

GOVERNMENT OF GHANA

**MINISTRY OF LOCAL GOVERNMENT
RURAL DEVELOPMENT AND ENVIRONMENT**

**MUNICIPAL MEDIUM-TERM DEVELOPMENT PLAN
AKUAPEM SOUTH MUNICIPAL ASSEMBLY
(2010 – 2013)**

AKUAPEM SOUTH MUNICIPAL ASSEMBLY
SEPTEMBER 2010

TEAM MEMBERS

NO	NAME	DEPARTMENT	DESIGNATION
1	Hon. Mark Dompok Amoakoh	Akuapem South Municipal Assembly	Municipal Chief Executive
2	Omar Amadu-Dabou	Akuapem South Municipal Assembly	Municipal Co-ordinating Director
2	Abubakar K. Johnston	Akuapem South Municipal Assembly.	Municipal Planning Officer
3	Mohammed-Sanusi Musah	Akuapem South Municipal Assembly	Assistant Planning Officer
4	George Addo	Akuapem South Municipal Assembly	Community Development Officer
5	L. I. Simpinye	Akuapem South Municipal Assembly	Municipal Budget Officer
6	Stella K. Nanor(Mrs.)	Ghana Education Service	Municipal Director of Education.
7	Sophia Winful	Ghana Health Services	Municipal Health Director
8	Constance Tsekpoe	Akuapem South Municipal Assembly	Municipal Finance Officer
9	Kwaku Minkah Fordjour	Ministry of Food & Agriculture.	Municipal Director

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EXECUTIVE SUMMARY

BACKGROUND

Ghana, the first country South of Sahara to achieve independence, has gone through frequent changes of government, which has culminated in underdeveloped infrastructure, poor communication system, high illiteracy rate, high child mortality and mobility rate.

Since then, conscious efforts have been made to change the situation for better by reforming the political, economic and social structures of the country.

The most fundamental innovation was the decentralization policy and the creation of the District Assemblies (MMDAs) as the grassroots decision-making authority.

The creation of Assemblies in 1988 under the PNDC Law 207 was a bold decision, to promote local governance. The law is now superseded by chapter 20 of the 1992 constitution and replaced by the Local Government Act, 1993, Act 462. The 1 Assemblies, among other things, have been set up to perform the following functions:

- a) Be responsible for the overall development of the MMDAs.
- b) Formulate and execute plans, programmes and strategies for the effective mobilization of resources necessary for the overall development of the MMDAs.
- c) Promote and support productive activity and social development.
- d) Co-ordinate, integrate and harmonize the execution of programmes and projects under approved development plan for the Municipality.
- e) Provide security and create access to justice.

In line with the above functions, there is the need to come out with a comprehensive plan that will stimulate economic growth through wealth creation for accelerated poverty reduction in line with the National Medium Term Development Policy Framework (2010-2013) referred to as the Ghana Shared Growth And Development Agenda (GSGDA)

TERMS OF REFERENCE

The terms of reference for the preparation of the 4-Year Medium Term Development

Plan are as follows:

- To examine the current situation which comprises the physical, social, economic and environmental condition in Akuapem South Municipality.
- To identify potentials, opportunities, constraints and challenges for development in relation to human and material resources, institutional capabilities and level of technology.
- To identify feasible socio-economic projects for implementation by local people and the municipal Assembly which are in line with the Governments Priority Areas, which are:
 - Infrastructure And Human Settlements Development.
 - Accelerated Agricultural Modernisation And Natural Resource Management.
 - Enhanced Competitiveness of Ghana's Private Sector.
 - Human Development, Employment And Productivity.
 - Transparent And Accountable Governance.

The Akuapem South Municipal Assembly is expected to adopt strategies within the MTDPF 2010 theme that are most appropriate and applicable under the circumstances. In order to ensure effective implementation, the Assembly is obliged:

- To prepare a Medium Term Plan (2010 –2013) based on available resources and priority needs of the local people and within the context of Government's broad development policies and objectives as outlined in the MTDPF(2010 – 2013)
- To develop an implementation, monitoring and evaluation scheme for achieving the objectives of the Medium Term plan.

THE EXERCISE

The exercise was carried out by an eight-member Plan Preparation Team drawn from decentralized Departments with diverse background.

METHODOLOGY

The exercise utilized both primary and secondary sources of data. The primary data was collected through the administration of structured questionnaire at the community level with Assembly-members, unit committee members, opinion leaders and the traditional authorities actively involved.

Public forums were held at the Area Council Level to provide participatory dimension to the plan preparation, while grievances were taken note of and rectified where necessary.

An institutional questionnaire was administered to all existing decentralized departments, NGOs and other Civil Society Organizations in the municipality. This was designed to solicit additional and some fundamental information relevant and responsive to communities' development needs – hence the adoption of the plan by the General Assembly.

ORGANIZATION OF REPORT

The report is organized into six main parts, the contents of which adhere closely to the framework advocated in the National Development Planning Commission Guidelines. Chapter one provides information on the background of the study and covers the status of the performance of the municipality in implementing programmes and projects under the five MTDPF 2010 based on the six themes – namely:

- Infrastructure And Human Settlement Development
- Accelerated Agricultural Modernisation And Natural Resource Management
- Enhanced Competitiveness of Ghana's Private Sector.
- Human Development, Employment And Productivity.

- Transparent And Accountable Governance.

This chapter also covers the current situation – (Municipal Profile). It provides description of the general characteristics of the municipality including physical and demographic characteristics. It also analyses the current situation of development of the municipality and analyses statement of key development issues, key potentials, opportunities, constraints and challenges in the municipality in relation to the thematic areas based on the MTDPF 2010.

Chapter Two deals with the Municipal Development Priorities linked to the pillars of the MTDPF 2010 with respect to

- Infrastructure And Human Settlement Development
- Accelerated Agricultural Modernisation And Natural Resource Management
- Enhanced Competitiveness of Ghana's Private Sector.
- Human Development, Employment And Productivity.
- Transparent And Accountable Governance.

Chapter Three also covers the Municipal Development Goal and Objectives clearly consistent with the Goals of the Medium Term Development Policy Framework 2010 – 2013. Developing Projections for 2010 –2013, are specific, measurable, achievable realistic and time bound (SMART) in relation to the pillars of the Medium Term Development Policy Framework, and strategies or activities to achieve the objectives.

Chapter Four deals with Composite Development Programme statements based on Logical Framework for 2010-2013 and indicative Financial Plan.

Chapter Five covers the Implementation of Composite Plan of Action through Annual Action Plans.

Chapter Six, deals with the Monitoring and Evaluation Arrangements for the Municipal Medium Term Development Plan (2010 – 2013) It must be emphasized that the implementation of the plan is flexible enough to accommodate any future changes, which may occur, or events which were not foreseen during the plan preparation process.

CHAPTER ONE

CURRENT SITUATION OF DEVELOPMENT

Introduction

The Akuapem South Municipal Assembly was established by Legislative Instrument (LI) 1872 of 2007. The Assembly exists to improve upon the living conditions of the people through the mobilization of human, material and financial resources in the provision of basic amenities, infrastructural facilities and essential facilities. It also exists to provide security and access to justice.

To really understand and break the poverty cycle or under development which pertains to the municipality, it is important to identify and critically study the physical environment within which the people live, as it contributes greatly to the kind of economic activities occupations and social serves in the area and subsequently incomes and social services. The analysis in this chapter was based on the data gathered through the administration of questionnaire and secondary sources.

1.3 Status of Implementation under GPRS II under the Three Themes

The implementation of the Four-Year Municipal Medium Term Development Plan – (2006 – 2009) under the GPRS II focused on the three Thematic Areas. Performance of the implementation of the Plan was adjudged to be fifty percent (50%). Project and programmes undertaken under the three Thematic Areas were implemented under interventions such as VIP/CBRDP, EU, Micro-Projects, DACF, IGF, DANIDA, etc.

The Review process revealed that the major deviation was due to lack of funds, political interference and few by the non-performance of contractors. On the issue of poor performance in relation to the implementation of the municipal Assembly's Medium-Term Development plan, it must be stated that the political head during the period 2009-2010 deliberately decided to sideline the DPCU especially the Planning Unit. The Planning Unit was not involved in any management meeting or decision, or provision of technical advice

with the resultant of taking away of the project vehicle assigned to it without any reason as well as providing resources for the operation of the DPCU.

Table 1

Performance of the Municipality from 2006-2009

Thematic areas including other interventions	MUNICIPAL OBJECTIVE PERFORMANCE								Remarks.
	2006		2007		2008		2009		
	Target	Achievement.	Target.	Achievement.	Target.	Achievement.	Target.	Achievement	
Private Sector Competitiveness	40%	Target achieved.	40%	Target not achieved	40%	Target achieved.	60%	Target achieved	-
Human Resource Development	50%	Target achieved.	50%	Target achieved	40%	Target not achieved	50%	Target not achieved	No funds available
Good Governance and Civic Responsibility.	50%	Target not achieved	55%	Target not achieved.	50%	Target achieved	60%	Target achieved	-
Other Outside GPRS II	50%	Target achieved	60%	Target not achieved.	50%	Target achieved	50%	Target not achieved.	No funds available.

1.4 Location And Size

Akuapem South Municipality, located approximately 23km from Accra, the capital City of Ghana, lies at the South Eastern part of the Eastern Region between latitude 5.45°N and 5.58°N and longitude 0.07°W and 0°27'W and covers a land area of about 503 sq km.

In terms of spatial interaction, it is bordered to the South by the Ga and Tema Municipalities in the Greater Accra Region and to the North by Akuapem North Municipality and due West by Suhum-Kraboia Coal Tar District and the West Akim Municipality. The proximity of the Municipality to Accra and Tema is a potential for development.

For instance, the Accra – Tema conurbation provides the single largest market in the country and provides ready market for farm produce and industrial products from the Municipality. Thus, the Municipality, for instance, can focus on market gardening in agricultural development.

The Municipal capital, Nsawam is a gap town along the main highway linking the coastal lands to the Northern part of the country that is the Accra – Kumasi Road.

This provides opportunities for commercial activities in the town, particularly the marketing of bread and pastries. See figure 1

1.5 PHYSICAL AND NATURAL ENVIRONMENT

The Relief of the Municipality is generally categorized into three main divisions. These are:

The Densu Plains, the Ponpon narrows land and the Akuapem – Togo Ranges.

The Densu Plains cover the Western half of the Municipality. The Densu plains are undulating with occasional isolated peaks such as the Amama Hill, which reaches about 5000 feet above sea level, and the Nyanao Hill with a height of about 1000 feet above sea level. The plains constitute a potential for irrigation and mechanized farming in the Municipality. Nsawam, the Municipality Capital is located on the plains. Given the Geography, and the inadequate drainage facilities, parts of the town are liable to floods. Pools of stagnant water are also common in the rainy season leading to the breeding of mosquitoes and other vectors.

The Pompom Narrow Lowland is located to the north east. It has an average height of between 150 feet and 200 feet above sea level. There are few isolated hills such as around Pakro reaching heights of about 1000 feet above sea level.

The Akuapem – Togo Ranges are found to the east of the Municipality. The hills provide a good view of the Accra Plains and are therefore attractive sites for tourism development and for first residential class development. The Akuapem – Togo Ranges in the Municipality form part of the South-East Greenbelt where developments are to be strictly controlled. The Municipality is drained by Densu and its tributaries such as the Ntua, Pompom, Ahumfra and Dobro.

1.5 Climate

Weather conditions in the Municipality are generally cool, lying in the wet semi-equatorial climate with a double maxima rainfall recording an average annual rainfall of between 125cm and 200cm.

The first rainy season is from May to June, with the heaviest rainfall experienced in June and a second rainy season from September to October, accounting for the all year round farming practice of two farming seasons based on rain-fed agriculture.

The highest temperatures averaging 30°C are recorded between March and April. With the lowest average temperature of 26°C recorded in August.

1.7 Vegetation

The main ecological zones that can be identified in the Municipality are the semi-deciduous forest and Coastal Savanna Grassland. See figure 2

The forest covers 90% of the Municipality. Most of the tree species shed their leaves between November and March. Very little of this forest remain today due to uncontrolled exploitation for the timber resources and the shifting cultivation system of farming.

Tree species are mainly of the Antirari-chloroogroa, such as *Aningeria robusta*, *chrysophyllum Arcanum* and *Mansonia altissima*.

The coastal savanna grassland covers the remaining 10% in the south and forms the transition zone between the coastal savanna and rain forest region.

It is dominated by *Andropogon gayanus* and *Hyperemia rufa* (spean and elephant grass) see figure 3.

1.8 Geology and Soils

The geology of the Municipality is mainly sedimentary rocks metamorphosed to quartzites, schist, shale and phillite, forming the Akuapem – Togo ranges. Quarrying activities are taking place at the foot of the ridge to supply aggregates for the construction industry in the Municipality and in Accra.

In the most semi-deciduous forest zone, the principal soil is forest ochrosols. However, the location and relief pattern makes modification to the soil. In the lowlands and valleys, the soil shares enough soil water and tend to be water logged near rivers. At higher altitudes and hillside, the soils are shallow, drier and often stony.

Detailed analysis of the soil types, show that there are mainly five types, which are outlined belows.

Adawso-Bawjiase-Ofin Compound Association: It is well-drained but susceptible to draught and erosion due to maximum soil aeration. It is best used for the cultivation of maize, cassava, yam and pineapple.

Ayensu Chichiwere Association: Is a mixture of well drained shallow, droughty terrace, deep and well drained non pebbly, flood plain and heavy clayed soils which supports the cultivation of rice, vegetables, sugar cane and tree crops.

The Fete and Nyanoa-Opimo Association: It is characterized by thin to soil, coverly massive hard rock and moderately drained, suitable for tree and Arable crops and forestry.

Yaya Pimpinsu-Befua Association: It is deep and sandy in nature with poor water retention qualities and susceptible to erosion. It can be utilized for the cultivation of rice, sugar cane, coffee, vegetables, cassava, maize, banana, ginger, shallots and oil palm

Dewasi Wayo Association: It is slightly humus and contains clay and Pam. It has poor water retention capacity. It is flooded in the rainy season. However, if flooding can be controlled it can support mechanized irrigation. See figure 4.

1.9 DEMOGRAPHIC CHARACTERISTICS

The Akuapem South Municipality is estimated to have a population of about 134,000 (2010 Population and Housing Census Provisional Report). The population density of the Municipality is 277 persons per sq km. Population growth is estimated at 1.6% per annum which is lower than that of the country at 2.7% but slightly higher than the region population growth rate of 1.4% per annum. Table 1 indicates the population and growth rates of the Municipality within the periods 1970, 1980 and 2000. The population for 2002 was project from the 2000 population and housing census. See figure 5.

Table 2 Population and Growth Rate for the Year 1970, 1984 and 2000- ASMA

	3 Population and Density							
	1970		1984		2002		2010	
	Pop	Den	Pop	Den	Pop	Den	Pop	Den
Ghana	8,545,561		12,392,765		19,722,117			
Eastern Region	1,262,882		1,680,890		2,186,557			
Akuapem South	69,289	172	90.752		120,809	300	134,000	

TABLE 3 - POPULATION GROWTH RATES (PER ANNUM)

1960-1970	1970-1984	1984-2002	2010
2.4	2.6	2.7	
1.4	2.0	1.4	
8.4	1.9	1.6	1.6

Source: Population and Housing Census Report.

With a labour force of 57.4% of the total population, economic dependency ratio should stand at 1.35:1, which means some of the people in the working class are not economically active, accounting for 7.9% unemployment rate in the Akuapem South Municipality.

The Urban-Rural split is 1:1.2, indicating for every ten (10) people in every organic areas, there are (12) twelve people living in the rural areas which in this part of the world constitutes deprive communities, devoid of mainly basic social facilities and services. In the national context, the urban rural split is 1:1.8 indicating eighteen (18) people staying in the rural areas for every ten (10) people staying in the urban areas. Hence, the position of the Municipality is better off but needs interventions to urbanize the Municipality in order to improve access to social services and allocate the effect and impact of poverty.

With regard to Gender Split, the sex ratio for the Municipality stands at 97.1 Males to 100 Females while that of the country is 96.8 males to 100 females. This can be attributed to influx of the youth especially the males into the Municipality either in transit to Accra or to work in the industries and farms located around Nsawam.

CULTURE.

1.10 Ethnicity And Religion

The Municipality is predominated by Akans who constitute about 63% of the population. Ewes constitute about 9%, Ga Adamgbes make up 7%, and other Akans other than Akuapems constitute 17%. The remaining 4% are from other tribes, including Northern and Other tribes. The dominance of the Akans has created a social cohesiveness, which is ideal for community development.

SPATIAL ANALYSIS

1.11 Environmental Situation

The original flora and fauna of the Municipality have been adversely affected by years of human activities. Little of the original vegetation remains. Years of slash and burn farming practices, timber logging and extraction for fuel wood have resulted in forest degradation.

Pineapple farming has had its toll on the environment of the Municipality. Lands devoted to pineapple farming have been cleared of trees to allow pineapple cultivation.

The Densu River is considered to be polluted especially around Nsawam where improper refuse disposal has resulted in dumping of refuse and fecal matter close to the river. The other streams in the Municipality have also shrunk in size due to uncontrolled human activities near the banks.

There is evidence of declining soil fertility in the Municipality due to the deforestation and improper agricultural practices. Annual bush fires have also been very destructive of the natural environment of the Municipality.

The quality of the built environment varies between the urban and rural areas. In the urban areas such as Nsawam and Adoagyiri, waste management is the main issue. A greater part of the built environment is characterized by poor sanitation. Due to a general lack of proper drains in the settlements erosion is very common. In most of the rural areas several hanging foundations of buildings can be observed. At Nsawam and Adoagyiri, several parts of the settlements are liable to floods, due to poor drainage and indiscriminate waste disposal. Every year several homes are flooded resulting in loss of property.

Pools of standing water are common during the raining season leading to the breeding of mosquitoes. This is mainly due to the lack of drains and the relatively flat nature of the topography, being the flood plain of the Densu River.

1.12 *Human Settlement Pattern*

Nsawam being the Municipal Capital has the largest population of 29,986. It is the only first order of settlement with facilities like a hospital, banks, pipe borne water, electricity, and Post and telecommunication services.

The population of the twenty major settlements in the Municipality and the major facilities available are as indicated in Table 4.

Table 4: Major Settlements of the Municipality

No	Settlement	Population	Facilities Available
1	Nsawam	29,986	Post office, telephone, hospital, clinic, banks, primary school, JHS, SHS, police station, courts, government offices, market
2	Adoagyiri	13,058	Post office, telephone, hospital, clinic, primary school, JSS, SSS, banks

3	Aburi	10,071	Post office, telephone, hospital, clinic, primary school, JSS, SSS, police station banks
4	Pakro	2,580	SSS, JHS, Clinic, Health Centre, Primary School,
5	Pokrom	2,181	JHS, Primary, Clinic, SHS
6	Fotobi	2,008	JHS, Primary School, FM station.
7	Kitase	1,804	JHS and Primary school
8	Ankwa Dobro	1,632	JHS and Primary school
9	Sakyikrom	1,509	JHS and primary school
10	Awherease	1,446	JHS and primary school
11	Berekuso	1,391	JHS and Primary school, University
12	AMAmorobe	1,356	JHS and Primary school
13	Konkonuru	1,167	JHS and Primary school
14	Nsakyee	1,160	JHS and Primary school
15	Owuraku	1,010	JHS and Primary school
16	Amanfro	957	JHS and Primary school
17	Ntoaso	936	JHS and Primary school
18	MArmang	933	JHS and Primary school
19	Anoff	902	JHS and Primary school
20	Awherease	865	JHS and Primary school

Source: 2000 Population and Housing.

The table above indicates that Nsawam with population of about 30,000 could be described as the first order settlement, with two other settlements, that is Adoagyiri and Aburi with population of about 13,000 and 10,000 repetitively could be classified as the second order settlements. The settlements have enough services to cater for the many third order settlements like Sakyikrom, Pakro, Pokrom, Fotobi, Kitase, Ankwa Dobro, etc. and over three hundred settlements scattered all over the Municipality.

It must however be noted that the sphere of influence of these first and second order settlements excludes settlements as Brekuso, Peduase, Ayimansa, Dago, Kitase, Obregyima, who have to rely on other service centres outside the Municipality, this

situation calls for the provision of some best services for education, health and telecommunication to make the place attractive especially to the youth.

Characteristically, the human settlement pattern to a great extent is influenced by the road network, with settlements dotted along the main arterials to Nsawam and also along the rail lines connecting Accra to Cocoa and Gold producing hinterlands.

1.15 The Built Environment

Generally, towns in the Municipality are not well planned and therefore do not have good internal road network. However, Nsawam, the Municipal capital, Adoagyiri and Aburi have got their layouts prepared based on the grid pattern with some good internal access roads.

The commonest building type is the compound house. It accounts for about 90 percent of the total housing units. The majority of the houses are built of sandcrete and landcrete, which between them constitute 72 percent of the houses in the Municipality. In the urban localities, 90 percent of the roofing material is made up of iron sheets, while 10 percent is tiles. The rural locality is having 75 percent of its roofing materials from bamboo and thatch while 25 percent is iron sheets. There are also dominance of single storey buildings in the Municipality. There is also the problem of erosion due to the undulating nature of the terrain and poor drainage.

1.17 Infrastructure And Service Levels

The Municipality is privileged to have its capital located on the main Accra-Kumasi highway. The Municipality is accessible in terms of feeder roads. There are also telephone services provided by Vodafone-Ghana, MTN, Expresso, Zain and Tigo respectively.

There are about five Internet cafes operating in the Municipality while there are many private communication operators.

There are also Hotel/Guest house services available in the Municipality. These include, Joy of Peace Hotel, Change Guest House, Okyeman Hotel, Kwamen's Hotel, Saklumsah Hotel, Little Acre, Botanical Gardens Guest House, Papaye Restaurant, etc.

In the areas of security the Municipality has two main police stations located at Nsawam and Aburi with reasonable number of policemen.

The only Medium Security Prison in the country is located at Nsawam. The Institution is manned by 313 officers, made up of 24 senior officers and 289 junior officers. The total inmate population as at 26th June 2006 was 2,808, giving officer/inmate ration at 1:9. Officers live in barracks while some few live in rented quarters in town. See table below for details.

No	Category of Inmates	Male	Female	Total
1	Stealing	109	59	168
2	Unlawful Entry	1024	300	1,324
3	Conspiracy	700	200	900
4	Robbery	103	50	153
5	Defilement	121	7	121
6	Narcotic Drugs	40	5	45
7	Fraud	4	1	5
8	Causing Harm	8	4	12
9	Assault	3	4	7
10	Escape	2	1	3

Source: Medium Security Prison – Nsawam 2010

Table 6 Prison In-mate

The ten most common crimes are:

1. Stealing
2. Unlawful Entry
3. Conspiracy/Abetment of Crime
4. Robbery Rape/Defilement
5. Narcotics/Drugs
6. Fraud
7. Assault
8. Traffic Offences
9. Causing Harm

To ensure that fire disaster is minimized in the Municipality, the National Fire Service operates a station at Nsawam manned by 156 personnel. Even though office accommodation has been provided, the service still lacks residential accommodation whilst there are no fire

hydrants. From the year 2004 – 2006 50 percent of fire outbreak was caused by carelessness, 30 percent by accident, and 20 percent by ignorance.

Sites Of Historic, Scientific And Aesthetic Importance

The Aburi Botanical Gardens established in 1890, which harbours rare plant species of biodiversity, is the most important aesthetic and scientific natural resource in the Municipality. The site receives on the average 35000 visitors per annum. Some of the trees serve as medical plants. The presence of cool climate experienced in the Akuapem Ridge and the various festivals celebrated in Aburi.

There are waterfalls at Mensaman, near Nsawam and Baode at Nsakyé, which has created pond, which contains crabs, mudfish and lobsters, coupled with well preserved grove which represents an added factor to eco-tourism in the Municipality.

There is also the existence of a mysterious natural formation of rocks with varied and intricate designs on them. It is also fantastic to watch the “Oboguanteng” a rock with a design of a sheep and ancestral home of the people of Aburi.

One can also visit the “Adade Yaw So” Cave, which can shelter about hundred people at a time. The Municipality can also boast of Oboadakaso grove. It is a four naturally arranged coffin-shaped rock lying on top of the other.

There is also the Natural Bridge located at Pepawani. This is natural rock formation with water passing through it. The top is also used as an access road by vehicles plying the village.

In addition, the Municipality also harbours a shrine at Brekuso where the parents of the Founder of the Ashanti Kingdom, Nana Osei Tutu were known to have gone to seek blessing of the gods before giving birth to the great king. The craft industry found within the craft village at Aburi is of great worth investing for export as a non-traditional commodity.

Even though the officers and men are doing their best, there are some teething problems including inadequate accommodation facilities for officers and medical care.

There are two law courts; that is a magistrate court with Family Tribunal and acircuit, which provide judiciary services in the Municipality.

About 40 percent of the communities enjoy electricity. The Municipality can boast of 15 Filling Stations.

