districts are spelt out in part one, Section 12 of the Local government Act 936 of 2016 and Legislative Instrument 1961 of 2009. In summary the District Assembly exercises deliberative, legislative and executive functions. These functions are boldly aimed at attaining its vision and fulfilling its mission of improving the quality of life of its people. The underlisted is a summary of the functions of the Ablekuma Central Municipal Assembly (ABCMA).

- i. Exercises political and administrative authority in the district; promotes local economic development; and provides guidance, give direction to and supervises other administrative authorities in the District as may be prescribed by law;

- ii. Responsible for the overall development of the district through the preparation and submission of development plans and budget to the NDPC and Minister for Finance respectively for approval through the Regional Coordinating Council;
- iii. Formulates and executes plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- iv. Promotes and supports productive activity and social development in the district and remove any obstacles to initiative and development;
- v. Sponsors the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
- vi. Initiates programmes for the development of basic infrastructure and provide municipal works and services in the district;
- vii. Responsible for the development, improvement and management of human settlements and the environment in the district;
- viii. Responsible for the maintenance of security and public safety in the district;
- ix. Ensures ready access to courts in the district for the promotion of justice;
- x. Acts to preserve and promote the cultural heritage within the district;
- xi. Initiates, sponsors or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and
- xii. Perform such other functions as may be provided for under any other enactment.

The preparation of the 2018 - 2021 Medium Term Development Plan (MTDP) for all Metropolitan Municipal and District Assemblies (MMDAs) in Ghana begun in February 2017 and is governed by the 1992 Constitution in article 256 , the Local Governance Act of 2016 (Act 936) ,The National Development Planning Systems Act of 1994 (Act 480) and the Legislative Instrument LI 2232 of 2016. As part of the national planning system of Ghana, MMDAs are required to formulate four year medium term development plans that are shaped by a national development framework and apply specified planning guidelines published by the National Development Planning Commission (NDPC)

This Chapter assesses the performance of the La Nkwantanang-Madina Municipal Assembly for the period 2014-2016. The analysis focuses on the seven thematic areas of the GSGDA 2014-2017 and includes a report on the financial performance of the Assembly within the period.

The Chapter further presents the Ablekuma Central Municipality and its position in the national and regional context and then discusses the physical and natural environment, demographic characteristics, environmental situation, social services, economic prospects as well as political and administrative structures of the Municipality.

The chapter also analyses the situation of the vulnerable and socially marginalized persons in the Municipality, examining implications for development and highlighting appropriate social protection methods to deal with the effect on populations within a

fast growing urban and peri-urban Municipality. The chapter concludes with the harmonization of community needs and aspirations and identifies key development gaps as a first step to identifying an appropriate development path for the people in the Municipality based on their own development aspirations.

1.2 PERFORMANCE REVIEW 2014-2017 MTDP

1.2.1 INTRODUCTION

This section discusses the performance of the Municipal Assembly in relation to the Plan of Work for 2014 to 2017. This is discussed under the seven thematic areas of the Ghana Shared Growth and Development Agenda (GSGDA) as follows:

- i. Enhancing and sustaining macroeconomic stability
- ii. Enhancing Competitiveness in Ghana's Private Sector
- iii. 3. Accelerated Agricultural Modernization and Sustained Natural Resource Management
- iv. Oil and Gas Development
- v. Infrastructure, Energy and Human Settlement
- vi. Human Development, Productivity and Employment
- vii. Transparent and Accountable Governance

The performance review information which is presented in this section captures the specific activities and outcomes implemented in the last planning period that covered the Ablekuma Central Submetro under AMA. That area is now the jurisdiction of the Ablekuma Central Municipality.

To provide a baseline for the preparation of the new 4-year Medium Term Development Plan (MTDP), the Ablekuma Central Municipal Assembly conducted a performance review of the 2014-2017 Medium Term Development Plan implemented by the Accra Metropolitan Assembly. The Plan Preparation Team teased out projects and activities implemented when the Assembly was a Sub Metro. The results contained the progress made within the 4-year period and the lessons learnt to guide the preparation of the current MTDP.

1.2.2 Summary of Performance Review

A review of the Municipal's performance in implementing programmes, projects and activities earmarked for implementation in 2014- 2017 plan for Ablekuma Central Submetro over period is presented in Table 1.1. Based on the summary of activities reviewed, a cumulative total of Two Hundred and Forty (240) programmes, projects and activities were outlined in the 2014-2017 MTDP for implementation over the four years. Some of the activities are repeated yearly or in some years during the period under

review . Out of the cumulative total activities for the four years , One Hundred and Fifty Four (154) representing (64.8%) programmes, projects and activities have been fully implemented, Fifty Seven (57) representing (24.2%) programmes and projects have been implemented partially, Six (6) representing (2.6%) programmes and projects are on-going whilst Twenty-Seven (27) representing (12.%) programmes and projects have not been implemented or commenced.

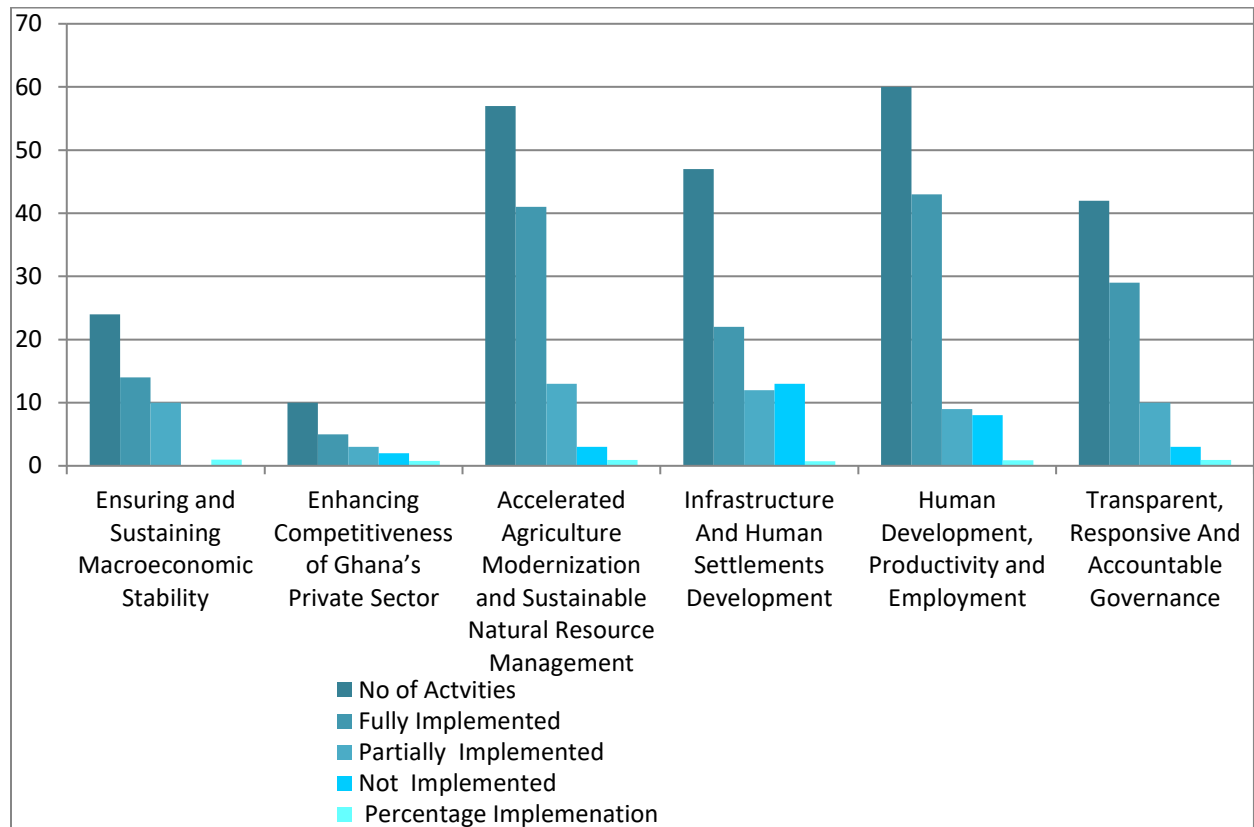
The level of implementation of the 204-2017 MTDP based on the analysis of performance is 88% over the four years. This represents a fairly reasonable performance and reflects the efforts of the Assembly to achieve the development objectives set for itself in the plan. Variety of reasons could be assigned to explain the inability of the Assembly to commence the 12% activities , projects and programmes . These issue have been outlined in the comments on the performance review and lessons learned .

Table1.1 : Summary of Implementation of Activities in 2014-2017 MTDP

Thematic Area	No of Activities	Fully Implemented	Partially Implemented	Not Implemented	Percentage Implementation
Ensuring and Sustaining Macroeconomic Stability	24	14	10	0	100%
Enhancing Competitiveness of Ghana's Private Sector	10	5	3	2	80%
Accelerated Agriculture Modernization and Sustainable Natural Resource Management	57	41	13	3	95%
Infrastructure And Human Settlements Development	47	22	12	13	72%
Human Development, Productivity and Employment	60	43	9	8	87%
Transparent, Responsive And Accountable Governance	42	29	10	3	93%
Total	240	154	57	29	88%

Source : ABCMA MPCU

Figure 1.1: Outturn of Performance of 2014-2017 MTDP by Thematic Area



Source : ABCMA MPCU

1.2.3 DETAILS OF PERFORMANCE REVIEW FOR 2014-2017 MTDP

The Details of implementation outcome of the activities, projects and programmes captured in the MTDP are presented in the table presented. Details of output of activities, projects and programmes are captured in a matrix that is segmented by year and thematic area. All programmed activities are captured under their appropriate thematic areas and the development objectives stated. The tables also have columns that state the indicators, targets and achievement for each year. A total of 240 activities have been captured in the matrix.

Table 1.2 : Details of Performance Review for 2014-2017 MTDP

Period	Thematic Area: <i>Ensuring and Sustaining Macroeconomic Stability</i>							
	Policy Objective: Improve revenue generation by strengthening the revenue collection machinery for IGF and increasing access to external funds.							
	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks	Remarks in relation to criteria in Box 7 with reasons
Baseline (2013)				MTDP Target	Achievement			
2014			Organize two day orientation course for 40 revenue collectors	20 revenue collectors	40	40	Implemented	Fully implemented
			Distribution of bills to commence on the 10 th of February and end on the 7 th of March 2014	200 bills	400	400	Implemented	Fully implemented
			Monitoring and evaluation of weekly revenue mobilization	Monthly	Weekly	80%	Partially Implemented	Monitoring was below target due to resource constraints
			Train 10 revenue accountants and supervisors on sorting and distribution of bills	5	10	10	Implemented	Fully implemented
			Provide logistics for revenue collectors tax force	-	100%	85%	Partially Implemented	Target not achieved due to resource constraints
			Increase Revenue collection in all sub metro by 20% annually	10%	20%	14%	Partially Implemented	Target not achieved due to resource constraints
2014	Thematic Area: <i>Enhancing Competitiveness of Ghana's Private Sector</i>							

	Policy Objective: Provide an enabling environment and appropriate infrastructure for the growth of the private sector in the Municipality							
	Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management							
	Policy Objectives: <ul style="list-style-type: none"> • Improve agricultural productivity through the adoption of innovative and modern technology • Promote livestock, poultry development and enhance fish production and productivity for food security and income generation. • Promote effective waste management, reduce noise pollution and enhance capacity to adapt to climate change impacts 							
2014	Economic Development	Agricultural services and management	Provide adequate and effective extension knowledge in livestock management, record keeping and financial management for 50 livestock farmers	30	50	50	Implemented	Fully implemented
			Train 100 vegetable sellers on proper washing and handling of vegetables	50	100	100	Implemented	Fully implemented
			Organize farmers' day	1	1	1	Implemented	Fully implemented
			Organize 2 awareness seminars for 200 foodstuff sellers on health hazard caused by food adulteration	-	2	1	Partially implemented	Resource constraints
			Train 100 foodstuff sellers on proper storage to reduce post-harvest losses during marketing	-	100 foodstuff sellers	100 foodstuff sellers	Implemented	Fully implemented

			Carry out 1 demonstration on soya bean processing utilization for 30 processors	-	30	30	Implemented	Fully implemented
			Train 100 foodstuff traders in proper packaging of their wares	-	100	100	Implemented	Fully implemented
			Train 100 traders (market woman) in the use of weighing scales as a measure for the food stuff/commodities	-	100	-	Not implemented	Resource constraint
			Vaccinate 1,500 local birds against New Castle	-	1,500	1,000	Partially implemented	Resource constraint
			Organize one workshop to train 50 livestock farmers on feed formulation and feeding practices	-	1	1	Implemented	Fully implemented
			Organize public education on causes of fire safety and disaster prevention	1	2	1	Partially Implemented	Resource constraints
			Develop the capacity of community on disaster and management of risk	-	3 Communities	3 Communities	Implemented	Fully implemented

			Identify hazard and early warning system in the sub -metro	-	1	1	Implemented	Fully implemented	
2014	Thematic Area: Infrastructure And Human Settlements Development								
	Policy Objective: <ul style="list-style-type: none"> Promote resilient urban infrastructure development, maintenance and provision of basic services that meets user needs Accelerate the provision of improved environmental sanitation facilities and quicken the provision of adequate, safe and affordable water Streamline spatial and land use planning system, upgrade existing slums and prevent the occurrence of new ones 								
			Undertake joint inspections to ensure developers adhere to strict building regulations	6	4	6	6	Implemented	Fully implemented
			Update and revise 70% planning schemes	30%	70%	35%	Partially implemented	On-going	
			Digitizing of Planning Scheme	-	50%	20%	Partially implemented	On-going	
			Street naming and Property Address System	-	50%	25%	Partially implemented	On-going	
			Organize training for 20 women group leaders and youth in batik tie & dye making	-	20	20	Implemented	Fully implemented	
			Train women groups on effective book keeping and Revenue Mobilization	-	30	30	Implemented	Fully implemented	
			Construction of 8No. Sheds at Mallam Market	-	8No. Sheds	-	Not implemented	Resources constraints	

			Maintain all street lights in the sub-metro	-	100%	20%	Partially implemented	On-going
			Completion of 6-unit Classroom Block for Mamprobi "2" Primary School	-	6-unit Classroom Block	On-going	On-going	On-going
			Completion of 3-storey 12-unit classroom block for Mataheko Maclean School	-	3-storey 12-unit classroom block	On-going	On-going	On-going
			Provision of Dual Desks for Mataheko salaria Basic School in the Metropolis	-	300 Dual Desks	300 Dual Desks	Implemented	Fully implemented
			Construction of 3-storey 18-unit classroom block with ancillary facilities for Abbosey Okai Cluster of Schools	-	3-storey 18-unit classroom block	On-going	On-going	On-going
			Construction of 3-Storey 18-unit classroom with ancillary facilities for Mamprobi Primary School	-	3-Storey 18-unit classroom with ancillary facilities	On-going	On-going	On-going
			Construction of 3-storey 18-unit classroom block with ancillary facilities for Mataheko Sellaria	-	18-unit classroom block with ancillary facilities	On-going	On-going	On-going
			Construction of 1no. 2 level 6-unit classroom block with office, store	-	1no. 2 level 6-unit classroom block with office,	On-going	On-going	On-going

			and teachers common room (block A) Mataheko cluster of schools		store and teachers common room			
			Supply of dual desk to 3 cluster of schools	1	3	3	Implemented	Fully implemented
			Supply of staff and teachers furniture for selected schools	-	3	3	Implemented	Fully implemented
			Supply of Computer Laboratory furniture for selected schools	-	2	-	Not implemented	Resource constraint
			Supply of Library furniture for selected schools	-	2	-	Not implemented	Resource constraint
			Rehabilitate 1-storey 6-unit classroom block for Mataheko 7 Primary School in Ablekuma North	-	1-storey 6-unit classroom block	1-storey 6-unit classroom block	Implemented	Fully implemented
2014	Thematic Area: Human Development, Productivity and Employment							
	<p>Policy Objective:</p> <ul style="list-style-type: none"> • Improve quality of teaching and learning by improving management of education service delivery • Improve efficiency and effectiveness of health service delivery including ensuring sustainable financing for health care delivery and financial protection for the poor • Develop targeted economic and social interventions for vulnerable and marginalized groups using access to land, credit, information technology and business services and networks 							
			Organize and conduct a two day impact assessment and strategic building workshop for 6 schools guidance and	-	6 schools guidance and counseling officers	6 Officers	Implemented	Fully implemented

			counseling officers					
			Upgrade the skills of 100 teachers	50 teachers	100 teachers	100 teachers	Implemented	Fully implemented
			Provide learning and teaching materials to schools	2 schools	6 schools	5 schools	Partially implemented	Resource constraint
			My first day in school	1	1	1	Implemented	Fully implemented
			Organize STIs HIV/AIDS Education campaign in basic schools	2 clusters of schools	4 clusters	4 clusters	Implemented	Fully implemented
			Prosecute those who violate sanitation laws and bye-laws	120 cases	250 cases	268 cases presented	Implemented	Target exceeded
			Inspect food establishments	150 food vendors	300 food vendors	322 food vendors screened	Implemented	Target exceeded
			District wide fumigation	1	2	1	Partially implemented	Target not achieved due to resource constraints
			Public education on sanitation	1	2	1	Partially implemented	Target not achieved due to resource constraints
			Awareness creation on the need to prevent non-Communicable diseases	1	2	2	Implemented	Fully implemented
			Increase Provision of wastebins from 33.4% to 50% and intensify	33.4%	50%	45%	Partially implemented	Target not achieved due to

			regular lifting in various communities.					resource constraints
			Maintain and desilt all drains within the metropolis twice in the year	1	2	1	Partially implemented	Target not achieved due to resource constraints
2014	Thematic Area: Transparent, Responsive And Accountable Governance							
	Policy Objective: <ul style="list-style-type: none"> • Improve transparency and access to public information • Enhance supervision and productivity in the public services 							
			Procure and supply fixture and fittings and office equipment.	-	Fixture, fittings and Office equipment	Office equipment supplied	Partially implemented	Target not achieved due to resource constraints
			Improve the skills of drivers and artisans	-	5	5	Implemented	Fully implemented
			Celebrate National workers day	1	1	1	Implemented	Fully implemented
			Monitor and coordinate all HIV/AIDS activities in the sub metro	-	Quarterly	Quarterly	Implemented	Fully implemented
			Organise End of year durbar annually	1	1	1	Implemented	Fully implemented
			prepare and submit 2015-2018 MTEF budget for hearing	-	1	1	Implemented	Fully implemented
			Organize Seven (7) Public Education Rallies in 7 communities	3	7	5	Partially implemented	Target not achieved due to resource constraints

			Celebrate Annual Constitutional Week	-	1	1	Implemented	Fully implemented
			Organize two weeks training workshop on the use of sun system accounting software for three (3) officers	-	3 officers	3 officers	Implemented	Fully implemented

Period	Thematic Area: <i>Ensuring and Sustaining Macroeconomic Stability</i>							
	Policy Objective: Improve revenue generation by strengthening the revenue collection machinery for IGF and increasing access to external funds.							
	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks	Remarks in relation to criteria in Box 7 with reasons
Baseline (2013)				MTDP Target	Achievement			
2015			Organize two day orientation course for 40 revenue collectors	20 revenue collectors	40	40	Implemented	Fully implemented
			Distribution of bills to commence on the 10 th of February and end on the 15 th of March 2015	200 bills	450	450	Implemented	Fully implemented

			Monitoring and evaluation of weekly revenue mobilization	Monthly	Weekly	100%	Implemented	Fully implemented
			Train 15 revenue accountants and supervisors on sorting and distribution of bills	5	15	15	Implemented	Fully implemented
			Provide logistics for revenue collectors tax force	-	100%	90%	Partially Implemented	Target not achieved due to resource constraints
			Increase Revenue collection in all sub metro by 20% annually	10%	20%	18%	Partially Implemented	Target not achieved due to resource constraints
2015	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector							
	Policy Objective: Provide an enabling environment and appropriate infrastructure for the growth of the private sector in the Municipality							
2015	Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management							
	Policy Objectives: <ul style="list-style-type: none"> • Improve agricultural productivity through the adoption of innovative and modern technology • Promote livestock, poultry development and enhance fish production and productivity for food security and income generation. • Promote effective waste management, reduce noise pollution and enhance capacity to adapt to climate change impacts 							
	Economic Development	Agricultural services and management	Provide adequate and effective extension knowledge in livestock management , record keeping and financial management	1	2	2	Implemented	Fully implemented

			for 100 livestock farmers					
			Organize two awareness seminars for 100 foodstuff sellers on health hazard caused by food adulteration	1	2	2	Implemented	Fully implemented
			Train 100 foodstuff sellers on proper storage to reduce post-harvest losses during marketing	1	2	2	Implemented	Fully implemented
			Carry out 1 demonstration on soya bean processing and utilization for 30 agro processors	1	1	1	Implemented	Fully implemented
			Train 70 foodstuff traders on proper packaging of their wares	1	1	1	Implemented	Fully implemented
			Train 50 traders (Market women) in the use of weighing scales as a measure for the food	1	1	1	Implemented	Fully implemented

			stuff commodities					
			Organise four public educations on rabies	-	4	2	Partially implemented	Target not achieved due to resource constraints
			Vaccinate 5,000 local birds against Newcastle disease	1	1	1	Implemented	Fully implemented
			Organize two workshops to train 100 livestock farmers on feed formulation and feeding practices	1	2	1	Partially implemented	Target not achieved due to resource constraints
			Organize one farmers day for the farmers	1	1	1	Implemented	Fully implemented
Thematic Area: Infrastructure And Human Settlements Development								
<p>Policy Objective:</p> <ul style="list-style-type: none"> Promote resilient urban infrastructure development, maintenance and provision of basic services that meets user needs Accelerate the provision of improved environmental sanitation facilities and quicken the provision of adequate, safe and affordable water Streamline spatial and land use planning system, upgrade existing slums and prevent the occurrence of new ones 								
2015			Construction of 3-storey 18-unit classroom block with ancillary facilities for Abbosey Okai Basic school	-	3-storey 18-unit classroom block with ancillary facilities	3-storey 18-unit classroom block with ancillary facilities	Completed	Fully implemented

			Construction of 6-unit classroom block for Abbosey Okai "2" Primary School	-	6-unit classroom block	6-unit classroom block	Completed	Fully implemented
			Construction of 3-Storey 18-unit classroom block with ancillary facilities at Abbosey Okai Cluster of Schools near the Chief's Palace.		3-Storey 18-unit classroom block with ancillary facilities	3-Storey 18-unit classroom block with ancillary facilities	completed	Fully implemented
			Construction of 3-Storey 18-unit classroom block with ancillary facilities at Salleria Cluster of Schools, Shukura - Kokompe		3-Storey 18-unit classroom block with ancillary facilities	3-Storey 18-unit classroom block with ancillary facilities	Completed	Fully implemented
			Reconstruction of Mallam market	-	Mallam market	-	Not Implemented	Resource constraint
			Construction of more schools at each electoral area and Expansion of existing schools within the electoral area	-	All Electoral Area	-	Not Implemented	Resource constraint

			Construction of Health facility at Mataheko , Shukura Cable and Wireless	-	Health facility	-	Not Implemented	Resource constraint
Thematic Area: Human Development, Productivity and Employment								
Policy Objective:								
<ul style="list-style-type: none"> • Improve quality of teaching and learning by improving management of education service delivery • Improve efficiency and effectiveness of health service delivery including ensuring sustainable financing for health care delivery and financial protection for the poor • Develop targeted economic and social interventions for vulnerable and marginalized groups using access to land, credit, information technology and business services and networks 								
2015			Organize public for a mass meeting to sensitize Women and Children on Hepatitis B and Breast Cancer and screening	-	7Communities	7Communities	Implemented	Fully implemented
			Organize training for women on: i. beads designing ii. handicraft iii. Batik Tie and die iv. liquid soap v. Bleach vi. cake soap vii. Powder viii. Tomato jam	-	1	1	Implemented	Fully implemented
			Organize community durbar to sensitize women on various projects of the Assembly seeking to upgrade the status of	-	7 Communities	3Communities	Partially Implemented	On-going

			such communities					
			Organize and conduct a two day impact assessment and strategic building workshop for 60 schools guidance and counseling officers	1	1	1	Implemented	Fully implemented
			organize and conduct one month computer training for 12 teachers	-	12 teachers	12 teachers	Implemented	Fully implemented
			Upgrade the skills of 100 teachers	50	100 teachers	-	Not Implemented	Resource constraint
			My first day in school	1	1	1	Implemented	Fully implemented
			Organize and conduct 3 day workshop on school Administration and supervision	1	1	1	Implemented	Fully implemented
			Organize and conduct a two day STIs HIV/AIDS Education campaign in basic schools	1	1	1	Implemented	Fully implemented
			Provision of furniture for school	100	200	150	Partially implemented	Target not achieved due to

			children and teachers					resource constraints
			Educate general public on Ebola and other communicable diseases	-	7 Communities	7 Communities	Implemented	Fully implemented
			Fumigate all markets and refuse dump	1	2	2	Implemented	Fully implemented
			Organize regular clean up exercise in all electoral areas (National Sanitation Day)	-	12	12	Implemented	Fully implemented
			Education of communities on the importance and the need for household latrines.	-	7 Communities	7 Communities	Implemented	Fully implemented
Thematic Area: Transparent, Responsive And Accountable Governance								
Policy Objective:								
<ul style="list-style-type: none"> • Improve transparency and access to public information • Enhance supervision and productivity in the public services 								
2015			Organize two (2) day course on Assembly structure for Assembly Members	1	1	1	Implemented	Fully implemented
			Organize public hearing for the dissemination of the Medium	1	1	1	Implemented	Fully implemented

			Term Development Plan					
			Organize Public Educational Forum for the Sub Metro	2	4	3	Partially implemented	Resource constraint
			Undertake 5 No. Community Stakeholders meetings	2	5	4	Partially implemented	Resource constraint
			Undertake regular project monitoring and evaluation visits to project sites	2	4	4	Implemented	Fully implemented
			Create Awareness on Child Rights Education in Schools	1	1	1	Implemented	Fully implemented
			Conduct Education on 1992 Constitution among 120 JHS students	1	2	1	Partially implemented	Resource constraint
			Conduct Training on Education on Child Right in 7 communities	-	7 communities	7 communities	Implemented	Fully implemented
			Education on payment of Rate, daily tolls etc. throughout the Municipality	-	4	4	Implemented	Fully implemented

			Education on prevention of Malaria and other water related diseases	1	1	1	Implemented	Fully implemented
			Educate parents of disability children on their rights and issues of disability in the Sub Metros	-	1	-	Not implemented	Resources constraints
			Educate 50 markets women leaders on financial management	-	50 markets women leaders	50 markets women leaders	Implemented	Fully implemented
			Provide support for 22 needy girls	-	22 girls	-	Not implemented	Resources constraints
			Conduct 1 child panel field trips	-	1	-	Not implemented	Resources constraints
			Undertake 2 education and sensitization program on child labour, Children's right and Street Children	-	2	1	Partially implemented	Target not achieved due to resource constraints
			Organize one (1) children's durbar for all day-care Centres	-	1	1	Implemented	Fully implemented

			Organize forum for Non-Governmental organization	1	2	1	Partially implemented	Target not achieved due to resource constraints
			Organize forum for persons with disability	1	2	2	Implemented	Fully implemented

Period	Thematic Area: Ensuring and Sustaining Macroeconomic Stability							
	Policy Objective: Improve revenue generation by strengthening the revenue collection machinery for IGF and increasing access to external funds.							
	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks	Remarks in relation to criteria in Box 7 with reasons
Baseline (2013)				MTDP Target	Achievement			
2016			Organize two day orientation course for 40 revenue collectors	20 revenue collectors	50	50	Implemented	Fully implemented
			Distribution of bills to commence on the 10 th of February and end on the 15 th of March 2015	200 bills	450	450	Implemented	Fully implemented
			Monitoring and evaluation of weekly revenue mobilization	Monthly	Weekly	100%	Implemented	Fully implemented
			Train 15 revenue accountants and supervisors on sorting and distribution of bills	5	15	15	Implemented	Fully implemented

			Provide logistics for revenue collectors tax force	-	100%	95%	Partially Implemented	Target not achieved due to resource constraints
			Increase Revenue collection in all sub metro by 25% annually	10%	25%	23%	Partially Implemented	Target not achieved due to resource constraints
Thematic Area: Enhancing Competitiveness of Ghana's Private Sector								
Policy Objective: Provide an enabling environment and appropriate infrastructure for the growth of the private sector in the Municipality								
2016								
Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management								
Policy Objective: <ul style="list-style-type: none"> • Improve agricultural productivity through the adoption of innovative and modern technology • Promote livestock, poultry development and enhance fish production and productivity for food security and income generation. • Promote effective waste management, reduce noise pollution and enhance capacity to adapt to climate change impacts 								
2016	Economic Development	Agricultural services and management	Provide adequate and effective extension knowledge in livestock management, record keeping and financial management for 50 livestock farmers	30	50 farmers	50 farmers	Implemented	Fully implemented
			Organize two awareness seminars for 100 foodstuff sellers on health hazard caused by food adulteration	-	2	2	Implemented	Fully implemented
			Train 100 foodstuff sellers on proper storage to reduce post-	-	100 sellers	-	Not implemented	Resource constraints

			harvest losses during marketing					
			Carry out 1 demonstration on soya bean processing and utilization for 30 agro processors	-	1	1	Implemented	Fully implemented
			Train 70 foodstuff traders on proper packaging of their wares	-	70 foodstuff traders	70 foodstuff traders	Implemented	Fully implemented
			Organize four public educations on rabies	-	4	2	Partially implemented	Target not achieved due to resource constraint
			Vaccinate 500 pets against rabies	-	500 pets	300pets	Partially implemented	Target not achieved due to resource constraint
			Vaccinate 1,500 local birds against Newcastle disease	-	1,500	800	Partially implemented	Target not achieved due to resource constraint
			Organize two workshops to train 100 livestock farmers on feed formulation and feeding practices	-	2	2	Implemented	Fully implemented
			Organize one farmers day for the farmers	1	1	1	Implemented	Fully implemented
			Intensify public sensitization on proper waste management and disposal in the Sub-Metros	1	4	3	Partially implemented	Target not achieved due to resource constraint
			Prosecute those who violate sanitation laws and bye-laws	100	350	447	Fully implemented	Target exceeded

			Public education on sanitation through sub metro offices	-	4	2	Partially implemented	Target not achieved due to resource constraint
			Maintain and desilt all drains within the metropolis twice in the year	-	Twice a year	Twice a year	Implemented	Fully implemented
			Organize regular clean up exercise in all electoral areas	-	12	12	Implemented	Fully implemented
			Organize public education on causes of fire safety and disaster prevention	-	1	1	Implemented	Fully implemented
			Formation of DVG'S in the sub-metros	-	1	1	Implemented	Fully implemented
Thematic Area: Infrastructure And Human Settlements Development								
Policy Objective: <ul style="list-style-type: none"> Promote resilient urban infrastructure development, maintenance and provision of basic services that meets user needs Accelerate the provision of improved environmental sanitation facilities and quicken the provision of adequate, safe and affordable water Streamline spatial and land use planning system, upgrade existing slums and prevent the occurrence of new ones 								
2016			Undertake site inventory of the existing land uses in the various sub-metros	-	1	1	Implemented	Fully implemented
			Undertake community and stakeholder consultation	-	1	1	Implemented	Fully implemented
			Organize sub metro fora		1	1	Implemented	Fully implemented

			Ensure proper community Layout in various communities	-	7 communities	7 communities	Implemented	Fully implemented
			Decongest pavements of the Hawkers	1	4	4	Implemented	Fully implemented
			Remove unauthorized structures	1	4	4	Implemented	Fully implemented
			Unpaved road gravelling	-	Unpaved road	-	Not implemented	Resource constraint
			Routine maintenance of existing roads and construction of adequate road network in all the Sub Metro	-	Existing roads	-	Not implemented	Resource constraint
			Construct drainage in the various communities	-	5 communities	-	Not implemented	Resource constraint
			Educate and encourage individuals to construct roads and named after them in the sub metro (Ablekuma North)	-	Community members	-	Not implemented	Resource constraint
Thematic Area: Human Development, Productivity and Employment								
Policy Objective: <ul style="list-style-type: none"> • Improve quality of teaching and learning by improving management of education service delivery • Improve efficiency and effectiveness of health service delivery including ensuring sustainable financing for health care delivery and financial protection for the poor • Develop targeted economic and social interventions for vulnerable and marginalized groups using access to land, credit, information technology and business services and networks 								
2016			Organize familiarization meeting with CBOs FBOs and NGOs working on	-	1	1	Implemented	Fully implemented

			HIV and AIDS in the metropolis					
			Provide health facilities and logistics	-	Health logistics	Health logistics	Partially implemented	On-going
			Provision of Government Clinics		Shukura cable and wireless	-	Not implemented	Resource constraints
			Organize and conduct a two day impact assessment and strategic building workshop for 6 schools guidance and counseling officers		6 school guidance and counselling officers	6 school guidance and counselling officers	Implemented	Fully implemented
			organize and conduct one month computer training for the sub metro		ICT Teachers	ICT Teachers	Implemented	Fully implemented
			Upgrade the skills of 20 teachers		20 teachers	20 teachers	Implemented	Fully implemented
			Provide learning and teaching materials to schools		TLMs	TLMs	Implemented	Fully implemented
			My first day in school	-	1	1	Implemented	Fully implemented
			Organise and conduct 3 day workshop on school Administration and supervision	-	1	1	Implemented	Fully implemented
			Organize and conduct school food security operation in Basic schools	-	All schools	Some schools	Not implemented	Resource constraints

			Organize and conduct school Health/Environmental sanitation visits to Basic schools	-	All schools	All schools	Implemented	Fully implemented
			Organize and conduct a two day STIs HIV/AIDS Education campaign in basic schools	-	All schools	All schools	Implemented	Fully implemented
			Provide professional counseling service to identified child labour victims / street children	-	1	1	Implemented	Fully implemented
			Sensitize petty traders or hawker on importance of co-operation societies	-	1	1	Implemented	Fully implemented
			Organize training for women group leaders and youth in batik tie & dye making	-	1	1	Implemented	Fully implemented
			Organize adult education programme in the sub-metro areas for community members on the need to keep clean, safe and healthy environment	-	1	1	Implemented	Fully implemented
			Train women groups on effective book keeping and Revenue Mobilization	-	1	1	Implemented	Fully implemented
Thematic Area: Transparent, Responsive And Accountable Governance								
Policy Objective:								
<ul style="list-style-type: none"> Improve transparency and access to public information 								

• Enhance supervision and productivity in the public services								
2016			Organize workshop f Sub Metro Director, Suppliers and MP	-	1	1	Implemented	Fully implemented
			Review activities of sub metro quarterly	Quarterly	Quarterly	Quarterly	Implemented	Fully implemented
			Organize quarterly physically challenged committee meetings	-	Quarterly	Quarterly	Implemented	Fully implemented
			Organise public hearing for the dissemination of the Medium Term Development Plan	1	1	1	Implemented	Fully implemented
			Organize Public Educational Forum for the Sub Metro	1	1	1	Implemented	Fully implemented
			Educate Children with disability on their Rights in the Sub Metro	-	1	1	Implemented	Fully implemented
			Sensitize disabled Adults on their rights and DACF in Metropolis	-	1	1	Implemented	Fully implemented
			Identify Children with disability in the Sub- Metro and train them in various vocations	-	70%	20%	Partially implemented	Resource constraint

Period	Thematic Area: <i>Ensuring and Sustaining Macroeconomic Stability</i>
	Policy Objective: Improve revenue generation by strengthening the revenue collection machinery for IGF and increasing access to external funds.

	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks	Remarks in relation to criteria in Box 7 with reasons
				Baseline (2013)	MTDP Target	Achievement		
2017			Organize two day orientation course for 40 revenue collectors	20 revenue collectors	50	50	Implemented	Fully implemented
			Distribution of bills to commence on the 10 th of February and end on the 15 th of March 2015	200 bills	500	450	Partially implemented	Time constraint
			Monitoring and evaluation of weekly revenue mobilization	Monthly	Weekly	88%	Partially Implemented	Target not achieved due to resource constraints
			Train 15 revenue accountants and supervisors on sorting and distribution of bills	5	10	10	Implemented	Fully implemented
			Provide logistics for revenue collectors tax force	-	100%	100%	Implemented	Fully implemented
			Increase Revenue collection in all sub metro by 30% annually	10%	30%	28%	Partially Implemented	Target not achieved due to resource constraints
Thematic Area: <i>Enhancing Competitiveness of Ghana's Private Sector</i>								
Policy Objective: Provide an enabling environment and appropriate infrastructure for the growth of the private sector in the Municipality								
2017								

Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management								
Policy Objective:								
<ul style="list-style-type: none"> • Improve agricultural productivity through the adoption of innovative and modern technology • Promote livestock, poultry development and enhance fish production and productivity for food security and income generation. • Promote effective waste management, reduce noise pollution and enhance capacity to adapt to climate change impacts 								
2017	Economic Development	Agricultural services and management	Provide adequate and effective extension knowledge in livestock management, record keeping and financial management for 50 livestock farmers	30	50 farmers	50 farmers	Implemented	Fully implemented
			Organize two awareness seminars for 100 foodstuff sellers on health hazard caused by food adulteration	-	2	1	Partially implemented	Target not achieved due to resource constraint
			Train 100 foodstuff sellers on proper storage to reduce post-harvest losses during marketing	-	100 sellers	100 sellers	Implemented	Fully implemented
			Carry out 1 demonstration on soya bean processing and utilization for 30 agro processors	-	1	1	Implemented	Fully implemented
			Train 50 foodstuff traders on proper packaging of their wares	-	50 foodstuff traders	-	Not Implemented	Target not achieved due to resource constraint

			Organize four public educations on rabies	-	4	4	Implemented	Fully implemented
			Vaccinate 500 pets against rabies	-	500 pets	400pets	Partially implemented	Target not achieved due to resource constraint
			Vaccinate 1,500 local birds against Newcastle disease	-	1,500	1,200	Partially implemented	Target not achieved due to resource constraint
			Organize two workshops to train 100 livestock farmers on feed formulation and feeding practices	-	2	2	Implemented	Fully implemented
			Organize one farmers day for the farmers	1	1	1	Implemented	Fully implemented
			Intensify public sensitization on proper waste management and disposal in the Sub-Metros	1	4	4	Implemented	Fully implemented
			Prosecute those who violate sanitation laws and bye-laws	100	350	447	Fully implemented	Target exceeded
			Public education on sanitation through sub metro offices	-	4	4	Implemented	Fully implemented
			Maintain and desilt all drains within the metropolis twice in the year	-	Twice a year	Twice a year	Implemented	Fully implemented
			Organize regular clean up exercise in all electoral areas	-	12	12	Implemented	Fully implemented

			Organize public education on causes of fire safety and disaster prevention	-	1	1	Implemented	Fully implemented
			Formation of DVG'S in the sub-metros	-	1	1	Implemented	Fully implemented
Thematic Area: Infrastructure And Human Settlements Development								
Policy Objective:								
<ul style="list-style-type: none"> Promote resilient urban infrastructure development, maintenance and provision of basic services that meets user needs Accelerate the provision of improved environmental sanitation facilities and quicken the provision of adequate, safe and affordable water Streamline spatial and land use planning system, upgrade existing slums and prevent the occurrence of new ones 								
2017			Undertake 6 joint inspections to ensure developers adhere to strict building regulations	4	6	6	Implemented	Fully implemented
			Update and revise 70% planning schemes	30%	70%	62%	Partially implemented	On-going
			Digitizing of Planning Scheme	-	50%	50%	Implemented	Fully implemented
			Street naming and Property Address System	-	50%	50%	Implemented	Fully implemented
			Decongest pavements of the Hawkers	1	4	4	Implemented	Fully implemented
			Remove unauthorized structures	1	4	4	Implemented	Fully implemented
			Unpaved road gravelling	-	Unpaved road	-	Not implemented	Resource constraint
			Routine maintenance of existing roads and construction of	-	Existing roads	Some roads	Partially implemented	On-going

			adequate road network in all the Sub Metro					
			Construct drainage in the various communities	-	5 communities	-	Not implemented	Resource constraint
			Educate and encourage individuals to construct roads and named after them in the sub metro (Ablekuma North)	-	Community members	-	Not implemented	Resource constraint
Thematic Area: Human Development, Productivity and Employment								
<p>Policy Objective:</p> <ul style="list-style-type: none"> • Improve quality of teaching and learning by improving management of education service delivery • Improve efficiency and effectiveness of health service delivery including ensuring sustainable financing for health care delivery and financial protection for the poor • Develop targeted economic and social interventions for vulnerable and marginalized groups using access to land, credit, information technology and business services and networks 								
2017			Organize familiarization meeting with CBOs FBOs and NGOs working on HIV and AIDS in the metropolis	-	1	1	Implemented	Fully implemented
			Provide health facilities and logistics	-	Health logistics	Health logistics	Partially implemented	On-going
			Provision of Government Clinics	-	Shukura cable and wireless	-	Not implemented	Resource constraints
			Organize and conduct a two day impact assessment and strategic building workshop for 6 schools guidance and counseling officers	-	6 school guidance and counselling officers	6 school guidance and counselling officers	Implemented	Fully implemented

			Organize and conduct one month computer training for the sub metro	-	ICT Teachers	-	Not Implemented	Resource constraints
			Upgrade the skills of 50 teachers	20	50 teachers	50 teachers	Implemented	Fully implemented
			Provide learning and teaching materials to schools	TLMs	TLMs	TLMs	Implemented	Fully implemented
			My first day in school	-	1	1	Implemented	Fully implemented
			Organise and conduct 3 day workshop on school Administration and supervision	-	1	1	Implemented	Fully implemented
			Organize and conduct school food security operation in Basic schools	-	All schools	Some schools	Not implemented	Resource constraints
			Organize and conduct school Health/Environmental sanitation visits to Basic schools	-	All schools	All schools	Implemented	Fully implemented
			Organize and conduct a two day STIs HIV/AIDS Education campaign in basic schools	-	All schools	All schools	Implemented	Fully implemented
			Provide professional counseling service to identified child labour victims / street children	-	1	1	Implemented	Fully implemented

			Sensitize petty traders or hawker on importance of co-operation societies	-	1	1	Implemented	Fully implemented
			Organize training for women group leaders and youth in batik tie & dye making	-	1	-	Not Implemented	Resource constraints
			Organize adult education programme in the sub-metro areas for community members on the need to keep clean, safe and healthy environment	-	1	1	Implemented	Fully implemented
			Train women groups on effective book keeping and Revenue Mobilization	-	1	-	Not Implemented	Resource constraints
Thematic Area: Transparent, Responsive And Accountable Governance								
Policy Objective:								
<ul style="list-style-type: none"> • Improve transparency and access to public information • Enhance supervision and productivity in the public services 								
2017			Organize workshop of Sub Metro Director, Suppliers and MP	-	1	1	Implemented	Fully implemented
			Review activities of sub metro quarterly	Quarterly	Quarterly	Quarterly	Implemented	Fully implemented
			Organize quarterly physically challenged committee meetings	-	4	2	Partially Implemented	Resource constraint
			Organize Public Educational	1	1	1	Implemented	Fully implemented

			Forum for the Sub Metro					
			Educate Children with disability on their Rights in the Sub Metro	-	1	1	Implemented	Fully implemented
			Sensitize disabled Adults on their rights and DACF in Metropolis	-	1	1	Implemented	Fully implemented
			Identify Children with disability in the Sub- Metro and train them in various vocations	-	70%	35%	Partially implemented	Resource constraint

Source : ABCMA MPCU

1.2.3 Review of Financial Performance

Revenue and Expenditure Performance

Table 1.3 : Source of Funding

Revenue Items	2014	2015	2016	2017
DACF	555,658,818	611,224,699.80	672,347,169.78	739,581,886.76
IGF	25,524,528.51	28,076,981.36	30,884,679.50	33,973,147.45
GoG	14,715,190.06	16,186,709.07	17,805,379.98	19,585,917.98
TOTAL	595,898,537	655,488,390.23	721,037,229.25	793,140,952.19

Source : ABCMA MPCU

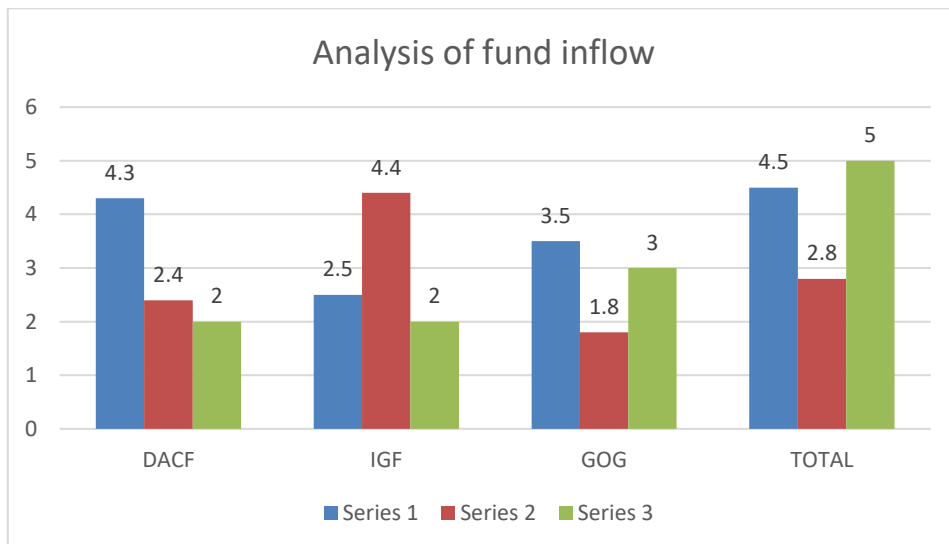
Note: Baseline 2013: Accra Metropolitan Assembly Revenue Inflow

In analyzing the Financial Management Information of Ablekuma Central Municipal Assembly the above financial information does not showed the true reflection of financial inflow of the Ablekuma Central Municipal Assembly mainly because the Assembly was Sub- Metro of Accra Metropolitan Assembly (AMA) since its inception. It was this year March, 2018 the Assembly had been mandated or autonomous to operate as Municipal Assembly.