1.18 ECONOMY OF THE MUNICIPALITY

This section of the report presents the major economic activities undertaken in the Akuapem South Municipality, revenue and expenditure of the Municipal Assembly and prudent fiscal measures put in place for financial management by the Assembly.

1.19 Structure of The Economy

Table below shows the percentage employed by the various sectors of the economy for the years 1995 and 2002

Table 7 Sectoral Contribution to Employment

Sector	Percentage(1995)	Percentage(2010)
Agriculture	40.1	37
Commerce	26.3	28
Industry	-	15
Service	33.6	20

Source: Socio-economic survey, 1995, 2002

From the table above agriculture is the sector that employs the greatest proportion of the labour force. It employs about 37% of the total labour force, majority of who are into crop farming. This is followed by the commercial sector which employs about 28% of the labour force. The types of commercial activities undertaken include the sale of cloth, electrical gadgets, foodstuff and plastic wares. The industrial and service sectors employ 20% and 15% respectively. This structure shows a change in relation to the structure. The change is as a

result of agriculture losing to the other sectors, mainly to the commerce sector. This trend is likely to continue, considering the current trend.

1.21 Income

It is a general knowledge in household surveys that incomes are very difficult to ascertain. This is because, either people do not know how much they really earn or they fear information on their incomes may be used for tax purposes and thus understate their income, which does not reflect the existing situation.

1.22 Expenditure

Although income is skewed in most areas, household expenditure pattern is generally the same throughout the municipality. On the average food items take approximately 40.3% of total expenditure, whereas 13.3% is spent on clothing.

These two items are necessities of life hence expenditure on them is generally high. However over spending on them will adversely affect the other sectors as well as investment in the people. Surprisingly expenditure on education is only 10%. The low level of spending on education accounts for the poor academic performance of children in the Municipality. Expenditure on health is also low and this can be attributed to the inability of people to pay for conventional health care. The advent of the Mutual Health Insurance facility has gone a long way to help improve the health standard of the people.

1.23 Small And Medium Scale Enterprise

There are a number of small scale and medium scale industries in the municipality. The industries range from agro-processing, stone quarrying, Artifacts/Craftworks production, Pharmaceutical production, batik tie and dye, etc.

Major commercial Farmers who produce especially pineapples, pawpaw (agro-processing industries) are:

1. Koranco Farms
2. Combined Farms
3. Greentex
4. Green Span
5. Astek

6. Buella & Rose Farms
7. Baamat
8. Blue Skies
9. Largrey.
10. Africa Cola.
11. Pam Phamaceuticals.
12. Sunripe.

These industries and farms of various levels can be located at Nsawam, Dobro, Aburi and Adoagyiri, and Paebo, which host the quarry industry.

Farming is currently the leading occupation of the people in the Municipality, cultivating vegetables, tubers, pineapples and oranges. The Municipality exports pineapples which represents 60 percent of the total national export, bringing in \$12m.

The Municipality produces about 55 percent of total quality pawpaw exported out of the country. Producers and exporters of papaw included Buella and Rose Farms.

A close look at the inflows and outflows of the Municipality in relation to trade shows that the Municipality imports many manufactured goods while it exports foodstuffs and agro-processed items.

The Rural Enterprise Project operates as Business Advisory Centre (BAC) which introduces appropriate technologies and counseling people in other areas of employable skills like mushroom cultivation, snail rearing, bee-keeping, baking and confectionery, etc, while participants are also trained in management in order to enhance their managerial skills so as to manage their businesses more profitably.

FOOD SECURITY

Issues: Progress And Challenges

Whilst productivity is an important factor, the following section highlights how there are many other factors behind food insecurity. In the search for sustainable agricultural processes and rural development, it is important to note that for many people the management of agriculture, livestock and fisheries is not just about markets and food production. These

industries are culturally very significant; they are tied to a way of life, involving the transfer of knowledge from generation to generation. These wider societal issues need to be considered in balance alongside the economic, political and environmental aspects when seeking solutions for better management of these resources. According to the FAO, policies that raise the incomes of the poor also accelerate agricultural productivity and food production, and they enhance the ability of a country to import food (by increasing its export earning possibilities). Each of these areas is important means to confront food insecurity in developing countries.

Food Security and Social Issues

Persistent hunger is a stumbling block towards eliminating poverty. Hunger is both a cause and a result of extreme poverty. As long as there is widespread hunger, little progress can be made in other aspects of poverty reduction and there is a weak foundation for broad-based economic growth, “*Hungry people are the poorest of the poor*” (FAO b 2001). The global cost of not eradicating hunger - in terms of increasing the risk of conflicts, recurrent emergencies, crime, drugs trade, economic stagnation, population migration and premature death - is enormous. It is in the interests of both poor and rich countries to work together.

Access to land and security of tenure

Inadequate land tenure is still a major obstacle to ensuring sustainable agriculture and rural development in the municipality. As alluded to above, the growth in large-scale, export-oriented production can exacerbate the marginalization of subsistence farmers, and encourage the further displacement of indigenous peoples. Increasing privatisation of land and natural resources associated with this shift can also increase the process of urban migration. Much of food production is oriented to the export market of cereals and grains. The ownership of land and the food industry lies increasingly in the hands of a small number of intensive farmers/producers, with the consequent social and environmental impacts. Facilitating a transition to small-scale production for local markets will require a change of land tenure which, can be a difficult process of change. However, in 1999 a study revealed that small farmers worldwide produce between 2 - 10 times more per unit area than larger, corporate farmers, not reflecting the larger industries' expected economies of scale. The dominance of large-scale food producers and favoured global import/export markets is to the detriment of local and national sustainable food production and local food security.

Although men can be key workers in the agricultural sector, women remain the dominant producers of food in subsistence agriculture for the municipality. Women's access to and ownership of land is also limited in the municipality, where men retain principle control over water resources.

Natural and human-induced insecurity

Climate change is increasingly likely to create conditions of food insecurity, including erratic weather patterns such as drought and flooding, which reduce the certainty of crop production.

Solutions And Partnerships- Building Food Security

The challenges in achieving food security are many: to reduce poverty, increase food security without further degrading natural resources, and to cope with population growth, rising incomes and urbanisation. The challenge can be seen on two levels. Firstly, to achieve subsistence or basic food security requires provision of the main dietary requirements to a population. Food security should aim to safeguard the rights and interests of local communities, allowing each individual the basic human right to have access to food. Secondly, achieving food security must also contribute to sustainable agriculture, rural development and the achievement of sustainable production and consumption. Some broad proposals for enhancing food security, proposed by various stakeholders, are outlined below.

Agrarian reform:

Appreciation and support for small and medium-sized producers, participation of communities. Agrarian reforms to guarantee individual and collective rights of producers over shared lands.

• Property rights/land tenure:

Look to shift to a rights-based management approach where there is fair distribution of property rights over land and water resources. Whilst governments, donors and NGOs recognise the contribution of women, research suggests this important role is not typically supported by land tenure and property rights policy. The MiDA programme in the municipality was a typical example of such measure. In which farmers were given training, introduced to hybrid crops and the provision of free capital seed, known as the starter pack.

Social safety nets:

Credit unions/microcredit schemes to empower marginalized groups to change unsustainable practices e.g. those in poverty/women/indigenous communities/vulnerable communities.

· Risk management options:

Support more vulnerable farmers through assessment and provision of market and weather information, debt restructuring, and shifting from disaster relief to early warning systems to ensure, as far as possible, action well in advance of food emergencies, as well as develop contingency plans to tackle emergencies

1.85 GOOD GOVERNANCE

In addition to weak institutional capacity of the sub-district structures, weak flow of information within the municipality and inadequacy of both human and material resources for efficient administrative and institutional development; the local structures are yet to function effectively. Again, inadequacy of qualified personnel and motivation, leads to inefficiencies in the enforcement of law and order.

Notwithstanding these problems, support of NGOs and other civil/society organisation can ensure good governance.

The civil society sector comprising of NGOs, who are social oriented operate on a lower scale in the municipality and are mainly engaged in awareness creation of the dangers and effects of the HIV/AIDS menace engulfing the country. Some are also involved in the reformation of inmates of Nsawam Prisons.

1.86 Prisons.

The corrective facility present in the Akuapem South Municipality, the Nsawam Medium Security Prisons housing male and female prisoners is charged with the safe custody, welfare, rehabilitation and reformation of inmates as well as support the Police Service in combating crimes in and around the Akuapem South Municipality. However the service is understaffed, resulting in some vacant position and inability to perform optimally.

Also access to portable water is reduced in the facility, as well as overcrowding of inmates in the cells.

The Ghana National Fire Service is also present in the municipality to help prevent and fight fire through training of fire volunteers and education of the general public on fire prevention practices.

1.24 FINANCES OF THE MUNICIPAL ASSEMBLY

1.25 Revenue.

The Akuapem South Municipal Assembly derives its revenue from two main sources: internal and external. Analyses of revenue generated from both sources have been done using the nominal values. This is represented in the table below.

Table 8 - Revenue Generation by the Akuapem South Municipal Assembly.

Rev. Source	2008	2009	Projection 2010
Internal	47,339.00	79,676.44	118,193.70
Rates/Receipts			
Lands	50,171.00	114,689.00	118,778.00
Fees and Fines	55,894.00	91,210.10	118,636.11
Licences	40,120.00	34,738.50	74,716.92
Rent	11,280.00	10,146.00	15,105.00
Investment	16,890.00	9,966.00	18,487.00
Miscellaneous	20,013.00	22,853.35	163,640.50
3.9 Sub Total	241707.00	363279.39	627556.73
3.10 External	1,195,057.00	3,422,534.63	3.11 1,890,838.01
3.12 Grants	801,482.00	1,001,647.97	463,447.23
DACF			
3.13 Sub Total	1996539.00	4424182.6	2354285.24
Grand Total	2,238,246.00	4,787,461.99	2,981,841.97

The table above has been drawn to show the proportion of the Municipal revenue sources in nominal values from 2008 – 2009. An assessment of the total revenue of the municipality indicates that the municipal's performance is encouraging as it shows a positive growth rate year by year. The municipality is also over-dependent on revenue from external sources as they constitute about 90% of its total revenue. This can be seen in the table above. Between

2008 and 2009 total revenue increase by 113.9%. Thus total revenue in 2008 was GH¢ 2238346.00. This increased to GH¢4787461.99 in 2009 indicating an increment of about 113.9%. The total revenue in 2008 was GH¢2238246.00; 89% of it came from external sources. The same is true for that of 2009. Out of the GH¢4787461.99 total revenue of the assembly, about 92.4% came from external source. The implication is that development programmes are very likely to be thrown out of gear or not implemented, should the external sources fail to yield the expected returns.

It is also worth noting that the municipality’s internal revenue performance is also encouraging as it continue to record positive growth rates from internal sources like fees and fines and licenses. In 2008 the internal revenue was GH¢ 241707.00. In 2009 the internal revenue increased to GH¢ 363279.39 representing an increment of about 50.3% using the 2008 as the base year. Although revenue from fees and fines have not been growing over the years, it contributes significantly to the internal revenue of the municipality. In 2008 for instance, revenue from fees and fines contributed about 72% of the total internally generated revenue.

1.26 Major Problems of Revenue Collection

The municipality’s poor performance in revenue collection can be attributed to the following problems; the municipality has insufficient revenue collectors to embark upon effective revenue collection. Most areas in the municipality are therefore not covered.

The municipality has no vehicle for revenue collection. This limits the area of coverage of revenue collectors.

Most tax payers in the areas are also not aware of their tax obligation as far as tax payment is concerned and therefore evade the payment of tax. There is also inadequate data which can be used as basis for setting targets for revenue collection.

1.27 Projected Revenue

Revenue Sources	2010	2011	2012	2013
Rates/Receipts	118,193.70	124,103.40	130,308.60	136,824.03
Lands.	118,778.00	124,716.90	130,952.80	137,500.40

Fees & Fines.	118,636.11	124,567.90	130,796.30	137,336.10
Licenses.	74,716.92	78,452.80	82,375.40	86,494.20
Rent.	15,105.00	15,860.25	16,653.30	17,486.00
Investments.	18,487.00	19,411.35	20,381.90	21,401.00
Miscellaneous.	163,640.50	171,822.50	180,413.60	189,434.30
Subtotal.	627,557.23	658,935.10	691881.90	726,476.03
External.	1,890,838.01	1,985,380.00	2084649.00	2,188,881.50
Grants.				
DACF	463,447.23	486,619.60	510,950.60	536,498.10
Subtotal.	2354285.24	2471999.60	2595599.60	2725370.60
Grand Total.	2981842.47	3130934.70	3287481.50	3451846.63

A total amount of GH¢ 1,997,515.53 is projected to be realized from IGF in 2010 – 2013 from a growth rate of 5 percent (2010 as base year). The target can only be realized if the Assembly intensifies and sustains its revenue mobilization efforts and also redirects its attention to the potential sources of revenue in the Municipality.

It is also anticipated that the Municipal Assembly Common Fund would be increased from the current five (5) percent of the total national Revenue to 7 percent. While the increasing demand on the Municipal Assembly to provide social facilities to the various communities, specific measure have been put in place to maximize the mobilization of revenue.

These measure include:

- Establishment of Task Force
- Segmentation of areas of operation for easy management
- Provision of vehicle to make revenue staff mobile
- Public education to be assisted by NCCE and Area Council chairman
- Targets are set for all collectors and station officers
- Sanction to be applied to defaulting revenue staff
- Weekly rendering of accounts
- Internal posting of Revenue Collectors

The under mentioned reasons account for the low performance of the revenue generation in the municipality.

- Inadequate equipment and logistic support. For example, means of transport, raincoats, and Wellington boots.
- Inadequate public education on revenue payment
- Inadequate monitoring of revenue operations
- In effective accounting and reporting system
- Inadequate database on revenue sources
- Inadequate revenue collection skills on the part of the collector.

When the above anomalies are rectified the revenue base expanded, the revenue generation could go up by 70 percent.

SOCIAL SERVICES

Commerce

Commerce is an important activity in the municipality. It employs about 28 percent of the total labour force. The types of commercial activities under commerce include the sale of clothing, electrical gadgets, foodstuffs, plastic wares, chemicals, beverages and toiletries.

However, the maximum benefits of marketing activities in the Municipality have been hampered by high cost of transportation fares.

1.29 Financial Services

The presence of brisk economic activities like agriculture, commerce, quarrying, etc, is a motivating factor to attract a number of financial institutions. In contrast with the stated principles there are only four Commercial Banker in the Municipality. These are:

- | | | |
|-------------------------|---|------------|
| - Ghana Commercial Bank | - | Nsawam |
| - Akuapem Rural Bank | - | Nsawam |
| - Ghana Commercial Bank | - | Aburi |
| - Citizens Bank | - | Nsawam |
| - South Akim Rural Bank | - | Adoagyiri. |

It is our hope that with the implementation of the Millennium Challenge Account Project, Agro-processing activities will take lead, and bring many investors into the Municipality. However the challenge to this optimism is the proximity of Accra with its big capital market, which looks s more attractive to customers.

1.53 Post & Telecommunication

The municipality has three post offices and three postal agencies. Buildings of the postal agencies can be said to be in deplorable conditions. In addition to this, inadequacy and frequent breakdown of vehicles of the Ghana Post hamper the smooth delivery of postal services in the municipality.

Telecommunication in the municipality can be described as poor in relation to fixed lines. Only about 6% of the urban population in the municipality has access to telephone services despite the municipality's proximity to the national capital, Accra. Mobile phone coverage is about 75% and this keeps increasing. The rural population has little access to telephone services. However, the municipality has some internet services.

1.56 Education

Knowledge acquired, through education provides the individual the power to take control of one's environment, optimizing the use of its resources for one benefit. Thus education can be said to be the key to unlock the potentials of an area's human resource to enable them make optimum use of all other resources for its development. Knowledge through education creates opportunities that enhance understanding of events and situations, and facilitates the infusion of innovations in technology into the production system.

The overall effect of all these is to improve productivity and aggregate production in all sectors of the local economy in particular and the entire macro-economy in general.

It is in recognition of this fact that, the Akuapem South Municipal places so much emphasis on education as one of the key issue in its human resource development.

The provision of adequate educational facilitates throughout the Municipality has been a nagging problem to the Assembly. Thus the Assembly has directly established, and indirectly, facilitated the establishment of several educational institutions in the Municipality

so as to provide quality education to the people therein. The table below shows the number of schools in the Municipality.

Number of Schools in the municipality - Table 17

Type of school	Public	Private	Total.
Kindergarten	74	30	104
Primary school	83	30	113
J. H. S.	59	20	79
S. H. S.	6	2	8
Vocational/Busness	0	5	5
Special school	1	0	1
Teachers' Training.	1	0	1

(Source: GES-2010, Nsawam.)

Gross Primary Enrolment - Table 18

2004			2005			2010		
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
7708	7234	14942	7755	7262	15017	8809	8549	17358

Source: GES,Nsawam,2010

Table 19 Total Primary Dropout

2004			2005			2010		
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
0.19%	0.39%	.58%	0.27%	0.6%	0.87%	-	-	-

Source: Ghana Education Service – Nsawam

A comparison of the enrolment level of 2004 – 2006 academic years in the public schools suggest a drastic increase of about 14% in the primary and JSS levels as indicated in the table above.

In the area of drop-out rate there is a drop from 0.58 percent in 2004 to 0.31 percent in 2005, an indication that more pupils now stay in school than previously.

The dropout rate, from the table above indicates that it is higher among girls than boys as they climb the educational ladder. This has the tendency to perpetuate the actual or perceived

marginalization of women in the Municipality as well as the country at large. To avert this, there is the need for a concerted effort to encourage female enrolment and retention at all levels of education.

This will help to ensure adequate capacity building for female, and hence put them on a level playing field with their male counterparts on the job market. Also it will ultimately help to optimize the exploitation of their full potentials for development.

1.57 Private Sector Participation in Education in Akuapem South Municipality

The above stated data indicate that the private sector is also making a great stride to augment the efforts of government at education delivery and training in the Municipality. For instance, out of all the schools in the Municipality at the basic level, 21 kindergarten, 22 primary schools, and 11 JSS are respectively owned by the private individuals.

Even though, the municipality as a whole is not faring badly in terms of educational delivery, some schools need new building while others need rehabilitation. Other problems include

- Delays in the release of vote to the directorate
- Weak official vehicles
- Inadequate motorbikes for inspectors
- Low school enrolment in the rural areas
- Inadequate books
- Inadequate accommodation for teachers

In its bid to improve education delivery in the municipality, the Municipal Directorate of Education has embarked on a programme to improve educational infrastructure in the municipality. For instance, it has earmarked about 16 schools, described as distressed, to be helped through infrastructure development particularly in the area of provision of new classrooms or renovation of existing dilapidated ones. These are mainly schools with mud/swish walls, or those with dangerous cracked sancrete walls and those under trees.

Development partners like the Community Water and Sanitation Agency, Community Based Rural Development Project and European Union have contributed in the delivery of quality

education in the provision of infrastructures like teachers quarters, institutional latrines for schools with hand washing facilities and classroom.

The municipal assembly, in its quest to improve upon the delivery of quality education to the people in the municipality has embarked on educational infrastructural improvement by constructing new ones and renovating dilapidated ones; Nsawam L/A Primary School is one of the beneficiaries of this programme.

Health.

Health Burden

The major health burdens of the municipality are in the areas of:

- Buruli ulcer.
- HIV/AIDS
- Maternal mortality.
- U5 malnutrition.
- Food hygiene and safety.
- Environmental sanitation.
- Environmental management(pollution of Densu river)

The Municipality with one hospital and other service levels has 135 beds with eight (8) doctors made up of five (5) specialists. There are 79 nurses and 20 paramedics. With the population of 126,490, the doctor/patient ratio is 1:16,000, which is less than the National Standard of 1:10,000.

Additionally, out of the 35 midwives required to man the static points in the Municipality, only 25 are currently available at post leaving a backlog of 10. In order that all residents of the Municipality, irrespective of locality, have access to some basic health care, more midwives are needed. Also, out of the required number of 30 Communities Health Nurses for the outreach clinics, there are only 24 currently available leaving a backlog of 6 Community Health Nurse in the Municipality.

1.60 Morbidity Pattern

A cursory look at the morbidity pattern of the Municipality shows that Malaria shows dominant trend in the number of cases reported at the health facilities.

Table 26 Top Ten Causes of Admission

Disease	2008	2009	2010
Malaria	3,782	3,080	3,002
Gynaecological Disorders	457	860	975
Anaemia	658	486	812
Gastroenteritis	667	634	792
Preg.andRel.Complications	702	625	608
Hypertension	315	217	314
Diabetes Mellitus	259	163	236
Hernia	178	157	125
Pneumonia	101	91	112
C.V.A.	83	88	111

Source: GHS –HSO – 2010

Specifically, malaria account for about 36 percent of all reported illness at the out- patients department of the various health institutions in the Municipality, followed by deliveries or pregnancy related diseases, accounting for about 29 percent. The high prevalence of malaria in the Municipality as portrayed by the table above trends to suggest a rather poor state of environmental sanitation in the municipality.

Table 27 - Top Ten Causes of Death

Disease	2008	2009	2010
CVA	30	33	33
HIV/AIDS	16	16	24
Other heart diseases	19	17	16
Pneumonia	9	21	16
Liver Cirrhosis	9	18	14
Anaemia	25	15	17
Tuberculosis	10	9	5
Diabetes Mellitus	14	9	2
Gastroenteritis	5	6	3

Malaria	23	6	3
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Source: GHS – ASD 2010

Again, though not surprising, malaria is the leading cause of deaths in the municipality, followed by CVA, hypertension, anaemia and diabetes. The rest do follow as indicated in the table above.

There is decrease in admission rate, but OPD attendance was however still high, while bed occupancy rate is falling.

Table 29 - Basic Hospital Information

Indicator	Rate
Hospital Admission Rate	185/1000
Hospital Death Rate	38/1000
Malaria Admission Rate	126/1000
Malaria Case Fatality Rate	23/1000
Malaria U5 fatality Rate	16/1000

Source: GHS – ASMA 2010

1.64 Water And Sanitation

Sanitation.

Sanitation facilities in the municipality though inadequate are crude dumping of liquid waste, refuse dumping, septic tank latrines, KVIPS, W/Cs and few pan latrines.

There is no final waste disposal site for liquid waste in the municipality. Liquid waste is therefore, transported in cesspool emptier to a lagoon in Accra. The Assembly has one cesspool emptier which conveys the wastes from the 12 withholding tanks. The Assembly currently has been using a site at Adipa in the municipality as a final waste disposal site for solid waste. There are two refuse trucks, one cesspool emptier, and a refuse tractor. There are 47 community public toilets in the municipality. This is made up of one (1) water closet, Twenty-one (21)-aqua privy, Four (4) VBT, Eleven (11) KVIP and Two (2) Pit latrines.

Sanitation facilities, which are of critical concern in the municipality, include:

- Lack of solid and liquid waste disposal Sites

- Inadequate public places of convenience
- Domestic refuse disposal site.
- Lack of slaughter houses – Aburi, Adoagyiri
- Non pounding of animals
- Inadequate manpower at the Environmental Health Section

In the area of household toilets and public latrines, the proportion is 41 percent and 59 percent respectively, therefore there is urgent need to encourage house owners to construct household latrines, as public ones are difficult to maintain.

On refuse disposal, 95 percent of the population relies on crude dumping to dispose of their household refuse. The practice has resulted in huge mountains of refuse dumps in the communities, some as close as 10 meters to the nearest dwelling house.

There is only one slaughterhouse in the municipality located at Djankrom – Nsawam which is in a deplorable state. This is however located in the middle of the community which proves to be a nuisance to the inhabitants. The need to relocate the slaughter-house to a more convenient place has necessitated the allocation of piece of land at Akwamu in Nsawam; where a new modernized slaughter-house will be constructed.

In addition to the public toilets the municipality has, through DANIDA constructed 31 institutional latrines and 362 household latrines under the community Water and Sanitation Agency (CWSA).

This is the staring picture confronting the municipality as far as sanitation is convened.

The Municipal Assembly is considering tackling this situation head-on by increasing the budgetary allocation of its developmental budget to work in this sector.

1.63 Water

The major sources of potable water in the Municipality include pipe borne water, borehole and hand-dug wells. Supply of pipe-borne water in the municipality is woefully inadequate only about 40 percent of the required volume is supplied.

The result is that only areas like Nsawam, Adoagyiri, Sakyikrom, Djankrom, Ntoaso, Amoakrom, Owuraku, Prisons, Dobro and Atsikope benefit from the supply of pipe-borne water.

The reason for the shortfall in pipe borne supply is due to old weak and broken transportation lines, which were installed in the 1950s. Only few lines have been replaced recently during the rehabilitation exercise.

About 30 percent of the municipality's population enjoys pipe-borne water. 47.9 percent of the municipality's population, covering mainly small towns and rural areas, has been provided with boreholes and hand dug wells. 45 percent communities have been covered with boreholes while 62 percent are covered with hand-dug wells. 45 communities have been provided with hand-dug wells.

Lastly, there are two (2) communities, Fotobi and Akwakupom who are currently enjoying paddle flow of water system.

Water supply in the municipality is handled by agencies such as Community Water and Sanitation Agency (CWSA) which is being funded by DANIDA and the Ghana Water Company.

VULNERABILITY ANALYSIS

To reorient and mainstream the vulnerable and the excluded in the municipality a lot of interventions have been made in this direction. The Akuapem South Municipal is potentially endowed with the establishment by Government of Ghana, the school for the Blind at Akropong and school for the Deaf at Akropong Mampong, which are some of the main agents for making the physically challenged productive in the municipality and the county as a whole.

The Ghana Living Standards Survey (2005) and other participatory poverty assessment provide an insight into vulnerability in Ghana. The GLSS offers a starting point for understanding vulnerability in Ghana. The GLSS (4) in particular defined the vulnerable to include the following.

- i. Rural agricultural producers, particularly migrant farmlands, settlers and traditional fishermen.
- ii. Children in difficult circumstance, including children under five who are malnourished, victims of child labour and rape, and street children.
- iii. People living with HIV/AIDS, including injected persons and families of people living with HIV/AIDS.
- iv. Displaced communities, particularly those subjected to periodic flooding, drought, negative effects of mining and tourism and ethnic conflicts.
- v. Disadvantaged women, particularly single mothers, malnourished rural pregnant and nursing mothers, teenage mothers, porters (Kayayei) and commercial sex workers.
- vi. The unemployed, elderly who have no access to family care, protection and pension.
- vii. Physically challenged persons, particularly those with no employable skills.
- viii. People suffering from chronic disease such as tuberculosis, buruli ulcer, etc. Drug addicts.
- ix. Victims of abuse, particularly children and women suffering from sexual abuse and battery.
- x. Victims of harmful traditional practices, especially victims of harmful widowhood rites, early marriage, servitude, fosterage and perceive witchcraft.

The Akuapem South Municipal Assembly undertakes activities through its relevant agencies like the Department of Social Welfare and Municipal Aids Committee in:

- i. Support for physically challenged
- ii. Support for victims of abuse
- iii. Support for people living with HIV/AIDS
- iv. Children in difficult circumstances
- v. Support for reformed ex-convicts from the Nsawam Prisons.

The problem with the programmes for the vulnerable and excluded is the inadequate logistics, finance, and personnel responsible for the government agencies to provide adequate support for the vulnerable. NGOs operating in the municipality should be encouraged to work towards the development of the full potentials of the vulnerable in the full potentials of the

vulnerable in the municipality. In addition, the Municipal Assembly should be proactive and assist the Department of Community Development and Social Welfare to construct training workshop to teach the disabled employable skills.

Other vulnerable groups like school children who are made to work on their parents farms during the major farming season and also made to sell bagged water on market days; where they are exposed to all sorts of dangers. Most of the aged are left to find their own food by walking to farm, carry firewood and food stuff, and even selling some of the foodstuff to raise money to buy kerosene for their lanterns and fish for their meals.

The Municipal Assembly should begin active enforcement of all byelaws enacted to liberate the vulnerable and the excluded in the municipality. For instance, byelaws like pupils not rooming on streets during market days and normal school hours.

HIV/AIDS

The level of incidence of HIV/AIDS in the Municipality is not known. However, there were 198 HIV/AIDS patients in the year 2006 with 130 orphans. HIV/AIDS awareness is believed to be above 90 percent in the Municipality, but this is not reflected in the lifestyles of the people, especially the youth who constitute the greater population and are much more prone to the disease. The bread business also puts the traders at risk with the long distance drivers who spend the night at Adoagyiri.

It is also believed that there are more people who have been infected with the HIV virus but are living in the hinterlands to avoid stigmatization.

In response to the HIV/AIDS situation, the ASMA has formulated a Five-Year Strategic Framework – 2010-2014 around which all stakeholders are to implement their projects and programmes. There are three (3) Non-Governmental Organizations (NGOs) and Six (6) Community Based Organization CBOs working on the municipality Strategic Framework.

However, it was observed that there was lack of documentation and co-ordination of activities among implementation agencies, leading to overlapping of activities. It is worth noting that there is an intersectional committee in place to see to the successful implementation of the HIV/AIDS Strategic Plan.

Table 32 HIV/AIDS Control

INDICATORS	2008			2009			2010		
	M	F	T	M	F	T	M	F	T
No. receiving pre-test counseling	443	560	1003	737	1148	1885	2139	3833	5972
No. tested.	58	81	139	69	136	205	2139	3833	5972
No. positive.	443	560	1003	737	1148	1885	102	209	311

Source: GHS-2010, Nsawam.

The hospital admission rate and malaria fatality of U5 are seen to be on the high side and therefore need more attention.

GENDER

It is acknowledged by many that there are so many constraints, which are responsible for the low-level of women's participation in politics.

In Akuapem South, females constitute more than half of the total population and form an important human resource base, especially in the rural informal sector. The centrality of women to production makes them important agents for development. Despite the crucial role women play in development at the national, community and household levels, they suffer naked disparities in the economic activities that they perform. Women play major role in the productive activities of the family. Such as farming, services, industries, and income generating activities. In each of these areas, women's contributions have not been appreciated and therefore, they have not achieved the required remuneration.

The philosophy of the Assembly on the issue of empowerment of women is grounded on the quotation from the Inter-Parliamentary Union. (i.e.) The World Organization of National Parliament in its 1997 Declaration of Democracy

In the area of improving access to participate in girls' education, the Assembly seeks to achieve access, participation, and retention by increasing its assistance to enhance enrolment of girls in primary schools to equal that of boys, and develop and maintain strategies aimed at ensuring the migration of girls from primary to JSS. With the introduction of the school feeding programme and the capitation grant to basic schools, it is envisaged that enrolment

rate, especially that of the girl-child will increase while the drop-out rate will be minimized, ensuring high transition rate from JHS to SHS.

However, challenges and obstacles that need to be tackled include poverty, teenage pregnancy, poor academic performance, desire for quick money and overburden household chores. The municipal Assembly in collaboration with NGOs, especially Akuapem Development Association is providing skill training in tie-dye, batik, soap making, beads production, hairdressing, fashion design, etc to young girls. Others are kept at orphanages.

To further boost the participation of women and empower them, the Assembly intends to establish two sub-committees, namely

- Women and Children Sub-Committee
- Education and Girl-Child Sub Committee

To further strengthen the participation of women, the Assembly has made it a policy that all Community Water and Sanitation committees (WATSANS) be made up of fifty (50%) percent women. The WATSANS at the community level are responsible for the management of Water and Sanitation facilities.

To promote girl-child education in the municipality scholarships and bursaries are being offered to needy but brilliant girls to further their education at the SSS and the Teacher Training Colleges. The education directorate has also established a girl-child education unit to promote the education of the girl-child.

Strategies include the organization of girl-child education week, enrolment drives in communities, posting of female teachers to the rural areas to serve as role models. During important occasions, prominent women are invited as guest speakers at STME clinics.

The sponsoring of Science Mathematics and Technology Education (STME) clinic for girls encourages them to offer science courses or programmes.

In all, of the above stated efforts are sustained alongside vigorous educational drives and cultural reforms; women would be better empowered sooner or later.

Key Developmental issues identified under gender issues include.

- Poverty
- Low Self esteem
- Male dominance
- Violence
- Religious and Cultural Factors
- Inadequate financial Resources
- High Drop-out of Girls
- Teenage Pregnancy
- Overburden of household cores
- Desire for quick money
- Poor academic Performance

As part of its core programmes as mentioned above, it is the responsibility of the department to see to the rehabilitation of persons with disabilities.

In respect to this, the Department has registered so far a total number of one hundred and sixty nine (169) disabled people within the municipality. The table below gives the statistics regarding the nature of their disability, and occupation.

Table 32 - Nature of Disabilities within the Municipality

Nature of Disability	Frequency	Percentage
Difficulty in walking	72	42.6
Difficulty in speaking/hearing impairment	42	24.8
Visual Impairment	26	15.3
Mental conditions	11	6.5
Intellectual challenge	18	10.65
Total	16	100

Source: Department of social welfare-2010

It can be observed from the table above that majority of the PWDs with minor causes of disability falls within the active working population (42%), it thus suggests that they will be able to put in their maximum effort in contributing their quota to the proposed project.

Table 33 - Ages of persons with Disabilities in the Akuapem South Municipality

Age	Frequency	Percentage
0-10	7	4.14
11-20	42	24.8
21-30	44	26
31-40	23	13.6
41-50	23	13.6
51-60	16	9.5
61-70	10	5.9
71-80	1	0.59
81-90	1	0.6
91-100	1	0.6
Total	169	100

Source: Dept. of Social Welfare-2010

Table 34 - Occupation of persons with Disabilities in the Akuapem South Municipality

Occupation	Frequency	Percentage
Professional	20	11.8
Bread Bakers	10	5.9
Tye & Dye/Batik/Petty Trader/Article Repairs	14	8.28
Dressmakers/Tailors	10	5.9
Factory Hans	5	2.5
Unemployed (Unskilled)	40	23.6
Unemployed (Skilled)	70	41.4
Total	169	100

Source: Dept. of Social Welfare-2010

Table 35 - Male/Female Ratio

Gender	Number	Percentage
Males	102	60.35
Females	67	39.65
Total	169	100.00

Source: Dept. of Social Welfare-2010

The table above indicates that majority of the disabled persons in the municipality are unemployed but skilled (41.4%) followed by unskilled unemployed (23.6%). Again, table 35 gives the gender distribution of the persons with disabilities, 60.35% being males and 39.65% females. This gives the indication that embarking on a project that intends to give the disabled skilled training, will be beneficial to them.

As part of the rehabilitation process which one of the core programmes of the department, a social need assessment was carried out in the Municipality to ensure that the department provides the best possible services for persons with disability.

From the 2000 census it is estimated that the municipality has one hundred and twenty (120) inhabitants out of which 12,000 are persons with disabilities. It is out of this background that the Department has been able to identify the number of disabled and upon several meetings with them, their families and community members has agreed on the following project as one of the ways that they could benefit from the rehabilitation (i.e) defining rehabilitation as a process aimed at enabling disabled persons to reach an optimum mental, physical and /or social level, thus providing him or her with the tools to improve his or her own life. This involves measure to compensate for a loss of function or a financial limitation and other measures intended to facilitate social adjustment or readjustment).

This decision was reached realizing the need that majority of the disabled person have been trained and has skills to work perfectly if given the necessary support and motivation.

CLIMATE CHANGE

Ghana has re-affirmed the need for more holistic development strategies in which environment and energy management are active integral component of effort to reduce poverty. This commitment is reflected in MDG7 on ensuring environmental sustainability and the outcome of the World Summit for Sustainable Development. The problem of pollution and environmental degradation in the municipality has in recent past become a major concern to the municipality.

The well-being of poor people can be greatly improved through better management of the environment.

UPDATE OF INDICATORS AND TARGETS

Preparation of the Medium Term Development Plan involved the gathering of inputs from stakeholders which were specific on their inputs, outputs and outcomes. As a result, certain information was to be stated to guide the implementations along the path of project implementation.

One of the most critical aspects in preparing the Monitoring and Evaluation Plan was to define the most appropriate indicators and setting targets that are achievable and directly related to the MMTDP goal and objectives.

Indicators are needed to measure the processes of achieving our objectives while targets are the sign post that will lead us to the stated goals of achievement.

The MPCU met on the 4th of February 2010 at the Municipal assembly hall to develop and define some core indicators for monitoring the implementation of the MMTDP (2010-2013). These indicators which were Municipal or local specifics were determined through participatory and collaborative process. The team was guided by the principle of importance to ensure that each indicator was specific, measurable, attainable, reliable and time-bound as indicated in the information that follows.

As presented in the table below, the indicators are categorized into output and disaggregated into specific items. In the Monitoring Process all stakeholders were involved in the exercise by the use of questionnaire, focus group, discussion, interviews, observation, etc. the stakeholders were members of the MPCU, Assembly members, CBOs, CSOs, Development Partners and Traditional Authorities.

To ensure that the process is continuing, the monitoring exercise will be undertaken quarterly.

At the end of the exercise it was realized that the indicators developed were able to measure the various Thematic Areas and results could be quantifiable. The level of resources needed for the exercise could be affordable while at the same time the indicators will be reliable during the planned period.

During the course of the exercise, MOFA, GHS, GES, Department of Community Development made immense contributions and needed to be commended. However, the other challenges which occurred were the no-availability of ready data from institutions which are directly under the Assembly, hence the need to see each other as partners in development.

UPDATE ON CORE MUNICIPAL INDICATORS AND TARGETS

CATEGORISED BY GHANA SHARED GROWTH AND DEVELOPMENT

AGENDA THEMATIC AREAS.

NO.	<i>Infrastructure & Human Settlement Development.</i>	2009	2010 INDICATORS
1	Proportion /length of roads maintained or rehabilitated. Feeder roads	120Km	10 Km
2	% change in number of households with access to electricity	13,971	N/A
3	Teledensity/penetration rate.	N/A	N/A
	<i>Accelerated Agricultural Modernisation & Natural Resource Management.</i>		
3	Percentage crop/livestock. <ul style="list-style-type: none"> • Maize • Cassava • Pineapple • Pawpaw • Yam • Plantain • Oil palm • Sheep • Goat • Pigs. 	12599.7 230591.16 540800.12 3168.8 3298.6 1735.9 7288.1 6654.0 8028.0 1056.0	-12599.7 -230592.1 -540800 -3168.8 -3298.6 -1735.9 7288.1 6654.0 8028.0 1056.0
4	Hectares of degraded forest, mining, dry and wetlands.		

	<ul style="list-style-type: none"> • Forest. • Mining. • Dry and wetland. 	N/A	N/A
	<i>Enhanced Competitiveness Of Ghana's Private Sector</i>		
5	% increase in tourism	N/A	N/A
	<i>Human Development, Employment & Productivity</i>		
7	HIV/AIDS recorded cases .	209	311
8	Maternal mortality ratio(number of death due to pregnancy and child birth per 10,000.	0.00024	0.02
9	Under five mortality death rate	-	
10	Malaria case fatality in children under five years per 10,000.	5,826	12,316
11	Percentage of population with sustainable access to safe water sources	49.64%	58.9
12	% of population with sustainable access to improved sanitation	31.6	32.2
13	Gross enrolment rate (GER). <ul style="list-style-type: none"> • Primary school. • JHS 	88.35 114.7 92.1	88.35 96.06 88.66
14	Gender parity index(GPI). <ul style="list-style-type: none"> • KG • Primary school. • JHS 	0.94 1.00 0.96	0.99 1.0 0.9
	<ul style="list-style-type: none"> • Free school uniforms. • Free school textbooks 	- -	- -
15	Proportion of unemployed youth		

	benefiting from skills/apprenticeship & entrepreneurship training.		
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16	Total amount of internally generated revenue.	GHø 363,286.00	
17	Amount of development partners and NGOs fund contribution to MMTDP.	-	
18	Percentage of Municipal Assembly's expenditure within the MMTDP budget(how much Municipal assembly expenditure was not in the annual budget)	-	-
19	Number of reported cases of (child, women and men abuses).	43	
20	Police citizen ration.	1:1199	

Source: DPCU(Field survey),2010

With regard to domestic violence, in 2008 the reported cases were 50. However, in 2009 the cases have astronomically increased by 43 which is about 86 percent. It is clear from the above table that there is not much improvement in the domestic violence cases. Public education needs to be beefed up. The public needs to be educated on the need to report domestic violence to the appropriate quarters irrespective of its degree.

Under the private sector, especially in the area of agriculture, there was massive increase in the producing of pineapple, cassava, yam, plantain and oil palm nut. This is an indication that the municipality can do more and therefore all efforts should be employed by MOFA to take advantage of the MCA to improve production level.

In the area of water and sanitation, there has been some moderate increase expansion of services and more needs to be done.

UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES

National Youth Employment Programme

MODEL	RECRUITED	MALE	FEMALE
Community Education Assistant	45	20	25
Health Extension Workers.	35	2	43
Internship	15	6	9
Road Maintenance	32	32	0
Youth in Agric.	300	300	0
Waste Management	150	49	101
Plantation.	41	31	10
Dressmaking.	17	0	17
Security Services.	12	11	1

Source: National Youth Employment Programme, Nsawam 2010

Community Education Teaching Assistants

The NYEP office recruited forty-five (45) beneficiaries and posted to their various schools after orientation by the personnel from the Municipal Education Office. The 200 beneficiaries who were exited as at 31st March 2010, 63 beneficiaries are pursuing the Distant Learning Programme. The programme promised giving them new appointment as a result of the programme they are pursuing but they are yet to be giving appointment letters. The delay in giving them the appointment letters is affecting them because they need their allowances to enable them pay their fees. The delay in payment of allowances to the beneficiaries is lowering their morals.

Health Extension Workers

The NYEP recruited thirty-five (35) beneficiaries who are undergoing orientation by the Municipal Health Director and some selected doctors at Nsawam Old Government Hospital. The budget for the training has been submitted. The smooth running of the programme is being challenged as a result of inadequate funds.

Originally the NYEP employed 70 beneficiaries, out of this number, 22 beneficiaries were programmed. The office shortlisted 5 beneficiaries to be considered for nursing training school while 29 beneficiaries were shortlisted to be absorbed into the health service as part of the exit plan. They are still waiting to hear from the ministry. This situation is creating a lot of anxiety among the exited beneficiaries.

Internship

A total of twelve (12) beneficiaries were posted to the various departments in the municipality. Among them are three (3) physically challenged personnel. Seven applications have been submitted to the head office for appointment but no news about their appointments have been heard. Two are for NFED and six for NHIS. The seven applicants' names were submitted as a result of the request made to the office. One of the recruited interns was rejected at the Department of Information (Nsawam).

Road Maintenance

The beneficiaries are thirty two (32) and are waiting for the programme to take off. They have been selected across the municipality.

Youth In Agric.

They are to start in the next farming season. Three hundred have been recruited to start the programme.

Waste Management

The one hundred and fifty beneficiaries who were engaged by NYEP into this module, as a result of replacement, the number is still the same. The quota should be increased to allow more people to be engaged to improve the sanitation situation in the municipality.

Plantation

There are 41 workers under this module. The beneficiaries have been exited. Their salaries have been paid up to March. The module should be reintroduced not only to provide jobs for the uneducated youth and adults but also to weed around trees that have been planted along the major roads in the municipality and to keep the surrounding tidy.

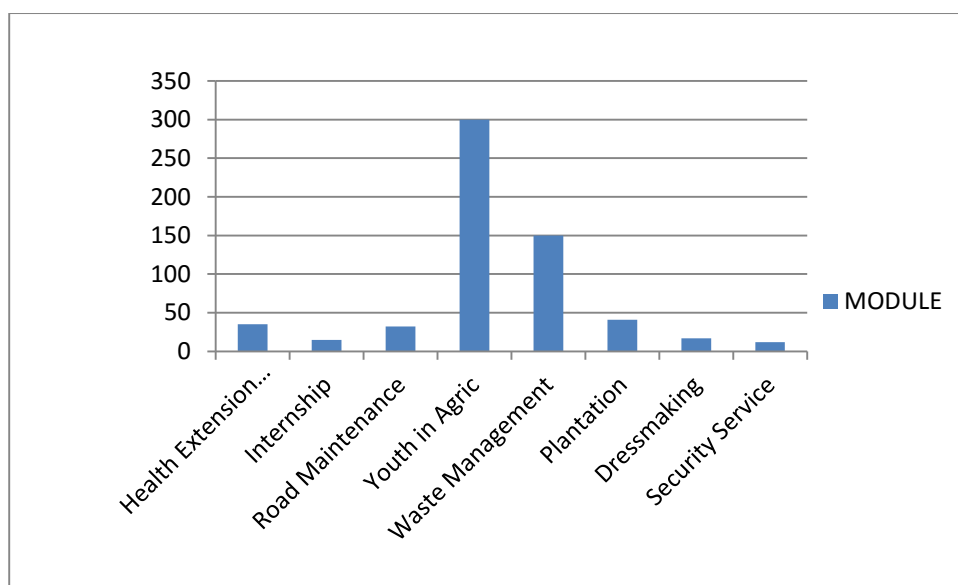
Dressmaking

The twenty beneficiaries short listed, 17 of them started their training with their masters. They are still working. They are yet to graduate. The remaining three vacated the training.

Security Services.

The NYEP recruited 12 beneficiaries for community police, the Prisons Service and the Fire Service i.e. four for each sector. The Community Police have completed their training and are now attached to the Nsawam Police Command. The Community Prisons Service also completed their training and awaiting appointment letters and postings. The Community Fire service recruits are yet to be called for training.

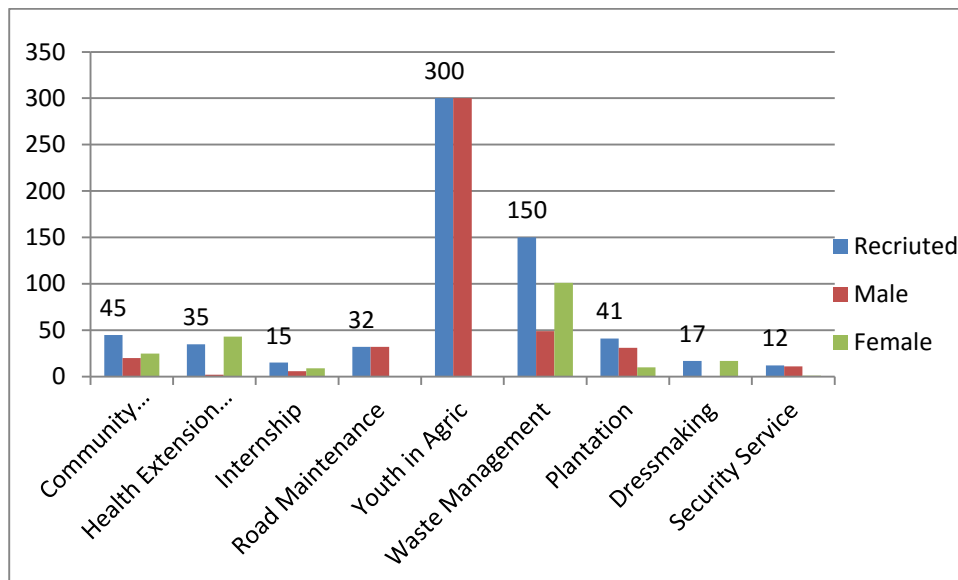
NATIONAL YOUTH EMPLOYMENT PROGRAMME



From the chart above the Youth in Agric module is the major employer of the beneficiaries followed by Waste Management, Plantation, Health Extension, Road Maintenance, Dressmaking, Internship and Security Service in that order.

Furthermore, considering the gender parity with regard to the various modules, it can be realised from the chart below that with the Youth in Agric and Road Maintenance modules no female has been recruited. Also with dressmaking no male beneficiary has been recruited. More of the females have been recruited in Health Extension and Waste Management than their male counterpart.

Conclusively, about 68.7% of the total recruitment went to the male beneficiaries while the rest 31.4% went to the female beneficiaries. It must be emphasized that the female representative is not remarkable and that more females should be recruited in subsequence recruitment exercise. Further, modules especially Road Maintenance, Youth in Agric and Security Services should be made attractive to the female. Equally, modules like Dressmaking and Health Extension should be made attractive to the males.



Challenges Of The National Youth Employment Programme (Nyep).

Challenges of the NYEP include the following:

- Inadequate office accommodation.
- Lack of computer and accessories.
- Lack of impress to run the secretariat.
- Delay in payment of allowances.
- Appointment letter for CETA UTDBE.
- Appointment letter for the office staff.
- Appointment letter for internship applicants.
- Delay in the appointment of the thirty-four Health Extension Workers by the Ministry of Health.

Capitation Grant

PROGRAMME	YEAR	NO. OF PUPILS	TOTAL AMOUNT(GH¢)
CAPITATION GRANT			
	2008	31,107	93,852.00
	2009	32,333	14,2771.42
	2010	32,661	146,975.00

Source: Ghana Education Service, Nsawam. 2010

While in the year 2008, the number of pupils were 31,107 and the total amount received as capitation grant was GH¢ 93852.00. However, in the year 2009 the number of pupils increased to 32,333 that is about 4% increase while amount disbursed for that year increased to GH¢ 142771.42 meaning there was a marginal increase of 5.2%.

School Feeding Programme

Programme	Year	Number Of School	Number Of Pupils	Disbursement(Gh¢)
School Feeding Programme				
	2008	5	4,474	283,159.00
	2009	5	4295	129,924.00
	2010	5	4,178	482,170.68

Source: Ghana Education Service-2010

School feeding in the year 2008 covered five schools with pupil population of 4,474 with estimated amount disbursed standing at two hundred and eighty three thousand one hundred and fifty-nine cedis (GH¢ 283,159) while in 2009 the programme still covered five schools but the number of pupils dropped to four thousand two hundred and ninety-five (4295) i.e about 4% decrease; and the amount disbursed was one hundred and twenty nine thousand nine hundred and twenty four Ghana cedis (GH¢ 129,924.00) representing about 54.1% fall of amount disbursed in 2008. In 2010 schools covered by the program were still five (5) and

pupils were 4,178. Using the 2008 as the base year there was a fall of two hundred and ninety-six (296) in pupils benefiting and representing about 7.4% decrease.