The above revenue table shows various component of revenue inflows such as DACF, IGF and GOG. The baseline for the projections was based on 2013 revenue inflow of Accra Metropolitan Assembly revenue inflow because Ablekuma Central Municipal Assembly was under AMA as a sub-metro and had no control over the 2014 to 2017 financial inflow.

Internal Generated Fund (IGF) was highest inflow followed by GOG and DACF. Total budget for revenue inflow as at 2014 was GH¢ 595,898,537 and increased by 35% in 2015, 2016 and 2017 respectively.

Figure 1.3 : Analysis of fund inflow (2014-2017)



Source : ABCMA MPCU

1.2.3.1 Comments on Sources of Funding

Internally Generated Fund (IGF) inflows have been on a steady rise as shown in the graph. In 2014, an amount of GH¢ 25,524,528.51 was collected and rose to GH¢28,076,981.36 in 2015 which further increased to GH¢ 30,884,679.50 in 2016. District Assembly Common Fund received for 2014 was GH¢ 555,658,813 and rose in 2015, 2016 and 2017 fiscal year. The central government transfer (GOG) rose from 2014 GH¢ 14,715,190.06 to subsequent year 2015, 2016 and 2017.

Table 1.4: Expenditure Trend 2014-2017

Expenditure type	2014	2015	2016	2017
Administrative Activity	18,842,093.63	20,726,302.99	22,798,933.29	25,078,826.62
Service Activity	1,082,445.44	1,190,689.98	1,309,758.98	1,440,734.88
Investment Activity	7,829,475.37	8,612,422.91	9,473,665.20	10,421,031.72
Miscellaneous	7,669,058.31	8,435,964.14	9,279,560.55	10,207,516.61
Total	35,423,072.75	38,965,380.03	42,861,918.02	47,148,109.82

Source : ABCMA MPCU

1.2.3.2 Expenditure Distribution

Table 2 was constructed from the trial balance of the Accra Metropolitan Assembly and shows how revenue mobilized were used over the four-year period, which 2013 is the base year for 2014 and 2015, 2016 and 2017. Looking at the expenditure performance pattern of the Assembly, it can be deduced that while the expenditure is increasing, revenue inflow is reducing.

The analysis from the above indicated administrative expenses have been the major financial commitment in the Assembly, accounting for 50% of total expenditure. This is followed by investment activities which also constitute 30%. Following closely is miscellaneous with 18% and lastly service activity with the least percentage of 2%.

The issue of administrative expenses taking a chunk of the Assembly finances has continued from year to year and the percentage keeps increasing.

1.2.3.3 Key Issues/Challenges

- i. Inadequacy of funds
- ii. Low revenue generation of the Assembly is inadequate to carry out developmental operations in the Assembly.
- iii. Delay of District Assembly Common Fund
- iv. Delay of release of DACF hinders developmental projects.
- v. Lack of limited Office Space
- vi. The Assembly is still in the rented premises with little office space to operate effectively.

Table 1.5: Annual Budgetary Allocation

Budgetary Allocation	2014	%	2015	%	2016	%	2017	%
Personal Emoluments	10,748,031.51	-	11,822,834.66	-	13,005,118.13	-	14,305,629.94	-
Travelling & Transport	2,753,406.26	-	3,028,746.89	-	3,331,621.58	-	3,664,783.74	-

General Expenses		-		-		-		-
M'nance, Repairs & Renewals	794,747.65	-	874,222.42	-	961,644.66	-	1,057,809.13	-
Miscellaneous	15,322,501.01	-	16,854,751.11	-	18,540,226.22	-	20,394,248.84	-
Grants & Subvention		-		-		-		-
Capital Expenditure	8,800,535.11	-	9,680,588.62	-	10,648,647.48	-	11,713,512.23	-
Goods and Services		-		-		-		-

Source: Source : ABCMA MPCU

1.2.3.4 Comments on the Annual Budgetary Allocation

In studying table 4 miscellaneous activities have been the major financial commitment in the Assembly, accounting for 45% of total expenditure followed by Personnel Emolument, capital Expenditure, Travelling Expenditure in a respective order whiles Maintenance, Repairs and Renewal recorded the lowest allocation of 5%. In 2014, the allocation followed the same trend but Grant and Subvention recorded the lowest allocation of 4.6% schedule

Moreover, in 2014, miscellaneous had the highest allocation of 37.2% followed by Capital Expenditure, Travelling and Transport in a respective order whiles Maintenance, Repair and Renewals had the lowest allocation of 8.2%.

In 2015, miscellaneous still recorded the highest allocation of followed by Assets, Goods and Services, Other Expenses, Social Benefit in a respective order.

Key Issues/Challenges

During the implementation of the 2018-2021 MTDP, the following were the challenges encountered by the Ablekuma Central Municipal Assembly which hindered the smooth implementation;

1.2.4 Key Problems and Issues Encountered in the Implementation of the Plan

During the implementation of the 2014-2017 MTDP, the following were the challenges encountered by the Accra Metropolitan Assembly, which hindered the smooth implementation of the programmes, Projects and activities;

Inherited projects from AMA : The transition between the newly created Assembly and the old structures has not happened with ease and as result there are issues regarding the management of projects transferred from the mother Assembly. Some of these projects have stalled

Coordination and communication: the coordination of the various departments, Sub-Metro and Units of the Assembly was a major challenge. Decentralized departments reported directly to their parent MDAs without notifying the Central Administration of the Assembly.

Funding and funds management: The release of funds from external sources, especially the central government delays regularly, creating gaps in project implementation and delivery. It took more time for funds to be released to implementing Agencies or Departments, contractors of the Assembly. Even funds for monitoring and evaluation of the plans also experienced similar fate. This might be due to the inadequacy of funds and or undue bureaucracy of the Assembly Expenditure management system. The human factor in resource mobilization contributed hugely to the poor generation of IGF.

Absence of key infrastructure facilities: Some key infrastructure required to ensure effective delivery of services is inadequate or lacking. Delivery of critical services such as education, health transportation and sanitation suffer primarily due to the non-adequacy or no availability of infrastructure. Non-availability and engineered landfill, transfer stations and Equipment hamper the delivery of sanitation services .

Low participation of stakeholders in planning, delivery and monitoring of programmes and projects: the level of citizen participation in the programmes of the Municipality is low resulting low level of buy in from citizens. Key but difficult interventions that require citizens' participation and acceptance suffer as a result of the low level of participation.

1.2.5 Lessons Learnt

Following the experience gained from the poor implementation of the 2014-2017 Medium Term Development Plan (MTDP) of the Assembly, the Municipal Planning Coordinating Unit (MPCU) recognized that the following measures are necessary for successful implementation of the 2018-2021 MTDP. These are as follows;

- i. Coordination and communication among the stakeholders of the plan especially the implementation Departments, Units and Sub-Metros of the Assembly. This will ensure the smooth implementation of the plan.
- ii. Limited political interference: -As much as practicable, selecting projects should be devoid of too much political consideration.
- iii. Assembly's expenditure should be within its revenue and as much as possible in accordance with this MTDP, budget and procurement plan.
- iv. Mobilize funds from within and other sources outside to support implementation of programmes and projects.

1.3 MUNICIPAL PROFILE

1.3.1 Institutional Capacity

As a Newly created Municipality ABCMA is in the processes of constituting all the key administrative structure to provide effective services to the Municipality. ABCMA has staff strength of 120. Out of the number staff in the assembly, the number of male and female staff represents 49.8% and 50.2% respectively. This shows that there are more female staff as compared to the males. The table below shows the capabilities and strength needed by the Assembly therefore indicators have been used to assess the various departments.

Table 1.6: Needs and Capacity Assessment

N O.	INDICATORS	MEMBERS													TOTAL SCORE	AVERAG E INDICAT OR
		A	B	C	D	E	F	G	H	I	J	K	L	M		
1	Qualifications of personnel	9	9	7	8	10	8	9	8	9	8	7	5	9	107	8
2	Staff Compliment	5	7	8	8	7	2	8	6	5	4	3	5	7	75	6
3	M&E Skills & Knowledge	5	5	4	5	4	5	6	4	5	6	4	7	5	65	5
4	Availability of Funds	5	4	6	3	2	4	4	7	4	4	4	3	7	57	4
5	Utilization of Funds	7	6	6	7	8	5	5	5	6	8	5	8	9	85	7
6	Timely Access to Funds	1	1	4	3	3	4	2	5	2	2	4	4	3	38	3
7	Leadership	8	7	2	7	5	4	5	7	6	7	5	6	9	78	6
8	Management	6	5	7	5	6	5	5	5	7	5	5	6	6	73	6
9	Workload	7	6	3	6	4	3	4	6	5	3	5	5	7	64	5
10	Motivation/ Incentives	6	4	4	6	5	4	5	5	5	3	4	4	7	62	5
11	Equipment/ Facilities	4	1	1	2	2	2	1	1	1	1	2	1	7	26	3

Source: MPCU Survey, 2018

Indicators for scoring: Poor = 1, Good = 5, Very Good = 10

KEY A- Central Administration, B-Finance, C- Education, D-Health, E-Agric, F=Town and Country Planning, G-Works Department, H-Information, I-Environmental Health, J-Cooperative, K-Statistics, L=Social Welfare and Community Development, M-NGOs

1.3.2 Enactment or Creation

The Ablekuma Central Municipal Assembly was created by a legislative instrument (LI) 2308 in March 2018. Previously it was part of the Accra Metropolitan Assembly as one of the 8 Sub metros.

In furtherance of the deepening of decentralization in Ghana, the Government published a policy to create more MMDAs to improve access to services at the local level and improve governance in local governance. This policy led to the creation of New Municipalities and Districts across the country. ABCMA was thus created from the AMA as part of this deepening of decentralization process

1.3.3 Capital

The offices of the of the Municipality is presently located at Shukura which is a densely populated and centrally located commercial core. Shukura is serviced by key transport networks and is accessible to all part of the Municipality.

1.3.4 Location and Size

Ablekuma Central Municipal Assembly lies between Longitude 05°38'N and on Latitude 00°60'W with a land size of 13.28 km². It shares boundaries with Ga Central Municipal Assembly (GCMA) to the North, Ablekuma West Municipal Assembly to the South, Okaikoi North Municipal Assembly in the East, and Weija- Gbawe Municipal Assembly to the West. The location of the Municipality is strategic, straddling the commercial, industrial and residential parts of Accra

1.3.5 Geology

The geology of the ANMA consists of Precambrian Dahomeyan Schists, Granodiorites, Granites Gneiss and Amphibolites to late Precambrian Togo Series comprising mainly Quartzite, Phillites, Phylitones and Quartz Breccias. Other formations found are the Palaeozoic Accraian Sediments - Sandstone, Shales and Interbedded Sandstone-Shale with Gypsum Lenses.

The soils in the Municipality can be divided into three main groups: drift materials resulting from deposits by windblown erosion; residual clays and gravels derived from weathered quartzites, gneiss and schist rocks, and lateritic sandy clay soils derived from weathered Accraian sandstone bedrock formations.

In many low lying poorly drained areas, pockets of alluvial 'black cotton' soils are found. These soils have a heavy organic content, expand, and contract readily causing major problems with foundations and footings. In some areas, lateritic soils are strongly acidic and when saturated are prone to attack concrete foundations causing honeycombs. Near the foothills are the large areas of alluvial laterite gravels and sands. Many of these deposits are being won for constructional purposes.

1.3.6 Climate

The Ablekuma Central Municipal Assembly lies in the Coastal Savannah zone. There are two rainy seasons. The average annual rainfall is about 730mm, which falls primarily during the two rainy seasons. The first begins in May and ends in mid-July. The second season begins in mid-August and ends in October. Rain usually falls in intensive short storms and gives rise to local flooding where drainage channels are obstructed.

There is very little variation in temperature throughout the year. The mean monthly temperature ranges from 24.7°C in August (the coolest) to 28°C in March (the hottest) with annual average of 26.8°C. As the area is close to the equator, the daylight hours are practically uniform throughout the year. Relative humidity is generally high varying from 65% in the mid-afternoon to 95% at night.

1.3.6 Vegetation

As a highly urban area with massive built environment, vegetation cover is not apparent. There is evidence to suggest that the vegetation of the Municipality has been altered in the more recent past century by climatic and other human factors. Much of the municipality was believed to have been covered by savanna with scattered trees of which only a few remnant trees survive. There are two broad vegetation zones in Ablekuma Central Municipal Assembly, which comprise shrub land and grassland lands. Only the shrub land occurs more commonly in the western outskirts of the Municipality. It consists of dense clusters of small trees and shrubs, which grow, to an average height of five metres (5m). The grasses are mixture of species found in the undergrowth of forests. They are short, and rarely grow beyond One metre (1m). Ground herbs are found on the edge of the shrub.

The Municipality is bordered on its southwestern zone by the Densu River estuary system which is a major ecological zone and has significant natural flood controlling function as well as major habitat for flora and fauna. The estuary serves as the flood plain of many parts of Accra and also absorbs water spillage from the Weija Dam. The Municipality considers this ecosystem an important one and has made it a priority to continue its preservation. It is threatened by encroachment and physical development as the pressure on residential lands in the Municipality and other parts of Accra pushes people to marginal lands.

1.3.7 Electoral Areas and Communities

The Municipality is constituted by Seven (7) Electoral Areas

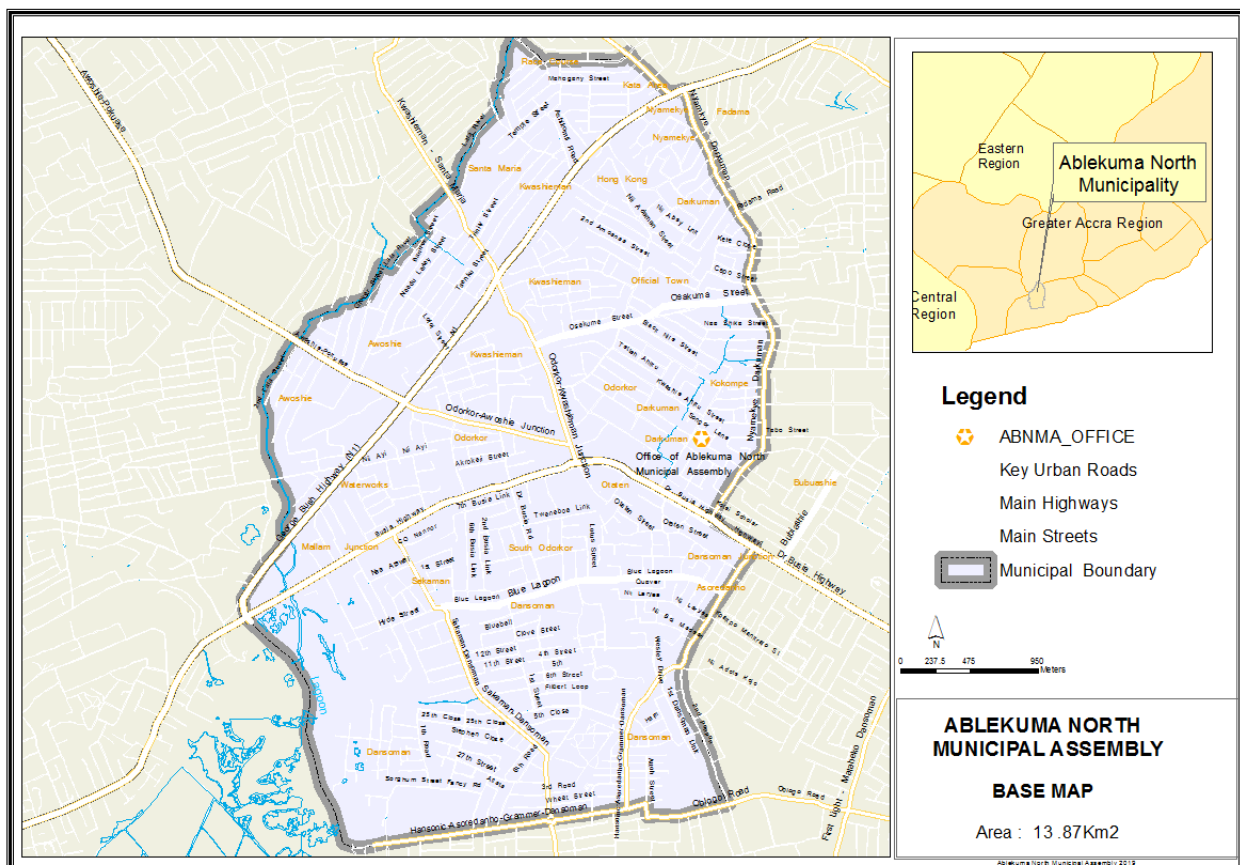
- i. Mataheko
- ii. Shukura West
- iii. Shukura East
- iv. Mamprobi
- v. Russia
- vi. Abbosey Okai
- vii. Sabon Zongo

Each electoral area is represented by one elected Assembly member.

As a highly urban areas the communities that make up the contiguous municipality include the following ;

- i. Mataheko
- ii. Shukura
- iii. Mamprobi
- iv. Russia
- v. Abbosey Okai

Figure .7 : Base Map Ablekuma Central Municipality



Source : ABCMA MPCU

1.3.7 Governance

The Assembly is a creation of law through the Local Governance ACT 936 of 2016. The Municipality was created through legislative instruments LI 2038. The Assembly is composed of Seven (7) electoral areas. Each electoral area is represented at the Assembly by an elected Assembly Member. In addition to the elected assembly Members there are also 3 appointed assembly members. Thus there are 10 Assembly Members in addition to the Member of Parliament for the constituency; who is an ex officio member of the Assembly. Below the Assembly members who represent the electoral areas are also Unit committees which have five members and are also elected.

The electoral areas that constitute the Assembly

- Mataheko
- Shukura West
- Shukura East
- Mamprobi
- Russia
- Abbosey Okai
- Sabon Zongo

Structurally, the is made up of the General Assembly at the apex composed of 12 members (including the MCE) , followed by Two (2) Zonal Councils which are subordinate bodies of the Assembly performing functions assigned to them by the instrument that sets up the Assembly or delegated to them by the Assembly.

The Ablekuma Central Municipal Assembly is composed of the Municipal Chief Executive, who is nominated by the President and approved by Two-Thirds of the members of the Assembly present and voting. General Assembly Meetings of the Assembly are chaired by the Presiding Member who is elected from among its members by Two-Thirds of all the members of the Assembly.

Each of the 2 Zonal Councils consists of not less than 25 and not more than 30 members made up of all elected members of the Assembly.

Executive Committee

The Executive Committee is made up of not more than One-Third of the total membership of the Assembly, including chairpersons of the various Sub-Committees. The Metropolitan Chief Executive presides over the Executive Committee meetings. Heads of Departments of the Assembly attend meetings of relevant sub-committees and advise. The Executive Committee is responsible for the performance of executive and coordination functions of the Assembly. It is responsible for the implementation of the resolution of the Assembly and oversees the administration of the Municipality.

Subsidiary Committees (Sub-Committee)

In the performance of its functions, the Assembly works through the Executive and its subsidiary Committees. The Executive Committee is also called the Metropolitan Authority. The Executive functions of the Assembly are performed by the Municipal Assembly, which is presided over by the Metropolitan Chief Executive. It consists of not more than 1/3 of the total membership of the Assembly excluding the Presiding Member. The subsidiary Committees of the Metropolitan Authority are thirteen (13) in all. They include;

Mandatory

1. Finance and Administration,
2. Development Planning,
3. Works,
4. Social Services,

Others sub committees

5. Health
6. Security and Justice
7. Women and Children

1.3.8 Settlement System

The Municipality is a highly urbanized with and spatially contiguous. All the settlements are together and well connected by transport linkages. Due to the highly urbanized and highly connected nature of the Municipality is its difficult to delineate the start and ending of localities. However there are 5 main localities in the municipality with distinct spatial characters. The localities include

- i. Mataheko
- ii. Shukura
- iii. Mamprobi
- iv. Russia
- v. Abbosey Okai
- vi. Sabon Zongo

Figure 1.7 : Settlements

Source : ABCMA MPCU

The spatial landscape of the Municipality is dominated by residential accommodation and commercial properties. The gentrification of the core commercial centers of the Municipality has led to the displacement of residential accommodation to be replaced by commercial and mixed used buildings.

A large part of the Municipality is well planned with clearly demarcated layout and access roads. A few parts of the municipality are occupied by irregular developments and slums.

1.3.8 Scalogram Analysis and Hierarchy of Settlements

Scalogram analysis gives insight into development tendencies of the settlement patterns. The functional analysis reveals insights into the underlying forces affecting the growth of settlements and the agglomeration of economic activities. The scalogram integrates functionality of a community according to the services that it renders. Hence, the functional hierarchy of the settlements is obtained from the scalogram by ranking settlements in the Metropolis in order of their respective total centrality score. The settlements in Accra were then graded from level one (1) to level six (6).

1.3.9 Accessibility to Facilities

Accessibility in the context of this plan is the ease at which the poor travels to access a service or facility. A High Access Zone refers to a facility or service provision location within the Metropolis that is easily accessible to residents. On the other hand, facility locations those are difficult to reach especially having high travel time. The facilities that are considered in the plan include;

- Banking facilities
- Markets
- Postal services
- Health facilities
- Distribution of Educational Facilities

Table 1.7.: Scalogram of ABCMA

NO	NAMES OF VARIOUS SETTLEMENTS	Popula tion	Health facilities					Educational facilities				Environment				Water	Other facilities													
			Tertiary	General	Polyclinic	Clinic	Health centre	Health post	Tertiary	Secondary	Primary and JSS	Nursery	KVIP	W.C	S.T.L		VIP	water borne	police station	fire station	filling station	lorry station	post office	Restaurant	guest house	Library	Bank	lorry parks	Total No of	Total Cent
1.	Mataheko		x	x	x	x	X		X	x	x	X					x	x	x	x	x		x	x		x	x	18	92	1 st
2.	Shukura				x	x		X		x	X	x	x	X		x	x		x	x			x	x	x	x	16	83	2 nd	
3.	Mamprobi					x		x		x	X		x	X		x	x	x	x	x		x	x			14	68	6 th		
4.	Abbosey Okai			x		x			x	x	X		x			x	x		x	x	x	x	x	x	x	15	79	4 th		
5.	Sabon Zongo				x	x			x	x	X		x			x		x	x	x	x	x	x	x	x	16	84	5 th		
6.	Russia					x		x		x	X		x	X	x	x	x		x	x	x		x	x	x	x	16	83	3 rd	

Source : ABCMA MPCU, 2018

1.3.10 Culture and Religion

Ablekuma Central Municipal Assembly, as an urban and peri-urban community is a home to many different tribes and cultures with the predominant indigenous settlers with plethora of mixed tribes including Akan, Ewe, Krobos and several immigrant tribes from the North at various community level especially the Zongos, Busangas and the Ghanaian Hausas, Kotokolis etc authority is vested in traditional rulers and their elders or sub chiefs. The traditional chiefs wield power and exercise strong influence in the decision making process of the Assembly. Some level of chieftaincy disputes and land litigation exist in the Municipality these are critical issues to be resolved to promote development

1.3.11 Festival

The main festival celebrated in the municipal is Homowo which means at Hooting at Hunger it is the only festival celebrated in the whole land of Ga. It is generally not well celebrated in the municipal as in the main traditional areas where the Ga's dominate; this is because of the diversity in their ethnicity. The significant of this celebration is to promote peace in the land. The whole area submits to the dictates of the festival. During the celebration, there is the propensity for unity among the people living within the municipal and also strengthen the integration between families. This further brings development into the Municipality

1.3.12 Religious Composition

The population of the Municipality is dominated by Christians Muslim and traditionalist. The people in these settlements are linked to their traditional celebration of Homowo, Christian celebrates charismas whiles Muslims celebrates EID Fitr and EID Adha. In all a total of 38 mosques are found in the municipality 11 mosques in Sabon Zongo , west ,5 in Sabon Zongo East, five from Mamprobi two from Russia g and Sabon Zongo g electoral areas respectively .

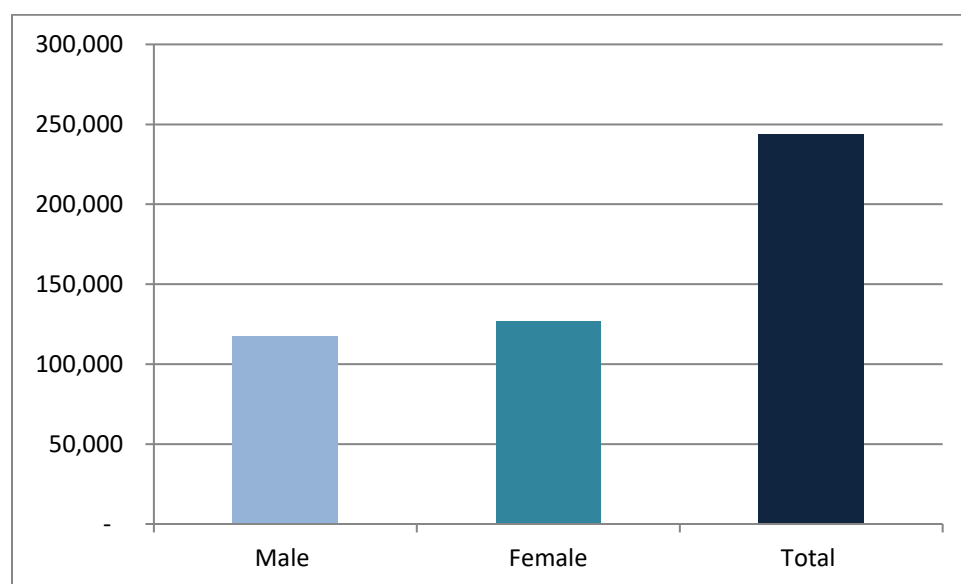
there are a number of Churches within the municipality with Orthodox Churches such as Anglican Catholic, Presbyterian and Pentecost churches, others such as Assemblies of God Apostolic etc. Religion plays an important role in the communities and societies that make up the Municipality. The key role played by religious groups and bodies makes them essential partners in development . Consultation of key religious bodies and leaders remains one of the key levers of public engagement and participatory development.

1.3.13 Demographic Characteristics

Population is a significant dynamic that affects the development of the communities and Municipality as a whole. Therefore, in the drafting of the 2018 -2021 MTDP ; detailed analysis of the demographic characteristics of the Municipality was done . Emphasis was placed on the trajectory of population growth , projections , density and age structure of the population. In addition other demographic factors such as education, fertility and household sizes were also analyzed and the implications on development, service delivery and wellbeing.

The 2010 Population and Housing Census puts ABCMA’s resident population of the Municipality at 197,024. Using the censal population of 2010 and the population growth of the Municipality from 2000 to 2010 , the population growth was estimated at 6.75% annually . Therefore the Estimated population for the municipality as at 2017 was **Two Hundred and Thirty Four Thousand, Nine Hundred and Sixty Six** (243,966). The population consist 117,352 males and 126,614 females. The growth in the resident population of the Municipality is caused by natural growth by a highly fertile and youthful population and spurred by rapid migration from other parts of the country. The female population constitute (52.1%) whiles males formed (47.9%). Sex ratio is 92.7 ; which means that for every one male there are 1.4 females in the municipality .

Figure 1 .8: Male and Female Population of Ablekuma South Municipality



Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

In addition to this, there a high floating population who commute to the municipality daily for various socio-economic activities. This is estimated to be 180,000 people who commute daily .

Table 1.8 : Demographic Figures of Ablekuma South Municipal Assembly

S/N	LOCALITY NAME	2010	2014	2015*	2016*	2017*
1.	ABBOSEY OKAI AND MAMPROBI	64,722	73,129	75,396	77,733	80,143
2.	NORTH MATAHEKO	63,678	71,949	74,179	76,479	78,850
3.	SOUTH MATAHEKO	47,542	53,717	55,382	57,099	58,869
4.	SHUKURA	21,081	23,820	24,558	25,319	26,104
TOTAL		197,024	222,615	229,516	236,631	243,966

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

Table 1.9: Demographic Figures of Ablekuma Central Municipal Assembly

NO	AREA (KM ²)	2000 POP	2010 POP	No. OF HOUSES (2000)	No. OF HSEHDS (2010)	No. OF HSEHDS (2017*)	
1.	ABLEKUMA CENTRAL	13.6	140,063	197,024	12,499	47,576	49,383.89

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

While the relatively high population serves as a huge and vibrant market for investors, it also poses problem of sanitation and waste management, incidence of crimes as well as traffic jam especially during the peak hours of the day. The population figures above reflect the citizenry residing within the Metropolis. It is, therefore, estimated that during the peak hours, Accra host about 25% of the national population and has influx population of over on daily basis for economic activities. As an integral and functionally part of Accra the Municipality experiences the spillover of the migration into Accra . The decline in agriculture in rural communities in Ghana and industrialization in urban regions coupled with the late 1980s and 1990s boom in the service sector in primate cities propelled immigration to Accra. The population growth rate of ABCMA is estimated to be 3.1% from 2010 . This is lower than the national and even the regional population growth rate of 4.1 %.

Table 1.10 : Population and population growth rate 2000 and 2010 and 2017

	2000	2010	2017*
Population	88,396	197,024	243,966
Pop. Growth rate	-	4.4%	3.1

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

1.3.14 Population Projection

The population of the Municipality is projected to growth over the course of the four years of the MTDP. The growth in population will be driven by high fertility rate and migration. Table 2. shows the population projections from 2017 to 2021. The trend of population growth for the over the three years is progressive with a steady growth over the planned period .

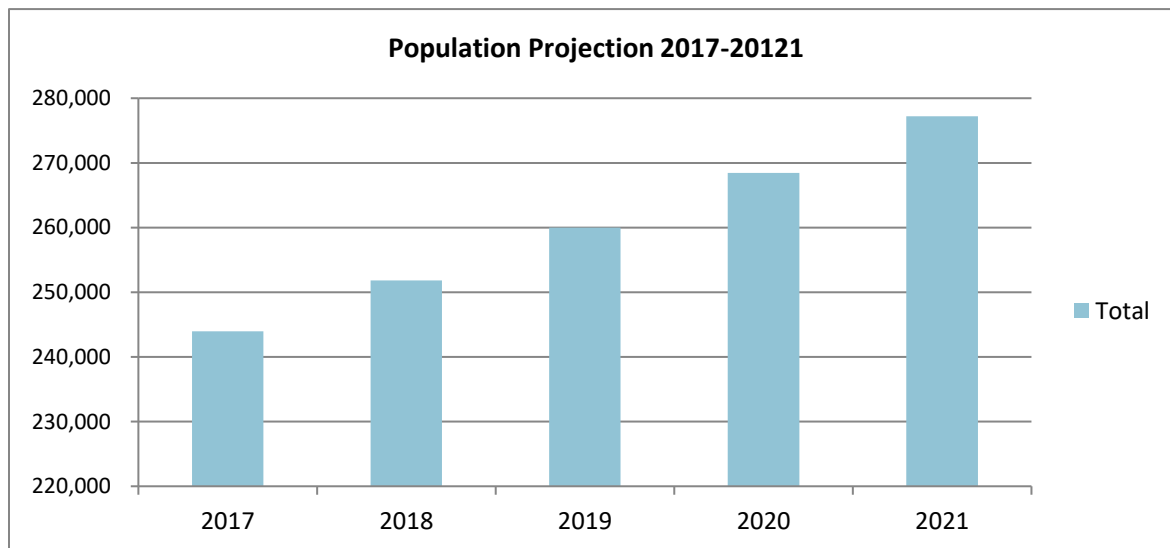
Table 1.11 : Population projection from 2017 to 2021

Year	Male	Female	Total
2017	117,352	126,614	243,966

2018	121,142	130,704	251,846
2019	125,067	134,939	260,006
2020	129,132	139,324	268,456
2021	133,342	143,866	277,207

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

Figure1.9 : Population projection from 2017 to 2021



Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

1.3.15 Distribution and Density

With a land size of 13.28km², and a population of 243,966, ABCMA is a very densely populated Municipality. The current Population density is estimated to be 18,371per Km² and is projected to be 20,215 in 2021. High density of population as shown table 1 is very great pressure on the will put pressure on the existing facilities and will demand for direct efforts to meet the needs of the populace.

Table 1.12 : Projected Population Density

	2018	2019	2020	2021
Ablekuma North	18,371	18,964	19,579	20,215

Source: Ablekuma Central Municipal Assembly

1.3.16 Population Distribution by Age and Gender

The Municipality like that of other urban center in the country has a very youthful with 56% of the population under the age of 25years. It will be realized from the age-sex ratio that 51.9% of the population are females and the rest 48.1% males. This gives a sex ratio of 1:1.04 males to females. The dominance of females over males is a reflection of the nationwide trend where the estimated ratio is 1:1.03. The need to target women in any development programme in the Metropolis can therefore not be overemphasized.

The youthful nature of the population is key feature of the demographic characteristic of the Municipal.

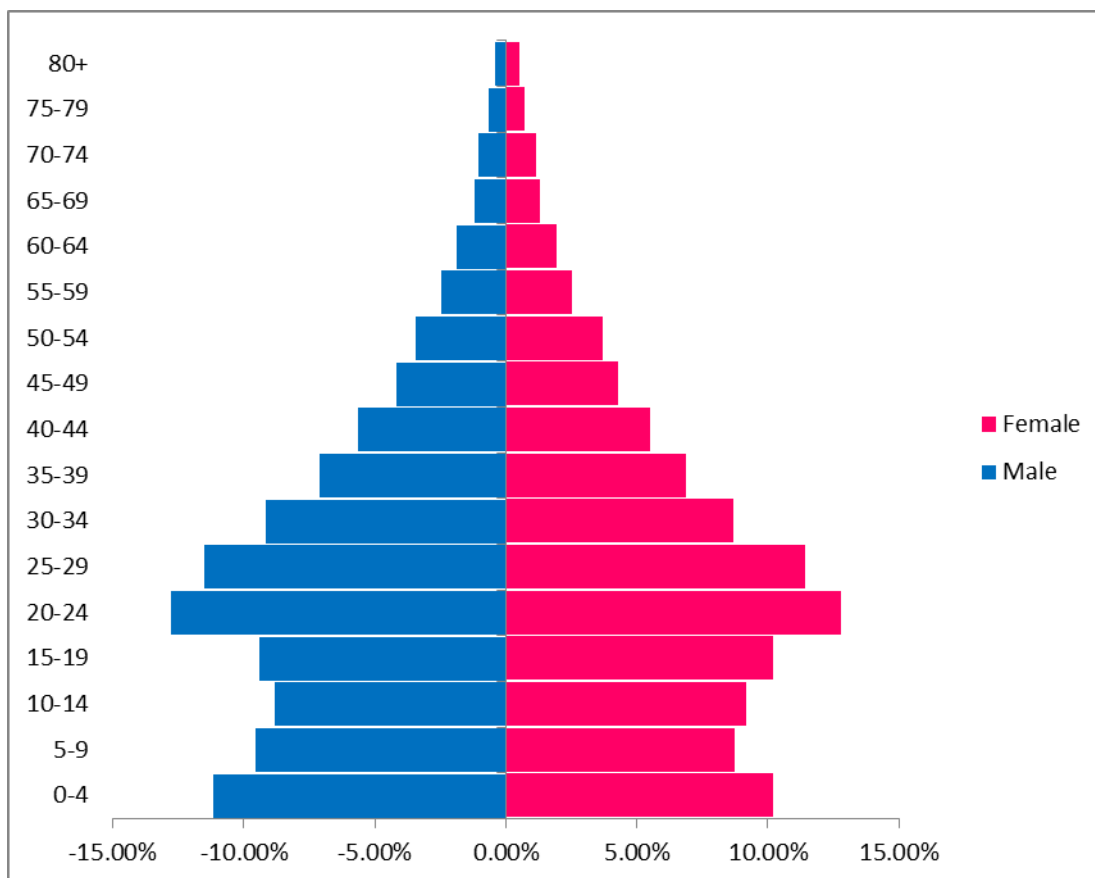
Table 1.13 : Age and Sex Distribution

AGE GROUP	2018		
	Male	Female	Total
0-4	13,102	12,881	25,983
5-9	11,207	11,059	22,267
10-14	10,354	11,630	21,984
15-19	11,034	12,934	23,969
20-24	15,021	16,189	31,210
25-29	13,487	14,486	27,974
30-34	10,742	11,005	21,747
35-39	8,339	8,677	17,017
40-44	6,614	6,941	13,556
45-49	4,902	5,407	10,309
50-54	4,045	4,683	8,728
55-59	2,869	3,185	6,054
60-64	2,213	2,438	4,651
65-69	1,419	1,632	3,052
70-74	1,206	1,438	2,644
75-79	739	924	1,663
80+	485	675	1,160
TOTAL	117,352.00	126,614.00	243,966.00

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

As shown in the population pyramid in in Figure 1.6 the majority of the population within the Municipality fall between the ages of 15-40 years .

Figure 1.10 : Population Pyramid



Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

1.3.17 Youthful Population

As shown in table 1 the population of the Municipality is predominantly youthful with over three quarters of the population (78.8%) being below the age of 40 years. The youthful nature of the population presents both opportunities and challenges for the Municipality. While a youthful population could be the source of growth and innovation it needs to be prepared for that task through the provision of social services success such as education and health. Also there needs to be schemes to promote enterprise and increase productivity to provide employment opportunities for these young people. The observed large youth unemployment within the Municipality is a reflection of the gap in economic opportunities.

Table 1.14 : Age group below 40 Years

Year	Male	Female	Total	Percentage
2017	93,287	98,863	192,150	78.8%
2018	97,205	103,015	200,220	79.5%
2019	101,093	107,136	208,229	80.1%

2020	104,935	111,207	216,141	80.5%
2021	108,922	115,433	224,355	80.9%

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

One demographic block that is of interest in the analysis of its implication is the group below the age 25 year is the age for education and training in preparation for the world of work. This group represents 51% of the population in 2018 and it is expected to grow to 52.8% in 2018. The implication is that the Municipality has to put in place strategies to ensure quality and relevant training to ensure that they have the required skills to be employed or set up their own businesses.

Table 1.15 : Age Group below 25 Years

Year	Male	Female	Total	
2017	60,718	64,694	125,412	51.4%
2018	63,269	67,411	130,680	51.9%
2019	65,799	70,108	135,907	52.3%
2020	68,300	72,772	141,071	52.5%
2021	70,895	75,537	146,432	52.8%

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

Table 1.16: Age group below 15 -60 Years

Year	Male	Female	Total	
2017	77,054	83,508	160,562	65.8%
2018	79,982	86,682	166,663	66.2%
2019	83,021	89,976	172,997	66.5%

2020	86,010	93,215	179,225	66.8%
2021	88,762	96,198	184,960	66.7%

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

1.3 18 :Age Dependency Ratio

The age-dependency ratio is often used as an indicator of the economic burden the productive portion of a population must carry – even though some people defined as “dependent” are producers and some people in the “productive” ages are economically dependent. Countries with very high birth rates usually have the high age-dependency ratios because of the large proportion of children in the population. Thus a high dependency ratio will mean that there is a high burden on the economically active age group.

Table 1. indicates that, the age-dependency ratio for the Municipality is 98.7, which means, that for every 100 population of the working-age group (15-64), there are about 98 persons in the inactive age groups (0-14 and 65+) to cater for.

1.3.19 : Migration

Migration is one of the components of population and its dynamics. The process of distribution of a population occurs through natural growth, urbanization and migration. This movement may be attributed to a number of factors such as demographic, geographical and socio-economic. Its measurement can be done in a number of ways. The 2010 PHC measured migration with respect to birthplace by duration of residence of migrants in Ablekuma Central Municipality. The table depicts that the Municipality recorded 73,545 migrants out of which 14,625 were born elsewhere in the region where as the remaining 58,920 were born elsewhere in the other regions of Ghana.

With the duration of residence 19.9 percent of them have lived in the Municipality for 10-19 years, 14.8 percent have resided for 20 year and above where as 30.7 percent have been living in the Municipality between 1-4 years and 15.4 percent are less than a year in the municipality. The implication is that out of a total population of 111,926 in the Ablekuma Central Municipality, 73,545 are immigrants. This means 67.7 percent of the constituents are emigrants while 34.3 percent are indigenes. Greater Accra Region has consistently been gaining population through migration. For example between 2000 and 2010; the region gained over one million people, the highest among all the regions of Ghana.

Ablekuma Central Municipality is a cosmopolitan Municipality which is one of the hubs for emigrant from other ECOWAS nations who come in search of jobs and other economic opportunities.

Household Characteristics and Housing

Table 1.17: Stock of Houses and Households

Categories	Greater Accra Region	ABCMA
Total population 2018	4,010,054	243,966
Number of houses	474,621	22,503
Number of households	1,036,370	62,674
Average households per structure	2.2	4.8
Population per house	8.4	11.1
Average household size	3.9	3.7

Source : ABCMA MPCU, 2018

1.3 . 20 Social Services

They are range of services provided by government, private and non-profit organizations. These services aim to create more effective organizations, build stronger communities and promote equality and improve standard of living for the citizenry. The social services includes; education, health, sanitation among others.

1.3.21 : Education

1.3.21 .1 Educational Infrastructures and Enrolment

The recognition of education as the key to socio-economic development has motivated the Assembly to devote a substantial proportion of their resources to the provision and expansion of education infrastructure.

1.3.21 .2 Boys and Girls Enrolment

From figure 1.7 it is evident that there are more girls enrolled at all levels than boys. The highest difference in enrolment between boys and girls occurs among the pupils in the primary schools whilst the lowest difference enrolment is at the pre-school level. Whilst girls are not disadvantaged in terms of enrolment at the basic level more effort is needed to keep them in school beyond the basic school level.

1.3.21 .3 Low levels of Enrolment in Technical/Vocational institutions

Findings from the survey indicated that the level of participation in technical and vocational schools is very low. Currently there are only 122 (0.7%) enrolled in technical and vocational schools in the Municipality. The importance of vocational and technical education is underlined by its ability to equip young people with skills. The Assembly will need to investigate how it can improve access to vocational and technical education to reduce the high level of informal workers whose lack of skills leaves them with no viable employment options.

1.6.7.1 EDUCATION

Educational Infrastructure and Enrolment

The recognition of education as the key to socio-economic development has motivated the Assembly to devote a substantial proportion of their resources to the provision and expansion of education infrastructure.

Table 1.5 Education Facilities in the Municipality

SCHOOLS DATA									
DISTRICT: ABLEKUMA CENTRAL MUNICIPAL									
SN	CIRCUIT	STATUS (PUBLIC / PRIVATE)	NUMBER OF SCHOOLS						TOTAL
			KG	PRIM	JHS	SPECIAL SCHOOL	SHS	TVET	
1	MATAHEKO	PUBLIC	4	5	5	0	1	0	15
2	LARTEBIOKOSHIE	PUBLIC	7	9	5	0	0	0	21
3	ABOSSEY OKAI	PUBLIC	3	4	4	0	0	0	12
4	SALVATION	PUBLIC	5	5	5	0	0	0	15
5	TOTAL	PUBLIC	19	23	19	0	1	0	63

Source: Ablekuma Central Municipal Assembly Education Directorate 2020

From the table above, there are more primary schools in the Municipality with the number being 23 followed by junior high and kindergartens. There is however only one senior high school which is not so good and shows there's more room for improvement in the educational sector of the Assembly.

Table 1.6 Enrolment in Ablekuma Central Municipal Assembly

	KG	PRIMARY	JHS	SHS
MALE	675	3435	2220	7675
FEMALE	644	3655	2428	7338
TOTAL	1319	7090	4648	15013

Source: Ablekuma Central Municipal Assembly Education Directorate 2020

1.15 .2 Boys and Girls Enrolment

It is evident that there are more girls enrolled overall than boys. The differences in enrolment between boys and girls occurs at all levels with the primary schools and Junior high schools recording high female enrolment whilst the highest male enrolment is at the pre-school level and the senior high school level. Whilst girls are not disadvantaged in terms of enrolment at the basic level more effort is needed to keep them in school beyond the junior high school level.

Problems of education in the communities

Some of the problems affecting education in the communities as gathered from the field survey include:

- i. High school fees (for private schools)
- ii. Insufficient furniture in schools
- iii. Inadequate teaching and Learning materials
- iv. Unsafe routes to schools near the highways and busy streets in urban centers
- v. School facilities in bad conditions
- vi. Lack of school building in some communities and suburbs
- vii. Lack of textbooks and stationery
- viii. Lack of accommodation for teachers

Figure 1.11: Education Infrastructure

Source : ABCMA MPCU, 2018

1.3.22 Health

The Municipality is divided into three health zones to aid the delivery and administration of health services. Health services in the Municipality are managed by the Municipal Health Directorate (MHD). The Municipality has created 10 CHPS zones to enhance the provision of primary health care in all communities. The CHPS concept delivers health education, maternal health, vaccinations and nutrition education in their zones. This enhances access to health services throughout the Municipality, reaching out to those that may not have access to health centres or hospitals. Health facilities are spatially distributed throughout the Municipality granting physical access readily to majority of communities. However, there is the need to provide more CHPS compounds to bring basic healthcare to the doorsteps of all citizens.

1.3.22.1 Health Personnel

There are 455 health staff in the Municipality, where 18 are Medical Officers, 212 are nurses, 5 pharmacists and 62 midwives both public and private. Other staffs which include administrators, statisticians, lab technicians, orderlies, cleaners. This is the ratio for the doctor and nurse Doctor-population =1:16,298, Nurse-population=1:652, Midwife-population=1:3,270. Meaning that for every population of 16,298 there is one Doctor. This shows that the burden on public doctors is three times higher than in the private sector. This is also corroborated by analysis of the OPD attendance in this section. For every 1 nurse there is a population 652; though the burden is lighter for nurses compared to the doctors, midwives to population ratio of 1: 3,270 is higher as compared.

Rapidly growing population in the Municipality coupled with complex disease profile requires the expansion in the capacity health facilities and health personnel available. The Assembly needs to take steps bridge the gaps in health personnel capacity.

1.3.22.2 : Most Common Diseases

Almost all the communities that took part in focus group interviews had at least one member who had been sick or injured during the last week before the interview. In conformity with trends at the national level, malaria is the single-most cause of morbidity and consequently the commonest disease in the Municipality, followed by air borne or respiratory diseases and water-borne diseases.

Table 1.35 below shows the pattern of diseases over the reporting years of 2014 and 2016. It shows the top ten diseases in the Municipality.

Table 1.18: OPD Top 10 Disease

2015				2016			
Disease	cases	%	position	Disease	cases	%	position
Malaria OPD cases - all	26353	18.2	1st	Upper Respiratory Tract Infections	12,992	20.9	1st
Upper Respiratory Tract Infections	23012	15.9	2nd	Malaria OPD cases	11882	19.1	2nd
Rheumatism & Other joint pains	13048	9.0	3rd	Rheumatism & Other joint pains	6962	11.2	3rd
Diarrhoea Disease	8591	5.9	4th	Skin Diseases	4310	6.9	4th
Skin Diseases	8474	5.8	5th	Acute Urinary Tracts infection	4142	6.7	5th
Acute Urinary Tracts infection	8297	5.7	6th	Diarrhoea Disease	3999	6.4	6th
Eye Infection	6664	4.6	7th	Anaemia	3508	5.6	7th
Anaemia	6524	4.5	8th	Hypertension	2779	4.5	8th
Hypertension	5204	3.6	9th	Eye Infection	2247	3.6	9th
Pregnancy Related Complication	4328	3.0	10th	Pregnancy Related Complication	1814	2.9	10th
all other Disease	34430	23.8		All other disease	8573	13.8	
Total OPD Cases	144925	100		Total OPD cases	62208	100	

Source: Municipal Health Directorate, 2018

Malaria is the most reported disease in the two years under consideration with 26353 (18.2 %) in 2015 though it increased in 2016 to 19.1% (11882). In 2014 this was followed by Acute Respiratory Tract Infections (15.9%), Rheumatism & Other joint pains, Diarrhoea Disease

Skin Diseases, Eye Infection, Anaemia, Hypertension, Pregnancy Related Complication and all other Disease In 2013 the trend of common diseases showed a mirror of the 2012 trend with a few variations.

The Assembly gives attention to some diseases designated as critical and thus monitor the trend in reported cases in health facilities in the Municipality. The diseases include communicable and non-communicable diseases which includes HIV/AIDS, Sickle cell, Polio and Diabetes. The number of OPD cases of hypertension, Diabetes, HIV/AIDS and Sickle cell declined Such diseases are emerging or special case diseases that must be monitored and interventions implemented to stem the spread while enhancing the

mechanisms for management of these diseases. No cases of Guinea worm and polio were detected over the two years.

Figure 1.12: Health Infrastructure

Source : ABCMA MPCU, 2018

1.3.23: Waste Management and Sanitation

Improved environmental sanitation is essential to improving and maintaining the health, productivity and welfare of the people in the Municipality. This is recognized in both previous and current development agenda of Municipality. Environmental sanitation is among the drivers of human development as it affects quality of life through increased wealth and wellbeing of all citizens. Environmental sanitation is aimed at developing and maintaining a clean, safe and pleasant physical and natural environment in all human settlements, to promote the socio-cultural, economic and physical wellbeing of all sections of the population.

Increasing urbanization and non-adherence to planning regulations has resulted in unauthorized location of buildings along flood plains and reservations. Inadequate drainage facilities for sullage and storm water conveyance causes flooding in a number of localities during the rainy season. This is further worsened with the increasing area of built environment which reduces percolation into the soil. The lack of effective refuse collection from premises has also led to the use of drains as refuse disposal receptacles further compounding the problem with drains turned into open sewers with putrid smells. These factors have serious health impacts (more than half of all reported diseases in the Municipality, are related to poor environmental sanitation) with attendant social and economic costs. Additionally, the sight and smell of inadequately managed wastes constitute a major nuisance to citizens and visitors to the Municipality. These trends are increasing with population growth, urbanization and changing lifestyles.

Emerging industrial waste and other hazardous waste, like e-waste (waste from discarded electronic appliances) pose new challenges.

With the increasing influx of people and the rapid urbanization, huge amounts of human and industrial waste are generated at an alarming rate. It is estimated that about 750 tonnes of solid waste is generated daily in the Municipality. The main types of waste generated are classified into food/household waste, plastic waste, industrial waste and glass/metal waste.

1.3.24 Economic Profile

Within the context of the 2018 -2021 MTDP, the adopted Local Economic Development strategy hinges on measures to address the challenges presented by unemployment and

poverty with the aim of achieving sustainable economic growth and development through partnership between Local Government, local business and other actors.

The Municipal economy is dominated by three sectors and subsectors comprising of commerce / retail trade, services and industrial sectors. These key sectors are complemented by agriculture (poultry) , construction and real estate. The scale of economic activities is dominated by Micro Small and Medium Enterprises (MSMEs) in all the sectors and subsectors.

In recent years, the Assembly under its mother Assembly organized workshops and training programmes for these small and medium scale enterprises where a number of technologies were transferred to agro processors and marketers through trainings, education and demonstrations. In addition, training program in managerial skills has also been organized for small and medium scale enterprises and their associates. This was done to equip them with managerial skills to ensure proper management of their business.

The Municipality is largely dominated by the “Informal Economy” due to rapid urbanization, massive unemployment and poor land use planning. Businesses spring up on a daily basis on pavements, streets and road reservations. Most of these service oriented occupations range from dressmaking and other artisan related jobs and employ about 60 percent of the working population. Utilities such as electricity, water, roads and telecommunication facilities also exist in the municipality to facilitate job creation. Majority of the gainfully employed persons are into wholesaling, retailing, petty-trading, and repair of motor vehicles and motor cycles and other service-related jobs. Thus, the presence of these economic opportunities attracts more banks to the municipality.

1.3.25 .1 Economy of the Municipality

ABCMA has well developed commercial center with brisk economic activities in the areas of commerce and services. Some major economic landmarks are Kokompe autoparts and mechanics enclave; Mallam and Mataheko Market; Mataheko Lorry Terminal; A1 Bakery and Kpogas Furniture.

The key aspects of Municipal economy are;

- Industry (major manufacturing firms located in the Municipality);
- Commercial /Service (Financial Services, Banking, ICT, Commerce, Autoparts and Mechanics, Artisans); and
- Agriculture (Poultry Farming and Livestock.)

According Ghana Statistical Service, a total of 70.1 percent of the population constitute those who are economically active and this describes a high level work force. Out of this number, 92.8% are employed whereas 7.2% are unemployed as compared with the national figure of 90% and 10% respectively. The remaining 29.9% of the population which are economically inactive is made up of 6.8% pensioners/retired, 15.2% fulltime education, 4.8% those in home duties and 3.1% disabled or sick. In relation to sex there

are more economic active males (72%) as compared to females (68.5%). 31.5% females are economically inactive population are in the majority whilst males constitute 28.0 percent. The occupational structure shows that 38.5% of residents are engaged in sales and service, with 20.1 per cent as craft and related trade works. Females constituted more than half (52.5%) of the population engaged in service and sales. This is expected because traditionally such occupations are associated with females. As expected, the municipality has a larger concentration of professional and technical workers (17.2%) compared to the national figure of 9.5percent. On the other hand, agriculture and animal husbandry do not feature as prominently (1.7%) as is the case for the country as a whole (41.7%). In terms of type of occupation by sex, there are four largest male occupational groups namely production (23.2%), transport operators (29.6%), sales (19.4%), clerical and related workers (14.4%) and professional, technical and related workers (13.4%). In contrast, females are mainly sales workers (42.0%), production (13.9%) and service workers (19.5%).

Though, the Municipality has its own problems such as traffic congestion, extension of retailing and commerce unto pavement and pedestrian walkways, sanitation, among others, the presence of Kokompe Auto parts and Mechanics dealers, accessibility, its proximity to the capital city, in addition to the relative electricity supply has made it investment destination. These are the potentials and opportunities available for the Municipality which could be exploited to ensure the smooth implementation of the projects in this 2018-2021 MTDP dubbed An Agenda For Jobs: Creating Prosperity And Equal Opportunity For All. The Municipality also has a well-established nightlife that attracts visitors and patrons from far and near.

In reference to varying characteristics and income levels of residents, the Municipality has been stratified into 3 income zones to enable determination of level of poverty. The stratification is based upon housing characteristics and environmental conditions of the residential suburbs of the city. It was adopted from the block valuation system of the City Authority of Accra where localities are zoned into first, second and third income zones for property rate collection purposes. It is important to state also that the law recognizes the classification as it is provided and gazette by the Local Government Bulletin. High-income zones are characterized by well-defined sector layouts, high taxable property values and superb neighbourhood infrastructure. The rest of the zones follow suit, as the third zone depicts depressed conditions. They are mostly unplanned areas of the municipality with poor or non-existent neighborhood infrastructure and utilities. The second-class residential zone, which hosts the largest proportion of residents of Municipality. Income is unevenly distributed among households in this income class.

Figure 1.13 : Economic Map
Source : ABCMA MPCU, 2018

1.3.25. 2 Cooperatives and Other Economic Groupings

Even though the Department of Trade represented by Cooperatives is not established in the Municipal Assembly as at now, a number of Cooperatives and Other Economic

Groupings exist in the Municipality. The major cooperatives and economic groupings in the municipality includes;

- Dressmakers and Beauticians' Association;
- Hostel and Restaurants Association;
- Food Vendors and Chop Bars Association;
- Caterers and Bakers Association;
- Kokompe Auto Parts and Mechanics Association;
- Ghana Private Road Transport Union (GPRTU);
- Co-operative Transport Union;
- Progressive Road Transport Owners Association (PROTOA); and
- Landlords and Residents Association.

1.3.25.3 Industry

The Municipality hosts a number of industries, financial institutions, telecommunication, hospitality, commerce, education, health institutions, Auto parts and Mechanics, and other important establishments. These institutions provide employment opportunities to the residents of the City. Their presences continue to attract people from all parts of the country and beyond to transact various businesses. They also contribute massively to Internally Generated Fund in the form of business operating permit, property rates, etc. for the Assembly. The key industrial subsectors include wood processing and furniture, plastic manufacturing, printing and publishing, aluminium fabrication , water and beverage bottling , pharmaceutical , agro and food processing , rubber and plastic manufacturing .

The key industries in the municipality are;

- Rubber factory;
- Printing press;
- Cummins;
- Aluminium company;
- Pure water company;
- Iron port;
- Bag factory;
- Pomade factory;
- Home foods;
- Global pharmaceuticals;
- Safetex;
- Kokompe Auto parts and Mechanics;
- A1 Bakery; and
- Kpogas furniture.

With regards to industry, more than a third (35.2%) which is the highest percentage of the total population who worked were in the wholesale and retail, repair of motor vehicles and motor cycles category. Of this number, females constituted the highest proportion (41.2%), indicating that females prefer working in those industries. More males (8.3%) worked in the construction industry compared to females (0.3%). In general,

informal sector employment is predominant in the municipality. This means that the informal sector has the potential to reduce unemployment in the municipality.

1.3.25.4 Commerce and Retail

This sector is the largest and most prevalent form of economic activity in the Municipality, dominating both participation and scale. Commercial dominates the economic landscape of many parts of the Municipality especially in the capital and its adjoining areas. As an urban commercial hub, there are key centers of commercial activities with petty trading and medium scale trading dominating economic activities. Some of the key commercial centers include m Shukura , Kokompe, Mataheko and Mallam . These centers are connected to each other by good roads and are accessible to both residents and non-resident patrons.

This sector provides the largest form of employment to residents of the Municipality. Many households depend on this sector for their livelihoods with strong participation of women. The sector is the practically the backbone of households since it provides the stable income to women who cater for their households using the incomes from retail and commercial activities.

The commercial and retail sector is dominated by micro and small informal shops that sell many items including foodstuffs, groceries, manufactured products , beauty products , clothing and textiles, electrical and electronic, phones and accessories etc. These enterprises are usually run by families with sole employee or in most cases without employees.

Markets

Commerce is facilitated by good market infrastructure and facilities as it provides the space for trading. The presence of three markets within the municipality provides a boost to commercials and retail activities. Three markets are Mallam Market, Mataheko Market and Shukura Market which are strategically located in key parts of the Municipality. These markets play a significant role in the development of commerce and trading and are at the fulcrum of economic activity within the municipality. Concentration of economic activity in the municipality is usually around these markets creating economic busy enclaves. These markets generate massive traffic and create demands for transport terminals and parking. To ensure that these markets play their trade facilitation role effectively, there is a need to redevelop and modernize these markets to become modern spaces for commerce and retail.

1.3.25.5 Service Sector

Services constitute a significant sector of the municipal economy providing employment opportunities for a large army of workers. This sector has seen massive growth and transformation in the Municipality over the past few years. Forces of globalization and innovation spurred on by the urban growth have created new streams of businesses that provide services. The sector is fast growing and has the potential to become the mainstay of the Municipal economy. The main subsectors include, financial services,

telecommunication, fashion and beauty, transportation, media, creative , recreation and tourism . In many sense , these represent the growth sectors of the municipal economy and have the prospect for growth in the year ahead. This sector if nurtured properly has the potential of creating employment opportunities for a large number of people.

1.3.25.6 Financial Services and Banking

The Municipality serve as a major centre for commerce and industry, as such the financial services play an important role in the economic growth and development. Savings and investment, insurance, debt and equity financing help individuals, guard against uncertainty and build credit, while enabling businesses to start up, expand, increase efficiency and compete in local and international markets. For the poor, these services reduce vulnerability, generate income and create paths out of poverty. Despite their potentials, the impact of financial services on expanding economic opportunity has remained limited, due to insufficient information, inappropriate products and inflexible regulatory systems limit access to the high and middle income earners.

The large presence of financial institutions such as Commercial Banks, Insurance Companies, Savings and Loans Companies, Investment Companies, Microfinance Companies, etc. in the municipality makes it the financial hub for the numerous SMEs. This has created a conducive environment necessary for investment. Nevertheless, these institutions operate mostly in the formal sector leaving the informal economy with limited financial institutional structures. Therefore, electronic banking in the form of mobile money services have therefore taken a central place in financial transactions in the municipality with MTN been the foremost.

There are about twenty-two financial institutions in the Municipality. Most of these institutions are branches of the major financial institutions across the country. Ghana Commercial Bank has dominated all banks and can be located at key economic growth poles in the Municipality. The Municipal economic enclave is very vibrant and holds greater opportunities for both domestic and international businesses.

1.3.25.7 Communication

Telecoms

Information and Communication Technology refers to technologies that provide access to information through telecommunications. This includes the internet, wireless networks, cell phones and other communication mediums. In the past few decades, information and communication technologies have provided society with a vast array of new communication capacities. For example, people can communicate in real-time with others in different countries using technologies such as instant messaging, voice over IP (VoIP), and video-conferencing. Social networking websites like face book allows users from all over the world to remain in contact and communicate on a regular basis. The relevance of ICT to individuals, households, educational institutions, businesses and various sectors of the economy cannot be overemphasized.

During the 2010 PHC, ownership and usage of mobile phones were assessed by collecting data on both individuals aged 12 years and older and households. A total of 139,535 persons in the Municipality are ICT compliant. Out of the total, 46.4 percent are males and 53.6 percent are females. Out of the total population of 139,535 who are ICT compliant, 108,632 representing 75.4 percent own mobile phones compared to 73.5 percent in the region. More females (51.1 percent) own mobile phones than males (48.9 percent) in the Municipality. A total of 19.4 percent of the total population aged 12 years used internet in the Municipality compared to 18.6 percent in the region. More males (25.2%) than females (14.2 percent) use internet facility in the Municipality.

Despite the wide use of mobile phones, fixed line telephones remain important, particularly at workplaces and in areas where mobile phone network access is poor or non-existent. A small percentage of 5.2 percent of total number of households own fixed telephone lines in the Municipality compared to 43.3 percent in the region. A higher proportion of male headed households (5.3%) than their female counterparts (4.9%) had fixed telephone lines in the Municipality.

At the household level, ownership of desktop/laptop was also examined to find out the extent to which household members in the Municipality may have access to internet and other forms of social media. A total of 16.0 percent of households owned a desktop/laptop computer in the Municipality compared to 17.0 percent in the region. A higher proportion of male headed households (18.2%) than female headed households (4.4%) owned a desktop/laptop in the Municipality.

1.3.25 .8 Real Estate and Construction

Urbanisation affects the human society in several ways. This is because urban areas perform certain functions which cannot be accessed in rural areas. Urban growth has generally been accompanied increased demand for housing units. This has resulted in the upsurge of real estate companies and private building contractors to provide housing units to bridge the deficit created by high demand for housing units.

For security reasons, one would find gated communities and the migration of core services industries to city suburbs. Uneven and unplanned urban growth has placed pressure on resources and thus limited the capacity to deliver services and infrastructure. Informal settlements are often sprawling into low-lying wetlands and flood plains, threatening the integrity of ecosystems needed for flood protection. This leaves the city more vulnerable to the effects of flooding and other disasters.

Even though the Municipal Assembly does not have established Real Estate Companies in the Municipality, it is doing its best to regulate developments by insisting on high standards for building construction especially the new areas and ensuring an even distribution of services across the area. Major road, drainage, building and other constructional works are mostly done by road and building contractors, and engineers with supervised responsibility from the Ministry, Regional and or Municipal agency or department. Again, ABCMA wants to ensure that planning in the Municipality provides for the activities of the informal economy with development controls. The Works Department also continued with its routine development control activities during the

quarter to prevent unauthorised development in the flood prone areas and other structures placed at unauthorized locations.

With regards to construction materials, cement block and concrete were the main material used for the construction of outer walls (82.1%) in the Municipality compared to 83.4 percent in the region. Small proportions of houses had vinyl tiles (1.9%), stone (0.5%) burnt brick (0.2%) as the main construction material for the floor. This could be due to the inability of majority of the people to afford them. Most houses in the Municipality had been roofed with slate/ Asbestos (47.2%) compared to 49.3 percent in the region. This is followed by Metal sheet (45.1%). The rationale for using these materials for roofing might be due to the fact that they are quite resistant to the corrosive effects of the sea as well as being affordable. The Table also shows that a significant number of houses in the Metropolis had been roofed with concrete (4.0%) and roofing tiles (1.0%)

1.3.25.9 Transportation

The Assembly is committed to planning, developing and maintaining road infrastructure to enhance the movement of people, goods and services within the municipality. In view of this, some projects have been carried out to improve the riding quality and extend the lifespan of roads when it was under the jurisdiction of Ablekuman North Municipal Assembly.

Despite all these works, there are more deplorable roads within the Municipality which have to be worked on. The Assembly is in the process of procuring new pothole patching contractors to address the current situation. Other routine maintenance activities such as replacement of metal gratings, desilting and cleaning of roadside drains and cleaning of road edges are currently ongoing to ensure that the roads are functioning at their optimum level.

Asphaltic overlay of selected major/minor arterial and critical collector roads has been programmed for the year. It is anticipated that about 10km of roads will be asphalted by the end of this year as part of the ongoing overlay works in the Municipality. Roads that shall be covered under the program include the following;

- Twum Tawiah Road (from Mamprobi Junction to Mataheko); and
- Osakuma Road (Linking Shukura Road and Abbosey Okai Road).

The Assembly would as well upgrade 40km of existing gravel roads in the Municipality that have drains in place to increase the length of good roads. This will ultimately improve the riding quality of the roads.

The Municipality is serviced by major roads and accessibility to key parts of the Municipality is enhanced by the following road corridors

- Accra – Winneba Highway;
- N1 Highways (which is part of the West African Highway); and
- Mamprobi – Pokuase Road.

There are also key arterial and link roads that link the various part of the Municipality to other parts of Accra.

As a regulator of public transport services within the Municipality, the Assembly is committed to ensuring safe, comfortable and reliable passenger transportation for the overwhelming majority of commuters who depend on public transport. The operation of public transport in the Municipality is currently managed by the Ghana Private Road Transport Union (GPRTU), Co-operative Transport Union and the Progressive Road Transport Owners Association (PROTOA), among others.

1.3.25.10 Tourism Potential

ABCMA is a highly urbanised cosmopolitan areas with many attractions based on the urban landscape . Though the Municipality lack the defining landmark that usually defines many tourist areas , its attractiveness is not in doubt . The organic culture and rhythm of life of the many diverse groups of people in the Municipality provides the energy that many tourist can tap into . The indigenous people , the Ga have interesting cultural offerings that will titillate visitors . The Gas boasts of rich cultural heritage as exemplified in festivals such as the Homowo. The word “Homowo” means “hooting at hunger”. The festival is characterized by rituals such as the sprinkling of kpoikpoi (the festival dish) to the gods and ancestors for spiritual protection, procession of twins through the principal streets, traditional drumming and dancing and general merry-making. Homowo within the Municipality is a great social occasion and attics a lot of tourist.

The tourism potential of the Municipality hinges on the its prime location within the Accra urban center and offers intrepid and eclectic mix of nightlife and other leisure activities. There are various pubs and eateries within the Municipality that have a reputation for great offerings.

The municipality will collaborate with other stakeholders to establish itself as a space for fun and also business travelling by leveraging on the urban landscape and the various hotels within the Municipality.

Figure 1.14 : Tourism and Hospitality

Source : ABCMA MPCU, 2018

13.25.11 Agriculture

The Municipality is 100 percent urban characterized by industrial and commercial activities and a higher demand for land for residential facilities thus agricultural activities within the Metropolis is limited. However, there are pockets of small scale agricultural activities such as crop production and animal farming within the Municipality. Agricultural activity is not very common as only 3.2 percent of households are engaged in agriculture, especially crop farming. Majority of these farmers (70.2%) are involved in livestock rearing followed by crop farming (24%). The scope covers all aspects of agriculture and includes urban agriculture, home and school gardening for income and improved nutrition as well as nutrition education.

The major crops grown are maize, sweet potatoes, hot peppers and sweet (green) peppers, onions and a variety of leafy vegetables and the internationally acclaimed La okra – a spineless lady’s fingers variety of okra. Within the livestock sub-sector, small and large ruminants, piggery, grass-cutter production and poultry production are all undertaken across the municipality.

The Municipal Department of Agriculture continued its strategy of a livestock production while improving livelihoods of poultry farmers. the department undertook the following major activities to improve agricultural productivity;

- Train and educate 10 commercial poultry farmers on feed processing and book-keeping;
- Train livestock farmers on preparation of urea treated straw;
- Vaccination (Anti-rabbis, PPR Antiretroviral); and
- Demonstrations; Control of parasites (Deworming; sheep-120, goats-150).

The following specific policy measures are being pursued to improve agricultural productivity and output: promotion of poultry production and alternative livelihoods among farming families and ensure sustainable use of agricultural lands in the face of rapid urbanisation. The Municipal Assembly intends enroll farmers unto Planting for Foods and Jobs through registration, verification, monitoring and inspection of fields of farmers, and also train farmers on the importance of peri-urban farming.

1.2.7.3 Farming Systems in the Municipal

A farming system is defined as a population of individual farm systems that have broadly similar resource bases, enterprise patterns, household livelihoods and constraints, and for which similar development strategies and interventions might be appropriate. Depending on the scale of the analysis, a farming system can encompass a few dozen or many millions of households.

Agriculture is predominantly on a smallholder basis in the Municipality. Majority of farm holdings are less than 1 hectare in size. The main system of farming is traditional which involves the hoe and cutlass as tools mostly used. There is little or no mechanized farming in the Municipality. Agricultural production varies with the amount and distribution of rainfall. Soil factors such as texture, nutrient levels, etc. also play an important role in the Agricultural production. Most food crop farms are intercropped.

1.3 .25.12 Crop Production

Agriculture in Ghana consists of a variety of agricultural products grown in wide range of climatic zones from dry savannah to wet forest. The main staple food crops are maize, yams, cassava, rice, taro (cocoyam), plantain and other root crops. Low levels of mechanisation and the effects of drought and climate change are threatening to slow or curtail sector growth, the government's commitment to investing in technologies and establishing new policies to protect and support the industry are promising. With a number of crops and segments performing well below capacity, there is ample opportunity for greater investment and modernisation from private sector players.

As a result of the constant economic growth, Ghana has reached the status of a middle-income country. With the emergence of a large middle class an increasing number of consumers are demanding a higher quantity and quality of fresh produce. As a consequence, the domestic vegetable-market alone is growing at more than 10 % per year. For local consumption, the most important vegetables are tomatoes, peppers (both sweet and hot) and onions.

Meanwhile, there are some vegetable farming along the peripherals of the Municipality which also exhibits a high potential for exports. The potential value for the export of vegetables is estimated at USD 50 million. However, current export of vegetables stands at only USD 8 million in the country as producers fail to comply with international food safety regulations. While traditionally, fruits like pineapples, bananas and mangoes were the main horticultural export crop, chillies and Asian vegetables are gaining in popularity.

1.3 .25.13 Livestock Production

The livestock sub-sector is an important component of agriculture in the country. It is defined to include ruminants (cattle, sheep and goats), pigs. Poultry (chicken, guinea fowl, ducks, turkey, ostrich, etc), and non-conventional species (grass cutter, snail, guinea pigs, rabbits, etc). Prominent among the numerous contributions the livestock sub-sector makes to the economy of the country is food security, providing the animal protein to enhance the nutritional adequacy in diets of the people. The sub-sector provides employment opportunities for a large part of the population, particularly, in the rural areas and offers considerable prospects for wealth generation, income enhancement and improvement in rural livelihoods. Prominent among the numerous contributions the livestock sub-sector makes to the economy of the country is food security, providing the animal protein to enhance the nutritional adequacy in diets of the people.

The undesirably slow pace of the livestock sub-sector development in the country has created a situation whereby large volumes of ruminants, particularly, cattle are imported to slaughter, and frozen meat and dairy products are imported annually to meet the demand. The evidence throughout the world shows that as incomes increase, consumers reduce the consumption of carbohydrate foods in favor of meat and other livestock products. The situation which is gradually developing in the country will put more

pressure to increase and sustain livestock growth and development to reduce the use of the scarce foreign exchange to import meat and livestock products.

There are livestock farmers within the Municipality and therefore steps are being taken to promote Livestock and Poultry development for food security and income. Livestock farmers are trained on the health hazards of improper handling and storage of meat and transfer of credit-in-kind sheep.

1.3 .25.13 Food Security

Food Security continues to be an essential topic for discussion in all social and academic discourse. It is imperative to note that achieving Food Security through Sustainable Agriculture will help meet SDG 1 (end poverty in all its forms everywhere) and SDG 2 (end hunger, achieve food security and improved nutrition, and promote sustainable agriculture) and also contribute significantly to and benefit from many of the other 15 SDGs.

In January 2017, a report from Oxford Business School revealed that only 34% of rice consumed in the country is produced locally, while 66% are imported. The report also indicates that although the country's domestic production has increased by 12 percent over the 2010-15 periods, domestic consumption increased by double that rate over the same time frame. As a result, Ghana imports between \$300 million and \$500 million of rice annually. The report further states that, between 1999 and 2008, rice consumption grew from 17.5 kg to 38 kg per capita and is expected to reach 63 kg per capita by 2018. Therefore, to achieve Food Security as a Municipality, it is imperative to ensure that Agriculture becomes a sustainable business.

In order to ensure food security, the Assembly provides quality agriculture extension services such as veterinary services, farm and home visit, periodic training for farmers and sensitization of traders on best food handling practices. Farmers are being taught simple technologies in the areas of soya utilization, pest and diseases recognition, prevention and control such as Avian influenza, as well as the correct use of agro chemicals to enable them to get first hand practical experience of the best agricultural practices.

1.3 .26 Vulnerability Analysis

1.3 .26.1 Persons with Disabilities

The Vulnerability comprises of unemployed and physically challenged persons in the Municipality. To address their concerns, there is the need for the Assembly to collaborate with Departments/Agencies and Non-Governmental Organizations to provide the necessary support infrastructure to improve their standard of living. Persons with Disability (PWD's) have been grouped into four categories and normally monitored by the Department of Social Welfare through the provision of support (materially and financially). This Categories are; the Physically Challenge, the visually impaired and

hearing impaired. The table 1.30 below depicts the various categories of persons with Disabilities in the Municipality.

From the table above, the total number of Physically Challenge persons registered in the Municipality is 124 which has the highest Category of PWD'S in the Municipality out of which 66 represents Males and 58 are females. The total number of visually impaired persons registered by the Department of Social Welfare is 71 persons out of which 41 are Males and 21 are females. The hearing impaired is made up of 12 persons out of which 5 are Males and 7 are Females. The number of PWD's registered in the Municipality is high due to awareness creation by the department. The percentage given to them from the District Assemblies Common Fund (DACF) is 2 % support them with their livelihood activities such as income Generating activities, paying of school fees etc to enhance their standard of living. There are also four hundred and forty four LEAP beneficiaries in the Municipality.

Table 1.19: Categories of Persons with Disabilities (PWDs)

CATEGORIES	MALE	FEMALE	TOTAL
Physically Challenged	41	30	71
Visually impaired	20	21	41
Hearing impaired	5	7	12

Source: Dept. of Social Development, 2018

Table 1. 20: Livelihood Empowerment Against Poverty (LEAP) Beneficiaries

Male	Female	Total
203	287	480

Source: Dept. of Social Development, 2018

1.3.26.2 Orphans

The situation of orphans is one that is of concern to the Municipality and the policy of non-institutional care in case of surviving family relations is enforced, however in situations where orphans live without parents or guardians institutions are permitted to care for them. The organization is known as Echoing Hills. It has a population of eighty, which comprises of 37 been males and 43 are females. Below is a table showing the Orphanage and the number of kids in the Municipality.

1.3.26.3 HIV and AIDS

The Municipality's HIV and AIDS prevalence rate is estimated at 2.3% and there are various activities ongoing in the Municipality regarding the testing, prevention and support for persons living with HIV and AIDS. Programmes aimed at preventing new infections have received highest attention especially in the urban communities. Some of these activities have been led by NGOs and CBOs, whilst others have been led by staff of the various health facilities in collaboration with the Municipal Health Management Team. Facilities for Prevention of Mother-to-Child HIV transmission (PMTCT), are available at the Alpha Medical Centre situated at Madina. Current statistics show that there have been an increase in the willingness of pregnant mothers to be tested for HIV with the prevalence rate of average of 7 per 1,000.

The Assembly will intensify efforts at preventing new infections, providing care and support for Persons Living with AIDS, treatment of opportunistic infections, provision of Anti-Retroviral Therapy, counselling and skills training for PLWA. The Assembly will improve the coordination between decentralised departments working on HIV and AIDS issues as well as upgrade the knowledge and skills of staff on managing HIV and AIDS at the workplace.

1.2.14 Gender

Gender equality is the state of equal ease of access to resources and opportunities irrespective of gender includes economic participation and decision making; it also includes the state of valuing different behaviours, aspirations and needs equally, regardless of gender. Gender mainstreaming is the public policy concept of assessing the different implications for women and men of any planned policy, projects or activities. It is used to promote gender equality and can include gender specific activities and affirmative action whenever women or men are in a particularly disadvantaged position. Gender specific interventions can therefore target women exclusively; men and women together or only men, to enable them participate in and benefit equally from development efforts.

In order to ensure that disadvantaged segments of the population in the Municipality play their roles and responsibilities effectively to enhance total development, the Assembly has undertaken a number of initiatives aimed at mainstreaming gender into the development process. Some of these initiatives are:

- Establishment of a Gender Desk and appointment of a Desk Officer
- An Analysis of the Gender issues in the development of the Municipality using the Harvard Analytical Framework Tool for Gender Analysis.
- Training of some key staff on gender mainstreaming
- Setting of quota for females in all Assembly led durbars such as townhall meetings
- Train members of the MPCU and provide necessary logistics and support to constitute an effective gender machinery to lead in the gender mainstreaming process.

- Embark on essential data collection on gender disaggregated data also ensuring that all data collection efforts in the Municipality have data disaggregated on gender.
- Sensitize and train women to be able to participate actively in local governance and development
- Input gender concerns into the design of physical infrastructure

1.3.26.3 Disaster

Disaster is seen as a sudden accident or natural catastrophe that causes great damage or loss of life. The commonest type of disaster that affect the Municipality is flooding which is as a result of the low lying nature of the Municipality, the presence of wetlands, foundations of buildings lower than existing surfaces, people building in waterways and the presence of silted drains. Disaster management in the Assembly is under the jurisdiction of the National Disaster Management Organization (NADMO). The organization has been involved in the education of the populace on disaster management and prevention in various communities and market places. The activities of the Organisation have led to the identification of about fourteen (14) areas classified as flood prone areas and two (2) as wetlands in the municipality. Residents of these areas are given intensive disaster management education and also encouraged to keep drains and culverts clean to facilitate free flow of water.

Some of the areas perceptible to natural disaster in the form of flooding include ;

- Sabon Zongo
- Mamprobi
- Russia

There is also the problem of occasional household, industrial and market fires which are caused by illegal, improper and old electrical wiring and connection. Other causes also include cooking in the home and workplace with naked fire, the incessant power outages coupled with repeated switching on of power with the associated input surge currents created each time power is switched on.

Effects of these fires are devastating due to the fact that there are no comprehensive fire management approaches in place.

1.3.27 Science, Technology and Innovation

With regards to Science, technology and innovation it plays an essential role in development. The Utmost of development problems arise from a disparity between resources and opportunities. The Municipal Assembly is not an exemption to these circumstances. However there is the need to continue with efforts in promoting and enhancing STME in the schools and amongst the youth in the municipality. The prospects of adopting other technologies in the sectors of the Assembly should be effective to improve efficiency in increasing productivity.

1.3.27 .1 Information and Communication Technology (ICT)

The ICT sector continues to expand with the growth rate of the sector increasing from 21% in 2014 to 24.4% in 2016. The penetration rate of telephones increased from 87.1% in 2014 to 92% in 2016, the increase being mainly due to increases in mobile cellular subscriptions. On the other hand, the population of Ghanaians with access to internet was estimated at 16.1% in 2014 while the number of communities with internet centres has increased.

The Municipality has good access to ICT services due to the presence of internet service providers, telecommunication networks, broadband, internet cafes and several servicing outlets for various ICT equipment. Internet cafes offer internet browsing, email correspondence and printing services for clients. All the various telecommunication companies operating in the country have their presence within the municipality and their services can be accessed on a regular basis. There are ICT programmes going on in schools to introduce school children to the basics of how to use computers for their work and also for day to day learning as well as private ICT training centres offering training in software development and hardware.

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1.3.28 SECURITY

Enhanced security is one of the priority needs of community members. Some cases of armed robbery and assault cases were reported in the various communities especially in the urban areas. This situation has been attributed to the inadequate police presence, development of slums as well as the absence of or malfunctioning street lights. Development issues in this area therefore include the provision of street lights, construction of police posts in selected communities and the formation of community watch committees.

Figure 1.15 : Map Showing Police Stations and Police Posts

1.3.29 ENVIRONMENT, CLIMATE CHANGE AND GREEN ECONOMY

The need for sustainable development approaches and greening the economy have become more urgent within the current situation of increased volatility in prices and supply of energy, climate variability and environmental challenges. Climate change is a change in climate observed over a very long period of time and may be attributed to the human activities or natural variability. Climate change affects people negatively depending on their ability to cope with the changing situations. ABCMA is experiencing adverse effects from climate change in diverse ways in the areas of flooding and certain levels of sea erosion as well as effects on the lagoon stretch.

Human activities such as construction, encroachment and improper waste disposal have impacted negatively on the drainage system in the Municipality. Runoffs during and after heavy rainfall is another problem associated with choked gutters. This phenomenon explains flooding problems that confronts the Metropolitan Authorities every year during rainy season.

Judging from the space of urbanization in the Municipality, the associated challenges of urbanization such pollution, food insecurity, global warming among others are evident in the Municipality. The conversion of open spaces for residential and commercial purpose implies less land for recreation activities, landscaping and greening the Municipality. The green economy in the Municipality is practically lost. Hence, authorities must institute deliberate measures aim at restoring the green economy. Measures at tackling urbanization and its associated problems must be instituted by the Municipal Assembly.

The Ablekum North Municipal Assembly will mainstream green economy and climate change issues into its development programme to achieve sustainable development. Green economy has been defined by the United Nations Environmental Programme (UNEP) as 'one that results in improved wellbeing and social equity whilst significantly reducing environmental risks and ecological scarcities'. One key strategy of the 2018-2021 ABCMA MTDP will be to avoid or limit the costs of environmental degradation in the course of programme implementation. Some of the causes of environmental degradation in the municipality include:

- Encroachment on protected areas by private estate agents or community residents;
- Land degradation with implication for local food production and the environment;
- Climate change implications for livelihoods and other sectors; and
- Improper waste management and disposal system.

Ablekuma Central Municipal Assembly's green economy is anchored on the following pillars:

- Regeneration;
- Reclamation;
- Reduction; and

- Reuse and Recycle.

Regeneration of degraded environments and natural resources such as forest, water bodies, marshlands and soils. This is vital in the reclaiming some of the damaged ecology as a result of rapid urbanization. Tree planting in open spaces, restoration of polluted soils and new schemes to revive heavily polluted water bodies will be part of the programmes under the green economy agenda of this Plan. For instance, the huge old dump site at Mallam market has been regenerated with beautiful landscape.

Reduction in the use of resources is also a goal of the green economy strategy of this plan. In transportation, constructions, and everyday activities, efforts will be made to reduce the amount of energy and resources used. The program will also ensure the reduction in the amount of waste generated.

Recycling and reuse of materials will be the pivot of the management of waste as part of the green strategy of the Assembly. Acquisition of waste recycling facility is on the top of the agenda of the Assembly and within the plan period, efforts will be intensified to secure a PPP partner to actualize the vision of recycling waste into energy and other materials such as organic fertilizer and recycled plastic. ABCMA will vigorously pursue projects and programmes that are geared towards the realization of the green economy.

2.4 SUMMARY OF KEY DEVELOPMENT GAPS/PROBLEMS/ISSUES

The above situational analysis has provided an in-depth study on Ablekuma Central as a Municipality in Ghana. The analysis took a cross-section of both the spatial and aspatial

components of the Municipality and extracted relevant information that borders on development. These were identified as development issues that call for comprehensive efforts by the Assembly and relevant stakeholders to find sustainable solutions to them. Development issues identified are presented below in no order of priority;

Table 1.20 : Summary of Issues with Implications on 2018-2021 MTDP

GSGDA II 2014-2017 Thematic Areas	GSGDA II 2014-2017 Development Issues/Gaps/Problems
1. Ensuring and Sustaining Macroeconomic Stability	1. Poor market infrastructure
	2. Low mobilization of internally generated funds
	3. Unreliable data on ratable items
	4. Delays in the release of DACF and other GOG funds
2. Enhance Competitiveness of Ghana's Private Sector	5. Low entrepreneurial skills
	6. Inadequate access to credit by SMEs
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management	7. Lack of support for urban agriculture (Livestock and poultry)
4. Infrastructure and Human Settlements	8. Deplorable road infrastructure
	9. Poor lighting system
	10. Poor drainage system
	11. Poor sanitation
	12. Poor access to potable water
	13. Inability to match housing supply with population growth.