National Health Insurance Scheme

Programme	Year	Number Covered	Disbursement(Gh¢)
National Health Insurance Scheme			
	2008	24,607	1,548,214.98
	2009	98285	1,802,329.98
	2010	109,476	2,902,489.67

Source: National Health Insurance Authority-2010

The National Health Insurance in 2008 covered 24607 people with total disbursement at GH¢ 1548214.98 while in the year 2009 98,285 people benefited incurring a total disbursement of GH¢1802329.98, an increase of 16 percent.

It is important to not that the above stated critical development and poverty issues have been identified and needs to be supported and sustained to ensure that the needy, the vulnerable and the marginalized are taken care of.

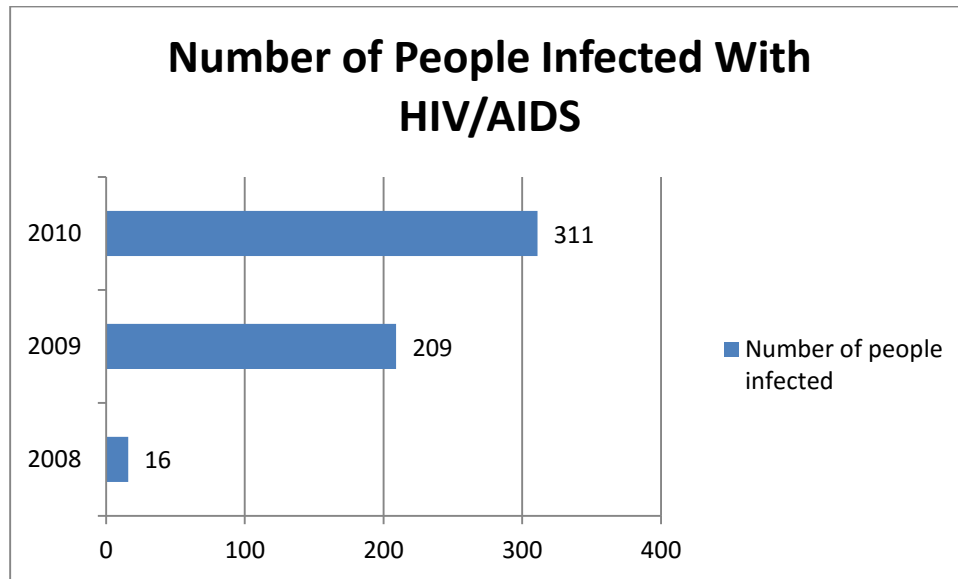
HIV/AIDS

Programme	Year	Number Infected	Disbursement(Gh¢)
Hiv/Aids			
	2008	16	4,200.00
	2009	209	
	2010	311	

Source: Ghana Health Service, Nsawam, 2010

From the table above, as at 2008 some 16 people were diagnosed with the HIV/AIDS virus. Comparing the figure for 2008, which is 16 and as a base year it could be realised that in 2009 the increment was two hundred and nine(209) which represent about 1,206%. This is

very alarming should the trend continue. In 2010, 311 cases were recorded representing an increase of one hundred and two (102) i.e. about 49% increment.



From the above diagram it can be realised that more people have been diagnosed with the HIV/AIDS virus in 2010 which means that the rate at which the diseases is increasing is very alarming. Furthermore it may also mean that because of the Health Insurance Scheme people find it cheaper to go to the hospital unlike before when people found it very expensive to visit the hospital.

1.72 GOOD GOVERNANCE

The Akuapem South Municipal Assembly was established by Legislative Instrument (LI) 1872 of 2007. It is the highest administrative and political authority in the municipality. Section one (1) of the Local Government Act 1993 (Act 462) under which it operates, stipulates that the Assembly exercises deliberative, legislative and executive functions in the Municipal

It is responsible for the overall development of the Municipality by way of the preparation of development plans and the budget related to the approved plans.

The Municipal Assembly has in place Executive Committee as stipulated under section twelve (12) of Act 462.

The committee is headed by the Municipal Chief Executive (DCE) who is recognized by section twenty (20) (2) of Act 462 as a political and executive head of the Municipal Assembly.

In compliance with the provision of section twenty-four (24) of Act 462, the Executive Committee has the following Statutory Sub Committees;

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

The sub committees have the responsibility of collating and deliberating on issues relevant to their special areas and to submit their recommendation to the Executive Committee to the General Assembly for approval and subsequent implementation.

As stipulated by sections 46 – 48 of the local Government Act, 1993 (Act 462)the Municipality Assembly's functions include'

- i. Formulating and executing plans, programmes and strategies for the effective mobilization of the Municipality's resources.
- ii. Promoting and supporting productive activities and social development in the Municipality.
- iii. Initiating policies for the development of basic infrastructure.
- iv. Development and Management of human settlements and the environment.
- v. Ensuring ready access to courts in the Municipality for the promotion of justice.
- vi. Coordinating, integrating and harmonizing the execution of programmes and projects under approved development plans for the Municipality and of the development programmes promoted or carried out by ministries, departments, public corporations and non-governmental organizations in the Municipality.

The structure of the Akuapem South Municipal Assembly is in consonance with stipulations of the local Government Act, 1993 (Act 462) with the office of the Municipality Assembly being the highest authority in the Municipality with the rest in terms of importance being the Executive Committee chaired by the Municipal Chief Executive (DCE) who is the political and executive head.

The Executive Committee operates through the various sub committees with the Municipality Coordinating Director (MCD) coordinating the activities of all the sub committees.

Under the MCD are also Deputy Directors of Municipal Planning Coordinating Units (MPCU) and the Administration and decentralized Departments. These departments and agencies form integral part of the Municipal Assembly with the head of such departments being ex-officio members of the Assembly. See figure 4 below.

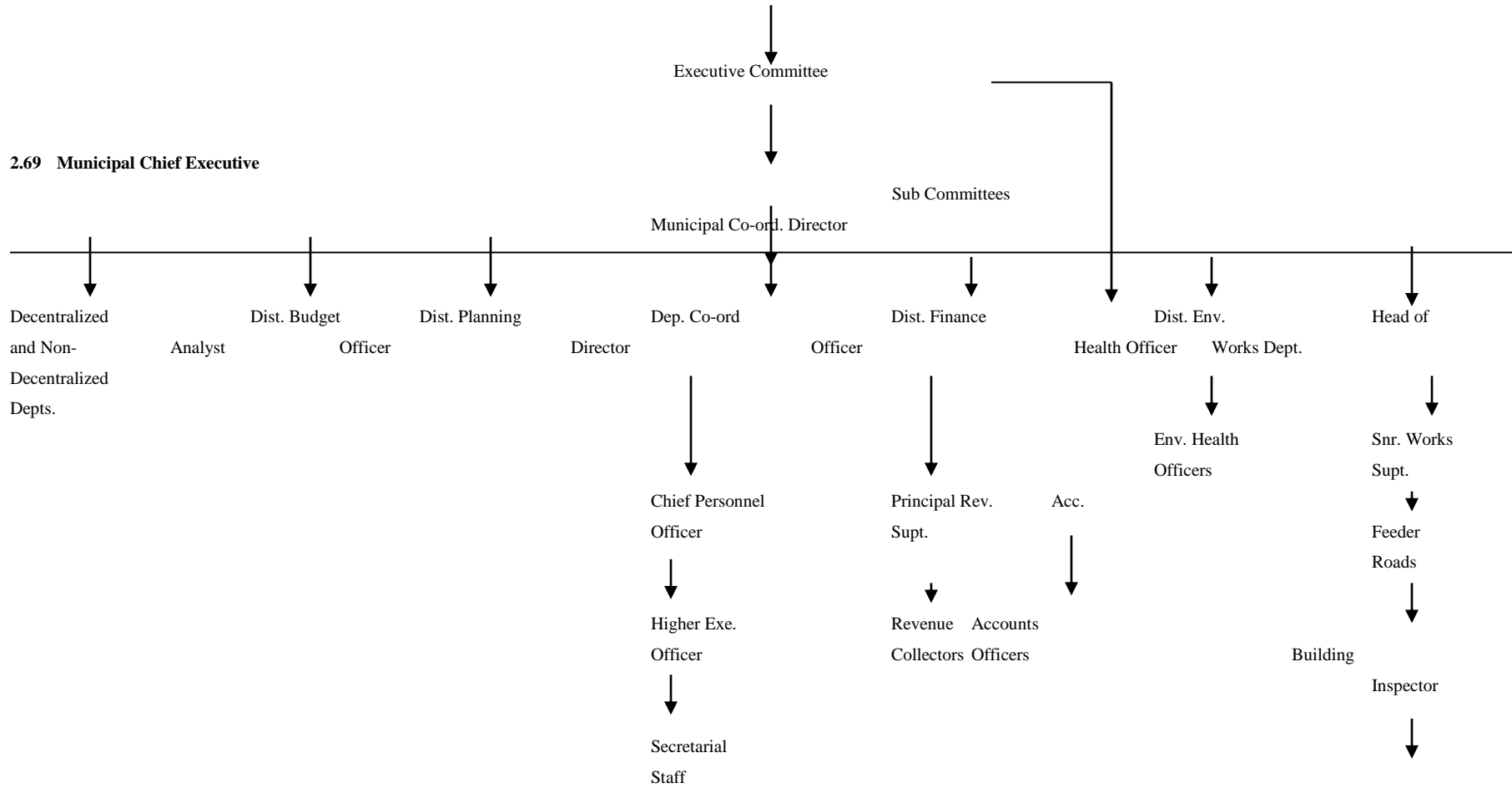
In Akuapem South Municipal, all the key departments are in place except the Department of Trade and Industry. Hence, present in the Municipality are the following.

- Central Administration
- Finance Office
- Education, Youth and Sports
- Ghana Health Service
- Agriculture Department
- Physical Planning Department
- Natural Resources Conservation Department, Forestry, Game and Wild Life Division
- Works Department
- Social Welfare and community Development
- National Youth Employment Programme
- Environmental Health and Sanitation
- National Disaster Management Organisation.

1 Figure 4: The Akuapem South Municipality Assembly Structure

2 General Assembly

2.69 Municipal Chief Executive



Artisa

The non-decentralized agencies operating in the Municipality are: Judicial Service, Ghana Police Service, Ghana National Fire Service, Ghana Postal Service, Ghana Telecom Company, Ghana Water Company, Prisons Service, Electoral Commission, Non-Formal Education Division, National commission on Civic Education, Labour, Land Valuation Board, Stool Lands, Centre for National Culture, NBSSI, Commission on Human Rights and Administrative Justice (CHIRSI) Audit Service and National Youth Council.

1.73 Town And Area Council

With regard to sub-structures, there are seven Urban and Zonal Councils and 129 Unit committees in the Akuapem South Municipality. The table below shows the composition of the Akuapem South Municipal Assembly as follows: 61 Assembly members (including the member of parliament); 116 unit committee with 866 Unit Committee numbers.

There is one Urban Council, namely – Nsawam Urban Council, and six zonal councils namely Adoagyiri zonal Council and Aburi zonal Council have their office accommodations near completion while efforts are being made to provide the other four with office accommodation.

Table 36 - Composition of Akuapem South Municipality Assembly

No	Sub-Municipality Structures	No. of Member	No. of Unit Committees	Unit Committee Members
1	Nsawam Urban Council	7	-	-
2	Adoagyiri zonal Council	8	19	117
3	Nkyenenkyene zonal Council	2	23	225
4	Obodan/Fotobi zonal Council	7	7	66
5	Aburi zonal Council	8	21	183
6	Dago Anamenampa zonal Council	4	24	129
7	Pakro-Ajenase zonal Council	6	10	75
8	Government Appointees	18	12	71
9	Member of Parliament	1	-	-

	Total	61	116	866
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Source: Field Survey June, 2010

As an important landmark of the Local Government Administration, Unit Committees lead their people to initiate plan and implement projects that meet the priority and aspiration of the people. They also mobilize resources and labour for the construction of projects in the communities.

1.74 Traditional Administration

Within the Akuapem South Municipality there can be found three Traditional Councils.

These are: Nsawam, with a area of jurisdiction covering Djankoma, Adamukrom, Oparekrom, Kojokrom, Adoagyiri; covering Amoakrom, Owuraku, Akwamu, Kofisah, Okanta, Som and Oblegima. Sakyikrom traditional Area covers Asante-Akura and Fankyeneko.

These traditional institutions are a potent-force in the running and development of the Municipality. They also resolve chieftaincy disputes and litigations over land, which if left unresolved can kill communal spirit and affect community development through sabotage and general unrest and violence leading to loss of life and destruction of social infrastructure. The situation can also lead to a situation where potential investors would consider the Municipality unsafe for investment.

1.75 Non-Governmental Organizations (NGOs)

The Municipality is fortunate to be hosting some NGOs whose activities meet the developmental aspirations of the people. As partners in development, these NGOs have their programmes and projects harmonized and integrated into the Municipal Medium Term Development Plan to ensure full maximization of resources.

Some of the constraints and challenges of Local Government Administration in the Municipality include:

- Inadequate residential accommodation for decentralized departments.
- Lack of permanent staff at the unit level.
- In effective coordination between the Assembly and Decentralized Departments.

- Inadequate office accommodation for the Urban and Area Councils
- Inadequate means of transport
- Inefficiencies in the mobilization of internally Generated Revenue.

1.76 Private Sector Development

Akuapem South Municipal Assembly recognizes the potential of the private sector as becoming the engine of growth. Both the Urban and Rural areas of the municipality are recognized as major production centres. The private sector in the municipality can develop when strategies are aimed at promoting and increasing access to technology, credit and economic services especially to rural and urban informal sectors and at the same time promote and support the informal sectors and cooperatives.

The major resource of the municipality is available is land, which when fully exploited by the private sector could generate a number of enterprises, employment and incomes in the Municipality.

Some of the efforts made to support the private sector to grow is the provision and extension of electricity to all the major towns, provision of potable water, extension of telecommunication, rehabilitation of roads and capacity building for area council members opinion leaders, and Assembly members.

Predominant among the private sector are the Bakeries who have become an indispensable in the economic structure of the Municipality.

Trading in farm produce and other manufactured goods is also prominent with its attendant flow of trucks carrying foodstuff from the Brong Ahafo, Ashanti and Northern Regions respectively.

In general, some of the bottlenecks that inhibit the development of the private sector and its contribution to the municipality's economic development include:

- Lack of Capital to expand business

- Inadequate managerial skills
- Lack of entrepreneur skills to start new business and innovate
- Marketing problems
- Poor roads to production Centre

CHAPTER TWO

DEVELOPMENT PRIORITIES

1.77 Summary Of Community Needs And Aspirations

At the stakeholders meeting levels, proposals from members were prioritized using the Pair-Wise Ranking. In adopting this technique, it helps to create awareness about alternative projects and individual priorities. The process also leads to open in decision –making and attainment of consensus on which project are prioritised, thus project are selected through the participatory planning process.

The selection of community needs was arrived at after the team toured the seven urban Area Councils to confirm, replace and withdraw any proposal, which they had initially proposed for consideration. Below is the summary of key communities.

Needs and Aspiration.

Table.37

Rank	Needs/Aspiration	Frequencies
1	Road Improvement	55
2	Public Toilets	49
3	Extension of electricity	39
4	Rural Water Supply	33
5	Basic School Infrastructure	30
6	Clinic	24
7	Market	23
8	Street Light	15
9	Drainage Facility	12
10	Credit Facilities	10
11	Extension of Pipe-Borne Water Supply	7
12	Farmers Service Center/Input	6

13	Supply Shop	5
14	Police Station	5
15	Teachers Accommodation	4
16	Day Care	4
17	Waste Management	4
18	Vocational/Technical Schools	3
19	Extension Services to Farmers	3
20	Employment Opportunities	3
21	Post Office	3
22	Extension of Telephone Booth	3
23	Community Based Secondary school	3
24	Recreational Facilities	2
25	Lorry Park	2
26	Nurses Quarters	1
27	Dredging of Streams	1
28	Resolution of Chieftaincy Disputes	1
29	Establishment of Cottage Industries	1
30	Library	1
31	KVIP for Schools	1
32	Tree Planting and Reforestation	1
33	Guest House	1
34	Corn Mill	1
35	Household Latrines	1
36	Computer Centre for JSS	1
37	JSS workshop	1

Source: Field Survey, 2010

Table 38

Identified key development issues/gaps Community needs & Aspiration	GPRS II THEMATIC AREAS			
	Private Sector Competitiveness.	Human Resource Development	Good Governance and Civic Responsibility.	
Road Improvement	✓			
Public Toilets		✓		
Extension of electricity	✓			
Rural Water Supply		✓		
Basic School Infrastructure		✓		
Clinic		✓		
Market	✓			
Street Light	✓			
Drainage Facility	✓			
Credit Facilities				
Extension of Pipe-Borne Water Supply		✓		
Farmers Service Center/Input	✓			
Supply Shop	✓			
Police Station			✓	
Teachers Accommodation		✓		
Day Care		✓		
Waste Management		✓		
Vocational/Technical Schools		✓		
Extension Services to Farmers	✓			
Employment Opportunities	✓			
Post Office			✓	

Extension of Telephone Booth	✓			
Community Based Secondary school		✓		
Recreational Facilities		✓		
Lorry Park	✓			
Nurses Quarters		✓		
Dredging of Streams	✓			
Resolution of Chieftaincy Disputes			✓	
Establishment of Cottage Industries	✓			
Library		✓		
KVIP for Schools		✓		
Tree Planting and Reforestation		✓		
Guest House	✓			
Corn Mill	✓			
Household Latrines		✓		
Computer Centre for JSS		✓		
JSS workshop		✓		

LINKED HARMORNISED IDENTIFIED DEVELOPMENT PROBLEMS TO THE MTDPF 2010-2013

MTDPF 2010-2013 Harmonised Identified Develop- ment issues	INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENT	HUMAN DEVELOPMENT, EMPLOYMENT AND PRODUCTIVITY	ACCELERATED AGRICULTURAL MODERNISATION & NATURAL RESOURCE MANAGEMENT	TRANSPARENT AND ACCOUNTABLE GOVERNANCE	ENHANCED COMPETITIVENESS OF GHANA'S PRIVATE SECTOR
Road Improvement	✓				
Public Toilets		✓			
Extension of electricity	✓				
Rural Water Supply	✓				
Basic School Infrastructure		✓			
Clinic		✓			
Market					✓
Street Light	✓				
Drainage Facility	✓				
Credit Facilities		✓			
Extension of Pipe-Borne Water Supply	✓				
Farmers Service		✓	✓		

Center/Input					
Supply Shop			✓		
Police Station				✓	
Teachers Accommodation		✓			
Day Care		✓			
Waste Management	✓				
Vocational/Technical Schools		✓			
Extension Services to Farmers			✓		
Employment Opportunities		✓			
Post Office	✓				
Extension of Telephone Booth	✓				
Community Based Secondary school		✓			
Recreational Facilities		✓			
Lorry Park					✓
Nurses Quarters		✓			
Dredging of Streams	✓				
Resolution of Chieftaincy Disputes				✓	✓
Establishment of Cottage Industries			✓		
Library		✓			
KVIP for Schools		✓			
Tree Planting and Reforestation			✓		
Guest House					✓
Corn Mill					✓
Household Latrines		✓			
Computer Centre for JSS		✓			
JSS workshop		✓			

1.79 KEY POTENTIALS, OPPORTUNITIES, CONSTRAINTS AND CHALLENGES (POCC ANALYSIS)

This section of the report looks at the internal advantages and disadvantages of the Akuapem South municipality under the various Thematic Areas of the MTDPF 2010.

The Potential of the municipality refers to internal factors, advantages and resources which when utilized can enable the municipality enhance its socio-economic development.

In addition, assessment of opportunities promotes more realistic planning. Opportunities are external factors that positively influence development in an area.

Constraints are internal factors including institutional, human and physical resource that act against development.

Challenges on the other hand are obstacle that may hamper development and originate from outside the municipality and can have negative effects on its development. The analysis of POCC (i.e) Potentials, Opportunities, Constraints and Challenges is now applied to the five thematic areas i.e.

- i. Infrastructure and Human settlements Development.
- ii. Accelerated agricultural Modernisation And natural Resource Management.
- iii. Enhancing Competitiveness of Ghana's Private Sector.
- iv. Human Development, Employment And Productivity.
- v. Transparent and accountable governance.

Enhancing Competitiveness of Ghana's Private Sector.

Sector – Local Economy

No.	Issues to be Addressed	Potentials.	Opportunity	Constraints	Challenges.
1	Taxes	Existing companies to pay taxes.	Company have ready market for their produce.	Poor road networks.	Inadequate revenue collectors.
2	Acquisition of land	Existence of vast land for production purposes.	<ul style="list-style-type: none"> Existence of traditional farmers. Agric extension officers 	<ul style="list-style-type: none"> Individual ownership land. Mobility of agric extension officers. 	Unpredictable rainfall pattern.
3	Promotion of agro-processing.	Existing of fertile land.	Ready market.	<ul style="list-style-type: none"> Lack of Financial assistance. High cost of machinery. 	Unfavourable weather condition.
4	Tourism.	Existing natural sites	Sites have been identified by both local & foreign investors.	Lack of modern facilities.	<ul style="list-style-type: none"> Changing taste of clients. Attitude of indigenous communities.
5	Employment Generation.	Establishment of youth employment office & existence of companies.	Financial assistance from central government & financial institutions.	Unskilled youth & bad working culture.	Market beyond local control.

Human Development, Employment And Productivity

No.	Issues	Potentials	Opportunity	Constraints	Challenges
1	Education. Low retention rate among girls.	Availability of qualified teachers.	Support from GETFUND.	Inability of parent to provide pupils needs.	Frequent absenteeism by teachers.

2	Provision of infrastructural development.	School building provided.	DACF & capitation grant	Inadequate furniture.	Frequent strikes by teachers over single spine salary structure.
3	Lack of Teachers accommodation.	Willingness of teachers to stay within communities.	Willingness of the municipal assembly & development partners to support.	Inadequate financial resources.	Land litigation.
4	<u>Health.</u> Inadequate health infrastructure	Qualified staff available	GOG support.	Inadequate medical paramedical staff & equipment.	Inability to pay for the health insurance premium.
5	HIV /AIDS prevalence &	The existence of MAC	Support from GAC & municipal assembly	Inadequate funds	Issue of stigmatization.
6	<u>Water & Sanitation</u> Inadequate Potable Water Supply.	Presence of numerous rivers stream & underground water	Presence of EU and CWSA	Inability of communities to manage facilities.	High cost of spare parts.
7	Inadequate sanitation facilities	Qualified staff at the EH office	DANIDA support	Inadequate logistics	Lack of labour

Human Development, Employment And Productivity

No.	Issues	Potentials	Opportunity	Constraints	Challenges.
1	Inadequate Resources to the Vulnerable and Excluded	Existence of Dept. of social welfare & community development	Support from DACF	<ul style="list-style-type: none"> Lack of recognition of their potential. Lack of office accommodation & logistics. 	Inadequate financial support.

Transparent and Accountable Governance-Good Governance

Issued to be Addressed	Potentials	Opportunity	Constraints	Challenges
Weak local structures.	<p>Municipal assembly in place</p> <p>Decentralized and non-decentralized departments</p> <p>Urban, town & Area Councils in place</p> <p>Security agencies in place</p> <p>Judiciary service in place</p> <p>Relative peaceful political and chieftaincy environment</p> <p>Cordial MA and Civil Society</p> <p>Presence of police</p> <p>Presence of fire service</p> <p>Presence of prison service</p>	<p>Existence of area councils</p> <p>Assistance from RCC</p> <p>MLGRD&E</p> <p>SIF</p>	<p>Low revenue generation</p> <p>Inadequate data base on revenue</p> <p>Urban, Town Area Council and Unit committees not effective</p> <p>Inadequate office accommodation</p>	<p>Lack of permanent staff at town, area council office</p> <p>Delay in common fund releases</p> <p>Dual allegiance of decentralized dept.</p> <p>Area councils inability to collect ceded revenue</p> <p>No financial resources to area councils to operate</p> <p>How to attract qualified staff to the area council</p>

1.80 Key Issues Arising From Pocc

This section of the Municipal plan seeks to address key issues arising from the POCC analysis to the Economic Development of the Municipality. The analysis has been done under the MTDPF 2010-2013 themes.

1.81 Micro/Municipal Economy.

The key issue under this sector is how the Municipality can mobilize the traditional sources of revenue. There are a lot of potentials to harness to develop the municipality. Some of the potentials include taking records of all sources of revenue available to the assembly coupled with the opportunities from other non-governmental organizations operating in the municipality. The municipality's Common Fund is another opportunity available to the municipality.

1.82 Production And Gainful Employment.

The municipality has limited land for agricultural purposes coupled with exploitative land tenure system which make access to land very difficult even though agriculture is the dominant economic activity. In addition, high interest rate charged by the Banks scare farmers from contracting loans for increased production.

The municipality notwithstanding, can benefit from money meant for the LESDEP to increase production, non-governmental organizations operating in the municipality can offer soft loans to farmers and small scale industries.