	14. Cumbersome and insecure land acquisition procedure
	15. Weak enforcement of standards and codes in the design and construction of houses
	16. Inadequate toilet facilities (Public and households).
5.Human Development, Productivity and Employment	17. High rate of youth unemployment
	18. Inadequate educational infrastructure
	19.Inadequate health infrastructure
6. Transparent and Accountable Governance	20.Inadequate office space
	21. Lack of official vehicles and staff residential accommodation
	22. Lack of office equipment
	23. High rate of insecurity
	24. Non-functional district sub-structures

Source: MPCU-ABCMA, 2018

CHAPTER TWO DEVELOPMENT ISSUES

2.1. INTRODUCTION

This chapter of the Municipal Medium Term Development Plan presents a detailed analysis of the development issues in the Municipality. The Identified development issues are linked and harmonized with identified key development gaps/problems/issues from the profile. The chapter is concluded with the Sustainability Analysis of Adopted Prioritized Issues (Internal Consistency/Compatibility).

2.2. LOCAL/COMMUNITY DEVELOPMENT PLANS

The Municipal Assembly, through a comprehensive participatory process, collated existing Community Development Plans (CDPs) and all communities' needs from all the 7 electoral areas within Municipality. This was done in two phases. In phase one, all the communities were supported by the MPCU and Assembly members to identify their development needs and aspirations using the focus group technique. Groups' needs and aspirations were harmonized to form the community needs and aspirations.

The second stage was at the electoral area level prioritization meeting. The community needs and aspirations were harmonized and prioritized at the electoral area level. This was done by inviting key stakeholders from each community to represent their communities at the electoral area level during a consultative meeting. Each community subsequently presented its Community Development Plans (CDPs) where the community needs and aspirations were captured in the form of development issues/problems/gaps. After facilitating the preparation of Community Development Plans (CDPs) using the guidelines from the National Community Development Plan Guidelines, the following are issues, needs and aspirations outlined from the Community Development Plans (CDPs) in no order of priority.

1. Improved market condition and infrastructure
2. Increased Job creation
3. Provision of health facilities
4. Increased access to emergency services
5. Reduced the occurrence of diseases
6. Provision of educational facilities
7. Construction of drains
8. Improved road condition
9. Improved sanitation
10. Strengthen sanitation and other by-laws of the Assembly
11. Increased access to potable water
12. Provision of streetlight
13. Improved lorry stations
14. Provision of skills training
15. Provision building layouts
16. Construction of bridges

17. Improved participation in development
18. Improved security
19. Provision of ICT facilities
20. Improved supervision of social intervention programmes
21. Provision of recreational facilities
22. Enforcement of buildings controls
23. Facilitate the provision of traffic lights
24. Strengthen the implementation of the family and child care policy
25. Provision of NHIS office
26. Ensure functionality of the district sub-structures

2.3. Harmonization of Community Needs And Aspirations With Identified Development Problems/Issues From Review Of Performance And Profiling From 2014- 2017

To ensure harmony in the development process, the identified development problems/issues from the profiling were scored against the needs and aspirations obtained from the various community sensitizations and needs assessment organised. This was necessary as the community needs and aspiration must be in harmony with the identified one the profiling phase. Where new issues emerged, they are treated as emerging trends and factored into the harmonized issues for consideration. This was done with use of the scoring scale presented in Table 2.1

Table 2.1: Scoring Scale

Scale	Definition
2	Strong Relation
1	Weak Relationship
0	No Relationship

Source: NDPC Guidelines, 2017

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

Table 2.2 Harmonization Of Community Needs And Aspirations

Community Needs and Aspiration	Identified key development gaps/problems/issues (from profile)	Score
1. Improved market condition and infrastructure	1. Poor market infrastructure	2
2. Increased Job creation	2.High rate of youth unemployment	2
3. Provision of health facilities	3.Inadequate health infrastructure	2
4. Increased access to emergency services		0
5. Reduced the occurrence of diseases		0
6. Provision of educational facilities	4.Inadequate educational infrastructure	2
7. Construction of drains	5.Poor drainage system	2
8. Improved road condition	6.Deplorable road infrastructure	2
9. Improved sanitation	7.Poor sanitation	2
10. Strengthen sanitation and other by-laws of the Assembly	8.Weak enforcement of standards and codes in the design and construction of houses	1
11. Increased access to potable water	9.Poor access to potable water	2
12. Provision of streetlight	10.Poor lighting system	2
13. Improved lorry stations	11.Inadequate access to credit by SMEs	0
14. Provision of skills training	12.Low entrepreneurial skills	2
15. Provision building layouts	13. Cumbersome and insecure land acquisition procedure	2
16. Construction of bridges	14. Inability to match housing supply with population growth.	0
17. Improved participation in development	15. Lack of support for urban agriculture (Livestock and poultry)	0
18. Improved security	16. High rate of insecurity	2
19. Provision of ICT facilities	17.Delays in the release of DACF and other GOG funds	0

20. Improved supervision of social intervention programmes	18. Unreliable data on ratable items	0
21. Provision of recreational facilities	19. Low mobilization of internally generated funds	0
22. Enforcement of buildings controls	20. Inadequate toilet facilities (Public and households).	0
23. Facilitate the provision of traffic lights	21. Inadequate office space	0
24. Strengthen the implementation of the family and child care	22. Lack of official vehicles and staff residential accommodation	0
25. Provision of NHIS office	23. Lack of office equipment	0
26. Ensure functionality of the district sub-structures	24. Non-functional district sub-structures	2
Total Score		27
Average Score		1.04

Source: MPCU-ABCMA, 2018

The development needs and issues presented in Table 2.3 indicates an emerging development needs from the last four years. Most of the community needs and aspirations did not have any relationship with the identified development needs from the profiling and the performance review. Thus, there are emerging development needs and issues in the Municipality that must be considered.

Hence, table 2.3 presents the list of key development issues under the GSDA II with implications for 2018-2021.

Table 2.3: Key Development Issues under GSGDA II with Implications for 2018-2021

Thematic Areas GSGDA II	Key Development issues under GSGDA II with implications for 2018-2021
1. Ensuring and Sustaining Macroeconomic Stability	1. Poor market infrastructure
	2. Poor condition of lorry stations
	3. Low mobilization of internally generated funds
	4. Unreliable data on ratable items
	5. Delays in the release of DACF and other GOG funds
2. Enhance Competitiveness of Ghana's Private Sector	6. Inadequate access to credit by SMEs
	7. Low entrepreneurial skills

3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management	8. Lack of support for urban agriculture (Livestock and poultry)
4. Infrastructure and Human Settlements	9. Deplorable road infrastructure
	10. Poor street lighting system
	11. Poor drainage system
	12. Poor sanitation
	13. Weak enforcement of standards and codes in the design and construction of houses
	14. Poor access to potable water
	15. Cumbersome and insecure land acquisition procedure
	16. Inability to match housing supply with population growth
	17. Poor conditions of bridges
	18. Inadequate toilet facilities (Public and households)
5. Human Development, Productivity and Employment	20. High rate of youth unemployment
	21. Inadequate health infrastructure
	22. Inadequate access to emergency services
	23. Increases in diseases infection
	24. Inadequate educational infrastructure
	25. Inadequate ICT facilities
6. Transparent and Accountable Governance	26. Weak enforcement of sanitation and other by-laws of the Assembly
	27. Weak participation in development in the Municipality
	28. High rate of insecurity
	29. Weak supervision of social intervention programmes
	30. Inadequate recreational facilities

	31.Weak enforcement building controls
	32.Inadequate office space
	33.Weak implementation of the family and child care policy
	34.Lack of official vehicles and staff residential accommodation
	35.Lack of office equipment
	36.Non-functional district sub-structures

Source: MPCU-ABCMA, 2018

2.4. Harmonized key Development Problems/Issues Under the GSGDA II with Implications for 2018-2021 with Agenda For Jobs, 2018-2021

For continuity in development, the need to harmonize past policies with current policies cannot underestimated. This section harmonized development issues under the GSGDA II with those issues of the Agenda for jobs, 2018-2021. The MPCU harmonized the development issues under the GSGDA II with development issues under the development dimensions of the current policy; agenda for jobs as indicated in Table 2.4

Table 2.4: Identified Development Issues under GSGDA II and Agenda for Jobs

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
Thematic Areas	Issues	Development Dimensions	Issues
1. Ensuring and Sustaining Macroeconomic Stability	1.Poor market infrastructure 2.Poor condition of lorry stations 3.Low mobilization of internally generated funds 4.Unreliable data on ratable items 5.Delays in the release of DACF and other GOG funds	Economic Development	1.Revenue under performance due to leakages and loopholes, among others 2. Limited access to credit for SMEs 3. Low levels of technical and vocational skills

2. Enhance Competitiveness of Ghana's Private Sector	6. Inadequate access to credit by SMEs 7. Low entrepreneurial skills		4. Lack of entrepreneurial skills for self-employment
3. Accelerated Agriculture Modernization and Sustainable Natural Resource Management	8. Lack of support for urban agriculture (Livestock and poultry)		5. Poor storage and untimely release of planting materials and certified seeds 6. Inadequate access to veterinary services
4. Infrastructure and Human Settlements	9. Deplorable road infrastructure 10. Poor street lighting system 11. Poor drainage system 12. Poor sanitation 13. Weak enforcement of standards and codes in the design and construction of houses 14. Poor access to potable water 15. Cumbersome and insecure land acquisition procedure 16. Inability to match housing supply with population growth 17. Poor conditions of bridges 18. Inadequate toilet facilities (Public and households) 19. Inadequate traffic lights	Social Development	7. Increasing demand for household water supply 8. Poor quality of education at all levels 9. Low participation of girls in learning of Science, technology, engineering and mathematics 10. Inadequate funding source for education 11. Gaps in physical access to quality health care 12. Poor quality of healthcare services 13. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases 14. Lack of policies to cater for children in relation to specific conditions such as

		<p>trafficking, “streetism” and online hazards</p> <p>15. Gender disparities in access to economic opportunities</p> <p>16. High levels of unemployment and underemployment especially among the youth and groups with special needs</p> <p>17. Poor quality ICT services</p> <p>18. Poor and inadequate maintenance of infrastructure</p> <p>19. Poor service delivery at the local level</p> <p>20. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)</p>
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<p>5.Human Development, Productivity and Employment</p>	<p>20.High rate of youth unemployment</p> <p>21.Inadequate health infrastructure</p> <p>22.Inadequate access to emergency services</p> <p>23. Increases in diseases infection</p> <p>24. Inadequate educational infrastructure</p> <p>25. Inadequate ICT facilities</p>	<p>Environment, Infrastructure and Human Settlements</p>	<p>21. Poor quality and inadequate road transport network</p> <p>22. High prevalence of open defecation</p> <p>23.Poor sanitation and waste management</p> <p>24. Low level of investment in sanitation sector.</p> <p>25.Poor hygiene practices</p> <p>26.Air and noise pollution, especially in urban areas</p> <p>27.Low capacity to adapt to climate variability</p> <p>28. Recurrent incidence of flooding</p> <p>29.Poor drainage system</p>
<p>6. Transparent and Accountable Governance</p>	<p>26. Weak enforcement of sanitation and other by-laws of the Assembly</p> <p>27.Weak participation in development in the Municipality</p> <p>28. High rate of insecurity</p> <p>29.Weak supervision of social intervention programmes</p> <p>30.Inadequate recreational facilities</p>	<p>Governance, Corruption and Public Accountability</p>	<p>30. Limited opportunities for youth involvement in national development</p> <p>31.Ineffective sub-district structures</p> <p>32. Weak involvement and participation of citizenry in planning and budgeting</p> <p>33. Weak capacity of CSOs to effectively participate in public dialogue</p>

	<p>31.Weak enforcement building controls</p> <p>32.Inadequate office space</p> <p>33.Weak implementation of the family and child care policy</p> <p>34.Lack of official vehicles and staff residential accommodation</p> <p>35.Lack of office equipment</p> <p>36. Non-functional district sub-structures</p>		
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Source: MPCU-ABCMA, 2018

Table 2.5: Adopted Development Dimensions and Issues of SMTDP of MMDAs

AGENDA FOR JOBS, 2018-2021	
MMTDP ADOPTED DIMENSIONS, 2018-2021	ADOPTED ISSUES
Economic Development	1.Revenue under performance due to leakages and loopholes, among others
	2. Limited access to credit for SMEs
	3. Low levels of technical and vocational skills
	4. Lack of entrepreneurial skills for self-employment
	5. Poor storage and untimely release of planting materials and certified seeds
	6. Inadequate access to veterinary services
Social Development	7. Increasing demand for household water supply
	8. Poor quality of education at all levels
	9. Low participation of girls in learning of Science, technology engineering and mathematics
	10. Inadequate funding source for education
	11. Gaps in physical access to quality health care
	12. Poor quality of healthcare services

	13. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	14. Lack of policies to cater for children in relation to specific conditions such as trafficking, “streetism” and online hazards
	15. Gender disparities in access to economic opportunities
	16. High levels of unemployment and underemployment especially among the youth and groups with special needs
	17. Poor quality ICT services
	18. Poor and inadequate maintenance of infrastructure
	19. Poor service delivery at the local level
	20. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)
Environment, Infrastructure and Human Settlements	21. Poor quality and inadequate road transport network
	22. High prevalence of open defecation
	23. Poor sanitation and waste management
	24. Low level of investment in sanitation sector.
	25. Poor hygiene practices
	26. Air and noise pollution, especially in urban areas
	27. Low capacity to adapt to climate variability
	28. Recurrent incidence of flooding
	29. Poor drainage system
Governance, Corruption and Public Accountability	30. Limited opportunities for youth involvement in national development
	31. Ineffective sub-district structures
	32. Weak involvement and participation of citizenry in planning and budgeting
	33. Weak capacity of CSOs to effectively participate in public dialogue

Source: MPCU-ABCMA, 2018

2.5. Prioritization of Adopted Development Issues

After identifying the adopted issues from the NMTDPF 2018-2021 based on the “Agenda for Jobs”, the next stage involved setting priorities for the interventions earmarked for implementation through a consensus meeting of broad spectrum of stakeholders in the Municipality. Priority setting is based on the principle of multiplier, widespread and linkage effects. These tools were applied on the following criteria for effective prioritization.

- Impact on a large proportion of the citizens especially, the poor and vulnerable

- Significant linkage effect on meeting basic human needs/rights - e.g. immunization of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development, etc.
- Significant multiplier effect on the economy e.g. attraction of investors, job creation, increases in incomes and growth, etc.
- Impact on even development (the extent to which it addresses inequality).
- Impact relating to spatial location of investment and activities with the aim of either reducing or bridging the rural-urban disparities/gaps in relation to access to public goods and services or with respect to ecological zones in pursuance of growth and poverty reduction objectives.
- Promotion of cross-cutting issues including HIV and AIDS, gender equality, environmental concerns, climate change, population, Green Economy and any other emerging sustainable development issues, etc.

Prioritization of issues under each development dimension adopted by the Municipality, using the multiplier, impact of large proportion of the citizens and linkage effects on the set criteria is shown in Table 2.4. The result of the prioritization is presented in Table 2.7.

Table 2.6: Prioritization Key Development Issues

Definition	Score
Strong Linkage	3
Moderate Linkage	2
Weak Linkage	1
No Linkage	0
Negative Linkage	-1

Source: NDPC, Guidelines, 2017

Table 2.7: Prioritization of the Adopted Issues

Agenda for Jobs (2018-2021) Adopted Development Dimensions and Issues	Criteria						Total Score	Rank
	Impact on a large proportion of the citizens especially, the poor and vulnerable	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on the economy	Impact on even development	Impact relating to spatial location	Promotion of cross-cutting issues		
Dimension: Economic Development								
Revenue under performance due to leakages and loopholes, among others	3	3	3	3	2	1	15	3 rd
Limited access to credit for SMEs	3	3	3	1	0	1	11	9 th
Low levels of technical and vocational skills	3	1	3	1	0	1	9	12 th
Lack of entrepreneurial skills for self-employment	3	3	3	1	0	1	11	9 th
Poor storage and untimely release of planting materials and certified seed	3	3	3	1	0	0	10	11 th
Inadequate access to veterinary services	1	1	1	0	0	0	3	30 th
Sub-Total							59	2nd
Dimension: Social Development								
Increasing demand for household water supply	3	3	1	1	0	1	9	12 th
Poor quality of education at all levels	3	3	3	3	1	2	15	3 rd
Low participation of girls in learning of Science, technology .engineering and mathematics	2	2	1	1	0	1	7	21 st
Inadequate funding source for education	3	3	2	2	2	1	13	6 th
Gaps in physical access to quality health care	3	3	3	1	1	2	13	6 th
Poor quality of healthcare services	3	3	1	0	0	1	8	16 th
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	3	3	2	0	0	0	8	16 th
Lack of policies to cater for children in relation to specific conditions such as trafficking, “streetism” and online hazards	1	1	1	0	0	0	3	30 th

Gender disparities in access to economic opportunities	2	2	1	0	0	0	5	23 rd
High levels of unemployment and under-employment amongst the youth	3	3	3	3	3	3	18	1 st
Poor quality ICT services	2	2	3	1	0	0	8	16 th
Poor and inadequate maintenance of infrastructure	2	2	2	1	1	1	9	12 th
Poor service delivery at the local level	1	1	1	0	0	0	3	30 th
Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)	3	3	2	0	0	1	9	12 th
Sub-Total							128	1st
Dimension: Environment, Infrastructure and Human Settlements								
High prevalence of open defecation	1	1	1	0	0	1	4	27 th
Poor quality and inadequate road transport network	3	3	3	3	2	2	16	2 nd
Poor sanitation and waste management	3	3	1	1	0	0	8	16 th
Low level of investment in sanitation sector	2	2	1	0	0	0	5	23 rd
Poor hygiene practices	1	1	1	1	0	0	4	27 th
Air and noise pollution, especially in urban areas	1	1	1	1	1	0	5	23 rd
Low capacity to adapt to climate variability	3	3	1	0	0	0	7	21 st
Recurrent incidence of flooding	1	1	1	1	0	0	4	27 th
Poor drainage system	2	2	1	0	0	0	5	23 rd
Sub-Total							58	3rd
Dimension : Governance, Corruption and Public Accountability								
Limited opportunities for youth involvement in national development	2	2	1	3	0	0	8	16 th
Ineffective sub-district structures	3	3	3	3	1	2	15	3 rd
Weak involvement and participation of citizenry in planning and budgeting	2	2	2	2	2	2	12	8 th
Weak capacity of CSOs to effectively participate in public dialogue	1	1	1	2	1	2	8	16 th
Sub-total							43	4th

Source: MPCU-ABCMA, 2018

- **Ranking of Prioritized Adopted Dimensions**

From Table 2.7, the Adopted Development Dimensions were prioritized as follows;

1. Social Development

2. Economic Development
3. Environment, Infrastructure and Human Settlements
4. Governance, Corruption and Public Accountability

2.5.1. LIST PRIORITIZED ISSUES

The policy implication is that, within the planned period more resources will be channeled into social development and Environment, Infrastructure and Human Settlements. Notwithstanding, the ranking results, all other dimensions are worth investing to ensure sustainable development.

1. High levels of unemployment and under-employment amongst the youth
2. Poor quality and inadequate road transport network
3. Poor quality of education at all levels
4. Revenue under performance due to leakages and loopholes, among others
5. Ineffective sub-district structures
6. Gaps in physical access to quality health care
7. Inadequate funding source for education
8. Weak involvement and participation of citizenry in planning and budgeting
9. Lack of entrepreneurial skills for self-employment
10. Limited access to credit for SMEs
11. Poor storage and untimely release of planting materials and certified seed
12. Increasing demand for household water supply
13. Low levels of technical and vocational skills
14. Poor and inadequate maintenance of infrastructure
15. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)
16. Poor quality of healthcare services
17. Poor quality ICT services

18. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
19. Poor sanitation and waste management
20. Limited opportunities for youth involvement in national development
21. Weak capacity of CSOs to effectively participate in public dialogue
22. Low participation of girls in learning of Science, technology .engineering and mathematics
23. Low capacity to adapt to climate variability
24. Air and noise pollution, especially in urban areas
25. Gender disparities in access to economic opportunities
26. Low level of investment in sanitation sector
27. Poor hygiene practices
28. Recurrent incidence of flooding
29. Poor drainage system
30. High prevalence of open defecation
31. Lack of policies to cater for children in relation to specific conditions such as trafficking, “streetism” and online hazards
32. Poor service delivery at the local level
33. Inadequate access to veterinary services

2.6. Application of Potentials (strength), Opportunities, Constraints and Challenges (POCC)

This section deals with an analysis of the adopted prioritized issues based on the Municipality’s Potentials, Opportunities, Constraints and Challenges (POCC). In solving the various development issues, the potentials and constraints as well as opportunities and challenges concerning the issues must be identified. Therefore, with respect to the MMTDP 2018-2021, the following definitions are given;

- **Potentials** refer to factors, advantages and resources within the Municipality which when utilized can enable the it overcome its constraints and enhance its socio-economic development.
- **Opportunities** are external factors that can positively influence the development efforts in the Municipality.

- **Constraints** are the internal impeding factors that can hinder the Municipality's ability to enhance its socio-economic development.
- **Challenges** are the external factors that obstruct (negatively influence) the development efforts of the Municipality.

Table 2.8 -2.11 show the application of POCC analysis on the adopted prioritized development issues in Ablekuma Central Municipality. The output of the POCC analysis will refine the adopted prioritized issues of the Municipality.

Table 2.8: Build a Prosperous Society

Issues to be addressed	Potentials	Opportunities	Constraints	Challenges
Revenue under performance due to leakages and loopholes, among others	<ul style="list-style-type: none"> -Existence of revenue collecting staffs -Revenue database Implementation of Revenue Improvement Action Plan 	<ul style="list-style-type: none"> Existence of Enterprises ICT technology for enhancing Revenue data collection and monitoring - Presence of trainable human resource 	<ul style="list-style-type: none"> -Insufficient data on revenue sources and ratable properties -Leakage within the revenue collection machinery -Inadequate public knowledge on tax obligations 	<ul style="list-style-type: none"> -Weak local economy
<p>Conclusion: Revenue under performance due to leakages and loopholes, among others could be addressed through the formation of revenue taskforce and intensive monitoring of revenue collection.</p>				
Limited access to credit for SMEs	<ul style="list-style-type: none"> - Presence of many SME loan companies in the municipality 	<ul style="list-style-type: none"> -Existence of MASLOC -Central governments support to the agriculture sector -Donor support. 	<ul style="list-style-type: none"> -Lack of structures in business formation 	<ul style="list-style-type: none"> -High rate of interest from some credit companies
<p>Conclusion: Limited access to credit for SMEs will be addressed by facilitating access to affordable credit and soft loans</p>				
Low levels of technical and vocational skills	<ul style="list-style-type: none"> - Existence of technical and vocational institutions - High school participation rate 	<ul style="list-style-type: none"> - Presence of Business Advisory Centre (BAC) - Availability of sources of funding - Availability of science, research and innovation centres 	<ul style="list-style-type: none"> - Low interest in skill training and entrepreneur - Limited exploration of natural resources - Low participation in non-formal education 	<ul style="list-style-type: none"> - Unclear national policy on TVET - Inadequate technical and vocational training institutions

	<ul style="list-style-type: none"> - Availability of master craft persons and local raw materials 	<ul style="list-style-type: none"> - Availability of technical teachers 		
<p>Conclusion: Low levels of technical and vocational skills will be addressed through the positive potentials and opportunities present in the district. Constraints and challenges can be addressed through Low interest in skill training and entrepreneur, Limited exploration of natural resources and Low participation in non-formal education.</p>				
Lack of entrepreneurial skills for self-employment	<ul style="list-style-type: none"> - BAC existence - Existence of technical and vocational institutions 	<ul style="list-style-type: none"> - Existence of financial institutions - Availability of donor support funding - 	<ul style="list-style-type: none"> - Inability to access financial capital - Low entrepreneurial skills - High cost of capital 	<ul style="list-style-type: none"> - Inadequate direct government support - Limited availability of medium to long term financing
<p>Conclusion: Lack of entrepreneurial skills for self-employment will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through the reduction in cost of capital and make medium to long term financing available.</p>				
Poor quality and inadequate road transport network	<ul style="list-style-type: none"> •Existence of urban roads office •A well planned road network planning scheme •The existence of N6 provides an advantage for the expansion of the local road network of the municipality 	<ul style="list-style-type: none"> •Ministry of roads and High ways Authority •Existence of development partners •Road funds •Oil revenue management fund 	<ul style="list-style-type: none"> •Inadequate logistics including funds for road maintenance •Undeveloped existing road networks in the municipality •Inadequate skilled mix staff •Poor transportation management system • Inefficiencies in the procurement, management and supervision of contractors 	<ul style="list-style-type: none"> •Inadequate logistics including funds for road maintenance •Inadequate investment in road transport infrastructure and maintenance •Poor transportation management particularly in urban areas •Lack of operational standards for public transport services •High incidence of road accidents •Inadequate facilities for PWDs in the transport service
<p>Conclusion: Poor quality and inadequate road transport network will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through Government and Donor support.</p>				

Poor storage and untimely release of planting materials and certified seed	-Availability of dept. of agriculture -Availability of Agriculture related NGOs -formation of MCACT and DAAS in the Municipality - Availability of RELC session	- Availability of government policies such as PFJ, PFI, ID1F, 1D1warehouse - Availability of policy that guides agriculture Existence of agriculture NGOs	-High cost of technology -Lack of demonstration sites -Limited number of AEAs	-Low level of education of farmers -Inadequate access to modern technology
Conclusion: Poor storage and untimely release of planting materials and certified seed will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through reduction in the cost of technology and education to farmers				
Inadequate access to veterinary services	-Availability of Health facilities -Availability of reproductive health and family planning services	-Availability of the NPC -Availability of donors/ Development Partners -Availability of NGOs	-Cultural and religious believers and practices -	-Weak implementation of national population policies -Declined in donor support
Conclusion: inadequate coverage of reproductive health and family planning services can be improved since a lot of potentials and opportunities exist. Constraints can be minimize through awareness creation. The challenge can be address through improved funding and support.				

Source: MPCU-ABCMA, 2018

Table 2.9: Create Opportunities for All

Issue/Problem	Potentials	Opportunities	Constraints	Challenges
Increasing demand for household water supply	<ul style="list-style-type: none"> • Availability of water bodies • Presence of GWCL • Availability of underground water 	<ul style="list-style-type: none"> • Availability of Donor partner support • Existence of NGOs in the municipality • Presence of ministry of water and sanitation 	<ul style="list-style-type: none"> • Poor planning for water • Inadequate maintenance of water facilities • Inadequate financing of the water sector institution 	<ul style="list-style-type: none"> • Inadequate policy and institutional coordination and harmonization of water and sanitation service delivery • Delay in implementing plans for water sector

			<ul style="list-style-type: none"> • High dependency on development partners for support to urban water 	<ul style="list-style-type: none"> • Inadequate financing on of the water sector institutions
<p>Conclusion: Increasing demand for household water supply will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through adequate maintenance of water facilities and effective policy and institutional coordination and harmonization of water and sanitation service delivery.</p>				
Poor quality of education at all levels	<ul style="list-style-type: none"> • Accessibility of schools • Availability of teachers <p>High school participation rate of pupils</p>	Availability of GOG, Donor support and NGO support	<ul style="list-style-type: none"> • Apathy of parents to wards education • Lack of communal interest • Ineffective use of contact hours • Lack of office and residential accommodation • Teacher absenteeism and low level of commitment 	<ul style="list-style-type: none"> • Lack of logistics • Untimely funding source for education • Educational system focused on merely passing exams
<p>Conclusion: Poor quality of education at all levels will be address through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through communal interest and timely release of funding.</p>				
Low participation of girls in learning of Science, technology .engineering and mathematics	<ul style="list-style-type: none"> -Availability of both public and private schools -Availability of Science, technology .engineering and mathematics 	<ul style="list-style-type: none"> - Availability of GOG, Donor support and NGO support for girl child education - Existence of gender ministry 	<ul style="list-style-type: none"> • Apathy of parents towards girl child education • Lack of interest in Science, technology .engineering and mathematics subject by the girl child 	<ul style="list-style-type: none"> • Inadequate funding sources for girl child learning of Science, technology .engineering and mathematics. • Educational system focused on merely passing exams
<p>Conclusion: Low participation of girls in learning of Science, technology, engineering and mathematics will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through sensitization of girl child parent on the importance of girl child education.</p>				

Inadequate funding source for education	<ul style="list-style-type: none"> ▪ Availability of GSFP ▪ Free SHS Policy ▪ Capitation grant ▪ Availability of trained teachers <p>Availability of Schools /Land -Availability Social Services sub-committee</p>	<ul style="list-style-type: none"> ▪ Availability of funding (DDF, DACF, GETFUND, NGO's.) ▪ Governments programme to phase out schools under trees. ▪ Favorable government policies (One constituency – one million dollar policy) 	<ul style="list-style-type: none"> ▪ Spatial distribution of population. <p>Poor road network</p> <ul style="list-style-type: none"> -Low Internally Generated Fund -Lack of maintenance culture in the district 	<ul style="list-style-type: none"> - Inadequate transfers from government and other sources. ▪ Poor access to some communities.
<p>Conclusion: Inadequate funding source for education will be addressed through effective and efficient use of the potentials and opportunities that exist. The constraints and challenges can be addressed through regular transfer from government.</p>				
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	<ul style="list-style-type: none"> -Availability of District Hospital -Availability of Health Centers and CHPS compounds -Availability of Health Personnel -Availability of ambulance 	<ul style="list-style-type: none"> -Availability of ANC -Favourable government policies (Free maternal health care policy) -Free NHIS for pregnant mothers 	<ul style="list-style-type: none"> -Inadequate staff -Inadequate health centres -Poor road network -Traditional beliefs -Inadequate funds 	Inadequate funds from central government
<p>Conclusion: Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases will be addressed through increase staff, provision of health centres and adequate central government transfer</p>				
Gender disparities in access to economic opportunities	<ul style="list-style-type: none"> • Pro-poor program on danger • Courts • DOVVSU • Human Rights 	<ul style="list-style-type: none"> • Affirmative action for women • NGO • Policies on women empowerment • Ministry of Gender 	<ul style="list-style-type: none"> • High ratio of female to male • Social- cultural practices of female suppression • Weak social-protection system 	<ul style="list-style-type: none"> • Unfavourable socio-cultural environment for gender equality.
<p>Conclusion: Gender disparities in access to economic opportunities will be tackled through the construction of an engineered final disposal site.</p>				
Poor quality ICT services	<ul style="list-style-type: none"> • Availability of major telecommunication networks 	<ul style="list-style-type: none"> • Existence of ministry of information • Existence of the ministry of communication 	<ul style="list-style-type: none"> • Inadequate ICT infrastructure in the municipality • High illiteracy in ICT 	<ul style="list-style-type: none"> • Low broadband wireless access

	<ul style="list-style-type: none"> •High ownership and access to mobile phones •Availability of ICT infrastructures •Teaching of ICT in schools 	<ul style="list-style-type: none"> •Ministry of science, innovation and technology •Existence of national policies on science and technology 		<ul style="list-style-type: none"> •Limited use of ICT as a tool to enhance the management and efficiency of businesses and provision of public services. •Inadequate online privacy and security of data •Inadequate ICT infrastructure across the country
Conclusion: Poor quality ICT services will be addressed through making ICT facility accessible.				
Low participation of females in learning of science, technology, engineering and mathematics	<ul style="list-style-type: none"> -existence of social welfare department -sensitization of females in schools to participate in the STEM 	-existence of gender ministry	-lack of motivation for the females to participate in STEM	<ul style="list-style-type: none"> -parents not allowing their females children to participate in STEM. -the ideology of females that STEM is difficult and is for males.
Conclusion: Low participation of females in learning of science, technology, engineering and mathematics will be addressed through the special programs to whip up interest and the institution of motivation packages.				
Lack of policies to cater for children in relation to specific conditions such as trafficking, "streetism" and online hazards	<ul style="list-style-type: none"> -existence of social welfare department -sensitization of parents in the dangers of streetism 	-existence of the ministry of gender and children	-By-laws protecting the rights of children not enforced.	-weak enforcement of child protection laws.
Conclusion: Lack of policies to cater for children in relation to specific conditions such as trafficking, "streetism" and online hazards will be addressed through public sensitization and the enforcement of relevant laws and bye-laws				

High levels of unemployment and underemployment especially among the youth and groups with special needs	-existence of YEA in the Municipality -existence of the social welfare department in the Municipality	-existence of the ministry of youth and sport - central government special initiation to create employment	-inadequate employment opportunities -	-lack of entrepreneur skills amongst the youth and groups with special needs
Conclusion: High levels of unemployment and underemployment especially among the youth and groups with special needs will be mitigated through entrepreneurial skills development and collaborating with the private sector to create job opportunities				
Poor quality of healthcare service delivery	-willingness of health workers to undergo further training	-existence of the ministry of health -Existence of private health facilities	-inadequate logistics to render quality healthcare services -inadequate health facilities	-frequent shortage of health supplies
Conclusion: Poor quality of healthcare service delivery will be addressed through the provision of relevant infrastructure, logistics, equipment and adequate personnel				
Gaps in physical access to quality health care	-Existence of District Health Hospital - Availability of nurses - Availability of health centers -Existence of National Health Insurance Scheme	-Government support for health delivery -Availability of donor support - Favorable government policies (One constituency – one million dollar policy)	-Poor accessibility to health centers -Culture of self-medication -Inadequate health centers -Inadequate health personnel - Poor road network	-High level of brain drain among health workers -Inadequate funds from government -inadequate supply of drugs to health centres
Conclusion: Gaps in physical access to quality health care will be addressed through the construction of health infrastructure				
Poor and inadequate maintenance of infrastructure	•Existence of municipal assembly •Private and public infrastructures	•Roads and Highways Authority •Policies on infrastructural development •Works and housing department	•Inadequate supervision •Weak enforcement of regulations •Poor quality of building materials •Poor institutional coordination	•Inadequate government infrastructure delivery •Inadequate financing for operation and maintenance

Conclusion: Poor and inadequate maintenance of infrastructure can be effectively harnessing the potential to address the constraint, whilst the challenges can be addressed through the opportunities that exist.				
Increasing demand for household water supply	-existence of the WATSAN	-Existence of Ghana water company -existence of the ministry of water and sanitation	-uneven distribution of water	-high cost of water by private vendors
Conclusion: Increasing demand for household water supply will be addressed through investment and expansion of water infrastructure and education in water conservation practices				
High prevalence of open defecation	-Presence of Environmental Health Officers in Municipality	-sanitation as a national interest -national sanitation day -existence of the ministry of sanitation and water resources.	-Public health Department poorly resourced - Bye Laws on sanitation not gazetted to facilitate prosecution	-population quickly outgrows facility provision
Conclusion: High prevalence of open defecation will be addressed through the promotion of household toilet construction, communal toilets and public education				

Source: MPCU-ABCMA, 2018

TABLE 2.10: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT

Issue/Problem	Potentials	Opportunities	Constraints	Challenges
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<p>Poor sanitation and waste management</p>	<ul style="list-style-type: none"> -Presence of Environmental Health Officers in Municipality -Presence of water and sanitation boards in some communities -Municipality zoned for waste collection purposes - Existing District Environmental Sanitation Strategy and Action Plan (DESSAP) 2009-2015 (to be tailored for Municipality). 	<ul style="list-style-type: none"> -Private waste collectors like Zoomlion present in the Municipality - Future plans on reclamation and recycling by the Assembly 	<ul style="list-style-type: none"> -persistent use of unapproved toilet facilities by sections of population -Municipality not participating in District Water and Sanitation programme -Public health Department poorly resourced - Bye Laws on sanitation not gazetted to facilitate prosecution -large human and industrial waste generated -lack of refuse dumping site 	<ul style="list-style-type: none"> -Rapidly growing population due to influx of persons from other parts of the country putting pressure on existing facilities -population quickly outgrows facility provision
<p>Conclusion: Poor environmental sanitation and improper disposal of domestic solid and liquid waste will be addresses through public education and the provision of relevant infrastructure</p>				
<p>Low capacity to adapt to climate variability</p>	<ul style="list-style-type: none"> ▪ Availability of technical expertise ▪ Support from Donors (UNDPF) 	<ul style="list-style-type: none"> - Existence of NADMO and Fire service personnel - Availability of bye-laws 	<ul style="list-style-type: none"> - Inadequate awareness creation - Bad farming practices - Inadequate awareness creation 	<ul style="list-style-type: none"> - Inadequate funds - High poverty rate in the district - Lawlessness
<p>Conclusion: Low capacity to adapt to climate variability can be addressed by taking advantage of the positive potentials and opportunities present in the district. Constraints and challenges can be mitigated by sensitization programmes and making funds available.</p>				

Poor drainage infrastructure	<ul style="list-style-type: none"> • Good layout • Existence of urban roads • Existence of environmental office • Physical planners • NADMO • Water and sanitation department 	<ul style="list-style-type: none"> • Ghana Building regulation • Local government act • National policies (public health act, criminal code) • 	<ul style="list-style-type: none"> • Recurrent incidence of flooding • Poor waste disposal practices • Silting and chocking drains • Uncovered drains • Poor landscape 	<ul style="list-style-type: none"> • Inadequate funding • Weakness on disaster management control system
Conclusion: Poor drainage infrastructure can effectively manage proper co-ordination of the potentials to address the constraints whilst harnessing the opportunities to address the challenges				
Poor hygiene practices	<ul style="list-style-type: none"> - Available trained health professionals - Active private sector participation in the hygiene promotion 	GOG,NGO, Donor Partners, CHAG support	Lack of physical access to quality healthcare	<ul style="list-style-type: none"> - Inadequate and inequitable distribution of critical staff mix • inadequate logistics for health professionals
Conclusion: Poor hygiene practices will be addressed through the enforcement of spatial and environmental laws and regulation, periodic education and dredging of waterways				
Air and noise pollution, especially in urban areas	-existence of the environmental health and sanitation department	-citizens willingness to report excessive noise	- lack of public education on noise pollution	- low enforcement of regulations on noise and air pollution including open burning
Conclusion: Air and noise pollution, especially in urban areas will be tackled through public education, enforcement of appropriate environmental laws and bye-laws				
Low level of investment in sanitation sector	- existence of the environmental health and sanitation department	-Private waste collectors like Zoomlion present in the Municipality	-lack of sensitization of people on the importance of sanitation	

Conclusion: Low level of investment in sanitation sector will be dealt with through the re-designing construction of new drains, environmental education and regular desilting and dredging of defective drains				
Inadequate spatial and land use plan	-Existence of the Physical planning department in the assembly -availability of by-laws of the assembly	-existence of the land spatial planning Act 2016	-inadequate logistics -unwillingness of land owners to make land available for preparation of planning schemes	- Land Use and Spatial Planning Act, 2016 (Act 925) not fully implemented - National Spatial Development Framework (NSDF) not fully implement - improper urban and landscape design and implementation
Conclusion: Inadequate spatial and land use planning will be addressed through systematic planning and enforcement of spatial laws and regulations				

Source: MPCU-ABCMA, 2018

TABLE 2.11 : MAINTAIN A STABLE UNITED AND SAFE SOCIETY

Issue/Problem	Potentials	Opportunities	Constraints	Challenges
Poor service delivery at the local level	-existence of local government structures -availability of office space and office equipment -some revenue collection ceded to the zonal councils	-availability of local governance act 936 of 2016 stipulates the functions of the sub-structures	-weak revenue base of zonal councils -	-lack of clear linkage between revenue and development

Conclusion: Poor service delivery at the local level will be dealt with through capacity building, resourcing of the Zonal Councils as well as effective supervision and monitoring				
Ineffective sub-district structures	-Existence of the District Assembly - Availability of regulatory framework including the Local Governance Act, 2016 (Act 936), L.I. 1983 and L.I. 19.....	-Existence of Ministry of Local Government and Rural Development and the Local Govt. Service - Favourable government policies	-High illiteracy rate -Low revenue generation -Ignorance of grass root participation in governance	Inadequate and erratic funding from Central Government
Conclusion: Ineffective sub-district structures will be addressed through the training of revenue collectors, provision of relevant logistics and effective engagement with rate-payers				
Weak capacity of CSOs to effectively participate in public dialogue	-regular town hall meetings and stakeholders meeting Dissemination of information on the notice board and other channels	-existence of CSOs -presence of internet and social media and the presence of radio and TV stations and newspapers for dissemination of information	-untimely release of information -limited number of interactive public engagements	- limited capacity to follow up on public engagements -low capacity to digest information
Conclusion: Weak capacity of CSOs to effectively participate in public dialogue will be addressed through building of capacity of CSOs				
Weak involvement and participation of citizenry in planning and budgeting	<ul style="list-style-type: none"> •Decentralized department and agencies •Internally generated funds •Good engagement between Assembly and community members •Bye laws 	<ul style="list-style-type: none"> •Legal framework •Ministry of local governance •National policies and laws 	<ul style="list-style-type: none"> •Ineffective sub-district structures •Weak ownership and accountability of leadership at the local level •Poor service delivery at the local level •Weak spatial planning capacity at the local level •Inadequate exploitation of local opportunities for economic growth and job creation 	<ul style="list-style-type: none"> •Limited implementation of fiscal decentralized policies •Poor linkage between planning and budgeting at national level •Weak Implementation of administrative decentralization

			<ul style="list-style-type: none"> • Limited implementation of fiscal decentralized policies • Implementation of unplanned expenditures 	
<p>Conclusion: Weak involvement and participation of citizenry in planning and budgeting will be addressed through the provision of additional security lighting.</p>				
<p>Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organised crime, etc.)</p>	<p>-presence of the divisional and district command in the municipality</p>	<p>- communities willing to report crime</p> <p>-police patrols</p>	<p>-incomplete and non-updated crime statistics</p>	<p>-inadequate skills to deal with cyber crimes</p>
<p>Conclusion: Concerns of new and emerging crimes will be addressed through public education, expansion of the number of security personnel and enforcement of law and order.</p>				

Source: MPCU-ABCMA, 201

2.7. Impact Analysis

The impact of the issues considered as priorities from the POCC analysis were subjected to impact analysis using the criteria presented in Table 2.9. This was to test the impact of the prioritized issues after identifying the potentials, opportunities, constraints and challenges from the POCC analysis on predetermined basic tenants of sustainable development. The results are presented in Table 2.10.

Table 2.12: Impact Analysis Key

Definition	Score
Strong Impact	3
Moderate Impact	2
Weak Impact	1
No Impact	0
Negative Impact	-1

Source: MPCU-ABCMA, 2018

TABLE 2.13: IMPACT ANALYSIS

Agenda for Jobs (2018-2021) Adopted Development Issues	Criteria				Average Score	Rank
	1	2	3	4		
Revenue under performance due to leakages and loopholes, among others	3	3	3	1	10	4 th
Limited access to credit for SMEs	2	3	1	0	6	14 th
Low levels of technical and vocational skills	1	3	2	0	6	14 th
Lack of entrepreneurial skills for self-employment	2	3	1	0	6	14 th
Poor storage and untimely release of planting materials and certified seeds	3	3	0	0	6	14 th
Inadequate access to veterinary services	3	3	0	0	6	14 th
Increasing demand for household water supply	3	3	1	2	9	6 th
Poor quality of education at all levels	3	3	3	1	10	4 th
Low participation of girls in learning of Science, technology engineering and mathematics	1	2	2	0	5	26 th
Inadequate funding source for education	3	2	2	0	6	14 th
Gaps in physical access to quality health care	3	3	2	3	11	2 nd
Poor quality of healthcare services	3	3	2	3	11	2 nd
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	1	2	2	3	8	7 th
Lack of policies to cater for children in relation to specific conditions such as trafficking, "streetism" and online hazards	2	2	2	0	6	14 th
Gender disparities in access to economic opportunities	2	2	3	0	7	11 th

High levels of unemployment and underemployment especially among the youth and groups with special needs	3	3	3	3	12	1 st
Poor quality ICT services	1	2	1	0	4	27 th
Poor and inadequate maintenance of infrastructure	2	3	2	0	7	11 th
Poor service delivery at the local level	2	1	2	2	7	11 th
Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)	1	3	2	0	6	14 th
Poor quality and inadequate road transport network	1	3	2	0	6	14 th
High prevalence of open defecation	1	2	1	0	4	27 th
Poor sanitation and waste management	1	2	1	0	4	27 th
Low level of investment in sanitation sector.	1	2	1	0	4	27 th
Poor hygiene practices	1	2	1	0	4	27 th
Air and noise pollution, especially in urban areas	0	3	1	0	4	27 th
Low capacity to adapt to climate variability	2	3	1	0	6	14 th
Recurrent incidence of flooding	2	2	2	0	6	14 th
Poor drainage system	1	2	2	0	6	14 th
Limited opportunities for youth involvement in national development	2	2	2	2	8	7 th
Ineffective sub-district structures	2	2	2	2	8	7 th
Weak involvement and participation of citizenry in planning and budgeting	2	2	2	2	8	7 th
Weak capacity of CSOs to effectively participate in public dialogue	1	1	1	1	4	27 th

Source: MPCU-ABCMA, 2018

NB: 1- Significant linkage effect on meeting basic human needs/rights

2- Significant multiplier effect on economic efficiency

3- Impact on (different population groups, balanced development, natural resources utilization, Cultural acceptability, resilience and disaster risk reduction, climate change and adaption, institutional reforms)

4- Opportunities for the promotion of cross-cutting issues such as HIV and AIDS, Gender equality and nutrition

2.8. Sustainability Analysis of Adopted Prioritized Issues (Internal Consistency/Compatibility)

This section seeks to establish the internal relationship between the 51 adopted prioritized issues and where there are inconsistencies, they will address through better alternatives.

A record sheet was used to record the basic issues that have been identified in the process of completing the Compatibility Matrix. The record sheet was helpful in communicating to people who have not been involved in the discussions, the reasons why particular issues have been identified supportive or conflict each other. The Record sheets were also used for checking revisions and refinements of issues on an on-going basis.

The matrix is created by:

- Listing the thirty (51) prioritized issues down the rows in the first column.
- Listing these same prioritized issues across the columns in the top row.

Scale for Scoring

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

NB: The numbers used on the sustainability Table 2.11 connote their exact representation in section 2.5.1.

TABLE 2.14: SUSTAINABILITY ANALYSIS OF ADOPTED PRIORITIZED ISSUES (INTERNAL CONSISTENCY/COMPATIBILITY)

Issues	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33		
1	█	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2	✓	█	✓	✓	✓	0	0	0	0	0	0	0	0	0	✓	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	✓	✓	█	✓	0	0	0	0	0	0	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	✓	✓	✓	█	0	0	0	0	0	0	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5	0	0	0	0	█	✓	0	0	0	0	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6	✓	0	0	0	✓	█	0	0	0	0	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
7	✓	0	0	0	0	0	█	0	0	0	✓	✓	✓	0	0	0	0	0	✓	0	0	✓	✓	✓	✓	✓	0	0	0	0	0	0	0	0	
8	✓	0	✓	✓	0	0	0	█	✓	✓	0	0	0	✓	✓	✓	✓	✓	0	0	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	
9	0	0	✓	✓	0	0	0	✓	█	✓	0	0	0	0	✓	✓	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10	0	0	✓	✓	0	0	0	✓	✓	█	0	0	0	0	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	0	0	0	0	0	0	0	0	0	0	█	✓	✓	0	0	0	0	✓	0	0	0	0	0	✓	✓	✓	✓	0	0	0	0	0	0	0	
12	0	0	0	0	0	0	✓	0	0	0	✓	█	✓	0	0	0	0	0	0	0	0	0	✓	✓	✓	✓	0	0	0	0	0	0	0	0	
13	0	0	0	0	0	0	0	0	0	0	✓	✓	█	0	0	0	0	0	0	0	0	0	✓	✓	✓	✓	0	0	0	0	0	0	0	0	
14	0	0	0	0	0	0	0	0	0	0	0	0	0	█	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	✓	0	✓	
15	0	✓	✓	✓	0	0	0	✓	✓	✓	0	0	0	0	█	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	█	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17	0	0	✓	✓	0	0	0	✓	✓	✓	0	0	0	0	0	0	█	✓	0	✓	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	✓	0	✓	✓	✓	✓	0	0	✓	0	█	✓	0	✓	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	█	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	█	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	✓	0	0	0	0	✓	0	✓	✓	0	✓	0	0	0	0	0	0	0	0	0	0	█	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 2.15: Sustainable Prioritized Issues

MMTDP ADOPTED DIMENSIONS, 2018-2021	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
Economic Development	Fiscal Policy	1. Revenue underperformance due to leakages and loopholes, among others
	Development of SMEs	2. Limited access to credit for SMEs
		3. Low levels of technical and vocational skills
		4. Lack of entrepreneurial skills for self-employment
	Agriculture Productivity	5. Poor storage and untimely release of planting materials and certified seeds
	Livestock and Poultry Development	6. Inadequate access to veterinary services
Social Development	Health	7. Gaps in physical access to quality health care
		8. Poor quality of healthcare services
		9. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	Employment	10. High levels of unemployment and underemployment especially among the youth and groups with special needs
	Disaster Management	11. High prevalence of open defecation
		12. Poor sanitation and waste management
		13. Low level of investment in sanitation sector.
		14. Poor hygiene practices
		15. Air and noise pollution, especially in urban areas
	16. Poor drainage system	

	Water supply for all	17.Increasing demand for household water supply
		18. Inadequate funding source for education
	Pre-tertiary Education	19.Poor quality of education at all levels
		20.Inadequate funding source for education
		21. Poor quality ICT services
	Gender Equality	22.Gender disparities in access to economic opportunities
		23. Low participation of girls in learning of Science, technology engineering and mathematics
Environment, Infrastructure and Human Settlements	Transport Infrastructure: Road	24.Poor quality and inadequate road transport network
		25.Poor and inadequate maintenance of infrastructure
	Climate Variability and Change	26.Low capacity to adapt to climate variability
		27.Recurrent incidence of flooding
Governance, Corruption and Public Accountability	Local Governance and Decentralization	28.Poor service delivery at the local level
		29.Limited opportunities for youth involvement in national development
		30. Ineffective sub-district structures
		31.Weak involvement and participation of citizenry in planning and budgeting
		32.Weak capacity of CSOs to effectively participate in public dialogue

	Public safety and security services	33. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)
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Source: MPCU-ABCMA, 2018



CHAPTER THREE

DEVELOPMENT PROJECTIONS, ADOPTED GOALS, POLICY OBJECTIVES AND STRATEGIES

3.1. INTRODUCTION

This chapter sets the stage for the synthesis of the what is required to achieve bridge the gap between the current state and the aspiration of the citizens. The development gap expressed in the requirements for infrastructure and services are analyzed in the first section that deals with the development projections. After this the development goals of the Municipality are stated based on the national goals. This narrows the development aspirations of the Municipality and focuses attention of the local aspirations of the people . The other part of the chapter deals with the adoption of the goals, objectives and strategies based on the issues identified in the harmonized needs based on the community hearings. Essentially this section attempts to find the expression of local needs and aspirations in the national framework. this will ensure harmonization and conformity to the national development framework.

This section also attempts to subject the various strategies and objectives to various tests such as sustainability test , and compound matrix and strategies environment assessment to ensure that the adopted strategies and objectives have positive implications and have consistency . Where the desired or expected results are not achieved the tools provides for remedial actions and mitigation

3.2 Development Projections

To fully appreciate the development needs of the Municipality and appropriately plan for the right interventions, there is a need to understand the developmental needs and gaps in the provision of facilities and services. Using the tools of demography and statistics the various projections for infrastructure, personnel and service needs were calculated using baseline data for 2017 and gaps in demanded based on demographic projections. These projections were done for the education, health and sanitation sectors. In addition projections were also done for service provision and infrastructure needs for other sectors such as transportation, drainage and commercial facilities . Additionally projections were done to establish the youthful population and the employment requirements to ensure they are meaningfully transitioned and integrated into the economy.

To fully appreciate the gaps in development projections are crucial for the of the Assembly's Development Goal as they provide information on the current situation and future needs required to provide adequate and standard services and infrastructure to

ensure high quality of life that are necessary for decision making on the kind of interventions that are required within the planned period. The standards used are all based on approved standards from the various national and internal organizations such as Ghana Education Service, Ghana Health Service, World Health Organization, UNICEF, UNESCO and the World Bank .

3.3 Population

At the center of the development projections is the analysis of the demographic trends to estimate the rate of growth of the population, the structure of the population and what factors are causing the changes in the population. Since all development must be people centered, the demographic analysis will play a key role in determining the development the needs of the growing population and how these dynamic needs could be met through the implementation of the strategies and objectives outlined in the plan. The population of the Municipality is estimated to be 243,966 as at 2017. This is expected to grow to 251,846 in 2018 based on a growth rate of 4.7. By 2021 the population of the Municipality is expected to reach 277,207 .The sources of growth in the population include high fertility as well as migration.

As shown in Table 3. 1 the population of the municipality is youthful with well over 66.2% of the residents below the age of 40 years in 2018 2018 when the implementation of the plan commences. Even amongst the youthful population, are significant categories of youth age group that have distinct characteristics and require special attention in the 2018 - 2021.MTDP. A little over half of the population (51%) is below the age 25 years while the proportion of the population between 15 to 40 years is about 38%. The youthful nature of the population presents both opportunities but especially challenges for the Municipality. Demand for social services such health , education , sanitation will be stretched as a result of the youth bulge . Again the youthful population will have to be eased into adulthood with good skills and employment opportunities. These are issues the MTDP will focus on in the delivery of the Agenda for Jobs. This is buttressed by the large number of people within the economically active group between the ages of 15 years and 60 year which constitute 65.8%. Without adequate jobs for this teeming population the needed productivity to allow the population to thrive and the expected democratic dividend of the population growth would be missed, replaced by high dependency and poverty.

Table 3.1 : Population Projections for Age Groups

AGE GROUP	2017		
	Male	Female	Total
0-4	13,102	12,881	25,983
5-9	11,207	11,059	22,267

10-14	10,354	11,630	21,984
15-19	11,034	12,934	23,969
20-24	15,021	16,189	31,210
25-29	13,487	14,486	27,974
30-34	10,742	11,005	21,747
35-39	8,339	8,677	17,017
40-44	6,614	6,941	13,556
45-49	4,902	5,407	10,309
50-54	4,045	4,683	8,728
55-59	2,869	3,185	6,054
60-64	2,213	2,438	4,651
65-69	1,419	1,632	3,052
70-74	1,206	1,438	2,644
75-79	739	924	1,663
80+	485	675	1,160
TOTAL	117,352.00	126,614.00	243,966.00

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

3.4 EDUCATION PROJECTIONS

Education in the context of this [plan represent one pf the key services that the Municipality will be providing to its citizens. It is seen at a vital tool in the shaping of the human resources of the Municipality to enable them to meaningfully contribute to development. Educations shapes young people , sharpen their thinking faculties , imbibe discipline and values as well as equip with aptitude and skills to contribute to national development. .The plan has prioritized the provision of education infrastructure, improvement in facilities as well as the personnel required to deliver quality education. As a result there is need to conduct a thorough analysis and project the required need to achieve the development objectives of the sector.

3.5 ENROLMENT

Due to the youthful population if the Municipality and the fact that the municipality is densely populated, the number of young people school going age is high and growing at a fast pace. Based on the demographic data the it expected that a total 73,135 children of school going age will required spaces to learn . The number of school going age children is estimated based on age groups from 0-14 years for basic school (KG , Primary and JHS). The population eligible to access school will put pressure on education resources such as classrooms, teaching and learning materials and teaching staff.

Table 3.2 : Total Number School-going Children

Level	2018	2019	2020	2021
KG	27,074	28,157	29,227	30,337
Primary	32,076	33,359	34,627	35,942
JHS	13,985	14,544	15,097	15,671
Total	73,135	76,060	78,950	81,951

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

The total number of enrollment is estimated to be and expected to grow to nearly 82,000 in 2021 from the current 73,000 if universal enrolment is to be achieved in fulfillment of the Sustainable Development Goals (SDGs) and the FCUBE. Enrollment is expected to expand by nearly 20% annually in consonant with the expanding youthful population growth and the mass migration into the Municipality. The Gross enrolment data presented in Table 3 is only a reflection data coverage for a limited number of schools due to the unavailability of data during the preparation of the plan.

Table 3.4 : Gross Enrolment

Stage	Boys	Girls	Total
KG	207	203	410
Primary	2,778	3,307	6,085
JHS	1,099	1,293	2,392
Total	4,084	4,803	8,887

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

3.6 CLASSROOM REQUIREMENT AT ALL LEVELS

Table 3.5 : Demand for Classrooms (KG)

Year	Planning Standard (Enrolment per Class)	Available Classrooms as at 2018	Required	Gap
2017	45	210	221	11
2018	45	-	228	18
2019	45	-	235	25
2020	45	-	243	33
2021	45	-	251	41

Source: Ghana Statistical Service, PHC 2010 and ABCMA Computations

Based on the estimates of the available classrooms and standards required to deliver minimum level of quality education in the Municipality, there is a demonstrably significant gap which needs to be bridged. The provision of classrooms to aid affective teaching and learning is

3.7 HEALTH PROJECTIONS

The provision of health services is essential to ensure a healthy and strong population ready to participate in development efforts and create value. The Analysis of the development gaps in health in the areas of infrastructure, health professionals and services will provide the required information to make informed decisions on the nature of interventions required to ensure provision of health services based on recognized standards.

The Municipality is highly constrained in access to health facilities due to the high population and the absence of publicly owned health facilities in the Municipality. Though there are private health facilities in the Municipality coupled with reasonably close proximity to other health facilities within Accra, the absence of health facility was captured as one of the acute needs of the people.

Table 3.6: Health Facilities in ABCMA

Facility Type	Number	Beds
Hospital	3	65
Clinic	1	0
Maternity Home	4	10
CHPS Compound	0	0
CHPS Zone	0	0
Total	8	75

Source: MPCU and Health Directorate

The low availability of health facilities in the Municipality is demonstrated by the total of 8 health facilities that are found in the Municipality. All the eight institutions are private and most of them do not accept National Health Insurance; forcing patrons to pay out of pocket for healthcare. These health facilities including the three hospitals lack the required facilities to provide high level and complex care. So in addition to the facilities being inadequate, the health facilities also lack the capacity to handle some cases. The number of Maternity and Reproductive health facilities are also few and not well equipped to handle all the major health needs of mothers and infants. Primary healthcare does not enjoy attention in the Municipality, characterized by the lack of CHPS compounds and CHPS zones. These facilities are at the frontline of preventive and

palliative care in the health system of Ghana. Absence of these key facilities and services is a huge handicap for residents in the municipality.

Table 3.7 : Health Professionals

Health Professional	Number	Ratio	Standards
Medical Doctors	7	1:35,978	1: 5,000
Physician Assistants	5	1:38,000	1: 3,000
Nurses	147	1:23,125	1:800
Midwives	8	1:30,208	1: 1,000
Laboratory Technicians	18	1:14,000	1: 8,000
Pharmacists	22	1: 11,447	1: 10,000

Source: MPCU and Health Directorate

In terms of health professionals, the situation is no different from the critically low levels of health facilities. There are total of 207 health professionals serving a population of over 250,000. There is acute shortage of Health Professionals in the Municipality and more needs to be done to increase the numbers in the implementation of the Plan.

The projected health needs of the Municipality over the plan period are quite substantial and a lot more resources may be require the availability of resources to build health facilities and establish CHPS zones that will improve access to primary health care. A multi-faceted strategy is required to attract funds and also health professionals to deliver accessible, affordable and quality healthcare in the Municipality.

3.8 SANITATION

Sanitation is one of the key issues in the Municipality and throughout the various public hearings it was ranked as one of the key issues or prioritized interventions. There are some challenges with waste management and sanitation in the Municipality with key ones including inadequate logistics, lack of final disposal sites, and poor performance of household waste franchise contractors among others.

Household sanitation

Final disposal site

Equipment requirements

3.9 YOUTH EMPLOYMENT

As the title of the national development framework from which the 2018-2021 MTDP takes its inspiration is Agenda for Jobs. Job creation especially for the bulging youthful population is one of the key visions of the plan and therefore any intervention that will improve the situation will be highly beneficial in achieving the objectives of the plan.

There is a high level of unemployment and underemployment in the Municipality. Amongst the youth, the rate of unemployment is even higher with graduate unemployment as a result of lack of formal jobs and professional opportunities.

Table 3.8 : Estimated Employment Projections

Demographic Indicator	2018 (Estimated)	2021 (Projected)
Total Number of Population Under 40 Years	192,150	224,355
Total Number of Population between 15-60 Years	160,562	184,960
Total Number of Population between 15-25 Years	125,412	146,432
Estimated number of New Entrants into Job Market yearly	8,779	10,250
Estimated number job seekers yearly	4,380	5,870
Number of Local Job Openings	-	-
Number of Businesses in Municipal Database	-	-
Number of Skills Training organised	-	-

Source: MPCU, 2018

It is estimated that to make any meaningful gains in achieving the goals of increasing employment opportunities; especially among the youth, an estimated 4000 jobs would need to be created annually in the Municipality to absorb the youthful population that will enter the job market. This is expected to rise to 5800 per year in 2021 on account of the youthful population that dominates the demographics of the Municipality.

Data on current unemployment is unavailable. This is a handicap in estimating and projecting unemployment in the municipality. There is also a lack of information on unemployment from other national sources. However, there is anecdotal evidence to suggest that there are high levels of unemployment especially amongst the youth based on submissions of participants in our public hearings. Indeed during the needs assessments in the communities, unemployment ranked as one of the most critical issues. It was also one of the most prioritized needs and aspirations.

To estimate the number of possible job openings that could be available for the teeming population in the economically active population. To this end the Assembly is now compiling its business register and profile the possible number of jobs available locally so that mechanisms could be put in place to enhance the chances of the youth getting jobs. This will be amplified through the Local Economic Development initiative.

Also the plan will make provision for the training of youth in various skills areas including artisanship, agribusiness, technology, entrepreneurship, financial management, leadership and other skills related areas. Also the Municipality will encourage and mentor youth to form cooperatives and also provide platforms for internship opportunities and mentorships.

3.10 TRANSPORT AND PARKING REQUIREMENTS

As a commercial and business center, transport services and parking play key roles in the attractiveness of the Municipality

3.11. ADOPTED MUNICIPAL DEVELOPMENT GOALS

Based on the developmental issues identified and prioritized, development dimensions and focus areas adopted the Assembly adopted goals, from the National Development Framework (2018-2021). This will ensure harmony between the national development agenda and the district development agenda.

Table 3.8 : Adopted Municipal Goals

MMTDP ADOPTED DIMENSIONS, 2018-2021	FOCUS AREAS OF MTD 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES	SUSTAINABLE ADOPTED GOALS
Economic Development	Fiscal Policy	1. Revenue underperformance due to leakages and loopholes, among others	Build a Prosperous Society
	Development of SMEs	2. Limited access to credit for SMEs	
		3. Low levels of technical and vocational skills	
		4. Lack of entrepreneurial skills for self-employment	
	Agriculture Productivity	5. Poor storage and untimely release of planting materials and certified seeds	

	Livestock and Poultry Development	6. Inadequate access to veterinary services	
Social Development	Health	7. Gaps in physical access to quality health care	Create opportunities for all
		8. Poor quality of healthcare services	
		9. Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	
	Employment	10. High levels of unemployment and underemployment especially among the youth and groups with special needs	
	Disaster Management	11. High prevalence of open defecation	
		12. Poor sanitation and waste management	
		13. Low level of investment in sanitation sector.	
		14. Poor hygiene practices	
		15. Air and noise pollution, especially in urban areas	
		16. Poor drainage system	
Water supply for all	17. Increasing demand for household water supply		
	18. Inadequate funding source for education		
Pre-tertiary Education	19. Poor quality of education at all levels		

		20. Inadequate funding source for education	
		21. Poor quality ICT services	
	Gender Equality	22. Gender disparities in access to economic opportunities	
		23. Low participation of girls in learning of Science, technology engineering and mathematics	
Environment, Infrastructure and Human Settlements	Transport Infrastructure: Road	24. Poor quality and inadequate road transport network	Safeguard the natural environment and ensure a resilient built environment
		25. Poor and inadequate maintenance of infrastructure	
	Climate Variability and Change	26. Low capacity to adapt to climate variability	
		27. Recurrent incidence of flooding	
Governance, Corruption and Public Accountability	Local Governance and Decentralization	28. Poor service delivery at the local level	Maintain a stable, united and safe society
		29. Limited opportunities for youth involvement in national development	
		30. Ineffective sub-district structures	
		31. Weak involvement and participation of citizenry in planning and budgeting	

		32.Weak capacity of CSOs to effectively participate in public dialogue
	Public safety and security services	33. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)

Source: MPCU-ABCMA, 2018

3.12. ADOPTION OF OBJECTIVES AND STRATEGIES

Based on the sustainable prioritized issues, development dimensions, focus areas and goals adopted the Assembly, the MPCU adopted suitable corresponding objectives and strategies from the Agenda for Jobs.

Table 3.9: Adopted Objectives and Strategies

MMTDP ADOPTED DIMENSIONS, 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES	ADOPTED OBJECTIVES	ADOPTED STRATEGIES	SDGS/AU GOLAS
Economic Development	1. Revenue underperformance due to leakages and loopholes, among others	Boost revenue mobilization, eliminate tax abuses and improve efficiency	Strengthen revenue administration	SDG 1, 2, 3,4
	2. Limited access to finance	Improve efficiency and competitiveness of SMEs	Facilitate the provision of training and business development services	SDG 8, 9
	3. Low levels of technical and vocational skills	Improve efficiency and competitiveness of SMEs	Facilitate the provision of training and business development services	
	4. Lack of entrepreneurial skills for self-employment			
	5. Poor storage and untimely release of planting materials and certified seeds	Promote seed and planting materials development	Ensure that farming inputs are readily available within farming communities at affordable prices	SDG 2
	6. Inadequate access to veterinary services	Promote livestock and poultry development for food security and income generation	Support the private sector to expand local production of livestock and poultry feed and veterinary products	
Social Development	7. Gaps in physical access to quality health care	Ensure sustainable, equitable and easily accessible healthcare services	Increase access to emergency health services	SDG 3
	8. Poor quality of healthcare services	Improve quality of health service delivery including mental health	Strengthen the district and sub-district health systems as the bed-rock of the national primary health care strategy	

		Strengthen in-service training programme	
9.Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	Reduce morbidity and mortality and disability	Strengthen public health emergency preparedness and response	
		Implement the Non-Communicable Diseases (NCDs) control strategy	
10.High levels of unemployment and underemployment especially among the youth and groups with special needs	Accelerate opportunities for job creation across all sectors	Support the creation of business opportunities and entrepreneurship	SDG 8, 9
11. Poor drainage systems	Improve investment in disaster risk reduction and resilience	Strengthen disaster-resilient of critical infrastructure, sites of historical, cultural heritage and religious interest	SDG 6
12.Increasing demand for household water supply	Improve access and coverage of potable water in rural and urban communities	Promote and provide mechanized borehole	SDG 7 AU 7
13. Poor quality of education at all levels	Enhance inclusive and equitable access to, and participation in education at all levels	Remove all bottlenecks (physical, social, financial, cultural and other factors impeding to access to education at all levels	SDG 4 AU 2
		Attract students into science and science-biased courses via expanded Mathematics, Science and Technology Scholarships Scheme (MASTESS)	
14.Low participation of girls in learning of Science, technology engineering and mathematics	Enhance the teaching and learning of science, mathematics and technology		

	15. Inadequate funding source for education	Ensure sustainable sources of financing for education	Provide adequate and timely financing for quality education at all levels	
	16. Inadequate ICT centers within communities.	Provide electronic access to all citizens on public information and services without any discrimination	Improve ICT literacy skills among all citizens	
			Expand the coverage of high-speed internet services to all communities	
Environment, Infrastructure and Human Settlements	17. Poor quality and inadequate road transport network	Create and sustain an efficient and effective transport system that meets user needs	Prioritize the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs	SDG 9 AU 4
	18. Poor sanitation and waste management	Improve access to sanitation facilities in rural and urban communities	Implement public-private partnership policy as alternative source of funding for sanitation services Promote National Total Sanitation Campaign	SDG 16 AU 11
	19. Low level of investment in sanitation sector.	Improve investment for sanitation	Implement public-private partnership policy as alternative source of funding for sanitation services	
	20. Poor hygiene practices	Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Ensure effective monitoring and evaluation of plan implementation	
	21. Air and noise pollution, especially in urban areas	Prevent environmental pollution	Intensify enforcement of regulations on noise and air pollution and control.	
	22. High prevalence of open defecation	Increase the provision of household sanitation facilities	Ensure sustainable funding for sanitation	

	23.Low capacity to adapt to climate variability	Mitigate the impacts of climate variability and change	Adopt climate-sensitive waste management practices	SDG 13
	24.Recurrent incidence of flooding	Manage climate-induced health risks	Adopt climate change related health information systems including traditional knowledge on health risk management	
	25.Poor and inadequate maintenance of infrastructure	Establish a timely and effective preventive maintenance plan	Institute a robust maintenance scheme	
Governance, Corruption and Public Accountability	26.Ineffective sub-district structures	Ensure full political, administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	SDG 3
	27.Limited opportunities for youth involvement in national development			
	28.Weak involvement and participation of citizenry in planning and budgeting			
	29.Weak capacity of CSOs to effectively participate in public dialogue			
	30.Poor service delivery at the local level			
	31.Lack of policies to cater for children in relation to specific conditions such as trafficking, "streetism" and online hazards			
	32. Inadequate capacity to combat emerging crimes (e.g. cybercrime, terrorism, organized crime, etc.)	Enhance public safety	Sensitize and educate public on their role in crime combat	SDG16
	33.Gender disparities in access to economic opportunities	Promote economic empowerment of women	Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities	SDG 5

Source: MPCU-ABCMA, 2018

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.1. INTRODUCTION

This chapter dealt with the identification of development programmes and activities that will help realize the desired end of the Municipality. The main aim of the Municipality is to improve the overall standard of living of the people through increasing employment opportunities, access to basic social, economic and technical infrastructure and steady reduction of general poverty level.

Since, the successful implementation of the programmes and projects depends on availability of resources, their efficient mobilization as well as their rational use, this section covers the identifiable sources of resources both internal and external. The chapter therefore focuses on the list of programmes to be implemented under the various pillars, goals, the prioritization programme matrix, implementation schedule of the programme of action and indicative financial plan for the MTDP 2018-2021. It must be noted that the Municipality is currently implementing Programme-Based Budgeting (PBB), which is in line with the national planning and budgeting guidelines.

Programmes are set of projects, whilst projects are set of inter-related activities intended to achieve a particular objective(s). In relation to the adopted issues, goals, policy objectives and strategies, it is required that the MPCU reviews and formulates programmes and sub-programmes, based on its functions to improve the living standard of the people. The programmes and the sub-programmes are presented in Table 4.1

Table 4.1: Programmes and Sub-Programmes

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	Programmes	Sub-Programme
Boost revenue mobilization, eliminate tax abuses and improve efficiency	Strengthen revenue administration	Programme : Management and Administration	Sub-Programme: Finance and Revenue Mobilization
Improve efficiency and competitiveness of SMEs	Facilitate the provision of training and business development services	Programme: Economic Development	Sub-Programme : Trade, tourism and industrial development
Promote seed and planting materials development	Ensure that farming inputs are readily available within farming communities at affordable prices	Programme: Economic Development	Sub-Programme: Agricultural development
Promote livestock and poultry development for food security and income generation	Support the private sector to expand local production of livestock and poultry feed and veterinary products		
Ensure sustainable, equitable and easily accessible healthcare services	Increase access to emergency health services	Programme: Social Service Delivery	Sub-Programme : Health Delivery
Improve quality of health service delivery including mental health	Strengthen the district and sub-district health systems as the bed-rock of the national primary health care strategy		
	Strengthen in-service training programme		
Reduce morbidity and mortality and disability	Strengthen public health emergency preparedness and response		
	Implement the Non-Communicable Diseases (NCDs) control strategy		

Accelerate opportunities for job creation across all sectors	Support the creation of business opportunities and entrepreneurship	Programme: Economic Development	Sub-Programme: Trade, tourism and industrial development
Improve investment in disaster risk reduction and resilience	Strengthen disaster-resilient of critical infrastructure, sites of historical, cultural heritage and religious interest	Programme: Environmental and Sanitation Management	Sub-Programme : Disaster prevention and Management
Improve access and coverage of potable water in rural and urban communities	Promote and provide mechanized borehole		
Enhance inclusive and equitable access to, and participation in education at all levels	Remove all bottlenecks (physical, social, financial, cultural and other factors impeding to access to education at all levels	Programme: Social Service Delivery	Sub-Programme: Education and youth development
Enhance the teaching and learning of science, mathematics and technology	Attract students into science and science-biased courses via expanded Mathematics, Science and Technology Scholarships Scheme (MASTESS)		
Ensure sustainable sources of financing for education	Provide adequate and timely financing for quality education at all levels		
Provide electronic access to all citizens on public information and services without any discrimination	Improve ICT literacy skills among all citizens		
	Expand the coverage of high-speed internet services to all communities		
Create and sustain an efficient and effective transport system that meets user needs	Prioritize the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs	Programme : Infrastructure Delivery and Management	Sub-Programme: Infrastructure Development

Improve access to sanitation facilities in rural and urban communities	Implement public-private partnership policy as alternative source of funding for sanitation services Promote National Total Sanitation Campaign	Programme : Environmental and Sanitation Management	Sub-Programme : Disaster prevention and Management
Improve investment for sanitation	Implement public-private partnership policy as alternative source of funding for sanitation services		
Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Ensure effective monitoring and evaluation of plan implementation		
Prevent environmental pollution	Intensify enforcement of regulations on noise and air pollution and control.		
Increase the provision of household sanitation facilities	Ensure sustainable funding for sanitation		
Mitigate the impacts of climate variability and change	Adopt climate-sensitive waste management practices		
Manage climate-induced health risks	Adopt climate change related health information systems including traditional knowledge on health risk management		
Establish a timely and effective preventive maintenance plan	Institute a robust maintenance scheme	Programme : Infrastructure Delivery and Management	Sub-Programme: Infrastructure Development
Ensure full political, administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	Programme : Management and Administration	Programme : General Administration
Enhance public safety	Sensitize and educate public on their role in crime combat		
Promote economic empowerment of women	Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities		

Source: MPCU-ABCMA, 2018

4.2 PROGRAMME OF ACTION

S/ N o.	Adopted object ives	Adopted strate gies	progra mmes	sub- progr amme s	Projects/ Activities	outcomes / impact indicators	Time frame			Indicative Budget (GHC)				Implementing Agencies	
							2019	2020	2021	IGF GH¢	DACF GH¢	GoG GH¢	Do nor GH ¢	Lead	Collabora ting
1	Improve access to sanitation facilities in rural and urban communities	Implement public-private partnership policy as alternative source of funding for sanitation services	Infrastructure Delivery and Management	Infrastructure Development	Desilting of 'U' drains in the Municipality	7.8M 'U' drains desilted in the Municipality				200,000	2,139,854.00			DUR	EHU, Contractor
2					Minor drainage repairs along Alpina Street	Minor drainage repairs along Alpina Street done				240,000	2,262,825.00			DUR	Cobarma Construction Ltd.
3					Resealing of selected roads in Ga Central Relocated to Ablekuman North	Selected roads resealed, pictures & report				160,000	12,000			DUR	SUN-SYNA Construction Ltd.
4	Create and sustain an efficient and effective transport system that meets	Prioritize the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC)	Infrastructure Delivery and Management	Infrastructure Development	rehabilitation of 2.5 KM roads in Municipality	2.5 KM roads in the Municipality rehabilitated				200,000	8,000			DUR	

	user needs	and future rehabilitation costs															
5	Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Ensure sustainable funding for sanitation	Social Services Delivery	Environmental Health and sanitation Services	Demarcate area into Sanitation wards, assign unit heads and procure a map	Unit Heads and EHOs assigned to zonal Offices and Zonal office areas demarcated into wards					10,000.00			EH&S U	Works, HR, Planning Unit		
					Area demarcated into sanitation wards, unit heads assigned and map procured.												
6					Preparing and printing of MESSAP	Final document (MESSAP) prepared and printed				72,000.00					EH&S U	Municipal Planning Coordinating Unit	
7					Organise quarterly meetings on waste management with stakeholders	Meeting organised					44,000.00			EH&S U	Central Administration		

8	Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Ensure effective monitoring and evaluation of plan implementation	Environmental and Sanitation Management	Disaster prevention and Management	Removal of pauper bodies and transportation to the morgue	Pauper bodies successfully removed and transported to the morgue				40,000.00					EH&SU	Police, Ghana Ambulance Services
9					Print 1500 health certificate booklets. Annually	1500 Health Certificates booklets printed				40,000.00					EH&SU	Finance, Central Administration
10					Sensitize 2000 food/beverage handlers to undergo medical screening	2000 food/beverage handlers screened annually				460,000.00					EH&SU	FDA, Lab Technician
11					Facilitate the preparation and gazetting of draft sanitation bye-laws	Sanitation bye laws Drafted and gazzetted annually				96,000.00					EH&SU	H/R, Central Administration
12	Prevent environmental pollution	Intensify enforcement of regulations on noise and air pollution and control.	Environmental and Sanitation Management	Disaster prevention and Management	Prosecute all nuisance cases and execute all Bench Warrants	Cases prosecuted and Bench Warrants arrested				24,000.00					EH/SU	Sanitation Court, Police

13	Improve investment for sanitation	Implement public-private partnership policy as alternative source of funding for sanitation services	Environmental and Sanitation Management	Disaster prevention and Management	Inspect premises & issue 1000 notices to landlords/caretakers to construct household toilets.	Notices to construct 1000 household toilets served on landlords/Caretakers.				28,000.00				EH&S U	Landlords & caretakers, Assembly members, Community development
14					Sensitize landlords to construct soak away pits on their premises	Soak away pits constructed				36,000.00				EH&S U	Landlords & caretakers, Assembly members, Community development
15	Improve access to sanitation facilities in rural and urban communities	Implement public-private partnership policy as alternative source of funding for sanitation services	Environmental and Sanitation Management	Disaster prevention and Management	Sensitize residents on door to door registration of solid waste contractors	Public sensitization conducted				48,000.00				EH&S U	Landlords & caretakers, Assembly members, Community development
16					Construction of Pounds	Stray animals arrested and impounded, Unclaimed animals auctioned.				400,000.00				EH&S U	Works
17					Inspect shops, markets, seize and destroy all expired and unwholesome food products.	Expired food products in market and shops seized				40,000.00				EH&S U	Food & Drugs Authority officials, Police

18		Promote National Total Sanitation Campaign	Environmental and Sanitation Management	Disaster prevention and Management	Carry out hygiene education in schools and food processing industries	Hygiene education in schools and food processing industries carried out.					80,000.00				EH&SU	Community Development, SHEP Coordinator	
19	Increase the provision of household sanitation facilities	Adopt climate-sensitive waste management practices			1. Disinfect the Mallam and Mataheko markets twice annually	Markets disinfected twice annually				88,000						EH&SU	Zoomlion
20					1. Procure a dosimeter to measure noise levels and Sensitize religious centres, hospitality industries and light industrial areas etc.	Dosimeter procured and Noise levels minimized				12,000.00						EH&SU	EHOs& EHAs Sani-Guards
21					Facilitate the procurement 20 uniforms for the Env. Health & Mgt Unit	uniforms procured for 12 staff				10,000						EH&SU	Procurement, Finance
22					Organise capacity training for 12 EHOs	Capacity training organized				16,000						EH/SU	HR
23					Facilitate the procurement of one compactor	One compactor and ten				600,000						EH&SU	ABCMA

					truck, ten tricycles.	tricycles procured									
24					Facilitate weekly collection of refuse from sanitary sites by Task force	Refuse collected every week				208,000				EH&S U	Zoomlion, IGF Staff
25					Organise monthly clean-up exercises	Clean-up exercises organised				400,000				EH/ SU	Zoomlion, IGF staff
26					Facilitate the procurement of chemicals, ie. Izar and Dursban for the spraying of public toilets.	Chemicals for spraying procured.				80,000				EH/SU	Procurement, Finance
27					Facilitate the recruitment of 10 casual men labourers for sanitation delivery services	10 casual labourers recruited					30,000			EH&S U	HR
28					Facilitate the procurement of sanitary tools and personal protective clothing	Sanitary tools and personal protective clothing procured				20,000.00				EH/ SU	Procurement, Central Administration

29	Ensure full political , administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	Management and Administration	General Administration	To collect data on schools, health and other demographic activities.	Update the data on schools, health and other facilities.				20,000	40,000			Statistics	Education and Health directorate
30					To collect data on businesses and properties.	Update the register on businesses and properties.				20,000	80,000			Statistics	Finance
31					Collect and update data on the garages	Update the register on fitting shops/garages.				20,000				Statistics	Finance
32					To collect data on socio-economic activities.	Update data on socio-economic activities				4,000				Statistics	Finance
33	Ensure full political , administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	MANAGEMENT AND ADMINISTRATION	Planning, Budgeting, Monitoring and Evaluation	Collate inputs from departments and develop an Action plan for 2018	2018-2021 Action plan document produced & reports				22,500				Planning Unit	Decentralised Depts
34					collect data from the community and other stakeholders and come out with a development plan	Final plan prepared. Reports from various meetings				20,000.00	40,000.00			Planning Unit	Decentralised Depts

35					Conduct 15 no. Town Hall meetings within the Municipality	Reports ;Attendance sheets & Photographs etc				88,000.00	16,000.00			Planning Unit	Decentralized Depts. and all other stakeholders
36					Conduct 15 no. project monitoring on on- going projects within the Municipality	Reports ;Attendance sheets & Photographs etc				65,746.55	34,746.55			Planning unit	Decentralized Depts. and all other Stakeholders
37					Organize mid-year review meetings	Reports; attendance sheets & photographs etc					22,000.00			Planning Unit	MPCU & other departments
38					Organise 15 no. quarterly MPCU /Review meetings	Reports; attendance sheets & photographs etc				32,000.00	34,000.00			Planning Unit	MPCU Members
39					Organise Annual progress review meetings	Reports ;Attendance sheets & Photographs etc				12,239.95	16,000.00			Planning unit	MPCU & other depts.
40					Prepare a Municipal investment Profile	Reports; attendance sheets & photographs etc				20,000.00				Planning Unit	MPCU members and other stakeholders

41					Capacity building on computer skills and report writing	Capacity of staff built, Reports; attendance sheets & photographs etc				15,000.00				Planning Unit	HR Unit, OHLGS, ILGS
42					Organize training on Monitoring and Evaluation Skills	Capacity of staff built, Reports; attendance sheets & photographs etc				12,000.00				Planning Unit	HR Unit, OHLGS, ILGS
43					Capacity building on Project Planning Implementation and Impact Assessment: Refresher Course	Capacity of staff built, Reports; attendance sheets & photographs etc				21,000.00				Planning Unit	HR Unit, OHLGS, ILGS
44	Boost revenue mobilization, eliminate tax abuses and improve efficiency	Strengthen revenue administration	MANAGEMENT AND ADMINISTRATION	Planning, Budgeting, Monitoring and Evaluation	Gazetting Of Fee . Organize Rate Payers Consultative MeetingFixing Resolution	Fee Fixing Gazetted				80,000.00	36,000			Budget	Finance Department and other stakeholders
45					Preparation Of Composite Budget and Fee Fixing Resolution	Composite Budget Submitted and fee fixing gazetted				120,000.00				Budget Unit	Finance Department

46					Review Current And Present Year Revenue & Expenditure Performance	Gaps Established				12,000.00				Budget Unit	Finance Department
47					Organise four(4) budget committee meeting by end of the year	Four(4) budget committee meeting Organised annually				16,000				Budget Unit	
48	Ensure full political , administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	Management and Administration	General Administration	Carry out internal Audit activities	Internal Audit activities carried out/ payrolls Audited and Irregularities Checked.				182,000	186,000			Internal Audit Unit	All Unit Heads
49	Ensure full political , administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	Management and Administration	General Administration	Facilitate the Procurement of works, goods and services	Goods and services procured				899,000				Procurement Officer	Private Sector / Central Admin / Budget / Finance / Internal Audit
50					Preparation and Quaterly update of the Procurement Plan	4 quarterly updates completed				92,000				Procurement Officer	Tender committee

51					organise workshop programmes for suppliers	one workshop organised annually				150,000				HR	Procurement Officer
52	Mitigate the impacts of climate variability and change	Adopt climate change related health information systems including traditional knowledge on health risk management	ENVIRONMENTAL MANAGEMENT	Disaster prevention and Management	Pre-flood Education	The communities freed from flood and casualties					48,000			NADMO	ISD/EH&SD
53	Manage climate-induced health risks				Capacity Training for Staff	Staff empowered for Disaster Management				12,800				NADMO	HR
54					Purchase of six (6) Fire Extinguishers	Safety in the Municipal Assembly augmented				1,380				NADMO	Ghana National Fire Service
55					Formation and Training of Disaster Volunteer Groups (DVGs)	Potential disasters in the communities Identified				2,800				NADMO	Opinion Leaders

					and controlled									
56					Rescue and Assessment Mission	Disaster Victims Rescued, Relieved and Affected Properties duly Assessed and Valued				60,000			NADMO	NADMO Headquarters Operational Team
57					Fire Prevention Education	Mitigation of outbreaks				32,000			NADMO	Ghana National Fire Service
58					Rescue and Assessment of Fire Outbreaks	Safe Disaster Victims and Value Properties			8,000				NADMO	Ghana National Fire Service, Ghana Police Service
59					Preparation of Disaster Implementation plan	Disaster implementation plan prepared				36,000			NADMO	GNFS, Ghana Police Service
60					Formation of Municipal Disaster Subcommittee	Municipal Disaster Subcommittee formed				1,500			NADMO	Central Administration, GNFS
61					Undertake Tree Planting exercise					73,000			NADMO	Packs and Gardens

62					General Safety	Lives and Properties saved					28,000			NADMO	Ghana National Fire Service
63	Boost revenue mobilization, eliminate tax abuses and improve efficiency	Strengthen revenue administration	Management and Administration	FINANCE	Training of personnel for data collection	Personnel skill upgraded				40,000.00				Finance Dept	Central Adm,Budget & MIS HR
64			Comprehensive data collection on all properties and businesses		Data collected				160,000.00				Finance	Statistics MIS & Budget	
65					Training of revenue collectors, national service personnel and NABCO on how to read the block maps	95% of revenue for the Assembly completed				100,000.00				Finance	Central Adm,Budget & HR
66					Printing and Sharing of bills	Bills printed and shared				68,000.00				Finance	Central Adm,Budget & MIS

67					Training of revenue staffs about the Assembly by-laws and sensitization of rate payers	Revenue Collectors Trained				10,000.00				Finance	Central Adm,Budget & HR
68					Monitoring and taskforce for revenue mobilization	Revenue generated				120,000.00				Finance	Budget/Audit/HR/Admin
69					Preparation of Annual Accounts	Accounts Submitted				28,000.00				Finance	Budget/Audit/Admin
70					Procurement and Introduction of GIFMIS programmes	GIFMIS procued and staff trained on the use				40,000.00	60,000.00			Finance	Central Adm,Budget & HR
71	Enhance public safety	Sensitize and educate public on their role in crime combat	SOCIAL SERVICES DELIVERY	Social Welfare and community services	Identify and register all day care centres in the municipality.	Database on Day Care Centres updated, Day Care Monitored and Training report generated				20,000				SW&CD	Assembly Members
72					Identify and register all Persons with Disabilities in the municipality	Database on Persons with Disabilities, 4 Disability Management Committee meetings held					238,914			SW&CD	Assembly Members

73					identify and train vulnerable groups	Vulnerable groups identified and trained in various livelihoods				80,000			SW& CD	Resource Members
74					Identify 10 micro enterprises and train in Sustainability & Growth of Businesses	10 micro enterprises identified and trained in Sustainability & Growth of Businesses				50,000			SW& CD	NGO
75					Organize a program on child protection for 10 selected schools and church groups	Sensitization on child protection organized in 10 selected schools and churches					36,000.00		SW& CD	NGO
76	Improve investment for sanitation	Promote National Total Sanitation Campaign	Environmental and Sanitation Management	Disaster prevention and Management	Conduct 2 Public Education Annually	8 Public Education conducted			7,200				NCCE	INFOR. SERVICES
77					Conduct civic education and sensitization programmes on Anti-Corruption/Domestic	8 sensitization programmes conducted			7,200				NCCE	IFS

					Safety/patriotism										
78					Sensitization on Environmental Sanitation Management	community members sensitized on Environmental Sanitation Management				10,000				NCCE	IFS / ENV. HEALTH DEPT.
79	Reduce morbidity and mortality and disability	Implement the Non-Communicable Diseases (NCDs) control strategy	MANAGEMENT AND ADMINISTRATION	General Administration	Organise public education on prevention of cholera outbreak/revenue mobilization/government policies, programmes and activities	4 public education programmes organised annually				48,500				ISD	Central administration NCCE
80					Procure and install printer and laptop	Laptop and printer procure installed				4,000				ISD	
81					Bringing governance closer to the citizenry	Publicity				45,000.00				ISD	Central administration Media

82	Ensure full political, administrative and fiscal decentralization	Strengthen in-service training programme	Management and Administration	General Administration	Capacity building	150 staffs trained in					240,000	240,000			HR Unit	procurement
83		Tailor assembly's expenditure to peculiar needs			Staff Durbar Orientation for NSS, organise End Of Service Allowance For NSS Personnel	4 staff durbars organized, Four hundred (150) staff and Ninety (60) NSP to be Oriented,					60,000	60,000			HR Unit	Central Admin.
84					Monthly Validation of Staff (E-spv) and Update of HRMIS	One Hundred and Fifty five (150) Staff validated and HRMIS updated					4,800				HR Unit	Central Admin.
85					End of year staff motivation and Best Worker Award	Three Hundred and Fifty-Eight (358) staff to be motivated and Three (3) staff to be awarded					200,000				HR Unit	Central Admin.