1.83 Human Resource Development.

The inadequacy of technical and vocational institutions in the municipality to train middle-level manpower needed for economic development.

The non-governmental organization operating in the municipality can be helpful in capacity building programmes for the youth in addition to organizing seminars and for a to train the large labour force in the municipality to become productive.

1.84 Programme For The Vulnerable And Excluded.

The inability of most programmes designed for the vulnerable and excluded to achieve its intended objectives is as a result of inadequate funds needed to support such programmes. Some non-governmental organizations are however prepared to support such programmes including HIV/AIDS, training programmes for the disabled etc.

The presence of corrective facility has an effect on the society greatly though unnoticed. This happens when freed convicts, due to society's rejection of ex-convicts who decided to settle in Nsawam instead of returning to their original place of abode. These ex-convicts, finding life difficult without gainful employment resort to criminal activities to sustain themselves, thereby increasing the crime rate in the Akuapem South Municipality. This group of vulnerable people should be assisted by means of providing seed capital to start businesses to sustain themselves.

Some civil society organizations and philanthropists also offer special support services for the vulnerable.

1.85 Good Governance

In addition to weak institutional capacity of the sub-district structures, weak flow of information within the municipality and inadequacy of both human and material resources for efficient administrative and institutional development; the local structures are yet to function effectively. Again, inadequacy of qualified personnel and motivation, leads to inefficiencies in the enforcement of law and order.

Notwithstanding these problems, support of NGOs and other civil/society organisation can ensure good governance.

The civil society sector comprising of NGOs, who are social oriented operate on a lower scale in the municipality and are mainly engaged in awareness creation of the dangers and effects of the HIV/AIDS menace engulfing the country. Some are also involved in the reformation of inmates of Nsawam Prisons.

1.86 Prisons.

The corrective facility present in the Akuapem South Municipality, the Nsawam Medium Security Prisons housing male and female prisoners is charged with the safe custody, welfare, rehabilitation and reformation of inmates as well as support the Police Service in combating crimes in and around the Akuapem South Municipality. However the service is understaffed, resulting in some vacant position and inability to perform optimally.

Also access to portable water is reduced in the facility, as well as overcrowding of inmates in the cells.

The Ghana National Fire Service is also present in the municipality to help prevent and fight fire through training of fire volunteers and education of the general public on fire prevention practices.

CHAPTER THREE

MUNICIPAL GOALS, OBJECTIVES AND STRATEGY

The MTDPF2010-2013 represents comprehensive policies to support growth and poverty reduction over a four-year period (2010 – 2013). It is informed by the conviction of government that the economy of Ghana needs to be managed effectively to enable wealth creation a reality for the benefit of all Ghanaians.

The Government of Ghana aims to create wealth by transforming the nature of the economy to achieve growth, accelerated poverty reduction and the protection of the vulnerable and excluded within a decentralized, democratic environment. This goal will be achieved by:

- Ensuring sound economic management for accelerated growth.
- Increasing production and promoting sustainable livelihood
- Direct support for human development and the provision of basic services
- Provide special programmes in support of the vulnerable and excluded
- Ensuring good governance and increase capacity of the public sector, and
- The active involvement of the private sector as the main engine of growth and partner in nation building.

The emphasis over the period will be to ensure sustainable growth, accelerated job creation and agro-processing industrial growth. The MTDPF2010-2013 will also focus on providing the enabling environment that will empower all Ghanaians to participate irrespective of their socio-economic status or where they reside have access to basic social services such as health care, quality education, potable drinking water, and security from crime and the ability to participate in decisions that affect their own lives.

The Akuapem South Municipal Assembly is focused to ensure that all communities in the Municipality, irrespective of their socio-economic, political and religious status or where they are located have access to the benefits of all mobilized resources.

The thrust of the MTDPF2010 in terms of development has identified the municipality's needs and priorities based on the potential and opportunities available. This will enable the municipality concentrate its efforts and resources on those priorities of projects to maximize the benefits.

GOALS UNDER THEMATIC AREA

Infrastructure And Human Settlements Development

1. To improve Feeder Roads condition in the Municipality.

Human Development, Employment And Productivity.

Education

To improve the quality of education in the Municipality.

Health

1. To improve the health delivery system in the Municipality
2. To increase access to Family Planning Services
3. To improve access to HIV/AIDS Information and A.R.T.

Water.

To improve the water services delivery in the Municipality

Sanitation

To improve the sanitation delivery system in the Municipality.

Infrastructure And Human Settlement Development

To ensure orderly physical development

Human Development, Employment And Productivity.

Vulnerable and Excluded

To improve access to skill training, education and credit

Transparent and Accountable Governance

To promote good governance in the Municipality.

Enhanced Competitiveness Of Ghana's Private Sector.

To increase productivity and income of all small and medium scale enterprises

MUNICIPAL PRIORITIZED OBJECTIVES UNDER THE THEMATIC AREAS

Infrastructure And Human Settlements Development

- Rehabilitate 14km feeder road by 2013
- Develop potential irrigation facilities in the municipality.

Enhancing Competitiveness Of Ghana's Private Sector

Local Economy

- To strengthen the revenue mobilization and generation of the Assembly by December 2013
- To establish five Rural Enterprise Projects in the Municipality to provide managerial and entrepreneurial skill by December 2013
- To provide five large cold storage facility to preserve fresh pineapples and for export by December 2013.
- To construct 2-Unit craft village at Aburi by December 2013
- To identify all tourist facilities in the Municipality by December 2013
- To rehabilitate 181 kilometers of feeder roads in the Municipality by 2013.

- To provide two solar powered irrigation facilities at Akraman and surrounding communities by December 2013 for the production of pineapple and pawpaw for export
- To facilitate the extension of financial resources to entrepreneurs by December 2013
- To generate about 2,500 employment by December 2013.
- To construct 1No. Senior Staff Quarters for Municipal Director of Agriculture by December 2013
- To construct 2No. Semi-detached staff Quarters by December 2013 for MoFA

Human Development, Employment And Productivity

Education

- To construct 2No. semi-detached staff quarters for the two deputies of Ghana Education Service by December 2013
- To construct 20-No. 8-Seater KVIP toilets for 20-No. Basic schools by December 2013
- To construct 5 –No 4-Unit Teacher Accommodation in five communities by December 2013
- To construct 1 No Teachers Resource Centre at the Directorate by December 2013.
- To construct 14-No. KG blocks by December 2013
- To rehabilitate 18-No. JSS blocks by December 2013.
- To construct 6-No. Unit Classroom Blocks to replace the shift system by December 2013

Health

- To construct 1-No NHIS Secretariat
- To construct 2-No Senior Staff Quarters for GHS, Nsawam by December 2013
- To organize 8No.public education on sanitation, malaria, HIV/AIDS and Buruli-Ulcer by December 2013
- Build 3-NO CHIP Centre by December 2013
- Construct Health Centre at Panpanso by December 2013
- To sponsor 30-No Community Health Trainees by December 2013

Water

- To construct 2-N small town water system by December 2013
- To construct 30-No boreholes for 30 communities by December 2013
- To provide adequate resources to MWST to enhance their delivery capacity from the present level by 50% by December 2013.

Sanitation

- To assist 2000 households to own household toilets by providing subsidies by December 2013
- To develop up to standard a permanent refuse disposal site at Ahodwo by December 2013
- To provide 30 No. Basic schools with institutional latrines by December 2013
- To create a standard liquid waste disposal site by December 2013
- To construct 10 No. Acquah Privy/Biogas/Envro-Lov toilet facilities in 10 communities by December 2013
- To construct 2 No. Slaughter houses at Nsawam and Aburi by December 2013
- To construct 3 No. Ponds at Nsawam, Aburi and Adoagyiri for stray animals by 2013
- To procure sanitary tools.

Vulnerable And The Excluded

- To construct sheltered workshop at Nsawam to train people with disability in employable skills.
- To increase the percentage of access and retention of the girl child by December 2013

Transparent And Accountable Governance

- To organise 4No.organize quarterly departmental meetings yearly.
- To organize 3No. General Assembly Meetings.
- To complete the construction 3-No Area Council Offices by December 2013
- To construction 4-No Area Council Offices by December 2013
- To construct 3 – No semi-detached staff quarters for Municipal Assembly staff by December 2013
- To furnish and provides office equipment to all Area Council Offices by December 2013.

- To rehabilitate about 21 kilometers of Nsawam and Adoagyiri town roads by 2013.
- To construct 1No. court building in Nsawam by 2013

STRATEGIES FOR ACHIEVING THE PRIORITIZED DEVELOPMENT OBJECTIVES

Human Development, Employment And productivity

- Provide technical training to master craftsmen and complete the two (2) craft village.
- Encourage the youth to go into agriculture by making credit and inputs available to them while the Department of Cooperatives assist in the FBO mobilization.
- Construct 1-No. Sheltered workshop to train people with disability in employable skills.

Enhancing Competitiveness Of Ghana's Private Sector

- Identify all tourist sites for immediate development
- Encourage the establishment of agro-processing by local entrepreneurs.

Infrastructure And Human Settlements Development

- Assess the nature of the feeder roads, prioritize them for the Department of Feeder Roads for re-shaping, re-surfacing, and re-gravelling
- Expand irrigation facilities to increase available land for the cultivation of pineapple and pawpaw production.

Human Development, Employment And Productivity.

Education

- Construct 2-No. semi-detached staff quarters for the two deputies of Ghana Education Service
- Construct 20-No. 8-seater KVIP toilets for 20-No. basic schools
- Construct 5-No. 4-Unit Teacher Accommodation in five communities
- Construct 1-No Teacher Resource Centre

- Construct 14-No. KG blocks
- Rehabilitate 18-No. JSS blocks
- Construct 6-No 6-Unit Classroom Blocks

Health

- Construct 2-No. Senior staff quarters for Ghana Health Service
- Organize public education on sanitation, malaria, HIV/AIDS and Buruli-Ulcer
- Build CHIP (1-No) compound at Ankwa Doboro
- Construct Health Centre at Panpanso
- Sponsor 30 Community Health Nurses Trainees
- Construct 1-No. NHIS offices at Nsawam.

Water

- Construct 2-No. Small town water system
- Construct 30-No. Boreholes for 30 communities
- Provide adequate resources to MWST to enhance their performance

Transparent And Accountable Governance

- Organize quarterly departmental meeting
- Organize three General Assembly Meetings
- Complete the construction of 3-No. Area Council Office
- Construct 4-No. Area Council Offices
- Construct 3-No. Staff Quarters for Municipality Assembly Staff
- Provide furniture and office equipment to all Area Councils
- Recruit 3-No Permanent Staff to each Area Council Office
- Rehabilitate 21 kilometers of Nsawam and Adoagyiri Towns
- Review the current system of revenue collection and up-dating of revenue data to identify potential sources of revenue

- Educate the public on activities of ASMA and the need to pay taxes to support the services provided.
- Setting of realistic targets for Revenue Collectors
- Review of Rates and Fines Annually where necessary

The Medium-Term Development Plan is therefore to guide the Municipality Assembly and the various communities in their current and future actions to increase agricultural productivity, improve on social services, good governance to ensure improved living standard of the people in the Municipality.

It is anticipated that the implementation plan can

- Absorb the natural population growth of 1.6%
- Build and rehabilitate infrastructure
- Add value to agric, produce by processing
- Improve resource mobilization
- Improve institutional capacities and human development

1.87 DEVELOPMENT PROSPECTS

This section of the report represents the framework within which the municipality will work within the planned period. It involves the projection of the population, health, education and employment of the municipality to year 2013.

1.88 PROJECTION METHODS

Projections were made with the use of the geometric projection formula, which is as follows:

$$P_t = P_o (1 + r)^t$$

Where P_t = The population of the future.

P_o = The population of the base year.

R = The growth rate of the population.

T = The time range of the projection.

1.89 ASSUMPTIONS FOR PROJECTION

1. The percentage of population in each age cohort remains constant, within the projected period.
2. The sex ratio remains unchanged over the period.
3. The growth rate of 1.6% remains the same within the planned period.

EXISTING AND PROJECTED POPULATION.(2010-2013)

SEX	EXISTING(2010)	Projected(2013)
Male	65,660	68,225
Female	68,340	71,010.
Total	134,000	139,235

Source: 2010 Population census.

From the table above, the current total population of the municipality is 134,000 out of which 65,660 are male and 68,340 are female. With the growth rate of 1.6%, the total population is expected to grow to 139,235 in the year 2013. The expected growth has implication for the provision of social services in the future.

1.90 Employment Projections

From the analysis of the socio-economic survey, about 57% of the total population falls within the labour force, this sum up to 76,380 for the year 2010. With the current growth rate of 1.6%, the labour force is expected to increase to 80,046. This raise a lot of challenges for the municipality as far as creation of employment opportunities are concerned. Findings from the socio-economic survey indicate that currently, about 8% of the economically active labour force is unemployed. Considering the policy objectives proposed in this plan, it is expected that this figure will reduce by the end of the planned period.

1.91 Education Projection

There are currently 19069 pupils enrolled in primary schools in the municipality which 9689 are male and 9380 are female. Using the Teacher-Pupil Ratio of 1:40, 477 teachers are required while 522 are existing in the municipality. This indicates there are 45 teachers in excess in primary schools in the municipality currently.

Enrollment in the Junior High Schools in the municipality stands at 7,331 of which 3913 are male and 3418 female. Similarly, using the teacher-pupil ratio of 1:35, 209 teachers are needed, but the municipality has 536 in the JHS indicating an excess of 327 teachers.

By the end of the planned period, primary enrolment is expected to be 20,219 calling for a total of 505 teachers. This means that even by the end of the planned period the municipality will still have about 17 teachers surplus indicating that the teachers are under utilised. The situation will not be different from that of the JHS. The enrollment in the JHS is expected to rise to 7566. This figure also requires 216 teachers to meet the standard teacher-pupil ratio. However the municipality currently has 536 teachers. This is an indication of excess teachers in the JHS sector. The implication is that the municipality will have about 320 teachers in excess.

With regard to educational facilities, there are currently 88 primary schools as against 79 required. This indicates the educational facilities in the primary schools are being underutilized. By the end of the planned period (2010-2013) 84 primary school blocks will be needed. This may mean that the municipality may not need another structures for primary schools since there will be surplus of about 4 primary classroom blocks by the end of the planned period.

With the current need of 70 JHS blocks, the municipality has met the requirement. However it is projected that by the end of the planned period the enrolment in JHS is likely to reach about 7566 pupils which will call for about 72 JHS blocks

The analysis is presented in the table below:

1.75 Primary schools**JHS**

40 pupils = 1 class

35

6 classes = 1 school

3

Therefore 240 pupils require 1 school

Therefore 105 pupils require 1 JHS block

Impliedly, (19069) pupils = primary (19069) pupils/240 = 79 schools

Impliedly, 7331 pupils = 7331 pupils/105 = 70 JHSs.

Table EDUCATION PROJECTIONS

Schools	Enrolment(2010)	Existing teachers.	Teachers required.	Schools required.	Projected enrolment(2013)	Teachers required.	Schools required.
Primary	19069	522	477	79	20,219	505	84
JHS	7331	536	209	70	7566	216	72

Table 45 HEALTH PROJECTIONS

Year	Population	Required doctors	Existing doctors.	Backlog.
2010	134,000	13	6	7
2013	136,000	13	6	7

2.2 SUMMARY OF KEY DEVELOPMENT ISSUES

2.3 Enhancing Competitiveness Of Ghana's Private Sector.

1. Low Revenue Mobilization base
2. Low public education on tax payment
3. Low capacity of revenue officers
4. Inadequate monitoring of revenue operators
5. Inadequate data base on revenue sources and lack of agro-processing facilities and storage
6. Underdeveloped tourism infrastructure
7. Lack of central accommodation for DMA

Human Development, Employment And Productivity

Education

1. Low retention rate among girls
2. Inadequate educational infrastructure – both office and residential
3. Inadequate furniture for schools
4. Assistance to needy but brilliant students

Health

1. Inadequate health infrastructure – both office and residential
2. Low acceptance of family planning methods

Water

1. Inadequate potable water supply

Sanitation

1. Inadequate sanitation facilities

2. Inadequate resources to the vulnerable and the excluded

Transparent and Accountable Governance

1. Uncompleted Decentralization/weak structures

Infrastructure And Human Settlements Development

1. Poor feeder roads.

2.12 SUMMARY OF KEY DEVELOPMENT PROBLEMS EMANATING FROM THE SITUATIONAL ANALYSIS

2.13 Natural Environment

The constant interaction by people with the environment has led to the following problems:

- Constant Pollution of the Densu River
- Deforestation
- Reduction in Soil Fertility
- Soil Erosion
- Threat to livelihood and well-being
- Vulnerability to environmental risks- flood, droughts and impact of climate change.

2.14 Built Environment

The development problem emanating from the built environment mainly the result of unplanned settlements and poor or lack of landscaping. The problems include:

- Erosion of Buildings, and Town Roads
- Dilapidated Houses
- Untidy Surroundings
- Health

Health.

- HIV/AIDS Prevalence
- Inadequate Staffing
- Inadequate Staff Accommodation
- Low Access to Health Facilities
- Inadequate Equipment

Education

School dropout rate especially among girls

- Inadequate school furniture
- Inadequate school buildings
- Inadequate teachers accommodation
- Low enrolment rate in rural areas

Water

- Inadequate potable water
- Weak financial position of WATSAN groups
- Improper records (financial) by communities
- Communities inability to raise capital funds
- Low technical knowledge to maintain facilities
- High cost of spare parts

Sanitation

- Lack of proper slaughter houses
- Inadequate labour to maintain sanitation
- Inadequate public education
- Inadequate cesspool emptier/ weak facilities.
- Poor drainage system
- Difficulty in acquiring permanent refuse disposal site
- Inadequate public latrines
- Low household latrines patronage

Production and Gainful Employment

- Unreliable release of credit
- Inadequate credit facilities
- Inadequate working capital
- High cost of inputs
- Inadequate collateral securities
- Inadequate skilled labour
- Unregistered businesses

Agriculture

- Inadequate credit facilities
- Post-harvest losses
- Inadequate storage facilities
- High cost of agricultural inputs
- Unmotorable roads leading to farms
- Low productivity
-

Vulnerable and Excluded

- Inadequate financial resources
- Poverty
- Low self-esteem
- Teenage pregnancy
- Religious and cultural practice – male dominance
- Inadequate infrastructural for the disabled
- High dropout rate of girls

Good Governance

- Inadequate qualified staff for decentralized departments
- Inadequate residential accommodation for decentralized departments
- Ineffective functioning of the sub-structure

- Lack of office accommodation for urban, town zonal councils
- Lack of permanent staff for the sub-structures
- Inadequate training for public/civil service
- Inadequate logistics

Private sector (NGOs CBOs Etc.)

- Inadequate investment capital
- Criminal activities (Law and Order)
- Unconducive Environment
 - Energy
 - Telephone
 - Roads and Transport
 - Banking
 - Insurance
 - Warehouse
 - Storage
- Lack of entrepreneurial skills to start business
- Marketing problem

2.24 MUNICIPAL DEVELOPMENT PRIORITIES

In order to ensure realistic, integrated and coordinated approach to national development programmes, Akuapem South Municipal has through the examination of the current situation identified certain needs to be provided through the mobilization of all available resources, guided by the MTDPF 2010-2013. The Municipal Development priorities slated for consideration and implementation is linked to the six thematic areas as discussed below:

2.25 Enhancing Competitiveness Of Ghana's Private Sector

1. Low Revenue Generation
2. Low productivity and high post harvest loses
3. Underutilization of tourist potentials in the Municipality
4. Unreliable rainfall, limiting available land for pineapple and pawpaw production.
5. Less land under irrigation.
6. Employment Generation
7. High cost of farm inputs

2.26 Human Development, Employment And Productivity.

Education

1. Inadequate educational infrastructure-classrooms and furniture
2. Inadequate teacher accommodation
3. Low girl-child retention rate at the basic
4. Department of social welfare and community development under resourced

Health

1. Inadequate health facilities
2. Inadequate residential accommodation
3. Low public education on sanitation, malaria, etc.
4. Problem of HIV/AIDS
5. Low patronage of family planning methods
6. Low access to health facilities in the rural areas.

Water

1. Inadequate portable water supply
2. High cost of spare parts to repair broken down boreholes
3. Low level of technical know-how to maintain borehole

Sanitation

1. Inadequate public places of convenience
2. Inadequate household latrines

3. Inadequate institutional latrines
4. Poor management of both solid and liquid waste
5. Poor drainage system and erosion
6. Construction of slaughter houses
7. Lack of appropriate refuse disposal site
8. Low level of health education
9. Inadequate staff at the environmental health secretariat

2.31 Infrastructure And Human Settlements Development

1. Poor drainage system
2. Poor Feeder Roads network in the Municipality

2.32 Transparent And Accountable Governance.

2. Weak sub-structures – low interest and morals of zonal Council Members
3. Low public education of decentralization
4. No permanent staff to man the sub-structures
5. Inadequate office accommodation to house the sub-structures.
6. No office equipment and logistics at the sub-structures
7. Low capacity of sub-structure personnel
8. Uncontrolled physical development
9. Low public education on physical development

2.33 Human Development, Employment And Productivity.

Vulnerable and Excluded

- Inadequate financial resources
- Poverty
- Low self-esteem
- Teenage pregnancy
- Religious and cultural practice – male dominance
- Inadequate infrastructural for the disabled
- High dropout rate of girls

CHAPTER FOUR

MUNICIPAL DEVELOPMENT PROGRAMMES – 2010 – 2013

The main goals and objectives of sectional projects and programmes, project components, verifiable indicator, potentials and risks associated with implementation of the Municipal Development Plan are shown in table below.

Logical Framework Analysis

The Logical Framework Analysis (Log Frame) is a strategic planning tool that relates the achievement of development goal to the objectives and activities.

Additionally, the Log Frame includes indicators and measurers' progress towards the achievement of set goals and objectives. Consequently, the log frame allows for project monitoring and evaluation on a continuous basis.

The Logical Framework Analysis also referred to as Project Planning Metrix attempts to describe how goals (development goals and project objectives) planned activities, and how planned resources, inputs relate to one another. Within this framework, planning is done along two “Logical Axis”.

The vertical axis shows the hierarchy of goals and objectives, linking one to the other as steps toward the fulfillment of the ultimate development goals.

Along the horizontal axis, there is information on the principal indicators of progress at different levels of the goal hierarchy.

Here too it includes information on the means of verifying the indicators, and any important assumption or risk as stated below.

Logical Framework for Implementing the 4-year Medium-Term Development Plan (2010-2013)

Thematic Area: Enhancing Competitiveness Of Ghana's Private Sector.

Small and Medium Scale enterprises

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification	Important Assumption
To improve productivity and Income of small and medium scale enterprise	<p>% Increase of enterprises with increased productivity</p> <p>% Number of enterprises with increases incomes of near assets acquired</p> <p>% Increase in the number of enterprises</p>	<ul style="list-style-type: none"> • D.A Reports • AGI Reports • NBSSI Report 	<p>If funds are available</p> <p>If an enabling environment for business promotion and sustainability is assured</p>
Objectives			
<p>To improve technical skills and efficiency of entrepreneurs by December 2013</p> <p>To establish Rural Enterprise in the municipality by 2013</p> <p>To provide one large cold storage facility for preservation of farm produce by 2013</p> <p>To provide two solar powered irrigation facilities by 2013</p> <p>To construct 2-No. Craft</p>	<p>Technical skills and efficiency improved</p> <p>Productivity enhancing technologies promoted</p> <p>One large colds storage facility installed to prevent post harvest loss</p> <p>Two solar powered irrigation facility proved</p> <p>Two craft villages</p>	<ul style="list-style-type: none"> • MA Reports • Field Visits • Interviews with entrepreneurs • MCA Reports • MOFA Reports • MCA Reports • MOFA Reports • MA Reports • Field Reports 	<p>If an enabling environment for business promotion and sustainable is assured</p>

Village at Aburi by 2013 To facilitate the extension of financial resource to entrepreneurs by 2013	established and put into use Extension of financial service to entrepreneurs facilities Working capital base of entrepreneurs improved	<ul style="list-style-type: none"> • Personal Interview • MA Reports • Min. of Tourism Reports • Bank Reports • Personal Interviews 	
Outputs			
Technical Skills and efficiency of entrepreneurs improved Rural Enterprise project established One large cold storage facility provided Creation of new business promoted	The number of enterprises with modern machines for production Rural Enterprise Project One large cold storage facility established The number of new business promoted	<ul style="list-style-type: none"> • MA Reports • AGI Reports • NBSSI Report • Site Visit • NBSSI Report • MA Reports • Interview with NBSSI • Field Visits • Statistical MATA for SS • Field Visit 	
Activities/Inputs			
Provide modern technology to entrepreneurs Conduct training for entrepreneurs Assess beneficiaries credit			

reads and credit provided			
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Thematic Area: Enhancing Competitiveness Of Ghana's Private Sector

Revenue

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
To improve the current revenue drive of the Assembly	<p>The number of monitoring and supervision activities undertaken</p> <p>The number of training in revenue mobilization organised</p> <p>The number of public education on the need to pay taxes organized</p> <p>The number of additional revenue collectors recruited</p> <p>The percentage increase in revenue</p>	<ul style="list-style-type: none"> • MA Reports • MA Reports • MA Reports • MA Reports 	<p>If the current revenue situation is improved</p> <p>If other revenue sources are identified</p> <p>If funds are available</p>
Objectives			
To increase and intensify number of monitoring and supervision from two to four by December 2013	Monitoring and supervision visits increased from two to four	<ul style="list-style-type: none"> • MA Reports 	If the current logistics situation improves
To organize one training in revenue mobilization of	One training in revenue mobilization organized		“

<p>revenue collectors by December 2013</p> <p>To intensify the number of public education on the need to pay taxes, and levies by December 2009</p> <p>To increase the current revenue generation by 50% by December 2013</p>	<p>Public education on the need to pay taxes, intensified</p> <p>Revenue generation increased by 50%</p>	<ul style="list-style-type: none"> • MA Reports • MA Reports • MA Reports 	<p>“</p> <p>If data on other revenue sources are available</p>
Output			
<p>Monitoring and supervision visits increased from two to four</p> <p>One training in revenue mobilization organized</p> <p>Public education on the need to pay taxes intensified</p> <p>Revenue generation increased by 50%</p>	<p>The number of monitoring and supervision visits</p> <p>The number of training and type of training organized</p> <p>The number of public education take place</p> <p>50% increase in revenue generation</p>	<ul style="list-style-type: none"> • MA Reports • MA Reports • MA Reports • MA Reports 	<p>If the current revenue situation is compared</p> <p>“</p> <p>“</p> <p>If the current logistics situation improves</p>
Activities/Inputs			
<p>Review the current system of revenue collection</p> <p>Educate the public on ASMA activities</p>			

Identify all potential sources of revenue			
Provide logistics to enhance revenue mobilization			
Setting realistic targets			
Regular update of data and statistics on revenue			
Review rates and fees resolution			
Enforce revenue byelaws			

Thematic Area: Human Development, Employment And Productivity.