86					Purchase of 30 copies of Local Governance Act 2016, Act 936 for Assembly men and Heads of Department/Units	30 copies of Local Governance Act 2016, Act 936 purchased				3,600	3,600			HR Unit	Procurement
87	Enhance inclusive and equitable access to, and participation in education at all levels	Remove all bottlenecks (physical, social, financial, cultural and other factors impeding to access to education at all levels	Social Service Delivery	Education and youth development	Construction of Temporal offices for departments					100,000				MWD	M/A
88					Maintenance of School buildings					500,000				MWD	M/A
89					Provision of Accommodation for Chief Executive and Coordinating Director					100,00				MWD	M/A

90					Supply of classroom furniture to replace broken					250,000				MWD	M/A
91					Rehabilitation 1-storey 6 unit classroom block for Mataheko 7 primary school					160,000				MWD	M/A
92					Procurement office equipment and tools (softwares, paints, brushes, reflector jackets, etc)					100,000				MWD	M/A
93					Assembly Members project initiative					226,000				MWD	M/A
94					De-congestion					50,000				MWD	M/A
95					provision of ABCMA sign post					20,000				MWD	M/A
96					procure Air conditioners for the offices					50,000				MWD	M/A
97					project monitoring					60,000	20,000			MWD	M/A
98					Organise training workshop for staffs in the department					60,000				MWD	M/A

99	Establish a timely and effective preventive maintenance plan	Institute a robust maintenance scheme	Infrastructure Delivery and Management	Infrastructure Development	Rehabilitation and construction of school blocks					750,000			MWD	M/A
100					Fencing of selected school properties				80,000			MWD	M/A	
101					Construction of Library				134,000			MWD	M/A	
102					Acquire parcel of land for ABCMA				30,000			MWD	M/A	
103					Rehabilitate and maintain 1000 street lights				100,000			MWD	M/A	
104	Improve access and coverage of potable water in rural and urban communities	Promote and provide mechanized borehole	Environmental and Sanitation Management	Disaster prevention and Management	Construction of 2 No. mechanized boreholes				40,000			MWD	M/A	

105	Improve access to sanitation facilities in rural and urban communities	Implement public-private partnership policy as alternative source of funding for sanitation services			Construction of 2NO. 10-seater institutional KVIP						180,000			MWD	M/A
106					Refurbishment the two zonal council in the district						120,000			MWD	M/A
107					Procurement of (1) 4 pick-up						130,000			MWD	M/A
108					Renovation of MCE & MCD Residence						90,000			MWD	M/A
109	Improve efficiency and competitiveness of SMEs	Facilitate the provision of training and business development services	ECONOMIC DEVELOPMENT	Trade, Industry and Tourism Services	Meeting with organizations and stakeholders to permanently employ beneficiaries under the various modules	Beneficiaries recruited under the various modules	ü	ü	ü	ü	60,000			YEA	MoYs, M/A

110					Routine Monitoring and evaluation visits to the beneficiaries' duty posts	12 monitoring visits organised annually	ü	ü		48,000			YEA	ABCMA
111					Capacity building workshop for all beneficiaries	Beneficiaries equipped to embrace the job market as they exit the programme after 2years				30,000			YEA	ABCMA
112	Accelerate opportunities for job creation across all sectors	Support the creation of business opportunities and entrepreneurship	Management and Administration	General Administration	public sensitization, Interviewing and Selection of qualified applicants into the various modules ie; Graduate Internship, Paid Internship, Youth In Afforestation, Youth in sports and Sanitation Modules	Registration , short listing and training of all the 350 different modules beneficiaries selected in their respective areas				4,800			YEA	SANITATION MINISTRY, MoELR, ABCMA
113					organise staff meetings and attend YEA regional meetings	12 staff meetings organised annually and 1 regional YEA					12,000		YEA	ABCMA

						meeting attended										
114	Ensure full political, administrative and fiscal decentralization	Tailor assembly's expenditure to peculiar needs	MANAGEMENT AND ADMINISTRATION	GENERAL ADMINISTRATION	1. Organize quarterly; # statutory and adhoc meetings (General Assembly meetings, # Execo, #Sub-committees Meetings)	120 statutory and adhoc meetings organized (12 heads of dept., 88 statutory meetings and 20 adhoc)				599,840					Central Administration	Assembly members, HODs
115					procurement of office equipment and stationary	office equipments and stationaries procured				100,000				Central Administration	Procurement	
116					facilitate national day celebrations (6th March, Farmer's Day,) and support moslems on Idr Fitr and Idr Adar	6th March, Farmer's Day, Idr Fitr and Idr Adar organized				440,000				Central Administration	ABCMA	

117					provide support for the running of 2 Zonal Councils and transfer ceded revenue and support running of MCE and MCDs office	1. support provided for the running cost of MCD and MCE office, entertainment allowance annually				225,120				Central Administration	ABCMA
118					provide support for GSFP monitoring, Health Committee monitoring,	4 school feeding monitoring organized and 4 health committee meeting held.				26,400.00				Central Administration	ABCMA
119					provide support for traditional activities(Homowo)	Activities of 9 traditional authorities supported with funds				72,000				Central Administration	ABCMA
120	Enhance public safety	Sensitize and educate public on their role in crime combat	Management and Administration	General Administration	provide support for Security Services and the Judiciary	support provided for Security Services				523,600				Central Administration	ABCMA

12 1	Promote economic empowerment of women	Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities			provide support for the purchase of marriage books annually	support provided for the purchase of marriage books annually				8,000				Central Administration	ABCMA
12 2	Reduce morbidity and mortality and disability	Strengthen public health emergency preparedness and response	Social Service Delivery	Health Delivery	organize 2 MAC meetings and 1 HIV/AIDS sensitization programme municipality wide.	2 MAC meetings and 1 HIV/AIDS sensitization programme held				14,400				Central Administration	ABCMA
12 3					organize programme to educate citizens on spousal rights and inheritance	1 NO. programme organized to educate citizens on spousal rights and inheritance				27,200			Central Administration	ABCMA	

124					organize programme to educate HODs on gender mainstreaming	1 No .programme organized to educate HODs on gender mainstreaming				12,160				Central Administration	ABCMA	
125	Improve investment in disaster risk reduction and resilience	Strengthen disaster-resilient of critical infrastructure, sites of historical, cultural heritage and religious interest	INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	Spatial planning	Procure office stationery and logistics/ equipment for the office	stationery and logistics/ equipment for the office procured				50,000.00		50,000.00		PPD	TCPD, Head Office, MA	
126					Educate the public and Revise 2 Sector Layouts	2 Sector Layouts revised				16,000.00					PPD	TCPD, GAR /MA
127					Organise Six Technical Planning Committee field Inspection	Six Technical Planning Committee field Inspection organised				72,000.00					PPD	LC
128					Prepare map (District map, facility maps, etc)	Maps prepared				2,000						PPD
129		Ensure that farming inputs are	Economic Development	Agriculture development	Support for Government Flagship Programs on Agriculture	Increased number of farmers, farms and productivity					100,000	100,000		Dept. of Agric.	Planning/ Budget Units/ Assembly Members	

130		readily available within farming communities at affordable prices			Organise Farmers' Day annually	Improved interest in farming					200,000	200,000		Dept. of Agric.	MA/Farmers/NGOs/Fin. Inst.
131					Provide support for Monitoring Activities	efficiency in farming				5,000	20,000	20,000		Dept. of Agric.	CA/Finance
132	Promote livestock and poultry development for food security and income generation	Support the private sector to expand local production of livestock and poultry feed and veterinary products	Economic Development	Agriculture development	Organise Anti-Rabies Campaign and Vaccination against PPR	Reduced rabies cases				4,000	20,000	20,000		Dept. of Agric.	CA/Finance
133	Reduce morbidity and mortality and disability	Implement the Non-Communicable Diseases (NCDs) control strategy	Social Service Delivery	Health Delivery	Support for HIV and Malaria Prevention (0.5)	Malaria and HIV cases in the Municipality reduced				50,000	200,000	250,000		MHD	CA/Finance//GHS

134	Ensure sustainable, equitable and easily accessible healthcare services	Increase access to emergency health services			Construction of 1No. Municipal Hospital	Municipal Hospital constructed				300,000	300,000			GHS	MA
135	Improve quality of health service delivery including mental health	Strengthen the district and sub-district health systems as the bed-rock of the national primary health care strategy			Procure health equipment for selected health facilities	Access to healthcare and services Improved				50,000	250,000	300,000		MHD	Procurement
136	MMDAs Programme of Action (PoA) Education														
137	Thematic areas : .														
138	Enhance the teaching and learning of science,	Attract students into science and science-biased courses via expanded	Social Service Delivery	Education and youth development	Municipal Education Fund (Assistance to the needy) - 2%	Access to education Increased				20,870	600,000.00	620,870		GES	Central Admin

139	mathematics and technology	Mathematics, Science and Technology Scholarships Scheme (MASTESS)			Manufacture and Distribute 1600 School Furniture	Teaching and learning conditions improved				300,000	350,000			GES	Central Admin/ Works
140	Ensure sustainable sources of financing for education	Provide adequate and timely financing for quality education at all levels			Partner the private in funding education	funding in education improved				10,000	10,000			GES	Private sector
141	Provide electronic access to all citizens on public information and services without any discrimination	Improve ICT literacy skills among all citizens			Promotion of ICT learning materials in selected schools	ICT learning improved				200,000	200,000			GES	Central Admin.

14 2		Expand the coverage of high-speed internet services to all communities			Partner the private in increasing access to internet	internet services improved				10,000	10,000			GES	Central Admin.
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4.4 INDICATIVE FINANCIAL PLAN

The indicative financial plan is an analysis of the financial implications of the plan and how the plan will be funded. Creating the fiscal space for funding the projects and programmes is critical to the achievement of the goals and objectives captured over the medium term .

Based on the issues and strategies identified and adopted, Programmes were formulated to help the Assembly achieve its development goals . The PoA encompasses the details of the projects and activities planned for over the period (2018-2021). The PoA also captures the timeframe for implementation of the projects and activities as well as estimated cost and sources of funds.

The two main parts of the financial plan are estimated cost or budget and revenue. The main cost drivers of the plan are expenditure on goods and services required to undertake projects and activities. Expenditure on assets also contribute to the expenditure of the Assembly. The recurrent and capital expenditure components constitute the large share of the expenditure of the Assembly Revenue is the other part of the financial analysis and captures the internally generated revenue (IGF) of the Assembly and external funds received from central government and donors.

4.4. 1 INDICATIVE REVENUE ESTIMATES

The Assembly relies on three main categories of revenue sources for funding its activities.

- Central Government Transfers
- Donor Funds
- Internally Generated Funds

The Central Government Transfers consist of funds that are transferred to the Assembly from the consolidated funds as part of statutory transfers such as the District Assemblies Common Funds, Transfers to decentralised departments and specific grants allocated through the budget. This revenue source is quite predictable as they are legislated for and easy to estimate.

Donor funds consist of grants, gifts, donations, sponsorships and project specific transfers from institutions and development partners. This revenue is mostly determined by the donors and are normally tied to specific projects. The Assembly also solicits for support from corporate institutions for specific engagements.

Internally Generated Funds of the Assembly are funds raised from fees, rates, licences permits which are mandated to be collected by the Assembly. They also include investment incomes accrued to the Assembly from its strategic investments and assets. This the category of revenue is the one the Assembly has greater control over its performance and availability.

The projected total revenue envelope from all sources over the four year horizon is estimated to **GH¢ 66,290,546.37**. Total revenue from Government transfers amount to GH¢ 33,823,788.03 representing 51.02% of all expected revenues in the four years. Total IGF Revenues is expected to amount to GH¢ 27,762,462.00 (41.88%) while donors are expected to contribute GH¢ 4,696,218.34 (7.08%). In 2018 all revenues are expected to amount to GH¢ 14,945,401.27 , GH¢ 16,019,557.33 in 2019 increasing to GH¢ 16,919,570.25 in 2020 and peak in 2021 with GH¢ 18,406,017.53.

Table 4.3 : Projected Revenue 2018 -2021

REVENUE CATEGORY	2018	2019	2020	2021
CENTRAL GOVERNMENT TRANSFERS AND GRANTS	7,288,557.27	8,016,995.53	8,818,339.03	9,699,896.20
DONOR	1,672,826.00	1,420,342.80	860,991.22	742,058.32
INTERNALLY GENERATED FUND	5,982,000.00	6,580,200.00	7,238,220.00	7,962,042.00
GRAND TOTAL	14,945,401.27	16,019,557.33	16,919,570.25	18,406,017.53

Sources: MPCU ,2018

4.4.2 CENTRAL GOVERNMENT TRANSFERS AND GRANTS PROJECTIONS FOR MEDIUM TERM (2018-2021)

The main sources of Central Government transfers are the District Assembly Common Fund , the GoG Compensation Transfer which are salaries paid to Assembly Staff by the

central Government, Sectors specific transfers , transfers to decentralised departments of the Assembly and Transfers to PWDs. The DACF transfers is expected to increase from GH¢ 3,795,266.04 in 2018 and peak at GH¢ 5,051,499.10 in 2021.

Donor revenue that the Assembly expects to receive is specific and time bound project financing. Over the period 2018 -2021, the Assembly expect to receive funding from donor funding. The biggest source of donor revenue over the period is the District Development Facility (DDF) which is a performance based grant and funded by a pooled funding from development partners.

Table 4.4 : Central Government Revenue Projections (2018-2021)

REVENUE ITEM	2018	2019	2020	2021
GOG COMPENSATION TRANSFER	3,138,946.23	3,452,840.85	3,798,124.94	4,177,937.43
DACF	3,795,266.04	4,174,792.64	4,592,271.91	5,051,499.10
PERSONS WITH DISABILITY	51,684.00	55,301.88	59,173.01	63,315.12
SLATLA (EU)	200,000.00	200,000.00	100,000.00	-
GOODS AND SERVICES TRANSFER	22,661.00	26,060.15	29,969.17	34,464.55
GAMA (WORLD BANK)	800,000.00	500,000.00	-	-
AGRIC PROJECT (CIDA)	75,000.00	92,625.50	101,888.05	50,000.00
SECTOR-SPECIFIC ASSET TRANSFER	280,000.00	308,000.00	338,800.00	372,680.00
DISTRICT DEVELOPMENT FACILITY (DDF)	597,826.00	627,717.30	659,103.17	692,058.32
TOTAL	8,961,383.27	9,437,338.33	9,679,330.25	10,441,954.53

Sources: MPCU ,2018

4.4.3 INTERNALLY GENERATED FUND PROJECTIONS FOR MEDIUM TERM (2018-2021)

Internally Generated Fund consists of all the revenues collected by the Assembly from business and properties in its jurisdiction. IGF represents the revenue sources with most potential yet challenging to mobilize. The Assembly has full and direct responsibility in

mobilizing this revenue category. That is where the potential and challenges arise. The Municipality's status as a growing commercial centre and residential holds out great revenue potential. The assembly can ; with the right structures and systems, make a lot revenue. At the same time the Assembly has various challenges in mobilizing these revenues and it has to work hard to realize the potentials.

The key sources of IGF revenue include the following

- Rates (Property Rate and Basic Rate)
- Lands (Building Permits)
- Fees
- Fines
- Licences
- Rent
- Investments

Total projected IGF revenue for the four year (2018-2021) is estimated at GH¢ 27,762,462.00.

The estimated revenue for IGF revenue is GH¢5,982,000.00 in 2018, GH¢ 6,580,200.00 in 2019 rising to GH¢ 7,238,220.00 in 2020 and peak at GH¢ 7,962,042.00 in 2021.

Table 4.5 : Projected IGF Revenue 2018 -2021

REVENUE ITEM	2018	2019	2020	2021
RATES	1,025,600.00	1,128,160.00	1,240,976.00	1,365,073.60
LANDS	840,050.00	924,055.00	1,016,460.50	1,118,106.55
FEES	541,500.00	595,650.00	655,215.00	720,736.50
FINES	1,869,500.00	2,056,450.00	2,262,095.00	2,488,304.50
LICENCES	1,635,000.00	1,798,500.00	1,978,350.00	2,176,185.00
RENT	55,350.00	60,885.00	66,973.50	73,670.85
INVESTMENTS	-	-	-	-

MISCELLANEOUS	15,000.00	16,500.00	18,150.00	19,965.00
TOTAL	5,982,000.00	6,580,200.00	7,238,220.00	7,962,042.00

Sources: MPCU ,2018

4.4.4 INDICATIVE BUDGET

The funding requirement of all the activities that have been programmed to enable the Assembly achieve the goals and objectives has been costed to provide the indicative budget of the 2018 - 2021 Medium Term Development Plan of the Assembly .The total projected cost of programmes expressed in the in the 2018-2021 Medium Term Development Plan for the period is estimated at **GH¢ 67,274,308.16**. The expenditure of the Assembly largely consist of compensation, goods and services and capital expenditure

The cost of the Plan has been categorised the five adopted programmes expressed in the Programme Based Budgeting under the Medium Term Expenditure Framework. Infrastructure Development and Management Programmes carried the highest cost of with GH¢ 32,204,927.08 estimated over the four years , followed by Social Services Delivery GH¢21,738,819.87 and followed by Management and Administration with GH¢ 12,651,754.88 . With an estimated cost of GH¢ 251,565.48 , the Economic Development follows and the Environmental Management with GH¢ 130,538.81 has the lowest estimated cost over the four years .

Table:4.6 Total Estimated Cost of Programme

PROGRAMME	TOTAL ESTIMATED COST (GH)
MANAGEMENT AND ADMINISTRATION	12,651,754.88
ECONOMIC DEVELOPMENT	548,267.51
SOCIAL SERVICES DELIVERY	21,738,819.87
ENVIRONMENTAL MANAGEMENT	130,538.81
INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	32,204,927.08
TOTAL	67,274,308.16

Sources: MPCU ,2018

The yearly breakdown of estimate shows that in 2018 GH¢14,945,401.27 has been estimated to be spent on projects and activities; 2019 has an estimate of GH¢16,640,592.39 increasing to GH¢ 16,902,236.93 in 2020 and the projected cost of the plan is expected to peak at GH¢ 18,786,077.57 in 2021 as shown in table 4.8 (page 396).

The total cost if the plan is estimated to be GH¢ 67274308.16 over the four year while the total projected revenue is GH¢ 66,290,546.37. A financing gap of GH¢ 983,761.79 is expected over the planning horizon (2018-2021). The 2018 projected expenditure matches revenue the expected revenue so there is neither gap nor surplus. This is because the 2018 Budget has been approved and all costs are covered by the expected revenues. The gap is accounted for by the higher projected expenditure in 2019 and 2021 over the expected revenue. The financing gap represents 1.48% of the total revenue expected over the four years. This gap needs to be bridged if all programmes and projects in the MDTP are to be implemented.

4.4.5 REVENUE MOBILIZATION, EXPENDITURE CONTROLS AND BRIDGING FINANCING GAPS

As expressed in the gap identification and needs prioritisation, the Assembly recognises revenue mobilisation as one of the key priorities of the 2018 – 2021 MTDP. Raising the required revenue to fund development projects is considered a prerequisite for successful plan implementation. The various sources of revenue as stated above are government transfer, donors funds and internally generated funds.

There are major changes in the flow of revenue to the Assembly from the Central Governments. There are numerous fiscal reforms like expenditure capping that has major implications for flows to decentralised entities. Also hints of government policy shift present the challenge of reduction in the flow of funds to the MMMDAs from central governments. In addition to this, the status of Ghana as a lower middle income country has resulted in the reduction of flows from donors and development partners.

All these prognosis of reduced grants and donor support come at a time when demand for services are increasing as a result of population growth, urbanisation and increasing awareness amongst citizens to demand for services. The scope, depth and complexity of service delivery demands from citizens require stable, predictable modes of raising revenue to fund these needs. Internally Generated Funds represents the only sources of revenue that could provide the needed predictability and dependability to fund development programmes and services delivery.

Improvement in revenue mobilization and innovation in financing mechanism will be deepened to ensure that the Assembly is able to sustainably carry out its development and service delivery mandates.

Within this plan there are measures aimed at intensifying IGF revenue mobilisations through measures which include the following;

- ☑ Preparation and Implementation of a three year Revenue Improvement Action Plan
- ☑ Data Collection and Building of Comprehensive Revenue Data
- ☑ Introduction of Digital Technology in the Revenue Management System to reducing human interface and discretionary powers
- ☑ Introduction of Georeferenced Database
- ☑ Restructuring of Revenue Mobilisation Systems
- ☑ Continuous Training ,Retraining and Capacity Building
- ☑ Stringent Controls and Regular Structured Auditing
- ☑ Track Performance Revenue Contractors and Revise Contracts Regularly
- ☑ Introduce Incentive and Sanctions Regimes for Revenue Collectors.
- ☑ Improve systematic enforcement and revenue assurance through the use technology and court system
- ☑ Identification and diversification of revenue sources

It is expected that these measures will result in a minimum of 20% increment in revenue performance every year over the plan period.

Expenditure control is also part of the measures put in place to ensure efficient utilisation of resources and cut waste. The Assembly will use cost effective means to finance projects and also control expenditures on each project.

- ☑ To ensure expenditures are within budgetary ceilings, all projects must be costed and found in annual action plans and also budgeted for in the ensuing year.
- ☑ Large projects must be phased and such phasing written into contracts to prevent stalled or abandoned project as a result poor cash flow.
- ☑ Phasing of funding for Capital expenditures
- ☑ Implementation competitive tendering to ensure value for money
- ☑ Regular expenditure review and auditing

To bridge the expenditure gap some measures have been suggested and will be pursued as part of the strategies for implementing the Plan. Innovative financing strategies and exploration of sustainable service delivery financing mechanism will be key strategies to be implemented to ensure that financial resources are mobilised to fund the implementation of the 2018 -2021 MTDP . Innovative funding arrangements to be pursued include the following:

- ☑ PPP arrangements to fund the provision of economic and other infrastructure
- ☑ Co-payment options and full cost recovery to be pursued for services such as sanitation and water with built in mechanism to protect vulnerable groups

- ☑ Aggressively pursue funding opportunities from donors and development partners
- ☑ Collaborate with civil society organisations to seek funding for specific interventions and also encourage them to harmonise their plans with that of the Assembly
- ☑ Seek high returns from investment in viable ventures and assets .
- ☑ Leverage Assemblies assets as equity in investment projects such as real estate , commercial buildings etc
- ☑ Creation of special purpose vehicles to participate in risky but potentially rewarding investments
- ☑ Leverage community and corporate goodwill to support the provision of social and economic amenities.

By implementing the measures enumerated above, it is expected that the estimated shortfall of **GHC 5,500,831.91** will be bridged to allow achieve its developmental goals as specified in the 2018-2021 MTDP

4.4 6 REVENUE AND EXPENDITURE SUMMARY

Table 4.7 : Estimated Cost Per Year and by Programme

Programme	Total Cost	Expected Revenue					Total Revenue	Gap	Summary of resource mobilization strategy	Alternative course of action
	2018-2021	GOG	IGF	Donor	Others					
MANAGEMENT AND ADMINISTRATION	7,656,853.55	3,002,137.67	3,996,566.00	20,000.00	-	7,018,703.67	(638,149.88)	Improve IGF Mobilisation by enhancing the capability of the Assembly through updated database and use of technology	Seek donor support for projects for education , health , sanitation and enterprise	
ECONOMIC DEVELOPMENT	843,800.00	441,043.27	196,918.62	110,000.00	-	747,961.89	(95,838.11)	Enhance the investment and income generating capability of the Assembly by investing in properties and commercial properties	Public Private Partnerships (PPP) for commercially viable projects such as Markets , Lorry Parks , Public or Leisure parks	

SOCIAL SERVICES DELIVERY	6,254,654.00	2,869,226.22	2,700,904.52	81,304.00	-	5,651,434.74	(603,219.26)		Seek Donor Support for Social services
ENVIRONMENTAL MANAGEMENT	303,480.00	158,625.05	106,789.36	-	-	265,414.41	(38,065.59)	Invest in Waste to energy and recycling	Develop projects briefs Write proposals Application for Grants
INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	31,119,328.36	17,665,667.80	9,248,101.50	80,000.00	-	26,993,769.29	(4,125,559.07)	Use innovative means generate Property Rate Revenue using investment in infrastructure	Develop projects briefs for PPP Application for Grants
TOTAL	46,178,115.91	24,136,700.00	16,249,280.00	291,304.00	0	40,677,284.00	(5,500,831.91)		

4.5 SPATIAL DEVELOPMENT OPTIONS

Based on the POCC analysis, prioritization and the adoption of issues and strategies , a development programme has been derived to address the issues dikinetid and push the Municipality towards the achievement its development goals . These goals and objectives are consistent with the national goals and addresses the prioritized needs of the communities and citizens.

The expression of these goals and objectives and the programme have spatial and location implications . The spatial implication of the planned programmes and interventions are described in the spatial development options of the Municipality. The spatial effects of the interventions on the future are captured in a spatial development option which is a set of spatial tools and maps that shows the development projection s of the MTDP .

The Spatial Development Options was derived through a participatory process which involved the community to select which spatial and structure layout they preferred as a consequence of the development intended to be brought about by the implementation of the MTDP. , there was the need to generate alternative development paths for the growth of the municipality. A development path is described as the future state or course of action that seeks to achieve a set of goals and objectives in order to solve a development problem.

These development paths are in two forms; an economic development path which looks at the best way to develop the economy and an urban growth pattern which seeks to guide the physical growth of the community.

The Urban Growth Patterns

Challenges of Urban Growth in LaNMMA

Spatial Planning Framework and Community Planning Schemes

The Economic Development Paths

Transportation

Water

Sanitation and Waste Management

Energy

Economic Activities

Development Scenarios

Selection of Preferred Scenario

FIGURE 4.1 : SPATIAL DEVELOPMENT OPTION

SOURCE : ABCMA MPCU ,2018

CHAPTER FIVE

ANNUAL ACTION PLAN

The Annual action plans cover a period of three years since the Assembly was created in 2019 , a year after the promulgation of the planning period .2018 Activities are not part of this pan . The plan spans 2019-2021.

5.1 2019 COMPOSITE AAP

Table 5.2 Composite Annual Action Plan

Number	Objective	Activity	Location	Baseline	Indicator	Timeline				Indicative Budget				Implementing Agencies	
						1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	DACF	GoG	IGF	Donor	Lead	Collaboration
1	Build an Effective and Efficient Government Machinery	Organize Statutory and Non-Statutory Meetings of the Assembly	Laterbiokorshie		Minutes of Meetings Held					149,960	-	-	-	Central Admin. Dept.	MPCU, Zonal Councils, NGOs, CSOs, RCC, Sector Ministries
2	Promote Discipline in all Aspects of Life Promote Culture in the Development Process	Observe Independence Day, and Other National Celebrations as well as Traditional Activities/ Festivals	Municipal-wide		Reports on Celebrations Held					128,000	70,000	-	-	Central Admin.	MPCU
3	Enhance Security Service Delivery	Provide Support for Security Services and Interventions	Municipal-wide	-	Support Provided for security services					40,000	50,000	-	-	Central Admin.	MUSEC
4	Ensure Reduction of New HIV,AIDS/S TIs and other Infections, Especially Among Vulnerable Groups	Support the Municipal Response to HIV and AIDS Interventions	Municipality		Reports on					-	23,720	-	-	Central Admins(HIV & AIDS Focal Person)	MHD, NGOs, CSOs, GAC, CBOs, RCC
5	Attain Gender Equality and Equity in Political, Social and Economic Development Systems	Organise a One-Day Programme to Educate HODs on Gender Mainstreaming	Laterbiokorshie	1	Report on Gender Mainstreaming Programme for HODs Executed					5,000	5,000	-	-	Central Admin. Dept.	MHD,MED,DSW CD,

6	and Outcomes Attain Gender Equality and Equity in Political, Social and Economic Development Systems and Outcomes	Partner MGC&SP to Educate Communities on Sexual and Gender-Based Violence	Municipal-wide	1	Reports				6,800	-	-	-	Central Admin. Dept.	DSWCD, FIDA, Min of Children , Gender and Social Protection
7	Attain Gender Equality and Equity in Political, Social and Economic Development Systems and Outcomes	Organise Sensitisation Programme on Adolescence Reproductive Health and Career Guidance for Selected Youth	Municipal-wide	1	Report on Sensitisation Programme Organised				5,200	-	-	-	Central Admin. Dept.	DSWCD, FIDA, Min of Children , Gender and Social Protection
8	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Provide Support for GSFP Monitoring, Health Committee Monitoring,	Municipal-wide	4	Monitoring Reports				-	6,600	##### #	-	Central admin	GES, PTAs and SMCs.
9	Deepen Political and Administrative Decentralisation	Provide Support for the Running of Sub-District Structures	Municipal-wide	4	Reports				-	94,881.65	-	-	Central admin	Zonal Councils,

MUNICIPAL PLANNING CO-ORDINATING UNIT (MPCU)														
1	Improve Decentralised Planning	Undertake Med-year review of 2018 AAP and prepare 2019 AAP	Municipal wide	1	2017 AAP Review and 2018 AAP Preparation Completed				1,200	-	-	-	MPCU	Decentralised and Non-Decentralised Units and Departments of the Assembly
2	Improve Decentralised Planning	Co-ordinate the Organization of MPCU level Monitoring of Ongoing Projects and Programmes of the Assembly	Laterbiokorshie	12	4 quarterly Monitoring Reports				10,000	50,000	-	-	MPCU	Zonal Council, NGOs, CSOs, Media
3	Deepen Transparency and Public Accountability / Improve Popular Participation at Regional and District Levels.	Organize 4 No. Town Hall Meetings	Laterbiokorshie and Mataheko Zonal Councils	4	Reports on 4 No. Town Hall Meetings				32,000	-	-	-	MPCU	ISD, Zonal Councils, Community Members, Project Beneficiaries, Media NGOs, CSOs
4	Improve Decentralised Planning	Coordinate the Preparation of DMTDP 2018-2021	Municipal wide	1	Draft DMTDP Prepared				12,000	15,000	-	-	MPCU	DMTDP Preparation Team, NDPC RCC, Zonal Councils, the Media
5	Strengthen Fiscal Decentralisation	Co-ordinate the Preparation of Revenue Improvement	Laterbiokorshie	1	RIAP /investment Profile Prepared				26,000	-	-	-	MPCU	Budget Unit, Finance Dept., Zonal Councils, t

		Action Plan and Investment Profile													
8	Deepen Transparency and Public Accountability/ Improve Popular Participation at Regional and District Levels.	Organise Quarterly Review Sessions and Submit Reports	Laterbiokorshie	4	Reports on Review Sessions				12,580	-	-	-	MPCU	ISD, Project Beneficiaries, Media NGOs, CSOs	
9	Improve Decentralised Planning	Facilitate Local Economic Development (LED) Interventions of the Assembly	Municipal-wide	3	No. of LED Promotion Activities Undertaken				6,000	10,000	-	-	MPCU	Works Dept, Physical Planning Dept, Zonal Councils, MLGRD	
10	Pursue Flagship Industrial Development Initiatives	Facilitate the Implementation of Government Flagship Projects/ Programmes	Municipal-wide	-	No. of Gov't Flagship Programmes/ Projects Supported				5,000	20,000	-	-	MPCU	MAD, MED ETC.	
11	Improve Popular Participation at Regional and District Levels.	Provide Counterpart Funding Support to Joint /Counterpart Funded/ Community Self-Help Projects of the Assembly eg.	Laterbiokorshie	1	No. of Projects Supported				5,000	10,000	-	-	MPCU	MAD, Dept of Co-opt., DSWCD,DPs, Zonal Councils	
MUNICIPAL BUDGET UNIT															

1	Strengthen Fiscal Decentralisation	Co-ordinate the Preparation and Submission of 2019 Composite Budget	Municipal-wide	-	Reports					30,000	-	-	-	MBU	Budget Committee, NGOs, CSOs
2	Strengthen Fiscal Decentralisation	Co-ordinate the Implementation and Revision of 2017 Composite Budget	Municipal-wide	-	Reports, Warrants					10,000	-	-	-	MBU	Budget Committee, NGOs, CSOs
ENVIRONMENTAL HEALTH AND SANITATION UNIT															
1	Enhance Access to Improve and Reliable Environmental Sanitation Services	Organize Monthly Clean-up Exercises, Quarterly Meetings with Waste Contractors, Supervise their Operations and Undertake Solid and Liquid Waste Services in the Municipality	Municipal- wide	12	12 clean up exercise organized and solid waste collection services carried out					448,606	-	-	-	MEHSU	ISD, Zonal Councils, Residents Associations, Media
2	Ensure Food and Nutrition Security (FNS)	Conduct Hygiene Educatiion, Carry out Sensitisation on Cholera and Promote Sale of Wholesome Meat and Food Items as well Good Sanitation Practices			Hygiene education conducted, meat/food hygiene improved ,Sensitization on cholera done					8,560	-	-	-	MEHSU	Resident, Schools, Food Handlers
3	Improve Decentralised Planning	Update the Municipal Environmental Sanitation Strategy and Action Plan (MESSAP)			MESSAP Updated					-	9,630	-	-	MEHSU	MPCU, Traditional Authorities , Zonal Councils , CSOs

4	Promote Sustainable, Spatially Integrated, Balanced and Orderly Development of Human Settlements	Delineate Cemetery, Allocate and Supervise Burials	Municipal-wide	-	Cemetery delineated and burial supervised					10,700	-	-	-	MEHSU	PPD
5	Enhance Access to Improve and Reliable Environmental Sanitation Services	Disinfest and Disinfect Infected Premises and Public Places	Municipal-wide	-	Report					5,350	-	-	-	MEHSU	ISD, Zonal Councils, Media
6	Enhance Access to Improve and Reliable Environmental Sanitation Services	Enforce Sanitary Regulation(Including those Noise Pollution) and Prosecute Offenders through inspection and issuance of Abatement Notices to Landlords and Occupants	Municipal-wide	-	Reports					11,770	-	-	-	MEHSU	Police , Judicial Service,
<i>PROCUREMENT UNIT</i>															
1	Deepen Political and Administrative Decentralisation	Procure Assorted Office Furniture for New Admin. Block	Laterbiokorshie	-	Assorted Office Equipment and Accessories Procured					60,000	120,000	-	-	Procurement Unit	Central Admin.,PPA
2	Deepen Political and Administrative Decentralisation	Procure Office Supplies and Consumables Value Books, and Printing of special documents	Laterbiokorshie	-	Office Supplies and Consumables Procured					50,000	120,000	-	-	Procurement Unit	MEHU

3	Deepen Political and Administrative Decentralisation	Procure 1No. Pick-Up Vehicle and Vehicle Spare Parts	Laterbiokorshie	-	1No. Pick-Up Vehicle for the Assembly Procured					120,000	130,000	-	-	Procurement Unit	Transport Department
INTERNAL AUDIT UNIT															
1	Deepen Transparency and Public Accountability	Conduct Performance Audit Procurement and Store Audit, Revenue and Cash Audit, Special Audit and Follow-up Audit	Laterbiokorshie		Report					5,000	-	-	-	Internal Audit	Procurement and Store, Audit Committee
2	Deepen Transparency and Public Accountability	Undertake Project Performance Audit, Budget lines and Transport Audit	Laterbiokorshie		Reports					5,000	-	-	-	Internal Audit	Audit Committee.MWD, MBU, MFD and MTD
YOUTH EMPLOYMENT AGENCY(YEA)															
1	Promote Effective Participation of the Youth in Socio-Economic Development	Recruit Interested Youth into Existing YEA Modules and Create District-Based Jobs for Unemployed Youth	Municipal-wide	-	No. of Youth Recruited					6,000	-	-	-	YEA	ISD, Zonal Councilsm, DSWCD
MANAGEMENT INFORMATION SYSTEM (MIS) /ICT DEPARTMENT															
1	Strengthen Fiscal Decentralisation	Print out Property Rate and BOP Bills	Laterbiokorshie		Property Rate Bills and BOP Printed					10,000	-	-	-	MIS	Finance Department

2	Enhance Application of ICT In National Development	Manage and Maintain the Human Resource Database System for the Assembly	Laterbiokorshie		Human Resource Database Management System Maintained					20,000.00	-	-	-	MIS	HR
3	Promote Proper Maintenance Culture	Repairs of Office Equipment, update of software and anti-virus, subscription to broadband and maintenance of Internet	Laterbiokorshie		Office computers, printers and photocopier repaired					27,300	-	-	-	MIS	Private Sector Firms
DEPARTMENT OF URBAN ROADS (DUR)															
1	Improve Efficiency and Effectiveness of Road Transport Infrastructure and Services	Undertake Routine Maintenance of Selected Roads in the Municipality (Including Grading, Desilting and Reshaping Works)	Municipal-wide (Mataheko, Laterbiokorshie, Danfa etc.)	-	Length of Roads Selected					280,000	150,000	557,000	-	MURD	MPCU, Road Agencies
2	Improve Efficiency and Effectiveness of Road Transport Infrastructure and Services	Carry out Periodic Construction Works and Construction of Selected Drains(0.6m U-Drains), 2 No. Culverts and Foot Bridges for Selected	Laterbiokorshie		3 No. Culverts and 40km Length of U-Drains constructed					-	120,000	150,000	-	DUR	Procurement, planning, finance, budget
3	Improve Efficiency and Effectiveness of Road Transport Infrastructure	Supervision of Ongoing Road Roads Projects	Municipal-wide	-	Reports on Supervision					9,000	-	-	-	DUR,	Works Dept.,PPD

	e and Services														
MUNICIPAL EDUC. DIRECTORATE (MED)															
1	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Support to the Municipal Education Fund	Laterbiokorshie	-	Level of Support Provided					-	94,882	-	-	Central Admin. Dept.	MED
2	Build Capacity for Sports and Recreational Development Promote Culture in the Dev't Process	Support to Sports and Cultural Activities in the Municipality	Laterbiokorshie	-	No. of Sports and Cultural Activities Supported					-	20,000	-	-	MED	MPCU
3	Strengthen School Management Systems	Conduct Supervision, Monitoring and Inspection of Schools/Educational Facilities in the Municipality	Municipal-wide	-	Reports on Inspection/ on Supervision					5,800	-	-	-	MED	MPCU
4	Strengthen School Management Systems	Conduct Capacity Building Programmes for Circuit Supervisors, School Management Personnel, Heads etc	Municipal	-	No. of people Trained					4,200	-	-	-	MED	HR. MPCU

5	Strengthen School Management Systems	Hold Quarterly and Annual Education Review Day and Best Teacher Awards	Laterbiokorshie	-	Report on Education Review Meeting					9,800	-	-	-	MED	MPCU
6	Strengthen School Management Systems	Support to Teaching and Learning Delivery (STME, SPAM)	Municipal-wide	-	Level of Support Given					-	10,000	-	-	MED	MPCU
7	Strengthen School Management Systems	Observe My-First-Day-at School and 6th March Celebration	Laterbiokorshie	-	Report on Education Review Meeting					-	5,000	-	-	MED	MPCU
DEPARTMENT OF HEALTH/MUN. HEALTH DIRECTORATE															
1	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Conduct Quarterly Monitoring of Health Facilities in the Municipalities (Obsterics, Neonatal Care Activities)	Municipal-wide	-	-					8,000	-	-	-	MHD	MOH, GHS, Donors, NGOs, CSOs
2	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Carry Out Counselling of Mothers on Breastfeeding Mothers on EBF, Optimal Complementary Feeding and Run Nutrition Clinics for Anaemic Pregnant Women	Municipal-wide	-	Report					2,000	-	-	-	MHD	MPCU

3	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Undertake Education/ Sensitisation Programme on Adolescent Reproductive Health , Breast Cancer Screening for “Kayayes” and Vaccinate , Educate them on Pregnancy - Related Cases and Healthy Lifestyles	Municipal-wide	-	No. of Women Screen					5,200	-	-	-	MHD	MoH, ISD, Zonal Councils, NGOs
4	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Conduct of Free Medical Screening for SHS Students	Laterbiokorshie	-	Report					3,000	-	-	-	MHD	GES, MoH, ISD, Zonal Council,NGOs
5	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Undertake Sensitisation on Girl Iron Folate Supplementation (GIFTS) Programme	Laterbiokorshie	-	Report					1,500	-	-	-	MHD	MoH, ISD, Zonal Council, NGOs
6	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Support District Response Initiative on Malaria	Municipal-wide	-	Reduction in Malaria Cases as Recorded					-	23,720	-	-	MHD	MPCU, MoH

7	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Organise 2 Health Review Conferences/ Meetings/Seminars On rational use of medicines	Municipal-wide	-	Two Review Conferences Held					6,000	11,000	-	-	MHD	MOH, GHS,
8	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Support National Immunization/ Vaccination Programmes	Municipal-wide	-	Reports					-	-	-	250,00	MHD	MoH, GHS, ISD, Media
9	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Organise refresher Training for 50 Midwives on Life-Saving Skills, 15 CHOs on Disease Surveillance, TB/HIV&AIDS Management as well as Outreach Programmes and Organise Blood Donation Exercise	Municipal-wide		Training Report					3,000	-	-	-	MHD	MOH, GHS,
10	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Organise Child Health Promotion Week and Family Planning	Municipal-wide		Promotion Week Organised					5,000	-	-	-	MHD	MOH, GHS, LaNMMA
DEPARTMENT OF AGRICULTURE															

1	Support Aquaculture Development	Sensitise 20 Farmers on Aquaculture Farming	Municipal-wide	-	Report					1,000	-	1,000	-	MAD	ISD, Zonal Council
2	Improve Production Efficiency and Yield	Educate Twenty (70) Farmers and 20 AEAS and FBOs on the Use and Effects of Agro-chemical and their Proper Disposal	Municipal-wide	-	20 Farmers sensitized on the use of Grasscutters					3,970	-	-	6,000	MAD	ISD, Zonal Council
3	Improve Production Efficiency and Yield	Building the Capacity of 50 Youth Groups in Mushroom and Grasscutter Producers	Municipal-wide	-	Mushroom and Grasscutter Farmers Supported					3,750	-	-	3,301	MAD	ISD, Zonal Council
4	Improve Production Efficiency and Yield	Build Capacity of 4 Existing FBOs in Chilli and Poultry Production and best Practices	Municipal-wide	-	Report					-		1,770	-	MAD	Mataheko Zonal Council
5	Enhance the Application of Science, Technology and Innovation	Carry out 1 Demonstration on Backyard Vegetable (Chilli) and Soil Test as well as Training in Disease Management	Mataheko, Fadama	-	1 Demonstration Conducted					-	-	-	5,000.00	MAD	MPCU,AEAs, FBOs
6	Enhance the Application of Science, Technology and Innovation	Undertake 960 Home Visits Quarterly to Extend Agricultural Technologies and Organise 1 Field Tour for 20 Farmers to a Model Peri-Urban Farm	Municipal-wide	-	No. of Home Visits Undertaken					-	-	2,030	7,423.43	MAD	Zonal Councils, MPCU, AEAs, FBOs

7	Improve Production Efficiency and Yield	Conduct M&E of all Planned Activities including Surveillance of Diseases	Municipal-wide	-	Report					-	-	1,000	-	MAD	ISD, Zonal Council,
8	Promote Livestock and Poultry Development for Food Security and Income Generation	Promote the Production and Distribution of 1,000 Cockerels (to Improve the Nutritional Status and Incomes of 30 Households)	Municipal-wide	-	Report					-	-	-	4,120.00	MAD	ISD, Zonal Councils, FBOs
9	Enhance the Application of Science, Technology and Innovation	Organise 4 Technical Performance Review Meetings	Municipal-wide	-	Report					-	-	-	3,500.00	MAD	ISD, Zonal Council, FBOs
10	Improve Production Efficiency and Yield	Promote Peri-Urban Agriculture (Home Gardening) Through the Supply of Vegetable	Municipal-wide	-	Report					-	-	-	5,250.00	MAD	ISD, Zonal Council,
11	Ensure Improved Public Investment	Organise Anti-Rabbies Campaign and Vaccination of Pets	Municipal-wide	-	No. of Pets Vaccinate					2,000	-	2,000	2,000.00	MAD	Veterinary Unit, Residents Association
12	Improve Production Efficiency and Yield	Register, Verify and Monitor and inspect Fields of 100 Farmers for the Planting for Food and Jobs (PFJ)	Municipal-wide	-	No. of farmers Registered					2,250	5,000	-	-	MAD	AEAs, FBOs, Zonal Councils, ISD
13	Improve Production Efficiency and Yield	Undertake Public Education, Scouting, Distribution and Monitoring of 50 Hec. On Fall Army Worms Infested Fields	Municipal-wide	-	Hectares of Farms Monitored					-	-	5,751.00	3,000.00	MAD	AEAs, FBOs, Zonal Councils, ISD

14	Improve Production Efficiency and Yield	Organise Municipal Farmers Day to Award Deserving Farmers	Municipal-wide	-	Report on Farmers Day Held					-	70,000	-	-	MAD	MPCU, AEAs, FBOs, Zonal Councils, ISD, Traditional Councils, Media
TRANSPORT DEPARTMENT															
1	Build Effective ,Efficient Government Machinery	Undertake Routine Servicing and Maintenance of Assembly's Fleet of Vehicles, plants , office Equipment etc.	Accra	-	Receipts					150,000	50,000	-	-	Trans. Dept	Procurement Unit, Central Admin.
2	Build Effective ,Efficient Government Machinery	Facilitate the Procurement of Fuel for Assembly's Vehicle and Enforce Sticker, terminal and route regulations on Transport	Laterbiokorshie	-	Receipts					5,000	-	-	-	Trans. Dept	Procurement Unit, Central Admin.
3	Build Effective ,Efficient Government Machinery	Create Database on permits and transport Operators using Holograms as well as Prepare Mobility and Parking Plan for Laterbiokorshie Central Business District	Municipal-wide	-	Report					6,686	-	-	-	Transport	Central Admin., Transport Unions
HUMAN RESOURCE (HR) DEPARTMENT															

1	Improve Human Capital Dev't and Management	Facilitate the Promotion Interviews of Staff	Laterbiokorshie	3	No of Staff Supported					10,000	-	-	-	HR Dept	Procurement Officer, MPCU, Assembly Members
2	Improve Human Capital Dev't and Management	Support the Preparation, Review, Submission and Implementation of the 2019 Capacity Building Plan (CBP) and Relevant Reports of the Assembly	Laterbiokorshie	2	CBP and Implementation Reports					70,000	50,000	50,000	-	HR Dept	Central Admin. Dept., Procurement Officer, MPCU,
3	Improve Human Capital Dev't and Management	Review Staff Attendance, HRMIS and Conduct Monthly Salary Validation of Staff	Laterbiokorshie	12			n			2,000				HR Dept	Central Admin. Dept., Procurement Officer, MPCU,
4	Improve Human Capital Dev't and Management	Organise Quarterly Staff Durbar to Address Staff concerns/ Welfare Issues and End-of-Year Awards Ceremony	Laterbiokorshie	4						50,000	-	-	-	HR Dept	Central Admin. Dept., Procurement Officer, MPCU,
5	Improve Human Capital Dev't and Management	Conduct Capacity Building/ Training for Assembly Members and Staff	Laterbiokorshie	Report		1				11,000	-	-	-	HR Dept.	Central Admin. Dept., Procurement Officer, MPCU,

6	Improve Human Capital Dev't and Management	Organise One-Day-Training on Climate Change and Adaptation Mechanisms for Assembly Members, Departmental Heads and Opinion Leaders	Mataheko	Report	1					3,000	-	-	-	HR Dept	Central Admin., Zonal Councils.
NATIONAL DISASTER MANAGEMENT ORGANISATION (NADMO)															
1	Promote Proactive Planning for Disaster Prevention and Mitigation	Undertake Premises Inspection to Check illegal Electricity connections	Laterbiokorshie market	3	Report					1,200	-	-	-	NADMO	ISD,GNFS, ECG/PDS,
2	Promote Proactive Planning for Disaster Prevention and Mitigation	Support Disaster Management(Preventive and Response) in the Municipality Desilting and dredging of major drains	Grace Baptist, Baba Yara school, Arapa Jay ,Libya quarters,Redco		40Km of Drains Dredged					2,000	30,000	-	-	NADMO	Works Dept
3	Promote Proactive Planning for Disaster Prevention and Mitigation	Organise Workshop for traditional leaders/Chiefs and estate developers on adverse effects on building non water ways	Social welfare		2 sensitization meetings organised					2,800	-	-	-	NADMO	Physical planning &Works department and opinion leaders

4	Promote Proactive Planning for Disaster Prevention and Mitigation	Observe World Disaster Day and Organize Public Sensitisation on Flooding as Climate Change Impact	Mataheko Zonal Council		Two sensitization meetings organized					3,000	-	-	-	NADMO	PPD, MWD ,Land Owners, Developers
5	Promote Proactive Planning for Disaster Prevention and Mitigation	Profile Disaster Cases and Distribute Relief Items to Victims	Municipal-wide	-	No. of Disaster Victims Supported					24,000	-	-	-	NADMO	ISD, Ghana Police Service, ,Media
DEPARTMENT OF CO-OPERATIVES/DEPARTMENT OF TRADE AND INDUSTRY															
1	Support Entrepreneurs and SME Development	Organise Training Workshop for 70 Co-operative Societies Executives	Municipal-wide	-	Training Report					4,000	-	-	-	Dept. of Co-operative s	ISD, Internal Audit Unit, Finance Dept.
2	Support Entrepreneurs and SME Development	Organise and Orient Co-Unemployed Youth into Co-operatives and Form 2 Artisanal Co-operatives	Municipal-wide	-	Report					3,000	-	-	-	Dept. of Co-operative s	ISD, Internal Audit Unit,
3	Support Entrepreneurs and SME Development	Conduct Inspection and Auditing of 20 Co-operative Societies	Municipal-wide	4	Report					2,000.00	-	-	-	Dept of Co-operative s	Central Admin., Internal Audit Unit, Zonal Council.
PHYSICAL PLANNING DEPARTMENT (PPD)															

1	Create Database of Streets and Properties in the Municipality	Support the Implementation of the Street Naming and Property Addressing Project (Phase 2) and Value Existing Properties in Selected Areas within the Municipality	Municipal-wide		No. of Streets Named /Properties addressed/street Addressed Maps Prepared and Gazetted				10,000	130,000	-	-	PPD	Street Address Team (SAT), Zonal Councils,ISD
2	Improve Land Use planning and spatial development	Prepare Development Schemes on P&T Acquired Land & Revise 2 Sector Layouts	Municipal-wide		Two sector Layouts Revised			5,000	-	-	3,000.00	PPD	Local Communities	
3	Increase awareness of Climate Change Issues	Organise Sensitisation meeting/Workshop for Trad, Rulers Estate Developers etc. on the Dangers on Building on Waterways and Sensitisation on Climate and Resource Use	Laterbiokorshie	-	Sensitisation meeting/Workshop with Key Stakeholders organised			3,000	-	-	3,106.00	PPD	Local Communities	
4	Improve Land Use planning and spatial development	Create Public Awareness on Building Permit Procedures and Regulations	Municipal-wide	-	No. of People Sensitized			-	100,000	-	-	PPD	MWD,ISD,	
5	Develop Efficient Land Administration and Management System	Acquire Land for Dev't Projects	Municipal-wide	-	Acreage of Land Acquired			-	100,000	-	-	PPD	MWD, ISD ,Land Commission	

6	Improve Land Use planning and spatial development	Organise 4 Technical Sub-Committee and 4 Statutory Planning Committee Meetings	Municipal-wide	-	No. of Development Permits Granted					12,480	-	-	-	PPD	SPC, MWD , ISD
WORKS DEPARTMENT															
1	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Complete the Construction of 1 No. 3 –Storey Classroom Block for Laterbikorshie No. 1 Cluster of Schools	Laterbikorshie	-	1 No. 2-Storey Classroom Block Completed					-	545,464	-	-	MWD	Procurement Unit/MPCU
2	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Construction of 1 No. 3 –Unit KG Classroom Block with Staff Common Room, 6-Seater,WC and Shower for Laterbikorshie No. 1 Cluster of Schools	Laterbikorshie No. 1 Cluster of Schools	-	1 No. 3-Unit KG Block Completed					440,125	-	-	-	MWD	MPCU
3	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Construction school of 1 No. 6-Unit Classroom Block	Kweiman	-	Construction of School Block Completed					289.872.05	-	-	-	MWD	MED, Procurement, planning, finance, budget

4	Enhance Inclusive and Equitable Access to, and Participation in Quality Education at all Levels	Construction of 1 No. 3-Unit KG Block with Toilet Facilities for West Adenta Experimental Basic School	West Adenta	-		1 No. KG Block Completed				208,213	-	-	-	MWD	MED, Procurement,
5	Ensure, Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Construction of 1 No. 2-Storey Out Patient Department Block at Laterbiokorshie Kekeli Park (Phase 1& 2)	Laterbiokorshie Kekeli	-		Out- Patient Poly Clinic Block Completed				-	-	-	#### ##	MWD	MHD, MPCU
6	Ensure, Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Construction of 1 No. 2-Storey Recovery Ward at Laterbiokorshie Polyclinic Rawlings Circle	Laterbiokorshie (Rawlings Circle)	-		Recovery Ward Complete				-	#####	-	-	MWD	MHD, MPCU
7	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Construction of 1 No. CHPS Compound at Otinibi	Otinibi		1	1 No. CHPS Compound Completed				-	100,000.00	-	-	MWD	MED, Procurement,

8	Enhance Access to Improved and Reliable Environmental Sanitation Services	Construction of 20 No. Improved Institutional Sanitation and Water Supply Facilities for Selected Institutions	Selected Institutions/Schools in Laterbiokorshie	-	6 No. Institutional WC Latrines with Water Supply Facilities Constructed					-	-	-	#### ##	MWD	GES, MED, Procurement, PPD, Ghana Water Company
9	Enhance Domestic Trade	Drill and Mechanized 1 No. Borehole at REDCO Hawkers Market	Laterbiokorshie	-	Borehole Drilled and in Use					10,000	-	-	-	MWD	MEHU, Zonal Council, Market Management Committee
10	Enhance Domestic Trade	Grading, Compacting of Land and Extension of Electricity and Installation of Security Light and Provision of Cubicle Toilets and Urinal at REDCO Market	Laterbiokorshie	-	Report					84,000	-	-	-	MWD	DUR, Zonal Council, Market Management Committee
11	Deepen Political and Administrative Decentralisation	Construction of Fence Wall, Landscaping etc. at the Assembly's Office Complex	Laterbiokorshie	-	Admin. Block Completed					200,000	380,000	-	-	MWD	PPD, Procurement Unit
12	Improve Human Capital Dev't Management	Support the Implementation of the MP's Dev't Projects/Initiatives	Municipal-wide	-	No. of Projects/ Initiatives Supported					656,500	-	-	-	MWD	MPCU'S Office, MPCU

13	Promote Proper Maintenance Culture	Maintain Assembly's Assets, Structures and other Public Buildings including Maintenance of Laterbikorshie Market	Municipal-wide	-	No. of Assembly's and Other Public Structures Maintained					200,000	574,408	-	-	MWD	Procurement Unit
14	Improve Participation of Civil Society (Media, Traditional Authorities, Religious Bodies) in National Dev't	Support Self-Help Projects in the Municipality	Municipal-wide	-	No. of Self-Help Projects Supported					-	237,204	-	-	MPCU	Zonal Councils
15	Enhance Security Service Delivery	Provide and Install, repairs and replace of streetlights in Selected Locations	Municipal -wide		streetlights installations, repairs and replacement Undertaken					-	100,000	-	-	MWD	Procurement Unit, Zonal Councils, PPA
16	Promote Sustainable, Spatially Integrated, Balanced Orderly Development Human Settlements	Support Development Control Activities(Including Removal of Unauthorised Structures	Municipal-wide	-	No. of Spatial Development Activities Regularised					360	-	-	-	MWD	PPD, Zonal Councils. Dev't Control Task Force,

**DEPARTMENT OF
SOCIAL WELFARE
AND COMMUNITY
DEVELOPMENT
(DSWCD)**

1	Strengthen Social Protection, Especially Children, PWDs, and the Elderly	Support Awareness Creation on the Implementation of Social Protection Interventions/Pro-poor and Sensitisation of families on their Responsibilities towards PWDs)	Municipal-wide	-	No. of Disadvantaged/ Under-privileged Persons Supported					2,000	-	1,000	-	DSWCD	Zonal Council, Min. Women, Children and Social Protection
2	Ensure the Rights and Entitlements of Children	Organise Child Panels to Sensitise 200 Children on their Rights and Responsibilities and PWDs	Municipal-wide	-	No. of Children Sensitised					1,500	-	1,000	-	DSWCD	Zonal Council, Min. Women, Children and Social Protection
3	Promote Effective Participation of the Youth in Socio-economic Development	Conduct Skills Training for 50 Unemployed Youth and Women in Batik and Local Drinks Production	Municipal-wide	50	50 Youth and Women Trained in employable skills					500	-	-	-	DWSCD	ISD, Dept. of Co-operatives, Municipal Social Protection Committee, Zonal Councils
4	Ensure the Rights and Entitlements of Children	Register and Monitor NGOs and Day Care 50 No. Centres and Sensitise Proprietors on Care-giving Skills	Municipal-wide	-	No. of Day Care Centres and NGOs Registered and Monitored					2,600	-	-	-	DSWCD	ISD, Municipal Social Protection Committee, Zonal Councils

5	Ensure that PWDs Enjoy all the Benefits of Ghanaian Citizenship	Update Database on the Aged and PWDs and Provide Support to PWDs Concerned	Municipal-wide	-	Updated Register of the Aged and PWDs					-	250,000	-	-	DSWCD	ISD, Municipal Social Protection Committee, Zonal Councils
6	Improve Human Capital Development and Management	Organise Adult Education Programmes – Mobilisation of 30 No. Study Groups	Municipal-wide	-	Reports					900	-	1,107	-	DSWCD	ISD, Zonal Councils
7	Ensure Effective Child Protection and Family Welfare System	Re-unite Missing/Abandoned –But-Found Children with their Families	Municipal-wide	-	No. of Children Re-integrated					-	-	1,000	-	DSWCD	DOWVSU, media, Judicial Service,
8	Ensure Effective Child Protection and Family Welfare System	Manage Child Maintenance and Custody Cases	Municipal-wide	-	No. of Children Supported					1,000	-	1,000	-	DSWCD	DOWVSU, media, Judicial Service,
9	Strengthen Social Protection, Especially Children, PWDs, and the Elderly	Facilitate the Implementation of the LEAP Programme	Municipal-wide	-	No of LEAP Beneficiaries Supported					500	-	1,000	-	DSWCD	Zonal Councils, Media, Selected Banking Institutions
FINANCE DEPARTMENT															
1	Strengthen Fiscal Decentralisation	Collect revenue data, Update the Revenue database, Property rate	Municipal wide	-	Increase in Revenue					35,000	80,000	-	-	Finance,	MBU, Zonal Councils, MIS, ISD

		database and manage collection												
2	Strengthen Fiscal Decentralisation	Conduct revenue monitoring/ Supervision exercise and review revenue contract	Municipal-wide	-	No. of monitoring exercise and review contract reviews undertaken				11,000	-	-	-	Finance Dept.	Budget Unit, Int. Audit Unit, Revenue Task Force
3	Strengthen Fiscal Decentralisation	Prepare and Submit Monthly, Quarterly and Annual Financial Statements to Accra	Laterbiokorshie	16 Financial statements	No. of Financial Statements prepared and submitted				6,000	-	-	-	Finance Dept.	Budget Unit, Int. Audit Unit
4	Strengthen Fiscal Decentralisation	Commence computerization of the Assembly's Revenue Collections	Laterbiokorshie	-	Revenue Performance Reports				-	50,000	-	-	Finance Dept.	Budget Unit, Int. Audit Unit
INFORMATION SERVICES DEPARTMENT														
1	Ensure Responsive Governance and Citizen Participation in the Dev't Dialogue	Educate the Public on Government Policies	Municipal-wide	-	Reports				5,400	-	-	-	ISD	MIS, MPCU, Media Houses
2	Ensure Responsive Governance and Citizen Participation in the Dev't Dialogue	Provide Media Publicity on the Assembly' (Including printing of (Souvenirs) to Showcase the Activities of the Assembly	Laterbiokorshie	-	Newsletter Publications				15,000	-	-	-	ISD	MIS, MPCU, Media Houses

DEPARTMENT OF STATISTICS													Statistical Dept	MPCU	
1	Ensure Consumer Protection	Conduct Business and Market Surveys and Collect Crime and Education Statistics	Municipal-wide	12	Report					3,200	-	-			-
NATIONAL COMMISSION FOR CIVIC EDUCATION (NCCE)													NCCE	MPCU, Zonal Councils	
1	Deepen Democratic Governance	Conduct Citizenship Week Celebration with Civic Education on Fundamental Human Rights and Freedoms ,Directive Principles of State Policy and Duties of Citizens	Municipal-wide		Report					3,000	-	-			-
2	Deepen Democratic Governance	Organise Quizzes and Debates for Selected Schools on the 1992 Constitution of Ghana	Municipal-wide	-	No. of Quizzes and Debates organized on the 1992 Constitution					4,000	-	-			-
3	Deepen Democratic Governance	Organise Community Durbar on the Roles of MCEs, Assembly Members and Unit Committee Members as part of Civil Education	Municipal-wide	-	No. of Community Durbars Held					3,000	-	-			-
BIRTHS AND DEATH REGISTRY															

1	Improve Population Management	Educate the Public on the Importance of Birth Registration and Organise Mass Registration for Infant Under 1 Year	Municipal-wide	1	No. of Under 1 Year Births Registered					7.000.00	-	-	-	Births & Death Registry	,ISD, Zonal Councils , Media
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5.4 2020 COMPOSITE ANNUAL ACTION PLAN

Table 5.3 Composite Annual Action Plan

1	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	Strengthen domestic resource mobilization	Gazetting 2020 fee-fixing resolution and rate inputs. Discuss 2021 fee-fixing with the technical committee meeting.	Assembly Press		Gazetted fee-fixing on file.					22,000		Budget	Admin
2			Updating properties and BOP data. Cleaning of valuation data and exhibiting within the municipality.	Municipal wide		Cleaned data available.			20,000				Budget	PPD/Admin/Finance
3			Organize four budget committee meeting.	Municipal Assembly Hall		Minutes and attendance on file					18,000		Budget	Admin
4			Conduct consultative meetings with rate payers	Municipal Assembly Hall		Minutes and attendance on file					20,000		Budget	Admin /F&A sub-committee

5			Organize training workshop on 2021 budget guidelines for heads of department and Assembly members	Municipal Assembly Hall		Minutes and attendance on file				10,000		Budget	Admin/Finance
6			Budget hearing for the various departments and units	Municipal Assembly Hall		Minutes and attendance on file				16,000		Budget	Admin
7	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	To ensure the smooth running of the Assembly	Organize various Meetings and service meetings with refreshments	Laterbiokorshie		182 Statutory and Routine meetings organised, Meeting minutes prepared				70,000		Admin	Assembly Members, HoDs
8		To promote Tourism in the Municipality	Support Homowo	Laterbiokorshie		Donation to Traditional leaders to support the Homowo festival done				50,000		Admin	Traditional Leaders

9		To promote the smooth running of work activities	Transport and Travels cost	Laterbiokorshie		Travels and transport taken care of.				200,000	Admin	HODs
10			Management meeting	Laterbiokorshie	12	12 Management Meetings organised and follow up actions taken				38,000	Admin	HODs
11			Organize municipal scholarship committee meeting	Laterbiokorshie	2	Organise 4 Meetings to screen applicants				14,000	Admin	HODs
12		Ensure good governance	Support NALAG	Laterbiokorshie		Participate in NALAG activities				36,000	Admin	Ass Members ,NALAG
13			National Day and Commemorative celebration (founders' day, independence day etc.)	Municipal-wide	3	Farmers Day, Founders' day, Independence day	60000	120,000			Admin	Ass Member ,Farmers , CSOs

14		Plant Trees along Major Raods - Climate change activities	Municipal-wide		40 Tree Seedlings planted along 3 Ceremonial Roads				7,430		Admin	NADMO , Agric
15		Deepen Decentralisation	Support the activities of Zonal Councils	Sukura , Mataheko	Revenues assigneg , Parity released and backstopping provided			43,000	18,000		Admin	Finance , Zonal Councils
16		To come out with a draft bye-law for the Assembly	Drafting of bye-law	Laterbiokorshie	Bye -law Drafted				14,400		MEHO&EHOS	
17		To get adequate workable data for the Assembly	Preparation of MESSAP	Municipal-wide	MESSAP prepared				14,000		MEHO&EHOS	Planning and works
18		To prosecute sanitary cases	To prosecute sanitary offenders and effect bench warrant arrest	All electoral areas	Sanitary offenders prosecuted				4000		MEHO, EHOS, Prosecutor	Police, Judiciary
19		To ensure healthy practices and positive attitudes towards good health	Conduct Health Education and sensitization programs	All electoral areas	Health Education and sensitization programs conducted				10,040		MEHO & EHOS	Schools , Toilet operators

20		To Promote the construction of household toilet through the GAMA/GASSLIP project	Public announcement and sensitization to create more awareness	Municipal-wide	186	200 household toilets constructed				6000		MEHO&EHOS	SPI, ISD, works, Ass members, SWCD
21		To empower the populace to know their duties, right and responsibilities towards the environment	Create awareness on the bye-law	Municipal-wide	154	Community members adopting positive behavioral change				4900		MEHO&EHOS	ISD, assembly members
22		To promote safe food for public consumption	Food venders screening/Education	Municipal-wide		Mass screening and health education carried out				11480		MEHO&	ISD ,Service provider
23		To promote and protect health.	Routine inspection	All electoral areas		Quarterly reports				15000		MEHO&EHOS	Assemblymen , Landlords
24		To enhance the smooth running of the department	Initiate a process to procure goods/assets for the department	Laterbiokorshie		items procured and supplied to the department						procurement Unit	EHSU
25		To promote a clean and healthy environment	Embarking on Sanitation activities	All electoral areas		Sanitary activities executed				173,000		MEHO, EHOS and labourers	Admin
26		To prevent piled up refuse in the communities	Monitoring and evaluation of activities of waste	All electoral areas		Monitoring and evaluation organized				3,000		MEHO,	Admin

			management contractors										
27	MANAGEMENT AND ADMINISTRATION Human Resource	To enable staff to get acquainted and abreast with on the job practice and to build their capacities	Organizing Trainings and Conference	Laterbiokorshie		Trainings and conference duly conducted and attended with reports prepared.			80,000	60,000	30,000		HR
28		To enable staff get promoted in the staff	Promotion interviews fee	Laterbiokorshie		Staff due for promotion processed					5,000		HR
29		To address administrative issues	Staff Durbar	Laterbiokorshie		Staff durbar organised			8,000				HR
30		To promote the timely payment of staff salaries	Monthly validation of staff (ESPV)	Laterbiokorshie		Online validation of staff salary payment vouchers			8,000				HR

31	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	To create awareness on key issues and programmes	Collaborate with Civil Society organisations (CSO's), NGO's, and other Departments to organise sensitization and education programmes	Municipal Wide		Sensitization/education report prepared				36,000		ISD	NCCE/CSO's/NGO's,EH&SU , SWCD	
32		to ascertain the economic trend monthly	Conduct market survey .	Municipal Wide		markets survey reports published every quarter.				4,000		ISD	AbCMA	
33		To project the face of the Assembly on government programmes and projects of the Assembly	Engage the public/ media to promote programmes, activities and Government policies.	Municipal Wide		Major activities and programmes covered by the print/ electronic media.					40,000		ISD	Media/AbCMA
34		to educate the public on the 2020 general election	To Provide Sensitization programmes on 2020 General Elections.	Municipal Wide		Sensitization reports prepared.					30,000		ISD	Media/NCCE/ EC

35		To ensure the environment is safe from activities that can lead to Man-made disasters.	Formation of NADMO Safety Clubs in schools.	Basic schools within the municipality	6	Safety awareness clubs formed in schools.					44,000	### #	NADMO	Ghana Education Office.
36		To prevent the emergencies/disasters that can arise as a result of collapsed buildings.	Inspection of on-going projects and delapidated buildings within the municipality.	Buildings and projects within the municipality.	12	Inspections of buildings/projects done.							NADMO	Works
37		Create awareness on Climate Change Issues	Conduct Public Education of Climate Mitigation and Disaster Prevention	Municipal-wide	1	3 Communities Sensitized on Climate Change					4,200		NADMO	NCCE,CSO', NGO's,EH&SU , SWCD

38		To create awareness on safety and other key issues	Education and Sensitization Programmes	Communities within the municipality	10	Education and sensitization organized and reports drafted.			24,240	7,910	NADMO	
39		To ensure that Fuel Service Stations operating within the municipality are safety compliant.	Safety inspections at Fuel Service Stations.	Fuel Service Stations operating within the municipality	15	Monthly inspections to Fuel Service Stations have been carried out.			3,000.00	900	NADMO	
40		To impart a sense of good values and practices in the citizenry	Education of citizens on key topics and issues	Municipal-wide		To reach out to 1,500 people from FBOs,CBOs, Women Groups, Group Associations, PWDs and schools					NCCE	ABCMA

41		To ensure tolerance and peace before, during and after elections	Inter-Party dialogue meetings	Municipal-wide		to reach out to the various political parties within the Municipality								NCCE	ABCMA
42		To serve as a basis for accountability	Parliamentary Candidate Debate	Municipal-wide		Debate organized for parliamentary candidates in the constituency								NCCE	
43		Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Mapping spatial location of AbCMA infrastructure s. i.e. Schools, Markets, Clinics, among others	Municipal-Wide		Spatial location of AbCMA infrastructures are mapped				50,000				PPD	MPCU
44			Updating and revision of local plans	Laterbiokoshie		Maps printed				200,000				PPD	
45				Preparation of Spatial Development Framework	Municipal-Wide		Spatial Development Framework with Maps and Report				150,000				

46			Preparation of Structure plan	Municipal-Wide		Spatial Structural Plans with Maps and Report				200,000				
47			Organize Spatial Planning Committee Meetings, Planning Permission-in-Principle meetings and Technical Sub Committee meeting	Laterbioko shie		Minutes of meetings				250,000			PPD	
48		To ensure all streets within the Municipality are named	Street Naming and Property Addressing System	Municipal-Wide		Field Picture Reports				40,000			PPD	
49		To ensure that building regulations and arrangements are adhered to	Monitoring of physical developments	Municipal-Wide		Monitoring embarked and monitoring reports prepared				70,000			PPD	Works

50		To create awareness on Permit schemes and issues associated with it	Sensitization on Permit Schemes, process etc	Municipal-Wide		Permit process improved				13,000				
51		To come out with up-to-date data on the existing state lands in the Municipality	Acquisition of Land and Inventory and Documentati on of state lands	Municipal-Wide		Data on state-lands colated				50,000				
52		To improve efficient running of the Assembly	Supply of Goods	Laterbioko rshie		Office goods supplied				906,351		procurement Unit	central Admin	

53		To ensure smooth administration	Procurement of goods	Laterbiokorshie		Goods procured				760,000		305,000		procurement Unit	central Admin
54		To have a reliable procurement database	Prepare and update procurement Plan	Laterbiokorshie		Procurement plan updated and in-use						5,000		procurement Unit	
55		To foster the process for the purchase of goods and services	Tender committee Meetings	Laterbiokorshie		Meeting minutes prepared						4,000		procurement Unit	works, planning unit, Admin
56	Monitoring and evaluation of activities	To help track progress of activities executed throughout the year	Supervise and monitor activities of 5 Women and Youth Groups	Municipal wide	3	Number of planned activities executed						10,000		SWCD	

57	Implementatio n of leap program at the municipality	To provide support for the aged and vulnerable in the communities	Expansion and update of Leap Beneficiaries within the Municipality	Municipal Wide	304	Number of leap beneficiaries increased					3,000	SWCD	Central Admin
58	Public Education on HIV/AIDS	To reduce the number of persons living with HIV/AIDS	Sensitization OR Education on the Prevention of HIV/AIDS	Municipal wide	2	30 people educated on HIV/AIDS prevention		4,400		20,00 0		SWCD	
59		to ensure effective management of child protection and family welfare system	case management	Municipal wide	128	Child and family welfare cases managed effectively				10,00 0		SWCD	

60	disbursement of 3% disability common fund	to empower persons with disability with employable skills	Registration and disbursement of funds to Persons With Disability	Municipal wide	45	disabled persons have accessed the fund							SWCD	
61	Public Education	to promote awareness on the payment of property rates and Business Operating Permit.	Sensitization and Education to rate Payers	Municipal wide		Increase in Number of rate payers					20,000		SWCD	
62		To create job for youth to reduce unemployment	Recruitment and deployment under YEA modules	Municipal wide		Youth employed and trained					20,000		YEA	ABCMA

63		To ensure deployed personnels are committed to their duties	Monitor beneficiaries activities. Evaluate and input beneficiaries timeshee	Municipal wide		Monitoring reports prepared					12,500		YEA
64		To enhance the coordination of programmes and projects implementation in the agriculture sector	Undertake various MAG activities	Municipal-Wide		MAG reports and minutes prepared			2,830		88,786		AGRIC DEPARTM ENT
65			Organize I District Farmer`s Day Celebration	Salvation Park		Farmers Day celebration organized				85,100			AGRIC DEPARTM ENT
66		To improve monitoring of agricultural trade statistics	Data collection activites in Markets	Municipal-Wide		Up-to-date data on Markets available			960				AGRIC DEPARTM ENT

67		To enhance surveillance and prevention of animal pests and diseases	To vaccinate dogs and cats against Rabies	Municipal-Wide		1,200 dogs and 200 cats vaccinated against Rabies by September. 2020			4,022			AGRIC DEPARTMENT
68		To improve household dietary diversity	Train livestock Farmers on Feed Formulation	Municipal-Wide		50 livestock Farmers trained on Feed Formulation by Dec 2020		960				AGRIC DEPARTMENT
69		To improve household dietary diversity	Raise and establish coconut seedlings in Houses, Schools and along the Coast (PERD)	Municipal-Wide		1000 coconut seedlings raised and established in Houses, Schools and along the Coast (PERD) by June 2020			10,000			AGRIC DEPARTMENT

70		To ensure an assured emergency readiness	Demonstrate to church women Soya Khebab, Soya milk and Soya weanimix preparation	Municipal-Wide		60 church women engaged in Soya Khebab, Soya milk and Soya weanimix preparation by September, 2020			2,088				AGRIC DEPARTMENT	
71	Planning, Budgeting, Certification	Establish road inventory and condition survey, package projects for procurement, establish work quality, and report on department's activities.	Measure the extent of road network, determine their status, establish their structural capacity, identify defects, undertake road diagnosis, undertake quality control	Municipal Wide	NA	Inventory report, Project award letters, Payment Certificates, annual reports.				20,000	40,000		Roads Dept.	Department of Urban Roads Regional Office

72	Maintenance	Undertake Road Routine Maintenance	Fix road defects and clean drainage structures	Municipal Wide	2019	Award letters, site reports, and payment certificates						850,000	Roads Dept.	DUR Regional
73	Supervision	Supervise ongoing road works	Ensure awarded contracts are executed to standards and specifications.	Municipal Wide	NA	reports, site instructions				50,000	20,000		Roads Dept.	DUR Regional
74		To promote infrastructural development in the Municipality	Construction of Education , Health and Economic Infrastruction for AbCMA.	Laterbiokorshie		Identification & acquisition of land and construction of the projects by Dec 2020			3,000,000	5,000,000	250,000		Works	
75		to have a reliable and up-to-date data on buildings	Update Data on existing Public buildings / Developers buildings in the District (Inventory exercise)	Laterbiokorshie		Data on buildings in the District updated by Dec. 2020					80000		Works	

76		To ensure development control in the Municipality is enhanced	Intensify Development control activities	Laterbiokorshie		Development control activities improved and issues addressed				300,000	Works	Physical Planning
77		To facilitate infrastructure development	Prepare project drawings, bills of quantities and tender documents for all Assembly Projects	Laterbiokorshie		Projects Drawings, bills of quantities and tender documents prepared.				80,000	Works	
78		To ensure that the safety and due processes of projects are conformed to.	initiate the process to prepare EPA permits, screening, integrity reports, Geotech and other statutory documents	Laterbiokorshie		Screening and EPA for all projects done				60,000		

79		To ensure that all works are being done effectively and efficiently	Monitor and Supervise all Renovation works and on-going assembly projects	Laterbiokorshie		Monitoring report submitted monthly				80,000	60,000	75,000		Works	
80		Operation and Maintainance	Monitor, Supervise and initiate the Repair of all Assembly buildings and assets.	Laterbiokorshie		O&M activities undertaken				55,000	40,000	80,000		Works	
81		To confirm that payroll function is properly controlled and operating efficiently.	Personnel Audit	Laterbiokorshie		Payroll function is properly controlled and operating efficiently						2,500		IAU	HR
82		To ensure that audit findings are discussed and implemented	Audit committee meetings	Laterbiokorshie		Audit reports discussed and implemented.						10,000		IAU	Management and AC members.
83		To ensure that there is value for money	Expenditure and Cash management	Laterbiokorshie		report prepared and submitted						2,500			

84	To ensure transparency in the management of affairs	Special Audit	Laterbiokorshie	report on special audit prepared and submitted					3,000			
85	To ensure that procurement procedures are followed.	Procurement and Contract Audit	Laterbiokorshie	All procurement processes are dually followed					2,000		IAU	Management and procurement Unit.
86	Ensure that monies collected on behalf of the Assembly is duly accounted for.	Under take field audit of revenue.	Laterbiokorshie	All cash collected is accounted for					7,000		IAU	Management and revenue head.

87	To promote quality teaching and learning	Monitoring and evaluation of activities in schools	Municipal-Wide		Expect that all teachers have reported in their various schools and have updated all forms of school records			24,000	2,000		GES	
88	To create a database of schools	3. Data collection and collation (School Census)	Laterbiokorshie		Data from schools collated						GES	
89	To ensure effective communication for effective operations	Organize meetings as and when necessary to update stakeholders on policies	Schools and Directorate Office		Meetings will be organized every term for update of policies				17,000		GES	AbCMA

90		To appreciate and recognize the efforts of staff	Organize yearly major programs (CODE, ADEOP, Conference, SPAM, CPD, STMIE, My First Day at School, Teacher Awards)			Show appreciation towards deserving winners				40,000		GES	AbCMA
91		To improve on the reading abilities of learners	Organize Special Competitions (Reading clinics, Spelling B, Quizes, Essay Competitions, etc.)	School Circuit District		Formation of Reading Clubs in Schools				15,000		GES	AbCMA
92	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	To promote total development of the Municipality	Drafting Of Medium-Term Development Plan	Laterbiokorshie		Medium Term Development Plan drafted			26,000.00	-	-	MPCU	All Depts
93		To collaborate with various sectors and services	Organize two stakeholder review and planning meetings	Communities		Stakeholder review and planning meeting report prepared			12,580.00	-	-	MPCU	Zonal Council, NGOs, CSOs, Media

94	To engage stakeholders and community members on salient issues	Organize Town Hall meetings	Mataheko, Shukura, Facilitate the		Town hall reports prepared			6,000.00	10,000	-		MPCU	ISD, Zonal Councils, Community Members, Project Beneficiaries, Media NGOs, CSOs
95	To monitor and report the progress of activities	Drafting of Quarterly and Annual Progress Reports	Laterbiokorshie		Annual and Quarterly Progress Reports Drafted and submitted			5,000.00	20,000	-		MPCU	DMTDP Preparation Team, NDPC RCC, Zonal Councils, the Media
96	To come out with a plan for the Municipality	Drafting of Annual Action Plan and Quarterly Plans	Laterbiokorshie		Annual Action Plan Drafted and in Use			5,000.00	10,000	-		MPCU	
97	To assess activities and progress of Assembly Projects	Monitoring and Evaluation of Assembly Projects	Laterbiokorshie		Monitoring reports drafted				38500			MPCU	Budget Unit, Finance Dept., Zonal Councils, t
98	Improve Decentralised Planning	Facilitate Local Economic Development (LED) Interventions of the Assembly	Municipal-wide	3	No. of LED Promotion Activities Undertaken				18700			MPCU	ISD, Project Beneficiaries, Media NGOs, CSOs

99	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	Promote an Official Website	Develop and populate an official Website and Social Media pages	Laterbioko shie		An official Website and Social Media pages created				143,000		MIS UNIT	Admin
100		To have an accurate BOP and Property Data	Update of BOP and Property data within the municipality	Laterbioko shie		Data Updated				10,000		MIS UNIT	Finance Dept, Budget dept.
101		To promote the effective printing of ID Cards	Set up a system for the printing of ID cards for staff and driver's Commercial permit	Laterbioko shie		Staff ID and Driver's permit printed				7,000		MIS UNIT	Admin
102		to ensure effective running of IT resources	Run maintenance on Desktops, laptop, printers, photocopier computers	Laterbioko shie		Maintenance done				25,000		MIS UNIT	

10 3		to create network infrastructure	Set up a network to connect all computers and laptops and facilitate electronic Communication	Laterbiokoshie		Network infrastructure Created				35,000		MIS UNIT	
10 4		To promote effective Payment Systems	Set up a system for the introduction of new payment systems for payment of Rate, Fees and Fines	Laterbiokoshie		Payment Systems created				100,000		MIS UNIT	Finance dept.
10 5	MANAGEMENT AND ADMINISTRATION Planning, Budgeting, Monitoring and Evaluation	To promote total development of the Municipality	Preparation 2018-2021 Medium-Term Development Plan	Laterbiokoshie		Medium Term Development Plan drafted	68000			43,000		MPCU	CSOs , Ass Members, Depts,

10 6	To collaborate with various sectors and services	Organize two stakeholder review and planning meetings	Laterbiokorshie		Stakeholder review and planning meeting report prepared				32,000	MPCU	ISD, Project Beneficiaries, Media NGOs, CSOs
10 7	To engage stakeholders and community members on salient issues	Organize Town Hall meetings	Laterbiokorshie		Town hall reports prepared				64,000	MPCU	Works Dept, Physical Planning Dept, Zonal Councils, MLGRD
10 8	To monitor and report the progress of activities	Drafting of Quarterly and Annual Progress Reports	Laterbiokorshie		Annual and Quarterly Progress Reports Drafted and submitted				28,000	MPCU	MAD, MED ETC.
10 9	To come out with a plan for the Municipality	Preparation of Annual Action Plan and Quarterly Plans	Laterbiokorshie		Annual Action Plan Drafted and in Use				16,200	MPCU	MAD, Dept of Co-opt., DSWCD, DPs, Zonal Councils

110		To assess activities and progress of Assembly Projects	Monitoring and Evaluation of Assembly Projects	Latebiokorshie		Monitoring reports prepared				14,000		MPCU	ISD, Project Beneficiaries, Trade Groups, NGOs, CSOs
111		To provide participants with the relevant knowledge, to effectively implement of gender mainstreaming	Gender Mainstreaming Training for MA staff	Latebiokorshie		Gender programmes are mainstreamed			5,880.00			Central Admin	MA, HR, Planning Unit

11 2		To enhance public knowledge about the effects of early marriages and pregnancies .	Sensitization of selected communities on early marriage and pregnancy	Municipal Wide		Selected communities sensitized on early marriage and pregnancy			4,000		Central Admin	MA, GHS, NGO
11 3		To enlighten the individuals on the effects of human trafficking and child labour on human resource within the Municipality	Sensitization of selected communities on human trafficking and child labour	Municipal Wide		Selected communities sensitized on human trafficking and child labour			4,000		Central Admin	MA, NGO

11 4		To give create awareness and reduce gender based violence	Sensitization and Training on Gender based Violence	Municipal-Wide		Training Report prepared			6,000			Central Admin	MA, HR, Planning Unit
11 5		Actively participate in the design of the gender competence development initiative keeping in mind the mandate of the organization	Organize workshops on gender equity and political empowerment	Latebiokos hie		Workshop Organized			6,000			Central Admin	MA, NCCE, NGO
11 6		Ensure sustainable, affordable, equitable, easily accessible healthcare services (Universal Health Coverage (UHC))	Municipal Review Meetings (Annual and Half Year)	Mamprobi		Municipal Health half year and annual review meetings conducted				22,000		MHD	Central Admin
11 7		Ensure sustainable, affordable, equitable, easily accessible healthcare services (Universal Health	Family Planning Week Celebration	Latebiokos hie		2 training on staff appraisals done			7,500			MHD	

		Coverage (UHC)												
118		Enhance efficiency in governance and management of the health system	Case Search, TB and HIV activities	Municipal-Wide		2 Review meetings conducted for stakeholders			50,664				MHD	Central Admin
119		Ensure sustainable, affordable, equitable, easily	Programmes to reduce HIV/AIDS prevalence	Municipal-Wide		One World AIDs Day Celebrated			10,000				MHD	Central Admin

12 0	accessible healthcare services (Universal Health Coverage (UHC)	Breast Cancer Month	Municipal-Wide		Breast cancer awareness and Screening done				10,000				MHD	Central Admin
12 1	Reduce morbidity, mortality and disability	Community Psychiatry Home Visits	Municipal-Wide		Daily Home Visits Conducted				6,600				MHD	Central Admin
12 2	Intensify prevention reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	National Immunization Programmes	Municipal-Wide		National Immunization Programme Conducted				70,000				MHD	Central Admin
12 3	Reduce morbidity, mortality and disability	Purchase of non drugs consumable	Mamprobi		purchase of non drug consumable				80,000				MHD	Central Admin
12 4	Ensure Affordable, Equitable Easily Accessible and Universal Health Coverage (UHC)	Organise refresher Training for 50 Midwives on Life-Saving Skills, 15 CHOs on Disease Surveillance, TB/HIV&AIDS Management as well as Outreach Programmes and Organise Blood Donation Exercise	Municipal-wide		Training Report				3,000.00	-	-	-	MHD	MOH, GHS,

12 5		Strengthen Fiscal Decentralisation	Collect revenue data, Update the Revenue database, Property rate database and manage collection	Municipal wide	-	Increase in Revenue				35,000	80,000	-	-	Finance,	MBU, Zonal Councils, MIS, ISD
12 6		Strengthen Fiscal Decentralisation	Conduct revenue monitoring/ Supervision exercise and review revenue contract	Municipal-wide	-	No. of monitoring exercise and review contract reviews undertaken				11,000.00	-	-	-	Finance Dept.	Budget Unit, Int. Audit Unit, Revenue Task Force
12 7		Strengthen Fiscal Decentralisation	Prepare and Submit Monthly, Quarterly and Annual Financial Statements to Accra	Laterbiokors hie	16 Financialstate ments	No. of Financial Statements prepared and submitted				6,000.00	-	-	-	Finance Dept.	Budget Unit, Int. Audit Unit
12 8		Strengthen Fiscal Decentralisation	Commence computerization of the Assembly's Revenue Collections	Laterbiokors hie	-	Revenue Performance Reports				-	50,000	-	-	Finance Dept.	Budget Unit, Int. Audit Unit
12 9	Build Effective ,Efficient Government Machinery	Facilitate Enforcement of Sticker, terminal and route regulations on Transport	Laterbiokors hie	-		Transport regulations enforced				-		37,000		Trans. Dept	Procurement Unit, Central Admin.