Education

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
To improve the quality of education in the Municipality	<p>The percentage increase of the BECE, SSSCE pass results and basic level enrolment and girl-child retention rate</p> <p>The number of basics infrastructure provided in the communities</p> <p>Percentage reduction of textbook/pupil ratio</p>	<p>GES – Municipality report National results</p> <p>MA Reports</p> <p>Field visits to schools</p> <p>Interview of pupils</p> <p>Records from the schools</p>	<p>If the current commitment of teachers, and pupils remain the same</p> <p>If the support of GOG, Donors and MA is sustained</p>

Objectives			
To construct 7-No. Staff quarters by 2013	The number of staff quarters built	MA Reports GES Office	If GOG and MAs support is sustained
To construct 1-No. Resource Centre by 2013	1-No Resource Centre built	MA Reports	“
To rehabilitate 18-No JSS by 2013	18 –No JSS rehabilitated	GES Office Visit to Schools	“
To construct 6-No Unit classroom blocks by 2013	6-No 6-Unit classroom blocks constructed	Visit to School MA Reports	“
Complete 1 storey girls dormitory at St. Martins by 2013	1 storey girls dormitory completed	M A progress report Field Visits MA Reports	“
To construct 14-No KG by 2013	14-No KG constructed		“
Outputs			
7-No staff quarters constructed	7-No staff quarters occupied by staff	GES Reports	If GOG and MAs assistance is sustained
1-No Resource Centre constructed	1-No resource Centre in used	MA Reports	“

18-No JSS rehabilitated	18-No JSS rehabilitated	MA Reports	“
6-No 6-unit block classroom blocks constructed	6-No. 6-unit classroom blocks completed for use	Field Visit	“
1 storey girls dormitory at St. Martins constructed	1No. storey girls dormitory completed and in use	Interview Students	“
14-No KG constructed	The 4-No KG completed and in use	DDE Reports	“
Activities			
Mobilize resources and award projects o contract			
Identify the target schools for action			
Mobilize resources and award project on contracts			

Thematic Area: Human Development, Employment And Productivity.

Health

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
To improve the health care delivery	The number of health facilities constructed and	DHMT Report	If the current GOG /MA/Donor support is

system in the Municipality	rehabilitated The number of people who have access to health care The percentage increase in infrastructure development Percentage reduction in the number of cases of the top ten communicable diseases The number of community health nurses trainee	Field Visit Observation Field Survey MA Report	sustained If current infrastructure development is sustained “ “
Objectives			
To construct 1-No NHIS secretariat by 2013	NHIS secretariat constructed and in use	NHIS secretariat an Report	If MAs support remains the same “
To construct 2-No. Snr. Staff quarters by 2013	The number of senior staff quarters constructed	MA Reports DHMT Reports	
To organize public education on malaria, buruli-ulcer, sanitation, HIV/AIDS	Number of public education organized	Field Visits	If logistics and IE&C programmes are sustained

To construct CHIP and Health Centres by 2013	The number of CHIP centers and Health Centres constructed	Field Visits DHMT Reports	If MAs support remains the same and sustained
To sponsor 30 No. Community Health Nurses Trainee by 2013	The number of community health nurses trainee sponsored	MA Reports DHMT Reports	
Output			
NHIS Secretariat constructed	NHIS Secretariat in place for use	NHIS Reports	
2-No. Senior Staff quarters constructed	2-No. Senior Staff quarters in place	MA Reports Observation	
Public Education Campaign organize	The Municipality benefits from the educational campaign	MA Reports DHMT Reports Interviews	
30 people trained as community Health Nurses	30 people trained	MA Reports DHMT Reports	
Activity			
Mobilize resources and award project on contract			
Conduct public education in the Municipality			
Award contract to construct CHIP and			

Health Centre			
Sponsor 30 persons			

Thematic Area: Human Development, Employment And Productivity.

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
To improve the water service delivery in the Municipality	The number of small town water systems provided	MA Reports Water Boards DWST	If the current MA/Donor support is sustained
	The number of boreholes provided	DWST Reports MA Reports	If communities pay their counterpart fund
	The quantum of money released to DWST for operation	MA Supplementary Budget	
	Reduction in the water borne diseases	Hospital Records	
	Percentage increase in the number of people who have access to potable water	DWST Report	
Objectives			
To construct 2-No small town water system by 2013	2-No small town water system constructed 30 No boreholes	Interview communities Interview water boards Visit communities	If MA and community counterpart funding is sustained Operation and

To construct 30 No boreholes by 2013	provided		maintenance will be sustained
To provide adequate resources to DWST 50% above the current figure by 2013	Adequate resources provided 50% above the current figure	DWST Reports	
Outputs			
2-No small town water projects completed	The number of small town water system	Water Board	If MA and communities sustain their contribution
30 No- boreholes completed	The number of boreholes constructed	WATSAN	
50% financial resources provided	The quantum of money released to DWST operation	MWST	
Activities			
Develop a programme for the provision of potable water			
-Develop guidelines			
-Sensitize communities			
-Shortlist beneficiaries			

for animation			
-Award contract			
-Train artisans and managers			

Thematic Area: Human Development, Employment And Productivity.

Sanitation

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification MOV)	Important Assumptions
To improve sanitation delivery in the Municipality	The number of dumping sites acquired (liquid/solid)	Filed Inspection	MA Support forthcoming
	The number of slaughter houses constructed	Environmental Office Reports	MA Assistance sustained
	The number of household latrines constructed	MA Reports	MA/DANIDA Support is assured
	The number of public institutional latrines	DWST Reports	
	The number of public latrines	DWST Reports	

	The number of ponds constructed	MA Reports	
	The number of sanitary tools procured	MA Reports	
Objectives			
To assist 2000 households to acquire household latrines by 2013	2000 households get latrines	Physical Inspection	
To develop permanent liquid and solid waste disposal sites by 2013	Permanent liquid and solid wastes sites developed	DWST Reports, Env. Health office Reports	
To construct 10 No. Aqua privy by 2013	Institutional latrines constructed	MA Reports	
To construct 30-No. ponds by 2013	Slaughter houses constructed	MA Reports	
To procure sanitary tools by 2013	10-No. Aqua privy toilets constructed		
	3-No. Ponds constructed		

	Sanitary tools procured		
Outputs			
Dumping sites for solid and liquid wastes developed	The number of sanitary sites developed	MA Reports Site Visits	If MA properly acquires the sites
2-No. Slaughter houses constructed	The number of slaughter houses constructed	Site Visits	If AD commits resources
2000 household provided with household toilets	The number of household latrines provided	MA Reports	If public education is sustained
30-No basic schools proved with institutional latrines	The number of basic schools with intuitional latrines	DWST Reports	If counterpart fund is available
10-No aqua privy toilets provided for communities	The number of aqua privy provided	Environmental Health Office Reports	MA support sustained
3-No ponds constructed	The number ponds constructed	MA Reports	MA support sustained
Sanitary tools procured.	The quantity of tools procured	MA, Environmental Health Office	
Activities			
Develop waste management, sanitation programme			
Acquire refuse			

dumping sites			
Procure sanitation tools			
Provide subsidy to beneficiaries			
Intuition latrines awarded on contract			
Construct ponds			

Thematic Area: Human Development, Employment And Productivity.

Vulnerable and Excluded

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification MOV)	Important Assumptions
To improve access to skill training, education and credit facility to the vulnerable and excluded.	The number of sheltered workshops constructed The percentage increase in access and retention of the girl child in the rural areas	Reports from the Department of social welfare Field Inspection GES Reports	If financial assistance is available If public education is sustained
Objectives			
To construct workshop at Nsawam to train people with disability in employable skills by 2013	1 Workshop constructed	MA Reports	Resources released for construction

To increase the percentage of (20%) school-going age girl-child in rural areas by 2013	School going age in schools increased Percentage increase in access and retention of the girl child	Department of Social Welfare Reports GES Reports	Public education intensified and sustained
Outputs			
One workshop provided School going in schools increased Percentage increase in access and retention of the girl child	Workshop provided Rise in school enrolment Percentage increase in access and retention of the girl-child	MA Reports GES Office GES Reports	Resource provided Public education sustained Public education sustained
Activities			
Source for funding Award contract Organize public education Enforce byelaws to protect children			

Thematic Area: Transparent and Accountable Governance

Good Governance

Goal	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
To promote good governance in the Municipality	The number of departmental meetings held	MA quarterly reports	If MA will organize meeting

	The number of General Assembly Meetings	Interview departmental heads	If MA will convene meeting
	The number of area council offices constructed	Site Visits	If funds will be available for construction
	The number of semi-detached staff quarters constructed	Site Visits	
	Number of permanent staff recruited to man area councils	MA Reports	If approval is given for staff recruitment
	Number of kilometer of Nsawam Town Roads rehabilitated	Departments of Urban Roads Reports	If funds are available
	The number of meeting held by the substructures		
Objectives			
To organize quarterly departmental meetings	Four quarterly departmental meetings held	MA Reports	If MA will organize meeting
To organize three general Assembly Meetings	Three General Assembly Meetings held	MA Reports	If MA will convene meetings

To complete the construction of 4-No Area Council Offices by 2013	Four Area Council Offices constructed	Field Visits	If funds are available
To construct 3-No Semi-detached staff quarters by 2013	Three staff quarters constructed	Field Visits	If funds are available
To provide equipment and furniture by 2013	Area Council Offices equipped with furniture and equipment	Field Visits	If central government approves
To recruit 3 staff each for al area councils by 2013	Three staff recruited		
To rehabilitate 21 kilometres of Nsawam town roads by 2013	21 kilometres of Nsawam town roads rehabilitated	Department of Urban roads reports	If funds are available and project approved
Outputs			
Four quarterly departmental meetings held	The number of departmental meetings held	MA Reports	If MA organizes the meeting
Three General Assembly Meetings held	The number of general Assembly Meetings held	MA Reports	If MA organizes the meeting
Four area council offices constructed	Number of Area Council Offices constructed	Field Visits	If funds are available

3-No. semi-detached staff quarters constructed	3No. semi-detached staff quarters constructed	Field Visits	If funds are available
Office equipments and furniture provided to all area councils	The quantity of equipment and furniture provided	Field Visits	If funds are available
Activities			
Plan meeting schedules for both General Assembly and Departments			
Award Projects on contract			
Procure equipment and furniture			

Development Programmes

The composite Action Plan represents the development prospects for the period 2010 – 2013. Based on the outcome of the current situational analysis, and taking cognizance of financial and human resources limitations, priority projects have been listed in order of importance from the beneficiary perspective. The number of Development Programmes and projects selected depended on the identified priorities for 2010 – 2013 Municipal Development Plan to basic living as well as those that stimulate economic development and promote partnership in implementation including economic development, coverage and quality of education, health, vulnerable and excluded and Community Planning Capacity Development.

These projects options identified in collaboration with all stakeholders are projects and programmes that will receive mass support, both financial and human resources within the four-year (2010-2013) plan period.

The final selection of priority projects was based on consensus building, guided by criteria such as:

- Widespread effects that the selected project should reach a large proportion of the citizen especially the poor and the vulnerable like children, women and the disabled.
- Significant linkage effects on meeting basic human needs and
- Significant multiple effect on local economic attraction of enterprise job-creation and increase in incomes and growth.

The Programme of Action includes the following:

- Clear programme Objectives
- Programme Activities
- Location
- Time Frame/Implementation Plan
- Indicative Budget
- Sources of Funding
- Implementation Agencies (Lead/Collaborators)

Formation of Programmes of Action consists of prioritized set of programmes and their cost.

These are intended to enhance the achievement of the prioritized objectives of the plan for the Medium –Term period under the MTDPF2010.

It provides the essential steps that are needed to adequately implement the prioritized programmes of the Municipality. Plan of Action also helps to promote a cross-departmental – Sectoral approach towards problem solving in the Municipality.

The cost element of the programme of Actions is rough estimates of each of the thematic programmes.

Also clearly indicated are the sources of funding such as District Assembly, Common Fund (MACF), Internally Generated Fund, , and Donors – DANIDA, E/U, CBRD, SIF, MCA, etc.

The table above shows Programme of Action for the smooth implementation of Akuapem South 4 – year Development Plan (2010-2013) under MTDPF2010

Sustainable Environmental Assessment

It must also be emphasized that the programme and projects selected have been subjected to the Sustainable Environmental Assessment test to ensure that implemented projects do not have any adverse impact on the environment but rather are compatible to it and complement each other.

The assessment of each activity in relation to criterion such as:

A Effects on Natural Resource

- i. Protected Areas and Wildlife
- ii. Degraded Land
- iii. Energy
- iv. Pollution
- v. Use of Raw Materials
- vi. Rivers and Water Bodies

B Effects on Social and Cultural Conditions

- vii. Local Character
- viii. Health and well being

- ix. Gender
- x. Work for Local People
- xi. Participation
- xii. Access to Land
- xiii. Access to Water
- xiv. Access to Transport
- xv. Sanitation
- xvi. Equity
- xvii. Vulnerability and Risk

4.5 Effects on the Economy

Growth

Use of Local Raw Materials

Local Investment of Capital

Projects to be subjected under SEA analysis within the period are grouped into four segments:

- a) Education.
- b) Health.
- c) Economic and
- d) Technical(feeder roads)

At the end of the exercise, i.e Sustainability Test, all activities were found to be highly compatible with each other, while each project or activity strongly supports each other and the objectives of the D.M.T.D.P.

THEMATIC AREA: ENSURING AND SUSTAINING MACROECONOMIC STABILITY

PROGRAMME GOAL: TO HELP STABILISE THE MICROECONOMIC ENVIRONMENT STABILITY OF THE MUNICIPALITY

COMPOSITE PLAN OF ACTION.

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010 2013	2011	2012		Local	External		IGF	GoG/ Others	Lead	collaborating
1.	To help minimise or stop revenue leakages.	Unannounced check on the activities revenue collectors	Municipality-wide	X	X	X	X	7,680.00		Unannounced check on revenue collectors embarked	IGF		ASMA	
2.		Supply revenue collectors with barcoded books	Municipality-wide	X	X	X	X			Barcoded books supplied to revenue collectors.	IGF		ASMA	

THEMATIC AREA: INFRASTRUCTURE AND HUMAN SETTLEMENTS DEVELOPMENTS.

PROGRAMME GOAL: TO IMPROVE & EXPAND THE EXISTING PRODUCTION INFRASTRUCTURE IN THE MUNICIPALITY

MUNICIPAL COMPOSITE PLAN OF ACTION.

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010 2013	2011	2012		Local	External		IGF	GoG/ Others	Lead	collaborating
1	To rehabilitate 4km feeder road.	Award project to contract.	Kwesikrom-Yeboahkrom(2.5km) & Amoyawkromjn-Kwame Ntow(1.5km)	X	X	X	X		116483.9	4km feeder road rehabilitated.		DANIDA	ASMA	DFR

HUMAN DEVELOPMENT, EMPLOYMENT AND PRODUCTIVITY
PROGRAMME GOAL: TO DEVELOP AND MAINTAIN HUMAN RESOURCES FOR MUNICIPAL DEVELOPMENT
MUNICIPAL COMPOSITE PLAN OF ACTION

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010 2013	2011	2012		Local	External		IGF	GoG/ Others	Lead	collaborating
1	To construct 2No.W/C facilities.	Award project to contract		X	X	X	X		140,000	2No.W/C constructed.		DANIDA	ASMA	CWSA
2	To construct 6No.KVIP/HWF.	Award project on contract		X	X	X	X		6,600	6No.KVIP/HWF constructed		DANIDA	ASMA	CWSA
3	Sanitation management	Procure sanitary tools.		X	X	X	X		10,000	Sanitation managed.		DACF	ASMA	EHA
4.	To purchase 10No. communal refuse containers.	Procure container.		X	X	X	X	30,000		10No.communal refuse containers purchased.		DACF	ASMA	EHA
5.	To drill & construct 5No. boreholes.	Award on contract		X	X	X	X		35,000	5No. boreholes drilled & constructed.		DANIDA	ASMA	CWSA
6.	To undertrake 5No. hydrogeological investigation	Award on contract		X	X	X	X		75,000	5No.hydrogeological investigation undertaken.		DANIDA	ASMA	CWSA
7.	To	Award on		X	X	X	X		8,500	5No.community			ASMA	

	undertake community animation & WATSAN training in 5 communities .	contract								animation & WATSAN training undertaken.		DANIDA		CWSA
8.	To undertake community training of area councils & opinion leaders.	Award on contract	X	X	X	X		10,000	Area council & opinion leaders trained.				ASMA	
9.	To construct 1No.6unit classroom block with ancillary.	Award on contract	X	X	X	X		36,259	1No.6unit classroom block with ancillary constructed.				ASMA	
10.	To construct 1No.6unit classroom block with ancillary.	Award on contract	X	X	X	X		5,3252	1No.6unit classroom block with ancillary constructed.			DACF	ASMA	GES
11.	To rehabilitate 1No.school block.	Award on contract	X	X	X	X		15,000	1No.school block rehabilitated.			DACF	ASMA	GES
12.	To rehabilitated 1No. school block.	Award on contract	X	X	X	X		15,000	1No.school block rehabilitated.			DACF	ASMA	GES
13.	To construct 1No.3unit classroom block.	Award on contract	X	X	X	X		20,060	1No.3unit classroom block constructed.			DACF	ASMA	GES

14.	To support STME.	Provide funds.		X	X	X	X		10,000	STME supported.		DACF	ASMA	GES
15.	To build capacity of selected ASMA staff.	Provide funds.		X	X	X	X		30,000	Selected ASMA staff capacity built.		DACF	ASMA	GES
16.	To create awareness on immunisation.	Provide funds.		X	X	X	X		2,000	Immunisation awareness created.		DACF	ASMA	
17.	To create awareness on HIV/AIDS.	Provide funds.		X	X	X	X		4,000	HIV/AIDS awareness created.		DACF	ASMA	GHS
18.	To create awareness on malaria.	Provide funds.		X	X	X	X		4,000	Malaria awareness created.		DACF	ASMA	GHS
19	To embark on retreat.	Provide funds.		X	X	X	X		4,000	Retreat embarked		DACF	ASMA	GHS
20	To celebrate "My First Day at School"	Provide funds.		X	X	X	X		5,000	My first day at school celebrated		IGF	ASMA	
21	To celebrate "Best Teacher Award"	Provide funds.		X	X	X	X		10,000	Best Teacher Award celebrated.		DACF	ASMA	GES
												DACF		

22.	To drilled & construct 5No. boreholes.	Award on contract.		X	X	X	X		6,000	5No. boreholes drilled & constructed.			ASMA	GES
23.	To develop & co-ordinate community based rehabilitation programmes for persons with disabilities.	Provide funds	Municipality-wide	X	X	X	X			Community-basaed rehabilitation programmes for persons with disability organised and co-ordinated..		DANIDA	DSW	CWSA
												GOG		ASMA
24.	To increase awareness on prevention of HIV/AIDS & provide care & support for orphans & vulnerable children & persons living with the disease.	Provide funds	Municipality-wide.	X	X	X	X		3,000.00	Increase in awareness on prevention of HIV/AIDS & provision of care & support for orphans & vulnerable children & persons living with the diseases organised & co-ordinated.			GHS/DSW	
												GOG		ASMA
25.	To facilitate & co-ordinate programmes for the elderly including community based care &	Provide funds.	Municipality-wide.	X	X	X	X		3,000.00	Programmes for the elderly including community-based care & services facilitated & co-ordinated.			DSW	
												GOG		ASMA

26.	services. To ensure minimum standard of operation of Day Care centres.	Provide funds.	Municipality-wide.	X	X	X	X		3,000.00	Minimum standard of operation of daycare centres ensured.			DSW	A
27.	To provide homes for the homeless/orphan s & abandoned children.	Provide funds.	Municipality-wide	X	X	X	X		3,000.00	Homes provided for the homeless/orphan s & abandoned children	GOG		DSW	GES
28.	To provide hospital welfare services.	Provide funds.	Municipality-wide.	X	X	X	X		5,000.00	Hospital welfare services provided.			GHS	ASM A
29.	To improve income levels of vulnerable & disadvantaged in the municipality .	Provide funds	Municipality-wide.	X	X	X	X		4,000.00	Income level improved for the vulnerable & the disadvantaged.	GOG		DCD	DSW
											GOG			ASM A

THEMATIC AREA ACCELERATED AGRICULTURAL MODERNISATION & NATURAL RESOURCE MANAGEMENT.
PROGRAMME GOAL: TO MAKE AGRICULTURE ATTRACTIVE & SUSTAINABLE.
MUNICIPAL COMPOSITE PLAN OF ACTION.

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010 2013	2011	2012		Local	External		IGF	GoG/ Others	Lead	collaborating
1	To supply veterinary drugs & treat sick animals.	Procure drugs	Municipality-wide	X	X	X	X		2,800	Veterinary drugs & treatment of sick animals supplied & carried out respectively.		MoFA	MoFA	ASMA
2.	To conduct animal health extension & livestock disease surveillance.	Organise public education.	Municipality-wide.	X	X	X	X		1,000	Animal health extension & livestock disease surveillance undertaken.		MoFA	MoFA	ASMA
3.	To celebrate farmers' Day.	Provide funds.	Nsawam.	X	X	X	X		15,000	Farmers' Day celebrated.		MoFA	MoFA	ASMA
4.	To promote local foods, food safety & handling.	Organise public education.	Municipality-wide.	X	X	X	X		10,000	Local foods, food safety & handling promoted.		MoFA	MoFA	ASMA
5.	Upscale training in value chain analysis for MoFA staff.	Provide funds.	Nsawam.	X	X	X	X		2,740	MoFA staff trained.		MoFA	MoFA	ASMA

6.	To construct 8No.maize crips for 4No. zones.	Award on contract.	Municipality-wide.	X	X	X	X		8,000	8No. maize crips constructed for 4No.zones.		MoFA	MoFA	ASMA
7.	To procure 25No. grasscutter cages for 25No. farmer groups.	Award on contract.	Municipality-wide.	X	X	X	X		6,250	25No. grasscutter cages procured.		MoFA	MoFA	ASMA
8.	To establish 5No. crop demonstration plots by each AEA	Provide funds.	Municipality-wide.	X	X	X	X		5,020	5No. crop demonstration plots by each AEA established.		MoFA	MoFA	ASMA
9.	To monitor crop demonstration plots by DDOs in each operational area.	Provide funds.	Municipality-wide.	X	X	X	X		9,600	Crop demonstration plots in each operational area monitored by DDOs		MoFA	MoFA	ASMA
10.	Field supervision & management by MDA	Provide funds.	Municipality-wide.	X	X	X	X		1,800	Field supervision & management carried out by MDA		MoFA	MoFA	MoFA
11.	To sensitise & promote agriculture & employment	Provide funds.	Municipality-wide.	X	X	X	X		8,000	Agriculture & employment promotion		DACF	DCD	MoFA/Dept of Co-op/ASMA

12.	among rural & urban disadvantage women. To support the promotion of agro-based industries with provision of skills training.	Provide funds.	Municipality-wide.	X	X	X	X		2,000	among rural & urban disadvantage women sensitised. Promotion of agro-based industries with provision of skills training supported.		DACF	DCD	MoFA/Dept of Co-op/ASMA
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THEMATIC AREA: ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR.
PROGRAMME GOAL: TO PROMOTE PUBLIC-PRIVATE PARTNERSHIPS IN THE MUNICIPALITY.
MUNICIPAL COMPOSITE PLAN OF ACTION.