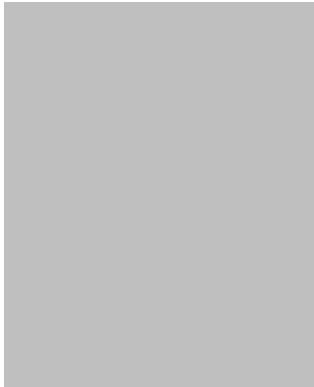


13 0	Build Effective Efficient Government Machinery	Create Database on permits and transport Operators using Holograms as well as Prepare Mobility and Parking Plan for Laterbikorshie Central Business District	Municipal-wide	-		Parking and Mobility Plan Prepared , Database Created				6,686		13,00 0		Transport	Central Admin., Transport Unions
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5.4 2021 COMPOSITE ACTION PLAN

Table 5.2 Composite Annual Action Plan

S N	Objective	Projects / Activities	Location	Baseline	Outcomes/ Impact indicators	Time frame				Indicative Budget (GHC)				Implementing Agencies	
						1st	2nd	3rd	4th	IGF GH¢	DAC F GH¢	GoG GH¢	Dono r GH¢	Lead	Collaborating
1		Desilting of 'U' drains in the Municipality	Municipal -wide	-	7.8M 'U' drains desilted in the Municipality					50,000	34,964			DUR	EHU, Contractor
2		Minor drainage repairs along Alpina Street	Municipal -wide	-	Minor drainage repairs along Alpina Street done					60,000	657,606			DUR	Cobarma Construction Ltd.
3		Resealing of selected roads in Ga Central Relocated to Ablekuman North	Municipal -wide	-	Selected roads resealed, pictures & report					40,000	750,000			DUR	SUN-SYNA Construction Ltd.
4		rehabilitation of 2.5 KM roads in Municipality	Municipal -wide	-	2.5 KM roads in the Municipality rehabilitated					50,000	250,000			DUR	
5		Preparing and printing of MESSAP	Municipal -wide	-	Final document (MESSAP) prepared and printed						18,000			EH&SU	Municipal Planning Coordinating Unit

6	Organise quarterly meetings on waste management with stakeholders	Municipal -wide	-	Meeting organised	11,000	EH&SU	Central Administration
7	Removal of pauper bodies and transportation to the morgue	Municipal -wide	-	Pauper bodies successfully removed and transported to the morgue	10,000	EH&SU	Police, Ghana Ambulance Services
8	Print 1500 health certificate booklets. Annually	Municipal -wide	-	1500 Health Certificates booklets printed	10,000	EH&SU	Finance, Central Administration
9	Sensitize 2000 food/beverage handlers to undergo medical screening	Municipal -wide	-	2000 food/beverage handlers screened annually	115,000	EH&SU	FDA, Lab Technician
10	Facilitate the preparation and gazetting of draft sanitation bye-laws	Municipal -wide	-	Sanitation bye laws Drafted and gazzetted annually	24,000	EH&SU	H/R,Central Administration
11	Prosecute all nuisance cases and execute all Bench Warrants	Municipal -wide	-	Cases prosecuted and Bench Warrants arrested	6,000	EH/SU	Sanitation Court, Police

12	Inspect premises & issue 1000 notices to landlords/care takers to construct household toilets.	Municipal -wide	-	Notices to construct 1000 household toilets served on landlords/Care takers.		7,000	EH&SU	Landlords & caretakers, Assembly members, Community development
13	Sensitize landlords to construct soak away pits on their premises	Municipal -wide	-	Soak away pits constructed		8,000	EH&SU	Landlords & caretakers, Assembly members, Community development
14	Sensitize residents on door to door registration of solid waste contractors	Municipal -wide	-	Public sensitization conducted		12,000	EH&SU	Landlords & caretakers, Assembly members, Community development

15	Construction of Pounds	Municipal -wide	-	Stray animals arrested and impounded, Unclaimed animals auctioned.	100,000	EH&SU	Works
16	Inspect shops, markets, seize and destroy all expired and unwholesome food products.	Municipal -wide	-	Expired food products in market and shops seized	10,000	EH&SU	Food & Drugs Authority officials, Police
17	Carry out hygiene education in schools and food processing industries	Municipal -wide	-	Hygiene education in schools and food processing industries carried out.	20,000	EH&SU	Community Development, SHEP Cordinator
18	1. Disinfest the Mallam and Mataheko markets twice annually	Municipal -wide	-	Markets disinfested twice annually	22,000	EH&SU	Zoomlion
19	Organise capacity training for 12 EHOs	Municipal -wide	-	Capacity training organised	4,000	EH/ SU	HR
20	Facilitate weekly collection of refuse from sanitary sites by Task force	Municipal -wide	-	Refuse collected every week	52,000	EH&SU	Zoomlion, IGF Staff

21	Organise monthly clean-up exercises	Municipal -wide	-	Clean-up exercises organised	100,000		EH/ SU	Zoom lion, IGF staff
22	Facilitate the procurement of chemicals, ie. Izar and Dursban for the spraying of public toilets.	Municipal -wide	-	Chemicals for spraying procured.	20,000		EH/SU	Procurement, Finance
23	To collect data on schools, health and other demographic activities.	Municipal -wide	-	Update the data on schools, health and other facilities.	5,000	10,000	Statistics	Education and Health directorate
24	To collect data on businesses and properties.	Municipal -wide	-	Update the register on businesses and properties.	5,000	20,000	Statistics	Finance
25	Collate inputs from departments and develop an Action plan for 2018	Municipal -wide	-	2018-2021 Action plan document produced & reports	5,625		Planning Unit	Decentralised Depts
26	Conduct 15 no. Town Hall meetings within the Municipality	Municipal -wide	-	Reports ;Attendance sheets & Photographs etc	22,000	4,000	Planning Unit	Decentralized Depts. and all other stakeholders

27	Conduct 15 no. project monitoring on- going projects within the Municipality	Municipal -wide	-	Reports ;Attendance sheets & Photographs etc	16,437	8,687	Planning unit	Decentralised Depts. and all other Stakeholders
28	Organize mid-year review meetings	Municipal -wide	-	Reports; attendance sheets & photographs etc		5,500	Planning Unit	MPCU & other departments
29	Organise 15 no. quarterly MPCU /Review meetings	Municipal -wide	-	Reports; attendance sheets & photographs etc	8,000	8,500	Planning Unit	MPCU Members
30	Organise Annual progress review meetings	Municipal -wide	-	Reports ;Attendance sheets & Photographs etc	3,240	4,000	Planning unit	MPCU & other depts.
31	Capacity building on computer skills and report writing	Municipal -wide	-	Capacity of staff built, Reports; attendance sheets & photographs etc	5,000		Planning Unit	HR Unit, OHLGS, ILGS
32	Organize training on Monitoring and Evaluation Skills	Municipal -wide	-	Capacity of staff built, Reports; attendance sheets &	4,000		Planning Unit	HR Unit, OHLGS, ILGS

				photographs etc						
33	Capacity building on Project Planning Implementation and Impact Assessment: Refresher Course	Municipal -wide	-	Capacity of staff built, Reports; attendance sheets & photographs etc		7,000			Planning Unit	HR Unit, OHLGS, ILGS
34	Gazetting Of Fee . Organize Rate Payers Consultative Meeting Fixing Resolution	Municipal -wide	-	Fee Fixing Gazetted		20,000	9,000		Budget	Finance Department and other stakeholders
35	Preperation Of Composite Budget and Fee Fixing Resolution	Municipal -wide	-	Composite Budget Submitted and fee fixing gazetted		40,000			Budget Unit	Finance Department
36	Review Current And Present Year Revenue & Expenditure Performance	Municipal -wide	-	Gaps Established		4,000			Budget Unit	Finance Department
37	Organise four(4) budget committee meeting by end of the year	Municipal -wide	-	Four(4) budget committee meeting Organised annually		4,000			Budget Unit	

38	Carry out internal Audit activities	Municipal -wide	-	Internal Audit activities carried out/ payrolls Audited and Irregularities Checked.		45,500	46,500	Internal Audit Unit	All Unit Heads
39	Facilitate the Procurement of works, goods and services	Municipal -wide	-	Goods and services procured		224,750		Procurement Officer	Private Sector / Central Admin / Budget / Finance / Internal Audit
40	Preparation and Quaterly update of the Procurement Plan	Municipal -wide	-	4 quarterly updates completed		23,000		Procurement Officer	Tender committee
41	organise workshop programmes for suppliers	Municipal -wide	-	one workshop organised annully		37,500		HR	Procurement Officer
42	Pre-flood Education	Municipal -wide	-	The communities freed from flood and casualties			12,000	NADMO	ISD/EH&SD
43	Capacity Training for Staff	Municipal -wide	-	Staff empowered for Disaster Management		3,200		NADMO	HR

44	Rescue and Assessment Mission	Municipal -wide	-	Disaster Victims Rescued, Relieved and Affected Properties duly Assessed and Valued		15,000	NADMO	NADMO Headquarters Operational Team
45	Fire Prevention Education	Municipal -wide	-	Mitigation of outbreaks		8,000	NADMO	Ghana National Fire Service
46	Rescue and Assessment of Fire Outbreaks	Municipal -wide	-	Safe Disaster Victims and Value Properties	2,000		NADMO	Ghana National Fire Service, Ghana Police Service
47	Preparation of Disaster Implementation plan	Municipal -wide	-	Disaster implementation plan prepared		9,000	NADMO	GNFS, Ghana Police Service
48	Undertake Tree Planting exercise	Municipal -wide	-			18,250	NADMO	Packs and Gardens
49	General Safety	Municipal -wide	-	Lives and Properties saved		7,000	NADMO	Ghana National Fire Service
50	Training of personnel for data collection	Municipal -wide	-	Personnel skill upgraded		10,000	Finance Dept	Central Adm,Budget & MIS HR

51	Comprehensive data collection on all properties and businesses	Municipal -wide	-	Data collected		40,000	Finance	Statistics MIS & Budget
52	Printing and Sharing of bills	Municipal -wide	-	Bills printed and shared		22,667	Finance	Central Adm, Budget & MIS
53	Monitoring and taskforce for revenue mobilization	Municipal -wide	-	Revenue generated		40,000	Finance	Budget/Audit/HR/Admin
54	Preparation of Annual Accounts	Municipal -wide	-	Accounts Submitted		9,333	Finance	Budget/Audit/Admin
55	Identify and register all day care centres in the municipality.	Municipal -wide	-	Database on Day Care Centres updated, Day Care Monitored and Training report generated		5,000	SW& CD	Assembly Members
56	Identify and register all Persons with Disabilities in the municipality	Municipal -wide	-	Database on Persons with Disabilities, 4 Disability Management Committee meetings held		59,729	SW& CD	Assembly Members

57	identify and train vulnerable groups	Municipal -wide	-	Vulnerable groups identified and trained in various livelihoods		20,000	SW& CD	Resource Members
58	Identify 10 micro enterprises and train in Sustainability & Growth of Businesses	Municipal -wide	-	10 micro enterprises identified and trained in Sustainability & Growth of Businesses		12,500	SW& CD	NGO
59	Organize a program on child protection for 10 selected schools and church groups	Municipal -wide	-	Sensitisation on child protection organised in 10 selected schools and churches		9,000	SW& CD	NGO
60	Conduct 2 Public Education Annually	Municipal -wide	-	8 Public Education conducted		1,800	NCCE	INFOR. SERVICES
61	Conduct civic education and sensitization programmes on Anti-Corruption/Domestic Safety/patriotism	Municipal -wide	-	8 sensitization programmes conducted		1,800	NCCE	IFS

62	Sensitization on Environmental Sanitation Management	Municipal -wide	-	community members sensitized on Environmental Sanitation Management		2,500			NCCE	IFS / ENV. HEALTH DEPT.
63	Organise public education on prevention of cholera outbreak/revenue mobilization/government policies, programmes and activities	Municipal -wide	-	4 public education programmes organised annually		12,125			ISD	Central administration NCCE
64	Bringing governance closer to the citizenry	Municipal -wide	-	Publicity		15,000			ISD	Central administration Media
65	Capacity building	Municipal -wide	-	150 staffs trained in		60,000	60,000		HR Unit	procurement
66	Staff Durbar Orientation for NSS, organise End Of Service Allowance For NSS Personnel	Municipal -wide	-	4 staff durbars organized, Four hundred (150) staff and Ninety (60) NSP to be Oriented,		15,000	15,000		HR Unit	Central Admin.
67	Monthly Validation of Staff (E-spv) and Update of HRMIS	Municipal -wide	-	One Hundred and Fifty five (150) Staff		1,200			HR Unit	Central Admin.

				validated and HRMIS updated			
68	End of year staff motivation and Best Worker Award	Municipal -wide	-	Three Hundred and Fifty-Eight (358) staff to be motivated and Three (3) staff to be awarded	50,000	HR Unit	Central Admin.
69	Maintenance of School buildings	Municipal -wide	-		125,000	MWD	M/A
70	Supply of classroom furniture to replace broken	Municipal -wide	-		62,500	MWD	M/A
71	Rehabilitation 1-storey 6 unit classroom block for Mataheko 7 primary school	Municipal -wide	-		40,000	MWD	M/A
72	Assembly Members project initiative	Municipal -wide	-		56,500	MWD	M/A
73	De-congestion	Municipal -wide	-		12,500	MWD	M/A

74	project monitoring	Municipal -wide	-						15,000	5,000		MWD	M/A
75	Fencing of selected school properties	Municipal -wide	-						26,667			MWD	M/A
76	Rehabilitate and maintain 1000 street lights	Municipal -wide	-							50,000		MWD	M/A
77	Refurbishment the two zonal council in the district	Municipal -wide	-						30,000			MWD	M/A
78	Renovation of MCE & MCD Residence	Municipal -wide	-						30,000			MWD	M/A
79	Meeting with organizations and stakeholders to permanently employ beneficiaries under the various modules	Municipal -wide	-	Beneficiaries recruited under the various modules	ü	ü	ü	ü	15,000			YEA	MoYs, M/A
80	Routine Monitoring and evaluation visits to the beneficiaries' duty posts	Municipal -wide	-	12 monitoring visits organised annually	ü		ü			12,000		YEA	ABCMA
81	organise staff meetings and attend YEA regional meetings	Municipal -wide	-	12 staff meetings organised annually and 1 regional							3,000	YEA	ABCMA

			YEA meeting attended				
82	1. Organize quarterly; # statutory and adhoc meetings (General Assembly meetings, # Execo, #Sub-committees Meetings)	Municipal -wide	-	120 statutory and adhoc meetings organized (12 heads of dept., 88 statutory meetings and 20 adhoc)	149,960	Central Administration	Assembly members, HODs
83	procurement of office equipment and stationary	Municipal -wide	-	office equipment and stationaries procured	25,000	Central Administration	Procurement
84	facilitate national day celebrtions (6th March, Farmer's Day,) and support moslems on Idr Fitr and Idr Adar	Municipal -wide	-	6th March, Farmer's Day, Idr Fitr and Idr Adar organized	110,000	Central Administration	ABCMA
85	provide support for the runing of 2 Zonal Councils and transfer ceded revenue and support running of MCE and MCDs office	Municipal -wide	-	1. support provided for the runing cost of MCD and MCE office, entertainmen t allowance annually	56,280	Central Administration	ABCMA

86	provide support for GSFP monitoring, Health Committee monitoring,	Municipal -wide	-	4 school feeding monitoring organized and 4 health committee meeting held.	6,600	Central Administration	ABCMA
87	provide support for traditinal activities(Homowo)	Municipal -wide	-	Activities of 9 traditinal authorities supported with funds	18,000	Central Administration	ABCMA
88	provide support for Security Services and and the Judiciary	Municipal -wide	-	support provided for Security Services	130,900	Central Administration	ABCMA
89	provide support for the purchase of marriage books annually	Municipal -wide	-	support provided for the purchase of marriage books annually	2,000	Central Administration	ABCMA
90	organize 2 MAC meetings and 1 HIV/AIDS sensitization programme municipality wide.	Municipal -wide	-	2 MAC meetings and 1 HIV/AIDS sensitization programme held	3,600	Central Administration	ABCMA

91	organize programme to educate citizens on spousal rights and inheritance	Municipal -wide	-	1 NO. programme organized to educate citizens on spousal rights and inheritance		6,800		Central Administration	ABCMA
92	organize programme to educate HODs on gender mainstreaming	Municipal -wide	-	1 NO. programme organized to educate HODs on gender mainstreaming		3,040		Central Administration	ABCMA
93	Procure office stationery and logistics/ equipment for the office	Municipal -wide	-	stationery and logistics/ equipment for the office procured		12,500	12,500	PPD	TCPD, Head Office, MA
94	Educate the public and Revise 2 Sector Layouts	Municipal -wide	-	2 Sector Layouts revised		4,000		PPD	TCPD,GAR /MA
95	Organise Six Technical Planning Committee field Inspection	Municipal -wide	-	Six Technical Planning Committee field Inspection organised		18,000		PPD	LC

96	Support for Government Flagship Programs on Agriculture	Municipal -wide	-	Increased number of farmers, farms and productivity		25,000	25,000		Dept. of Agric.	Planning/ Budget Units/ Assembly Members
97	Organise Farmers' Day annually	Municipal -wide	-	Improved interest in farming		50,000	50,000		Dept. of Agric.	MA/ Farmers/ NGOs/ Fin. Inst.
98	Provide support for Monitoring Activities	Municipal -wide	-	efficiency in farming	1,250	5,000	5,000		Dept. of Agric.	CA/ Finance
99	Organise Anti-Rabies Campaign and Vaccination against PPR	Municipal -wide	-	Reduced rabies cases	1,000	5,000	5,000		Dept. of Agric.	CA/ Finance
100	Support for HIV and Malaria Prevention (0.5)	Municipal -wide	-	Malaria and HIV cases in the Municipality reduced	12,500	50,000	62,500		MHD	CA/Finance//GHS
101	Procure health equipment for selected health facilities	Municipal -wide	-	Access to healthcare and services Improved	12,500	62,500	75,000		MHD	Procurement
102	Municipal Education Fund (Assistance to the needy) - 2%	Municipal -wide	-	Access to education Increased	5,218	150,000	155,218		GES	Central Admin

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.1 INTRODUCTION

The Government of Ghana is committed to prudent management and accountability practices within the public service that result in effective and efficient delivery of services for the benefit of all people living in Ghana. Government is further committed to the Medium Term Expenditure Framework (MTEF) that links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes.

All government agencies responsible for the implementation of the programmes and projects of the new policy framework should demonstrate, through evidence-based information, that these interventions are having the desired impacts in terms of positively transforming the lives of all targeted beneficiaries. In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate reliable and accurate information to help government make sound policies and decisions is becoming increasingly relevant.

6.2 MONITORING

6.2.1 INTRODUCTION

Monitoring is a process, which ensures that, at any given stage of a project, the required inputs are delivered on time, used as intended and is producing the desired results.

Since plans are affected by uncontrollable situations such as:

- (i) Socio-economic changes;
- (ii) Political climate; and
- (iii) International relations.

It is necessary that they are constantly monitored and adjustments made accordingly. The monitoring scheme is designed for the annual plan. In the scheme, three (3) activities occur:

- (i) Monitoring activities cover the implementation period;
- (ii) On-going evaluation occurs at specific points within the implementation phase; and
- (iii) Terminal evaluation occurs at specific end of the project implementation.

6.2.2 Monitoring Report

Project monitoring formally starts when the actual implementation of project begins. Monitoring is therefore directed at ensuring that the progress of the project proceeds according to schedule that the quality of work is up to standard, and that all inputs (including labour) are on site at the appropriate time, in the right quantity and of right quality.

Programme and Project Monitoring Report Format

- (i) Project Code No
- (ii) Project Identification /Title
- (iii) Project Location.....
- (iv) Project cost
- (v) Implementing Agency (ies).....
- (vi) Monitoring Team.....
- (vii) Date of Monitoring.....



6.3 INDICATORS FOR MONITORING THE PLAN

Development Dimension: Economic Development										
Goal as adopted in MMTDP : Build a Prosperous Society										
Indicator	Indicator definition	Indicator Type	Baseline	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Agriculture	Total output of agricultural production Livestock and poultry	Output	0						Monthly	MA, F&A, Budget Committee
	Percentage of arable land under cultivation	Output	0						Quarterly	Finance, Budget, Planning
	Number of new industries established	Output	0						Annually	CA
	Number of new jobs created	Output	0						Quarterly	Finance, Budget, Planning
Development Dimension: Social Development										
Goal as adopted in MMTDP : Create Opportunities for all										

Education	Net enrolment ratio	input	0						Annually	DoH, GHS
	Gender parity	input	0						Annually	DoH, GHS
	Completion rate	input	0						Quarterly	ME, Procurement Planning, DoH, GHS
Health	Number of operational health facilities	output	0						Quarterly	ME, Procurement Planning, DoE
	Proportion of population with valid NHIS card	input	0						Quarterly	ME Procurement Planning, DoE
	Proportion of population with access to basic drinking water sources	input	0						Quarterly	ME, Procurement Planning, DoE
	Proportion of population with access to improved sanitation services	input	0						Quarterly	ME, Procurement Planning, DoE

	Number of births and deaths registered	output	0							
	Total number of recorded cases of child trafficking and abuse	output	0							
	Maternal mortality ratio (Institutional)	Output	0							
	Malaria case fatality (Institutional)	Output	0							

Development Dimension: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

Goal as adopted in MMTDP : Safeguard the natural environment and ensure a resilient built environment

Roads	Percentage of road network in good condition	Output	0						Annually	Works Depart. Finance Depart. DA
	Percentage of communities covered by electricity	Output	0						Annually	Works Depart. Finance Depart. DA

Development Dimension: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

Goal as adopted in MMTDP : Maintain a stable, united and safe society

Planning and Budget	Percentage of Annual Action Plan implemented	Output	0						Annually	CA, Finance Depart. DA
Security	Reported cases of crime	Output	0						Annually	CA. Finance Depart. DA
Disaster management	Number of communities affected by disaster	Input	0						Quarterly	CA, Finance Depart. DA

6.4 DATA COLLECTION, VALIDATION AND COLLATION

Information or data on on-going programmes and projects under the auspices of the Municipal Assembly as well as Development Partners and NGOs are necessary for the purposes of effective M & E processes. During field visits, these data will be validated and collated for further analysis.

6.5 DATA ANALYSIS AND USE OF THE RESULTS

In relation to the data gathered, in-depth analysis will be done with both qualitative and quantitative methods to highlight key areas of concern and to identify interventions for development and poverty reduction in the Municipality. The data will be analysed to show the results being produced by each project. Data analysis will further show how the Municipality is performing with regard to all the indicators (core and district specific) and the critical areas of concern for its citizens. The basis for the analysis is to report on the progress of each indicator towards meeting the goal, objectives and targets of the DMTDP and NMTDPF. When this is done in a systematic and coherent way, lessons learned can be fed into the Municipal Action Plans and the next DMTDP.

6.6 REPORTING

After a careful synthesis of the results, the key findings and observations shall be presented to all the stakeholders involved such as project actors, communities and sector departments. MPCU shall also brief the MCE, Presiding Member and other actors of the Assembly on progress of work, observations and gaps identified. The Assembly will also organize half-yearly meet-the Press to communicate the performance of the plan. This will allow stakeholders to take the necessary action that require redress before the next monitoring exercise.

6.7 DISSEMINATION OF THE REPORTS

For the purposes that M & E is necessary i.e. efficient and effective projects implementation, accountability and transparency, copies of reports prepared after quarterly review meetings shall be made available to Regional Planning Coordinating Unit (RPCU), National Development Planning Commission (NDPC), Town Councils and other stakeholders. Sharing the contents of these reports with stakeholders at the sub-district and community levels will increase the accountability and transparency level of the Assembly as well as displaying commitment to development and poverty reduction.

6.8 COMMUNICATION STRATEGY

To ensure public ownership and mobilize collective efforts from the stakeholders in the Municipal towards sustainable development, ABCMA has prepared this communication strategy to bring the content of the DMTDP to the door steps of all stakeholders. Furthermore, ABCMA aims at upholding the tenets of good governance, transparency and accountability to elicit public trust in performing their constitutional mandates.

6.8.1 COMMUNICATION OBJECTIVES

- Ensure timely communication to relevant groups or individuals;
- Ensure effective communication between the Assembly and the various stakeholders;
- Ensure timely notices for requirements/meetings;
- Ensure optimum results for all communications and project expectations; and
- Measure the results of the communication strategy execution and revise accordingly.

Table 6.1: Communication Strategy

Stakeholders	Purpose	Medium of Communication
Management	<ul style="list-style-type: none"> -Communication from managements to District Departmental heads and staff -Feedback from the District Departments to managements -Feedback and direction to MPCU/Core Team 	<ul style="list-style-type: none"> MPCU Meetings -Management Meetings -Sub - Committee Meetings -General Assembly Meetings
Assembly Members & Parliamentarians	<ul style="list-style-type: none"> -Communication to Assembly Members and Parliamentarians for distribution to constituents. -Communications from Assembly Members and Parliamentarians to managements. -Feedback communication from Assembly Members and Parliamentarians to MPCU/Core Team. 	<ul style="list-style-type: none"> MPCU Meetings -Management Meetings -Sub - Committee Meetings -General Assembly Meetings
Town & Area Councils	<ul style="list-style-type: none"> -Communication/feedback from Zonal Councils and Town Councils to Assembly Members and Managements. -Communication/feedback from Zonal Councils and Town Councils to MPCU/Core Team. 	<ul style="list-style-type: none"> -Town Hall Meetings
Traditional Authorities, Opinion Leaders & Religious Organization	<ul style="list-style-type: none"> -Communication/feedback from Traditional Authorities and Religious organizations to MPCU/Core Team 	<ul style="list-style-type: none"> -Community Meetings -Town Hall Meetings - Durbars
Development Partners, NGOs & CBOs	<ul style="list-style-type: none"> -Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team. 	<ul style="list-style-type: none"> -Town Hall Meetings
Private Sector	<ul style="list-style-type: none"> -Communication/feedback from Development Partners, NGOs and CBOs to MPCU/Core Team. 	<ul style="list-style-type: none"> -Radio Talk Shows -Meeting the Press -Use of the web

Academia	Communication/feedback from Academia to MPCU/Core Team	<ul style="list-style-type: none"> -Email -Seminars & Workshops - Policy Fairs -Use of the web
MPCU/Core Team	<ul style="list-style-type: none"> -Internal project team communication. -Communications/feedback to managements Meeting notices and Plans to managements, Assembly Members & Parliamentarians, Town & Area councils, Traditional Authorities & Religious Organization, Development Partners, NGOs & CBOs, Private Sector, Academia 	<ul style="list-style-type: none"> -MPCU Meetings -Management Meetings -Sub - Committee Meetings -General Assembly Meetings

6.8.5 COMMUNICATION PLAN

The communication plan is the detailed list of items to be communicated, to whom they are communicated and when they are to be communicated. The communication plan is broken into seven sections based on the communication type discussed above.

Table 6.2: Communication Plan

Communication Plan: Management

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present programmes, projects and activities proposed to management.	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	MPCU Core Team	Management	Quarterly
Discuss roles and expectations of the stakeholders in the implementation	To assign roles to stakeholders	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Management	Management	Quarterly
Present Quarterly/ Annual Progress Reports	To create awareness of the Action Plan	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Heads of Departments	Managements	Quarterly
Discuss public expectations concerning the services of the District	To know the public's perception about the district	<ul style="list-style-type: none"> • Email • MPCU Meetings • Management Meetings 	Management	Management	Quarterly

Table 6.3: Communication Plan: Traditional Authorities, Opinion Leaders & Religious Organization

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	Quarterly
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	MPCU Core team	Traditional/ Religious & Opinion leaders	Quarterly
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Durbars • Seminars & Workshops 	P.R.O	Traditional/ Religious & Opinion leaders	Quarterly

Table 6.4: Communication Plan: Assembly Members & Parliamentarians

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
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Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • General Assembly Meetings • Sub - Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	Quarterly
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • General Assembly Meetings • Sub - Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	Quarterly
Present Quarterly / Annual Progress Reports	To create awareness of the Annual Action Plan	<ul style="list-style-type: none"> • General Assembly Meetings • Sub - Committee Meetings 	MPCU Core Team	Assembly Members & Parliamentarians	Quarterly
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • General Assembly Meetings • Sub - Committee Meetings 	Presiding Member/ P.R.O	Assembly Members & Parliamentarians	Quarterly

Table 6.5: Communication Plan: Zonal Councils & Town Councils

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
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Present the programmes, projects and activities proposed	To create awareness of programmes, projects and activities	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Zonal Councils & Town Councils	Quarterly
Present the roles and expectations of the stakeholders in the implementation	To discuss the role of stakeholders in the implementation	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	MPCU Core team	Zonal Councils & Town Councils	Quarterly
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Community Meetings • Town Hall Meetings • Radio Talk Shows 	P.R.O	Zonal Councils & Town Councils	Quarterly

Table 6.6: Communication Plan: Development Partners, NGOS & CBOS

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs 	MPCU Core team	Development Partners/ NGOs & CBOs	19 th February, 2018

		<ul style="list-style-type: none"> • Meeting the Press 			
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	23 rd March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Email • Use of the web • Seminars & Workshops • Policy Fairs • Meeting the Press 	MPCU Core team	Development Partners/ NGOs & CBOs	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Email • Use of the web • Policy Fairs 	Planning Unit	Development Partners/ NGOs & CBOs	As and when needed

Table 6.7: Communication Plan: Private Sector

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
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Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	22 nd February, 2018
Present the roles and expectations of the stakeholders in the implementation	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	26 th March, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none"> • Use of the web • Seminars & Workshops • Meeting the Press 	MPCU Core Team	Private Sector	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none"> • Use of the web • Email 	Planning Unit	Private Sector	As and when needed

Table 6.8: Communication Plan: Academia

Activity	Purpose	Vehicle/Tools	Responsibility	Audience	Timeframe
Present the programmes, projects and activities proposed	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none">• Use of the web• Seminars & Workshops	MPCU Core Team	Academic	26 th February, 2018
Promote dialogue and generate feedback on the performance of the District	To improve dialogue and feedback on the performance of the District	<ul style="list-style-type: none">• Use of the web• Seminars & Workshops	MPCU Core Team	Academic	Regularly
Promote access to information	To promote access to information	<ul style="list-style-type: none">• Use of the web• Email	Planning Unit	Academic	As and when needed

6.9 EVALUATION ARRANGEMENT

6.9.1 INTRODUCTION

To determine whether results (Positive or Negative) have been achieved, the causes of deviation, if any, and how to counteract any unintended consequences, evaluation processes are undertaken. The main purpose for evaluation is to give feedback, which can lead to re-planning.

6.9.2 EVALUATION REPORT

Evaluation is conducted in greater details at the project level. Ex-post evaluation is conducted in order to find out whether the resources invested have produced or are producing the expected level of output and benefits and whether the benefits are reaching the intended target population. The first Ex-post evaluation should be conducted one year after completion of the project when the impact of the project should be evident. The evaluation report is prepared in accordance with the following format.

Programme/Project Identification

- (i) Project Code No
- (ii) Project Title
- (iii) Project Location.....
- (iv) Implementation Agency (ies).....
- (v) Evaluation Agency (ies)/ Team.....
- (vi) Date of Evaluation.....

APPENDIX 1: PUBLIC HEARING REPORTS

SECOND PUBLIC HEARING REPORT

Name of District	Ablekuma Central Municipal Assembly
Region	<p>Greater a) Evaluation Topics</p> <p>(i) Objectives</p> <ul style="list-style-type: none"> ✓ Have the Programme/Project objectives been achieved? ✓ Are the Programme/Project objectives still relevant? ✓ Has the Programme/Project supported the policy (ies) as planned? Where the Programme/Project have not been achieved give reasons ✓ State any policies, which need adjustment and give reasons for those objectives, which are shown to be no longer relevant as a result of the evaluation. <p>(ii) Time and Finance</p> <ul style="list-style-type: none"> ✓ Was the Project completed in the time planned? If not, state the length of over-run. ✓ Was the Project cost within the amount estimated? If not state amount of over or under expenditure. ✓ Did the funds come on-stream as planned and anticipated? If not what shortfalls occurred. ✓ Are recurrent costs within the planned level? If not state over expenditure.

	<p>✓ Where over-runs, over-expenditure and funding shortfalls have occurred give reasons in full and state how these events can be avoided in future.</p> <p>(ii) Are the benefits reaching the targeted beneficiaries? If not state beneficiaries not being reached.</p> <p>✓ Are the benefits at the planned quantitative and qualitative levels? If not state shortfalls.</p> <p>✓ Where planned targets in terms of benefits and beneficiaries have not been achieved, give reasons in full and state how the situation will be avoided in future.</p> <p>(iv) Operations</p> <p>✓ Is the project operating at the planned level? If not state deficiency.</p> <p>✓ Are the programme/project assets being properly maintained? If not state causes for failure.</p> <p>6.9.3 Participatory M&E</p> <p>Participatory M&E (PM&E) refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process. It is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The MPCU will adopt the Citizen Score Card and the Community Score Card in carrying out the participatory M&E in the municipality Accra Region</p>		
Venue	Church of Pentecost, Lartebiokorshie		
Date	13 th September, 2018	Time: 10:00am	
S/N	Report Description	Activity Report	Remarks

a	Medium of Invitation	Letters were used to invite participants A total of 150 letters were printed and dispatched.	Target achieved
b	Name of Special/Interest Groups/Individuals Invited	The names of the participants were recorded and attached	Target achieved
c	Identifiable Representations at Hearing	MPCU Members, SPC Members, Other departmental heads, NGOs, Religious and Traditional Authorities, Assembly members.	Target achieved
d	Total Number of persons	225 persons attended with 127 males and 98 females	Target achieved
e	Gender Ratio/Percentage	The gender percentage was 56.5 % for males and 43.5% for females	Target achieved
f	Language Used at Hearing	Ga, Twi, Hausa and English were the main medium of communication	Communication was very effective
g	Major Issues Raised	The second public forum was on organised Thursday, 13 th September 2018. The purpose of this forum was to analyse the various development options supported by maps or sketch diagrams by member of the MPCU, SPC, other heads of departments and NGOs. After lengthy discussions, members were able to select a preferred development option which defines the future growth and direction of development of the Municipality for the next four years and which was used to formulate the development focus, programmes, projects and activities for the medium term period.	Target achieved
h	Main Controversies	None	-
i	Proposal for Resolution of the Controversies	Not Applicable	-

j	Unresolved questions or Queries	Not Applicable	-
k	Level of Unresolved problems going to be resolved	Not Applicable	-
1	Comment on General Level of Participation	The public hearing was successfully organised as it was used to discuss the development options for the Municipality for the present and future generations.	Target achieved
S/N	Name	Designation	Signature
1	Hon. Mariama Karley Amui	Municipal Chief Executive (MCE)	
2	Alhaji Alhassan Issifu	Municipal Co-ordinating Director (MCD)	
3	Hon. Asoke Abane	Presiding Member (PM)	
4	Hon. Eric Holland	Chairman of Devt Planning Sub-Comm.	
5	Kwasi Adarkwa	Municipal Planning Officer (MPO)	

APPENDIX 2: SUSTAINABILITY TEST OF THE PPP'S ACTIVITIES

The Sustainability Test was used mainly on the strategies based on the adopted objectives and development issues. The tool has been designed to give a visual and quantitative measure of the extent to which a particular programme/strategy, is capable of providing sustainable growth and development. Four criteria namely; effect on natural resources, effect on social and cultural conditions, effect on the economy and institutional issues were used. These criteria have various components which could be either favoured or otherwise by the various strategies. For each criterion and indicator, a scale of 0-5 with appropriate colour code are used to reflect the extent to which the programme/strategy will support, be neutral to, or would will work against the sustainability aim. The scale is interpreted in the table below.

Scale for Sustainability Test of the PPP's Activities

Scale	0	1	2	3	4	5
Interpretation	Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Support the aim	Strongly supports the aim
Colour	Black	Red	Red	Yellow	Green	Green

Source: NDPC Planning Guidelines, 2017

Strategy 1: Strengthen revenue administration		
CRITERIA - BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Land Degradation: Degraded lands should be reclaimed	Degraded lands shown on district maps Degraded area reclaimed	(0) 1 2 3 4 5
Water Pollution: Discharges into water bodies should be avoided or minimised	Quantity and type of pollutants/waste must identified	(0) 1 2 3 4 5
Deforestation: Encourage afforestation in the District	Quantity of seedlings/trees planted Area covered	(0) 1 2 3 4 5
Air Pollution: Minimized or control discharges of pollutant into the atmosphere	Quantity and type of pollutants and waste must identified	(0) 1 2 3 4 5
Climate Change : Activity should adapt or mitigate Climate Change	Quantity of seedlings/trees planted	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Youth Unemployment : Activity should provide new employment to the youth	Number of new employment generated	(0) 1 2 3 4 5
Incidence of HIV/STIs: Activity should reduce new HIV/STI infection	Reduction in the Number of new infections	(0) 1 2 3 4 5
Inadequate educational Infrastructure: Activity should improve educational facilities	Number of new educational facilities provided	(0) 1 2 3 4 5
Incidence of Child Labour: Activity should seek to protect children against Child labour	Number of Child Labour Victims enrolled in schools	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Low Agricultural Productivity : Activity should improve agric production in cocoa, rice and maize	% Increase in yield/production levels	(0) 1 2 3 4 5
Inadequate Power Supply : Extension of electricity to rural areas	Number of new communities connected to the National Grid	(0) 1 2 3 4 5
Deplorable nature of road: Improvement in road condition	Length of road rehabilitated	(0) 1 2 3 4 5
Ineffective Resource mobilisation: Activity should improve local revenue	% increase in local revenue (IGF)	(0) 1 2 3 4 5

INSTITUTIONAL ISSUES			
Staff Accommodation: Provision of adequate housing	Number of accommodation facilities provided	(0) 1 2 3 4 5	
Weak Institutional capacity: Capacity building for institutions in terms of quality/quantity of HR	Number of qualified staff recruited	(0) 1 2 3 4 5	
	Number of training programmes organised		
Low participation of women in Local Governance: Capacity Building for women in politics	Number of women trained	(0) 1 2 3 4 5	

APPENDIX 3

Sustainability test results

3.5. Compound Matrix (Poverty and Environmental Dimension) for the Objectives

The adopted objectives based on the adopted development issues were subjected to compound sustainability test. This was to determine the effects of the objectives what will eventually manifest into strategies and programmes/projects/activities on relevant poverty-environment criteria. The scale use in the scoring are is presented below.

Table 3.3: Compound Matrix Scale

Scale label	Implication	Colour
+	Where the objective affect the poverty-environment criteria positively	Green
-	Where the objective affect the poverty-environment criteria negatively	-
0	Where the objective has not significant interaction	0

+ - Where the objective effects on the poverty-environment criteria is doubtful

Table 3.4: Compound Matrix (Poverty and Environmental Dimension) for the Objectives

APPENDICE 3

ADOPTION OF THE ABLEKUMA CENTRAL MUNICIPAL ASSEMBLY'S MEDIUM-TERM DEVELOPMENT PLAN (2018-2021)

The draft medium-term plan was subjected to wider public consultation. Feedback from the all the Public Hearings were used to improve the plan for finalization and adoption. The draft 2018-2021 MTDP was forwarded to the Joint Development Planning and Finance and Administration Sub-Committees of the Assembly for review and endorsement. Recommendations from the Joint Committees were submitted to the Executive Committee of the Assembly for discussion and referral to the General Assembly for further deliberations and adoption. The draft DMTDP was subsequently laid before the General Assembly on 20th December, 2018 for consideration and adoption. The draft plan was duly adopted by the General Assembly with a directive to the MPCU to ensure its timely submission to the National Development Commission (NDPC) for approval.

REPORT ON THE ABLEKUMA CENTRAL MUNICIPAL ASSEMBLY'S DRAFT DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (MTDP) ADOPTION BY THE GENERAL ASSEMBLY ON 20TH DECEMBER, 2019 AT THE HOLY TRINITY CATHOLIC CHURCH, MATAHEKO

1.0 Introduction

With the prior consent of the Presiding Member, the Municipal Co-ordinating Director (Chairman of the MTDP Preparation Team) and the Municipal Chief Executive respectively, the Municipal Planning Officer on behalf of the MTDP Preparation Team presented the Draft District Medium- Term Development Plan (2018-2021) of the Ablekuma Central Municipal Assembly to the General Assembly for consideration and adoption.

2.0 Deliberations and Motion for Adoption of the Draft DMTDP

After exhaustive deliberations and review of the Draft MTDP by the House, Hon. Obed Antwi Yakubu (Convener of Development Planning Sub-Committee) tabled a motion for the General Assembly to adopt the Draft MTDP. The motion was seconded by Hon. the Convener, Finance

and Administration Sub-Committee. The motion was accordingly carried by the House for the plan to be duly adopted as a working document and a crucial tool of the Assembly.

3.0 Concluding Comments from the House

The House unanimously agreed to support Management of the Assembly to mobilise the required resources to operationalize the plan in order to improve the well-being of the people of the Municipality and Ghana as a whole. The House directed the MTDP Preparation Team to as matter of urgency submit the adopted draft MTDP to the National Development Planning Commission through the Greater Accra Regional Co-ordinating Council in fulfillment of the National Development Planning (System) Regulations),2016 (L.I. 2232).

4.0 Expression of Gratitude

On behalf of the Leader of the MTDP Preparation Team and Management of the Assembly, the Municipal Planning Officer expressed profound appreciation to all relevant stakeholders for their varied support in the execution of the assignment. He implored the Assembly's stakeholders to sustain the commitment demonstrated and ensure the successful roll-out of the various programmes and projects earmarked for implementation in the plan period 2018-2021.

Signed

Signed

Alhaji Alhassan Issifu
(Municipal Cood Director)

Hon. Abane Asoke
(Presiding Member)