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010	2011	2012	2013	Local	External		IGF	GoG/ Others	Lead	collaborating
1	To construct 1No.27unit open-shed & rehabilitate 18unit open-shed & 6unit stores.	Award project on contract.	Nsawam.	X	X	X	X		47,742	1No.27unit open-shed, 18unit open-shed & 6unit stores constructed & rehabilitated respectively.		DACF	ASMA	
2.	To rehabilitate meat shop & yam shed.	Award project on contract.	Nsawam.	X	X	X	X		33,261	Meat shop & yam shed rehabilitated.		DACF	ASMA	EHA

THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE
PROGRAMME GOAL: TO PROMOTE THE PRACTICE OF DEMOCRACY & INSTITUTIONAL REFORM.
MUNICIPAL COMPOSITE PLAN OF ACTION.

No.	Programme Objective	Programme Activities.	Location.	Time-Frame				Indicative Budget		Indicators.	Source of Funding		Implementation Agencies.	
				2010 2013	2011	2012		Local	External		IGF	GoG/ Others	Lead	collaborating
1.	To organise task force to undertake public education on building regulation.	Provide funds.	Municipality-wide.	X	X	X	X		2,000	Public education on building regulation organised & undertaken.	IGF		ASMA	DTCP
2.	To commemorate independence day.	Provide funds.	Nsawam.	X	X	X	X		15,00	Independence day commemorated	IGF		ASMA	GES
3.	To rehabilitate assembly block(phase III).	Award project on contract.	Nsawam.	X	X	X	X		40,000	Assembly block rehabilitated.		DACF	ASMA	
4.	To construct car park.	Award project on contract.	Nsawam.	X	X	X	X		25,000	Car park constructed.		DACF	ASMA	
5.	To terrace the frontage of administration block.	Award project on contract.	Nsawam.	X	X	X	X		40,000	Administration block frontage terraced.		DACF	ASMA	
6.	To construct 1No.MCE bungalow.	Award project on contract.	Nsawam.	X	X	X	X		200,000	1No.MCE bungalow constructed.		DACF	ASMA	
7.	To construct 1No.semi-	Award project on contract.	Nsawam.	X	X	X	X		77,757.69	1No.semi-detached bungalow		DACF	ASMA	

	detached bungalow.									constructed.				
8.	To complete 1No. MED office block.	Award project on contract.	Nsawam.	X	X	X	X		10,000	1No.MWD office block completed.		DACF	ASMA	
9.	To furnish MWD office.	Award project on contract.	Nsawam.	X	X	X	X		50,000	MWD office furnished.		DACF	ASMA	
10.	To acquire office equipment.	Provide funds.	Nsawam.	X	X	X	X		25,000	Office equipment aquired		DACF	ASMA	
11.	To develop a property valuation list(phase II)	Provide funds.	Municipality-wide.	X	X	X	X		15,000	Property valuation list developed.		DACF	ASMA	
12.	To monitor development project implementation.	Provide funds.	Municipality-wide.	X	X	X	X		6,000	Implementation of development projects monitored.		DACF	ASMA	
13.	To purchase revenue van.	Purchase on tender.	Nsawam.	X	X	X	X		30,000	1No. revenue van purchased.		DACF	ASMA	
14.	To prepare Medium-Term Development plan(2010-2013).	Provide funds.	Nsawam.	X	X	X	X		15,000	Medium-Term Development Plan(2010-2013) prepared.		DACF	ASMA	Decentralised department.
15.	To prepare the composite budget for	Provide funds.	Nsawam.	X	X	X	X		4,000	2012 composite budget prepared.		DACF	ASMA	

16.	2012. To prepare monitoring and evaluation plan(2010-2013)	Provide funds.	Nsawam.	X	X	X	X		6,000	Monitoring & evaluation Plan(2010-2013) prepared.		DACF	ASMA	
17.	To 16No. organise quarterly departmental meetings.	Provide funds.	Nsawam.	X	X	X	X		2,000	16No. quarterly meeting held.	IGF		ASMA	
18.	To organise 12No. general assembly meetings.	Provide funds.	Nsawam.	X	X	X	X	20,000		12No. general assembly meetings held	IGF		ASMA	
19.	To promote effective community participation in good governance at the community level.	Provide funds.	Municipality-wide	X	X	X	X		8,000	Effective community participation in good governance at the community level promoted.		DACF	DCD	ASMA/Dept of Co-operative
20.	To facilitate the dissemination to the people & relay back to government	Provide funds.	Municipality-wide	X	X	X	X		4,000	Dissemination to the people & relay back to government feedback facilitated.		DACF	DCD	ASMA/NCC E

feedback thereby creating a 2 way channel of communication between government & people.														
To celebrate “Assembly Best Worker”	To provide funds.	Nsawam.	X	X	X	X	3,000		“Best Assembly Worker” celebrated.	IGF		ASMA		
To construct 1No. Magistrate court.	Award project on contract	Nsawam.	X	X	X	X	50,000		1No. magistrate court constructed.		DACF/Judicial service	ASMA	Judicial Service.	
To construct 5No Area Council offices by 2013.	Award project on contract.	Five Area Councils.	X	X	X	X	250,000		5No Area Council offices constructed.		DACF	ASMA		

CHAPTER FIVE

5.1 IMPLEMENTATION ARRANGEMENT AND ANNUAL ACTION PLAN

Specific interventions have been proposed under the (four) 4-Year Medium Term Development Plan (2010 – 2013), which has been discussed in the previous discussions.

Priority projects have also been proposed for the Socio-Economic Development of the Municipality, and a summary of interventions provided. Priority projects have been selected taking cognizance of the potentials and opportunities that abound in the Municipality. This will enable the plan to enjoy support with available human and financial resources within the 4-Year Plan period (20010– 2013)

Akuapem South Municipal Assembly has assigned to itself the coordination and implementation role at the local level.

The Municipal Medium-Term Development Plan indicates the responsibility or principal action agent, as well as collaborating agents and their roles including that of development partners; or relevant organizations are identified to implement the various aspects of the proposed interventions outlined in the plan. Financially it provides information on implementation schedule and crude estimates of projects.

The inter linkages of the causes and effects of the identified core problems in the major sectors of the municipal economy suggest that a pragmatic approach aimed at revamping the economy is to adopt an integrated and coordinated strategy. The best option, in the circumstance, therefore, will be to integrate the priority needs in the health sector with opportunities in agriculture, education and improvement in the economic infrastructure, especially roads to ensure maximum benefits.

It has also been realized that it may not be possible to adhere strictly to the implementation schedules proposed for the various sector plans as a result of scarce resources. Indeed, the proposed

implementation schedules are to serve as guidelines from which feasible combination of interventions can be put together in a specific year.

In the first year, efforts are to be concentrated on rehabilitation and construction of essential service in areas of water, sanitation improvement in health services and education. This is in line with attending to the immediate priority and basic needs of the people which include water, sanitation education, health, job creation and strengthening of small and medium scale enterprises.

The effective implementation of the 4-Year Municipal Medium Term Development Plan (MMTDP), calls for an approach that seeks to optimize utilization of available internal and external resources.

Consequently, the implementation strategy will be

- Mobilization of local resources
- Partnership with external agencies
- Judicious use of available resources; and
- Cohesive institutional linkages and networking.

5.2 Mobilization of Local Resources

An effective mobilization of local resources both human and material will go a long way to ensure smooth implementation of the plan. The active participation of the local communities in the planning and implementation of the 4-Year Medium Term Plan is very crucial because effective planning and implementation of programmes and projects are interactive processes and it takes place among people and between institutions at different levels. Therefore, the successful implementation of the plan will depend on.

- Availability of funds
- Effectiveness of the plan in terms of degree of local involvement
- Level of community involvement and the willingness to contribute labour, money and other local resources.

- And adequate local institutional support.

The Decentralized Departments in the municipality must be encouraged to play active roles in the implementation of their respective sectoral plans and available material resources. Coordination among the Decentralized Departments must be ensured to bring about the advantage of sectoral integration for the implementation of the entire Development Plan.

5.3 Partnership with External Agencies

Even though, the Municipality is independent in terms of planning and administrative decisions at the local level, limitation of human and financial resources make it imperative for the municipality to seek external support.

Analysis from the municipal assembly's finances has recorded that it will be impossible for it to implement any meaningful project from its own resources.

Therefore, external resources from the Central Government, GETFUND, (SIF, E/U, CBRDP, DANIDA, MCA special programmes) must be vigorously sought for by the Assembly as important complementary source of funding to execute the plan.

Lastly, local groups, especially at the community levels must be animated to play active roles in the implementation of some aspect of the Development Plan e.g. Capacity Building for zonal Council Members to participate in Needs Assessment.

5.4 Resource Utilization

With limited resources, financial, material and human, it is not possible to satisfy the needs of all communities within the 4-Year period.

On the basis of the above, projects should be sited strategically to serve many communities as much as possible. Secondly, projects selected should serve the felt needs of the communities and not political interest.

5.5 Institutional Linkages

As much as possible, institutional capacity building should be pursued. The Municipal Assembly should assume the overall central coordinating role while outlining institutional responsibilities in conjunction with the various decentralized departments in conjunction with other governance agencies. This is to get them actively involved in the implementation of the plan in its totality.

Agencies outside must also be consulted to give assistance to the Assembly's own implementation and monitoring efforts. Research institutions of the Universities such as BIRD, BRRI, CSIR, etc could be of immense help in the areas of planning, training and advise on project implementation, monitoring and evaluation.

In order to achieve some level of integration, planning and project implementation have been worked out in such a way that the development of one sector is linked to the other sectors of the economy of the Municipality.

This way the development of feeder roads is meant to positively affect agriculture productivity. Much the same, the provision of potable water is expected to supplement health delivery in the municipality.

5.6 Project Selection Consideration

Pragmatic approach guided in the selection and location of projects. This was to avoid pressure from communities and authorities. The process involved open for all communal participation in the needs assessment procedure. Care was also taken to ensure equitable distribution of projects to ensure that:

- Selected projects respond to the priority needs of the community.
- Projects selected are accessible to the majority of the people in the community
- Technology choice for implementation is user friendly(pineapple processing machine)
- Resources for implementation is available
- That the project will be sustainable (e.g.) A school must have encouraging enrolment rate.
- The project is aimed at poverty reduction in the Municipality

5.7 Project Financing

The implementation of projects and programmes under the 4-Year Medium-Term Plan will require huge financial resources. Obviously, such financial resource cannot be generated within the municipality alone over the planned period. Even with its share of the Common Fund, the municipality will still need extra funding from central government and other agencies.

The main source, therefore should include

- Municipal Assembly's sources (IGF)
- Central Government
- GET FUND
- MSHAP
- CWSA
- DANIDA
- CBRDP
- MCA
- SIF
- EU

5.8 Programme Budgeting System

In order to successfully implement programmes and projects as spelt out in the plan, a programme budgeting system must be put in place. This allows for allotment of adequate funding to different areas of the programme. This entails a clear description of the projects involved and matching of specific projects or programme budgeting to link specific prioritize projects. Therefore, any reduction in allocation from the planned budget can be easily identified with a particular project, which easily leads to corresponding exclusion of specific projects rather than to squeezing all programmes in efficiently.

It must be noted that the effective and successful implementation of Akuapem South Municipal 4-Year Medium Term Plan will depend heavily on the authority and capacity of the Assembly, and the participation and integration of all the people in all stages of the development process, namely, project planning, implementation, monitoring and evaluation.

Table below shows the Annual Action Plan for Akuapem South Municipal Assembly indicating specific project intervention for each year as planned (i.e.) (2010 – 2013)

THEMATIC AREA: ENSURING AND SUSTAINING MACROECONOMIC STABILTIY
MUNICIPAL GOAL: TO HELP STABILISE THE MICROECONOMIC ENVIRONMENT OF THE MUNICIPALITY
ANNUAL ACTION PLAN-2010

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1.	To embark on unannounced check on revenue collectors.	Municipality-wide	X	X	X	X			Unannounced check on revenue collectors embarked. Revenue collection books with barcode supplied.	IGF	ASMA	
2	Supply revenue collectors with barcoded books to help track activities of revenue collectors	Municipality-wide	X	X	X	X				IGF	ASMA	

THEMATIC AREA: ACCELERATED AGRICULTURAL MODERNISATION & NATURAL RESOURCES MANAGEMENT.
MUNICIPAL GOAL: TO MAKE AGRICULTURE ATTRACTIVE & SUSTAINABLE
ANNUAL ACTION PLAN-2010.

No	Programme/Activities	Location	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agency	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	Supply veterinary drugs & treat sick animals.	Municipality-wide.	X	X	X	X		2,800	Veterinary drugs supplied & sick animals treated.	MOFA	MOFA	ASMA
2	Conduct animal health extensions & livestock diseases surveillance.	Municipality-wide.	X	X	X	X		1,000	Animal health extension & livestock disease surveillance conducted.	MOFA	MOFA	ASMA
3	Farmers' Day celebration.	Municipality-wide.	X	X	X	X	10,000	15,000	Farmers' Day celebrated.	MOFA	MOFA	ASMA
4	Promotion of local foods, food safety & handling.	Nsawam.	X	X	X	X		10,000	Local foods, food safety & handling promoted.	MOFA	MOFA	ASMA

5	Upscale training in value chain analysis for MOFA staff.	Municipality -wide.	X	X	X	X		2,740	MOFA staff trained in value chain analysis.	MOFA	MOFA	ASMA
6	Const. of 4No. maize crips for 2 zones.	Municipality -wide.	X	X	X	X		8,000	4No.maize crips constructed for 2 zones.	MOFA	MOFA	ASMA
7	Procure 8No.grasscutter cages for 8No.farmer groups.	Municipality -wide.	X	X	X	X		6,250	8No.grasscutter cages procured for 8No. farmer groups.	MOFA	MOFA	ASMA
8	Establish 2No. crop demonstration plots by each AEA.	Municipality -wide.	X	X	X	X		5,020	2No. crop demonstration plots by each AEA established.	MOFA	MOFA	ASMA
9	Monitor crops demonstration plots by DDOs in each operational area.	Municipality -wide.	X	X	X	X		9,600	Crops demonstration plots monitored by DDOs.	MOFA	MOFA	ASMA
10	Field supervision & management by MDA.	Municipality -wide	X	X	X	X		1,800	Field supervision & management carried out by MDA	MOFA	MOFA	ASMA
11	To sensitise & promote agricultural & employment among rural & urban disadvantaged.		X	X	X	X		8,000	Agricultural promotion & employment among rural & urban disadvantaged sensitised.	DACF	DCD	MoFA

THEMATIC AREA: INFRASTRUCTURE & HUMAN SETTLEMENTS DEVELOPMENT

MUNICIPAL GOAL: TO IMPROVE & EXPAND UPON THE EXISTING PRODUCTION INFRASTRUCTURE IN THE MUNICIPALITY.

ANNUAL ACTION PLAN-2010.

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To rehabilitate 5.5km	Otukwadjo-Towobuase.	X	X	X	X		64,034.90	5.5km road rehabilitated	DANIDA	ASMA	DFR
2.	To rehabilitate 4.5km	Yawduodu-Apentem.	X	X	X	X		49,449.80	4.5km road rehabilitated.	DANIDA	ASMA	DFR
3.	Construction of 1No. 40units open-shed market.	Nsawam.	X	X	X	X		47,536.00	1No. 40unit open-shed market constructed.	DACF	ASMA	

THEMATIC AREA: HUMAN DEVELOPMENT, EMPLOYMENT & PRODUCTIVITY

MUNICIPAL GOAL: TO DEVELOP AND MAINTAIN HUMAN RESOURCES FOR MUNICIPAL DEVELOPMENT.

ANNUAL ACTION PLAN-2010.

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To construct 1No.6unit classroom block.	Nsawam L/A	X	X	X	X		209,173.93	1No.6unit classroom block constructed.	GETFUNF	ASMA	GES
2	To construct 1No.3unit classroom bock.	Nsawam L/A	X	X	X	X		93,726.51	1No.3unit classroom block constructed.	GETFUND	ASMA	GES
3	To complete 1No.4unit day care block.	Nsawam Prisons	X	X	X	X		113,088.25	1No.4unit day care block completed.	DDF	ASMA	GES
4	To construct 1No.3unit classroom block.	Aburi Girls SHS.	X	X	X	X		79,405.73	1No.3unit classroom block constructed.	DDF	ASMA	GES
5	To complete 1No.4unit JHS classroom block.	Nsawam Prisons.	X	X	X	X		94,905.00	1No.4unit JHS classroom block completed	DDF	ASMA	GES
6.	To construct 1No.6 unit classroom block with ancillary.	Ahodwo.	X	X	X	X		53,252.00	1No.6unit classroom block with ancillary constructed.	DACF	ASMA	GES
7.	To complete 1No. 6unit classroom block with ancillary.	Kwakyekrom.	X	X	X	X		36,259.00	1No. 6unit classroom block completed.	DACF	ASMA	GES

8.	To construct 1No. 3unit classroom block.	Pakro.	X	X	X	X		20,060.00	1No. 3unit classroom block constructed.	DACF	ASMA	GES
9.	To construct 1No. 3unit classroom block at Father Weggers.	Nsawam.	X	X	X	X		72,470.00	1No 3unit classroom block constructed.	DACF	ASMA	GES
10.	To rehabilitate 1No. school block.	Ankwansu.	X	X	X	X		15,000.00	1No school block rehabilitated.	DACF	ASMA	GES
11.	To rehabilitate 1No. school block.	Berekuso.	X	X	X	X		15,000.00	1No. school block rehabilitated.	DACF	ASMA	GES
12.	To renovate 2No.room-dormitory at Aburi Girls.	Aburi.	X	X	X	X		15,130.00	1No.2-room dormitory renovated.	DACF	ASMA	GES
13.	To construct 3 unit classroom block at Aburi Girls.	Aburi.	X	X	X	X		79,360.00	1No. 3unit classroom block constructed.	DACF	ASMA	GES
14.	To construct 1No ICT block at St. Martin Secondary School.	Adoagyiri.	X	X	X	X		120,000.00	1No. ICT block constructed.	DACF	ASMA	GES.
15.	To build capacity of Administration staff.	Nsawam.	X	X	X	X		20,000.00	Training programme for staff organised.	DACF	ASMA	GES.

16.	To construct ICT block(Phase I).	Nsawam.	X	X	X	X		100,000.00	ICT block constructed.	DACF	ASMA	GES
17.	To drill & construct 5No. boreholes.	Obregyima 1, Nsumia, Pakro-adjense, Otukwadjo, & Kwame Ntow	X	X	X	X		52,468.75	5No. boreholes drilled & constructed	DANIDA	ASMA	CWSA
	To undertake 5No. hydrogeological investigation	Obregyima 1, Nsumia, Pakro-adjense, Otukwadjo, & Kwame Ntow.	X	X	X	X		7,500	5No hydrogeological survey conducted.	DANIDA	ASMA	CWSA
18.	To complete 1No Day care centre.	Oboadaka.	X	X	X	X			1No. daycare centre completed.	DDF	ASMA	GES.

THEMATIC AREA: TRANSPARENT AND ACCOUNTABLE GOVERNANCE

MUNICIPAL GOAL: TO PROMOTE THE PRACTICE OF DEMOCRACY & INSTITUTIONAL REFORM.

ANNUAL ACTION PLAN-2010.

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To organise 3No.general assembly meetings.	Nsawam.	X	X	X	X	20,000		3No.general meetings held.	IGF	ASMA	
2	To organise 4No. departmental meetings	Nsawam.	X	X	X	X			4No. departmental meetings held.	IGF	ASMA	
	To renovate MCD's								1No. MCD's			

3	bungalow.	Nsawam.	X	X	X	X		52,068.50	bungalow renovated.	DACF	ASMA	
4	To renovate MFO's bungalow.	Nsawam.	X	X	X	X		46,581.00	1No. MFO's bungalow renovated	DACF	ASMA	
4.	To rehabilitate assembly block (phase II)	Nsawam.	X	X	X	X		40,000.00	Assembly block rehabilitated.	DACF	ASMA	
5.	To construct a garage.	Nsawam.	X	X	X	X		16,000.00	1No. garage constructed.	DACF	ASMA	
6.	To construct 1No. residency for the assembly(Phase I)	Nsawam.	X	X	X	X		200,000.00	1No.residency constructed.	DACF	ASMA	
7.	To rehabilitate 1No. staff bungalow for MCD.	Nsawam.	X	X	X	X		27,210.00	1No MCD bungalow rehabilitated.	DACF	ASMA	
8.	To rehabilitate MFO bungalow.	Nsawam.	X	X	X	X		35,000.00	MFO bungalow rehabilitated.	DACF	ASMA	
9.	To rehabilitate 1No. staff bungalow for the Budget officer.	Nsawam.	X	X	X	X		19,000.00	1No. bungalow for budget officer renovated.	DACF	ASMA	
10.	Capacity building programme for staff.	Nsawam.	X	X	X	X		20,000.00	Capacity building programme organised.	DACF	ASMA	
11.	Develop a property evaluation list.	Municipality-wide	X	X	X	X		20,000.00	Property evaluation list developed.	DACF	ASMA	

12.	Monitoring of projects implementation.	Municipality-wide.	X	X	X	X		6,000.00	Project implementation monitored.	DACF	ASMA	
13.	Matching fund for 10 EU projects (25%).	Municipality-wide.	X	X	X	X		45,000.00	Matching fund for EU project provided.	DDF	ASMA	
14.	Matching fund for the construction & rehabilitation of 19 boreholes & the construction of small town water system.	Pokro-Nsaba	X	X	X	X		13,750.00	Matching fund provided.	DACF	ASMA	
15.	Matching fund for the construction of 2 boreholes & the rehabilitation of 6 others.	Municipality-wide.	X	X	X	X		3,200.00	Matching fund provided.	DACF	ASMA	
16.	Arrears of matching fund for water & sanitation projects for 2008.	Municipality-wide.	X	X	X	X		8,200.00	Matching fund provided.	DACF	ASMA	
17.	Operation & maintenance cost of donor funded projects.	Nsawam.	X	X	X	X		7,015.00	Operation & maintenance cost provided.	DACF	ASMA	
18.	Sanitation management.	Municipality-wide.	X	X	X	X		60,000.00	Sanitation managed.	DACF	ASMA	
	Acquisition of final								Site acquired.			

19	disposal site.	Ahodwo.	X	X	X	X		20,000.00		DACF	ASMA	
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THEMATIC AREA: INFRASTRUCTURE & HUMAN SETTLEMENTS DEVELOPMENT

MUNICIPAL GOAL: TO IMPROVE & EXPAND UPON THE EXISTING PRODUCTION INFRASTRUCTURE IN THE MUNICIPALITY

ANNUAL ACTION PLAN-2011

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	Spot improvement (2.5km)	Kwesikrom-Yeboahkrom	X	X	X	X		20,000.00	1No.2.5km.feeder road rehabilitated	DANIDA	ASMA	DFR
2	Spot improvement (3.6km).	Amoyawjn-Kwame Ntow & other	X	X	X	X		29,402.60	3.6Km feeder road rehabilitated.	IGF	ASMA	DFR
3.	Reshaping of access roads.	Municipality-wide.	X	X	X	X		30,000.00	Access roads reshaped.	DANIDA	ASMA	DFR

THEMATIC AREA: HUMAN DEVELOPMENT, EMPLOYMENT & PRODUCTIVITY.

MUNICIPAL GOAL: TO DEVELOP & MAINTAIN HUMAN RESOURCES FOR MUNICIPAL DEVELOPMENT

ANNUAL ACTION PLAN-2011

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To construct 1No.W/C facility.	Nsawam.	X	X	X	X		15,572.74	1No.W/C facility constructed.	DANIDA	ASMA	CWSA
2	To construct 1No.KVIP/HWF.	Tieku.	X	X	X	X		200,000	1No.KVIP/HWF constructed.	DANIDA	ASMA	CWSA
3	Sanitation management.	Municipality-wide	X	X	X	X		8,530	Sanitation managed.	DACF	ASMA	EHA

4	To purchase 2No. communal refuse containers.	Municipality-wide	X	X	X	X		53,252	2No. communal refuse containers purchased.	DACF	ASMA	EHA
5	Community animation & WATSAN training of 5No. communities.	Obodan/Fotobi	X	X	X	X		15,000	Community animation & WATSAN training carried out.	DANIDA	ASMA	CWSA
6	Community training of area council & opinion leaders in monitoring & evaluation.	Ahodwo.	X	X	X	X		10,000	Community training of area council 7 opinion leaders in monitoring & evaluation carried out.	CBRDP	ASMA	MWST
7	To construct 1No. 6unit classroom block.	Ankwansu.	X	X	X	X		20,000	1No.6unit classroom block constructed.	DACF	ASMA	GES
8	To rehabilitate 1No. school block.	Municipality-wide	X	X	X	X			1No.school block rehabilitated	DACF	ASMA	GES
9	To support STME.	Nsawam	X	X	X	X			STME supported	DACF	ASMA	GES
10	To build the capacity of selected ASMA staff.	Municipality-wide	X	X	X	X			ASMA staff capacity built.	DACF	ASMA	
11	Campaign on HIV/AIDS awareness.	Municipality-wide.	X	X	X	X			Campaign on HIV/AIDS undertaken.	DACF	ASMA	GHS
12	Campaign on immunisation	Municipality-wide.	X	X	X	X			Campaign on	DACF	ASMA	GHS

13	awareness. Campaign on malaria awareness	Municipality-wide	X	X	X	X			immunisation undertaken.	DACF	ASMA	GHS
14	To embark on retreat.	Municipality-wide	X	X	X	X			Campaign on malaria undertaken.	IGF	ASMA	
15	To celebrate “My First Day At School”	Municipality-wide	X	X	X	X			Retreat embarked	IGF	ASMA	
16	To celebrate “Best Teachers’ Award”	Municipality-wide	X	X	X	X			My first day at school celebrated.	IGF	ASMA	GES
17	To drill & construct 5No. boreholes.	Kofisah, Odumtokro, Afrankrom, Chinto & Yaw Adipa.	X	X	X	X			Best teacher award celebrated.	DACF	ASMA	CWSA

THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE

MUNICIPAL GOAL: TO PROMOTE THE PRACTICE OF DEMOCRACY & INSTITUTIONAL REFORM.

ANNUAL ACTION PLAN-2011

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To organise task force to educate the public on building	Municipality-wide.	X	X	X	X			Public education on building regulations carried	DACF	ASMA	

	regulations.											
2	Independence day celebration.	Nsawam.	X	X	X	X		15,000	Independence day celebrated.	DACF	ASMA	GES
3	To rehabilitate assembly block(phase II)	Nsawam.	X	X	X	X		40,000	Assembly block rehabilitated.	DACF	ASMA.	
4	To complete MWD office block.	Nsawam.	X	X	X	X		50,000	1No.MWD office block completed	DACF	ASMA	
5	To furnish MWD office.	Nsawam.	X	X	X	X		50,00	MWD office furnished.	DACF	ASMA	
6	To develop property valuation list (phase II)	Nsawam.	X	X	X	X		15,000	Valuation list (phase II) developed.	DACF	ASMA	
7.	To monitor project implementation.	Municipality-wide.	X	X	X	X		6,000	Project implementation monitored.	DACF	ASMA	Decentralised departments
8	To prepare the Municipal Medium-Term Development Plan(2010-2013)	Nsawam.	X	X	X	X		15,000	Municipal Medium-Term Development Plan(2010-2013) prepared.	DACF	ASMA	Decentralised departments.
9	To prepare monitoring & evaluation plan(2010-2013)	Nsawam.	X	X	X	X			Monitoring and evaluation plan prepared	DACF	ASMA	
10	To prepare composite budget for 2012.	Nsawam.	X	X	X	X		4,000	Composite budget (2012) prepared.	DACF	ASMA	Decentralised department.

11	To organise four quarterly departmental meetings.	Nsawam.	X	X	X	X	20,000		4No. quarterly departmental meeting held.	IGF	ASMA
12	To organise three general assembly meetings	Nsawam.	X	X	X	X			3No. general assembly meetings.	DACF	ASMA
13	To promote effective community participation in good governance at the community level.	Municipality-wide	X	X	X	X			Effective community participation in good governance at the community level promoted.	DACF	ASMA
14	To celebrate “Best Assembly Worker”	Nsawam.	X	X	X	X			“Best Assembly Worker” celebrated.	IGF	ASMA

THEMATIC AREA: ACCELERATED AGRICULTURAL MODERNISATION & NATURAL RESOURCES MANAGEMENT
MUNICIPAL GOAL: TO MAKE AGRICULTURE ATTRACTIVE & SUSTAINABLE
ANNUAL ACTION PLAN-2011.

No	Programme/Activities	Location	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agency	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	Supply veterinary drugs & treat sick animals.	Municipality-wide.	X	X	X	X		2,800	Veterinary drugs supplied & sick animals treated.	MOFA	MOFA	ASMA
2	Conduct animal health extensions & livestock diseases surveillance.	Municipality-wide.	X	X	X	X		1,000	Animal health extension & livestock disease surveillance conducted.	MOFA	MOFA	ASMA

3	Farmers' Day celebration.	Municipality -wide.	X	X	X	X	10,000	15,000	Farmers' Day celebrated.	MOFA	MOFA	ASMA
4	Promotion of local foods, food safety & handling.	Nsawam.	X	X	X	X		10,000	Local foods, food safety & handling promoted.	MOFA	MOFA	ASMA
5	Upscale training in value chain analysis for MOFA staff.	Municipality -wide.	X	X	X	X		2,740	MOFA staff trained in value chain analysis.	MOFA	MOFA	ASMA
6	Const. of 4No. maize crips for 2 zones.	Municipality -wide.	X	X	X	X		8,000	4No.maize crips constructed for 2 zones.	MOFA	MOFA	ASMA
7	Procure 8No.grasscutter cages for 8No.farmer groups.	Municipality -wide.	X	X	X	X		6,250	8No.grasscutter cages procured for 8No. farmer groups.	MOFA	MOFA	ASMA
8	Establish 2No. crop demonstration plots by each AEA.	Municipality -wide.	X	X	X	X		5,020	2No. crop demonstration plots by each AEA established.	MOFA	MOFA	ASMA
9	Monitor crops demonstration plots by DDOs in each operational area.	Municipality -wide.	X	X	X	X		9,600	Crops demonstration plots monitored by DDOs.	MOFA	MOFA	ASMA
10	Field supervision & management by MDA.	Municipality -wide	X	X	X	X		1,800	Field supervision & management carried out by MDA	MOFA	MOFA	ASMA
11	To sensitise & promote agricultural &		X	X	X	X		8,000	Agricultural promotion & employment among	DACF	DCD	MoFA

employment among rural & urban disadvantaged.									rural & urban disadvantaged sensitised.			
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THEMATIC AREA: HUMAN DEVELOPMENT, EMPLOYMENT & PRODUCTIVITY

MUNICIPAL GOAL: TO REDUCE POVERTY & IMPROVE INCOME GENERATING ACTIVITIES IN THE MUNICIPALITY

ANNUAL ACTION PLAN-2011

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To improve income levels of the vulnerable & disadvantaged in the municipality.	Municipality-wide.	X	X	X	X		8,000	Income levels of the vulnerable improved.	DACF	DCD	ASMA
2	Develop & co-ordinate community base rehabilitation programme for persons with disabilities.	Municipality-wide	X	X	X	X			Community base programme developed & co-ordinated for persons with disabilities.	DACF	DSW	ASMA

THEMATIC AREA: ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR.

MUNICIPAL GOAL: TO PROMOTE PUBLI-PRIVTAE PARTNERSHIP IN THE MUNICIPALITY.

ANNUAL ACTION PLAN-2011

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1.	To construct 1No.27unit open-shed.	Nsawam.	X	X	X	X			1No. 27unit open-shed constructed.	DACF	ASMA	
2	To rehabilitate 1No. meat shop.	Nsawam.	X	X	X	X			1No. meat shop rehabilitated.	DACF	ASMA	EHA

THEMATIC AREA: INFRASTRUCTURE & HUMAN SETTLEMENTS DEVELOPMENT.

MUNICIPAL GOAL: TO IMPROVE & EXPAND UPON THE EXISTING PRODUCTION INFRASTRUCTURE IN THE MUNICIPALITY

ANNUAL ACTION PLAN-2012

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To rehabilitate 2.5km	Kwesikrom.	X	X	X	X			1No.2.5km.feeder road rehabilitated	DANIDA	ASMA	DFR
2.	To reshape access roads.	Municipality-wide	X	X	X	X	29,402.60		Access roads reshaped.	IGF	ASMA	DFR
3.	Create awareness on climate change.	Municipality-wide.	X	X	X	X		40,000.00	Climate change awareness created.	DACF	ASMA	

THEMATIC AREA: ACCELERATED AGRICULTURAL MODERNISATION & NATURAL REASOURCES MANAGEMENT.

MUNICIPAL GOAL: TO MAKE AGRICULTURE ATTRACTIVE & SUSTAINABLE

ANNUAL ACTION PLAN-2012.

No	Programme/Activities	Location	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agency	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	Supply veterinary drugs & treat sick animals.	Municipality-wide.	X	X	X	X		2,800	Veterinary drugs supplied & sick animals treated.	MOFA	MOFA	ASMA
2	Conduct animal health extensions & livestock diseases surveillance.	Municipality-wide.	X	X	X	X		1,000	Animal health extension & livestock disease	MOFA	MOFA	ASMA

3	Farmers' Day celebration.		X	X	X	X	10,000	15,000	surveillance conducted. Farmers' Day celebrated.	MOFA	MOFA	ASMA
4	Promotion of local foods, food safety & handling.	Municipality -wide.	X	X	X	X		10,000	Local foods, food safety & handling promoted.	MOFA	MOFA	ASMA
5	Upscale training in value chain analysis for MOFA staff.	Nsawam.	X	X	X	X		2,740	MOFA staff trained in value chain analysis.	MOFA	MOFA	ASMA
6	Const. of 4No. maize crips for 2 zones.	Municipality -wide.	X	X	X	X		8,000	4No.maize crips constructed for 2 zones.	MOFA	MOFA	ASMA
7	Procure 8No.grasscutter cages for 8No.farmer groups.	Municipality -wide.	X	X	X	X		6,250	8No.grasscutter cages procured for 8No. farmer groups.	MOFA	MOFA	ASMA
8	Establish 2No. crop demonstration plots by each AEA.	Municipality -wide.	X	X	X	X		5,020	2No. crop demonstration plots by each AEA established.	MOFA	MOFA	ASMA
9	Monitor crops demonstration plots by DDOs in each operational area.	Municipality -wide.	X	X	X	X		9,600	Crops demonstration plots monitored by DDOs.	MOFA	MOFA	ASMA
10	Field supervision & management by MDA.	Municipality -wide.	X	X	X	X		1,800	Field supervision & management carried out by MDA	MOFA	MOFA	ASMA

11	To support the promotion of agro-based industries with provision of skills training	Municipality -wide	X	X	X	X		2,000	Promotion of agro-based industries supported with the provision of skills training.	DACF	DCD	MoFA
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THEMATIC AREA: ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR.
MUNICIPAL GOAL: TO PROMOTE PUBLI-PRIVATAE PARTNERSHIP IN THE MUNICIPALITY.
ANNUAL ACTION PLAN-2012

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1.	To rehabilitate 1No. 8unit open-shed	Nsawam.	X	X	X	X			1No. 8unit open-shed rehabilitated.	DACF	ASMA	
2.	To rehabilitate 1No. yam shed.	Nsawam.	X	X	X	X			1No. yam shed rehabilitated.	DACF	ASMA	
3.	Construction of 1No. 27 unit open-shed & rehabilitation of 18 unit open shed/urinal& 6 units.	Nsawam.	X	X	X	X		47,742.00	1No.27 unit open-shed & 18 unit open-shed/urinal & 6-units constructed & rehabilitated respectively.	DACF	ASMA	
4.	Establish 1No. block manufacturing factory.	Nsawam.	X	X	X	X		20,000.00				

THEMATIC AREA: HUMAN DEVELOPMENT, EMPLOYMENT & PRODUCTIVITY.

MUNICIPAL GOAL: TO DEVELOP AND MAINTAIN HUMAN RESOURCES FOR MUNICIPAL DEVELOPMENT.

ANNUAL ACTION PLAN-2012

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1.	To construct 1No. 3unit classroom block.	Pakro.	X	X	X	X		20,060	1No. 3unit classroom block constructed.	DACF	ASMA	GES
2	To rehabilitate 1No.school block.	Berekuso.	X	X	X	X		15,000	1No.school block rehabilitated.	DACF	ASMA	GES
3	To support STME.	Municipality-wide.	X	X	X	X			STME supported.	DACF	ASMA	GES
4	Celebration of independence day.	Nsawam.	X	X	X	X			Independence day celebrated.	DACF	ASMA	GES
5	To build capacity of selected staff of ASMA.	Nsawam.	X	X	X	X		20,000	Staff of ASMA capacity built.	DACF	ASMA	
6	To campaign on immunisation.	Municipality-wide	X	X	X	X			Campaign on imunisation carried out	DACF	ASMA	GHS
7	To campaign on HIV/AIDS	Municipality-wide.	X	X	X	X			Campaign on HIV/AIDS carried out.	DACF	ASMA	GHS
8	To campaign on malaria.	Municipality-wide.	X	X	X	X			Campaign on malaria carried out.	DACF	ASMA	GHS
9	To construct car park.	Nsawam.	X	X	X	X		25,000	Car park constructed	DACF	ASMA	

10	To support” my first day at school”	Municipality-wide	X	X	X	X			My first day at school supported.	IGF	ASMA	GES
11	To embark on retreat.	Municipality-wide	X	X	X	X			Embarked on retreat.	IGF	ASMA	
12.	To celebrate “Best Teachers’ Award”	Nsawam.	X	X	X	X			“Best Teacher Award” celebrated.	DACF	ASMA	GES
13.	Fumigate refuse & liquid waste disposal sites.	Municipality-wide.	X	X	X	X			Refuse & liquid waste disposal site fumigated.	IGF	ASMA	EHD
14.	To create awareness on prevention of HIV/AIDS & provide care & support for orphans & vulnerable children & persons living with the disease.	Municipality-wide.	X	X	X	X	10,000.00		Awareness on HIV/AIDS created & support given to vulnerable persons.	DACF	ASMA	DSW/ GHS
15.	To provide homes for the homeless/orphans & abandoned children.	Municipality-wide.	X	X	X	X			Homes provided for the homeless/orphans & abandoned children.	DACF	DSW	ASM A
16.	Implement school feeding programme.	Municipality-wide.	X	X	X	X		450,000.00	School feeding programme implemented.	DACF	ASMA	GES
17.	Support brilliant but needy students.	Municipality-wide	X	X	X	X		10,000.00	Brilliant but needy student	DACF	ASMA	GES

18.	Procure rain coats, wellington boots, bicycles, ID cards.	Municipality-wide.	X	X	X	X		10,000.00	Rain coat, wellington boots, bicycles & ID cards procured.	DACF	ASMA	
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THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE

MUNICIPAL GOAL: TO PROMOTE THE PRACTICE OF DEMOCRACY & INSTITUTIONAL REFORM.

ANNUAL ACTION PLAN-2012

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st 4 th	2 nd	3 rd		Local	External			Lead	Collaborating
1.	To construct 1No. MCE bungalow.	Nsawam.	X	X	X	X		200,000	1No. MCE bungalow constructed.	DACF	ASMA	
2	To acquire office equipment	Nsawam.	X	X	X	X		14,000	Office equipment acquired.	DACF	ASMA	
3	To purchase revenue van.	Nsawam.	X	X	X	X		30,000	Revenue van purchased.	DACF	ASMA	
4	To monitor project implementation.	Municipality-wide	X	X	X	X		6,000	Project implementation monitored.	DACF	ASMA	
5	To review monitoring & evaluation plan.	Nsawam.	X	X	X	X			Monitoring & evaluation plan reviewed.	DACF	ASMA	
6	To organise four quarterly departmental meetings.	Nsawam.	X	X	X	X	20,000		4No. quarterly meetings held.	IGF	ASMA	

7	To organise 3No. general assembly meetings	Nsawam.	X	X	X	X			3No. general assembly meeting held.	DACF	ASMA	
8	To celebrate “Best Assembly Worker”	Nsawam.	X	X	X	X			“Best Assembly Worker” celebrated.	IGF	ASMA	
9	To construct 2No.Area Council offices.	Dago/Amanampa & Pakro-adjense	X	X	X	X			2No.Area Council offices constructed.	DACF	ASMA	
10.	Integrate departmental budget into assembly budget.	Municipality-wide.	X	X	X	X			Departmental budget integrated into assembly budget.	DACF	ASMA	
11.	Update database system.	Municipality-wide.	X	X	X	X			Database system updated.	DACF	ASMA	

THEMATIC AREA: INFRASTRUCTURE & HUMAN SETTLEMENTS DEVELOPMENT.

MUNICIPAL GOAL: TO IMPROVE & EXPAND UPON THE EXISTING PRODUCTION INFRASTRUCTURE IN THE MUNICIPALITY.

ANNUAL ACTION PLAN-2013

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st 4 th	2 nd	3 rd		Local	External			Lead	Collaborating
1.	To reshape all feeder roads	Municipality-wide	X	X	X	X			All feeder roads reshaped.	DACF	ASMA	DFR

THEMATIC AREA: ACCELERATED AGRICULTURAL MODERNISATION & NATURAL RESOURCES MANAGEMENT.
MUNICIPAL GOAL: TO MAKE AGRICULTURE ATTRACTIVE & SUSTAINABLE
ANNUAL ACTION PLAN-2013.

No	Programme/Activities	Location	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agency	
			1 st 4 th	2 nd	3 rd		Local	External			Lead	Collaborating
1	Supply veterinary drugs & treat sick animals.	Municipality-wide.	X	X	X	X		2,800	Veterinary drugs supplied & sick animals treated.	MOFA	MOFA	ASMA
2	Conduct animal health extensions & livestock diseases surveillance.	Municipality-wide.	X	X	X	X		1,000	Animal health extension & livestock disease surveillance conducted.	MOFA	MOFA	ASMA
3	Farmers' Day celebration.	Municipality-wide	X	X	X	X		15,000	Farmers' Day celebrated.	MOFA	MOFA	ASMA
4	Promotion of local foods, food safety & handling.	Municipality-wide.	X	X	X	X		10,000	Local foods, food safety & handling promoted.	MOFA	MOFA	ASMA
5	Upscale training in value chain analysis for MOFA staff.	Nsawam.	X	X	X	X		2,740	MOFA staff trained in value chain analysis.	MOFA	MOFA	ASMA
6	Procure 8No.grasscutter cages for 8No.farmer groups.	Municipality-wide.	X	X	X	X		8,000	8No.grasscutter cages procured for 8No. farmer groups.	MOFA	MOFA	ASMA
7	Establish 1No. crop demonstration plots by each AEA.	Municipality-wide.	X	X	X	X		6,250	1No. crop demonstration plots by each AEA established.	MOFA	MOFA	ASMA
8	Monitor crops demonstration plots by DDOs in each operational area.	Municipality-wide.	X	X	X	X		5,020	Crops demonstration plots monitored by DDOs.	MOFA	MOFA	ASMA

9	Field supervision & management by MDA.	Municipality-wide.	X	X	X	X		9,600	Field supervision & management carried out by MDA	MOFA	MOFA	ASMA
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THEMATIC AREA: ENHANCING COMPETITIVENESS OF GHANA'S PRIVATE SECTOR.
MUNICIPAL GOAL: TO PROMOTE PUBLI-PRIVTAE PARTNERSHIP IN THE MUNICIPALITY.
ANNUAL ACTION PLAN-2013

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1	To rehabilitate 1No. 6unit store	Nsawam.	X	X	X	X			1No. 6unit store rehabilitated.	DACF	ASMA	

THEMATIC AREA: HUMAN DEVELOPMENT, EMPLOYMENT & PRODUCTIVITY
MUNICIPAL GOAL: TO DEVELOP AND MAINTAIN HUMAN RESOURCES FOR MUNICIPAL DEVELOPMENT.
ANNUAL ACTION PLAN-2013

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st	2 nd	3 rd	4 th	Local	External			Lead	Collaborating
1.	To construct 3No.	Chinto,	X	X	X	X			3No.KVIP/HWF	DANIDA	ASMA	CWSA

	KVIP/HWF.	Pakto- adjenase, Kwesikrom.							constructed.			
2	To management sanitation.	Municipality-wide	X	X	X	X			Sanitation managed	DACF	ASMA	EHA
3	To purchase 3No. communal refuse containers.	Municipality-wide.	X	X	X	X			3No. communal refuse container purchased.	DACF	ASMA	EHA
4	Best Teachers' Award	Municipality-wide.	X	X	X	X			Best teachers' award organised	IGF	ASMA	GES
5	To celebrate My First Day at school.	Municipality-wide.	X	X	X	X			My First Day at School celebrated.	IGF	ASMA	GES
6	To embark on retreat.	Municipality-wide	X	X	X	X			Retreat embarked upon.	IGF	ASMA	
7	To facilitate & co-ordinate programmes for the elderly including community base care & services.	Municipality-wide	X	X	X	X			programme	DACF	ASMA	
8	To provide hospital welfare services.	Municipality-wide	X	X	X	X			Programme co-ordination facilitated for the elderly including community base care & services.	DACF	DSW	ASMA

THEMATIC AREA: TRANSPARENT & ACCOUNTABLE GOVERNANCE

MUNICIPAL GOAL: TO PROMOTE THE PRACTICE OF DEMOCRACY AND INSTITUTIONAL REFORM.

ANNUAL ACTION PLAN-2013

No.	Programme/Activities	Location.	Time-Frame				Annual Budget		Output Indicator	Source of Funding	Implementation Agencies	
			1 st 4 th	2 nd	3 rd		Local	External			Lead	Collaborating
1	Organise four quarterly departmental meetings.	Nsawam.	X	X	X	X			4No. departmental meeting held.	IGF	ASMA	
2	To organise 3No. general assembly meetings.	Nsawam.	X	X	X	X		20,000	3No. general assembly meeting held.	DACF	ASMA	
3	To organise task force to undertake public education on building regulations.	Municipality-wide.	X	X	X	X			Task force organised & public education on building regulation undertaken.	DACF	ASMA	DTCP
4	To construct 3No. Area Council offices.	Nkyenkyene, Adoagyiri & Aburi.	X	X	X	X			3No. Area Council offices constructed.	DACF	ASMA	
5	To celebrate independence day.	Nsawam.	X	X	X	X		40,000	Independence day celebrated.	DACF	ASMA	GES
6	To terrace the frontage of administration block.	Nsawam.	X	X	X	X		77,757.69	Frontage of administration	DACF	ASMA	

7	To construct 1No. semi-detached bungalow.	Nsawam.	X	X	X	X		6,000	block terraced. 1No. semi-detached bungalow constructed.	DACF	ASMA	
8	To monitor project implementation.	Municipality-wide.	X	X	X	X			Project implementation monitored.	DACF	ASMA	
9	To review monitoring & evaluation plan.	Nsawam.	X	X	X	X		10,000	Monitoring & evaluation plan reviewed.	DACF	ASMA	
10	To renovate 1No. semi-detached bungalow.	Nsawam.	X	X	X	X		50,000	1No. semi-detached bungalow renovated.	DACF	ASMA	
11	To celebrate Assembly Best Workers.	Nsawam.	X	X	X	X			Assembly best worker celebrated.	IGF	ASMA	
12	To construct 1No. Magistrate court.	Nsawam.	X	X	X	X			1No. Magistrate court constructed.	DACF/Judicial Service	ASMA	Judicial service.

CHAPTER SIX

6.1 MONITORING AND EVALUATION ARRANGEMENTS

6.2 Monitoring

Monitoring is the process of measuring, coordinating, collecting, processing, and communicating information of assistance to management for decision-making. It is an essential part of the implementation phase of a programme, since it provides feedback.

Its purpose is to identify immediate problems or deviations from the established plan and find quick practical solutions. Monitoring is based on a comparison between established norms or standards and actual performance.

The sources of information used in monitoring development projects or programmes and activities include monthly, quarterly, and annual reports from project sites based on specific format.

At the municipality level, the activities of monitoring and evaluation are the responsibility of the Municipal Planning Coordinating Unit (MPCU) and the Municipal Sectoral Agencies. The MPCU is responsible specifically for the preparation of monitoring and evaluation plan. Again, it is required to provide an oversight over all municipal Level Monitoring and Evaluation of projects and also carry out the monitoring and evaluation of municipal development policies. Actual project monitoring is however, the responsibility of the municipal Sectoral Departments.

The works sub-communities, civil society organization, and the Regional Coordinating Council complement this exercise.

6.3 The Evaluation Process

Evaluation of the Implementation of the municipal 4-Year Medium Tern Development Plan is a more comprehensive form of assessment than regular monitoring.

Evaluation is a systematic way of learning from experience and using the lessons learned to improve current activities and promote better plans by the careful selection of alternatives for future action. This involves analysis of the different phases of the plans, its relevance, formulation, efficiency and effectiveness, and the extent of its acceptance by all parties involved.

It renders possible the reallocation of priorities and resources on the basis of changing developmental needs. Therefore, evaluation may cover the plans effectiveness, equity, efficiency and impact.

Evaluations are of two types. These are :

- Ex-ante Evaluation
- Ex-post evaluation

Ex-ante evaluation is often referred to as appraisal. This involved analyzing the likely results stemming from the implementation of the proposed Plan. It is also used to consider alternative ways of achieving project objectives.

An example of ex-ante evaluation techniques is Cost-Benefit-Analysis.

Ex-ante evaluation of a plan may involve:

- Measurement of levels of achievement objectives (expected)
- Appraisal of evidence produced
- Setting down findings in a logical framework.

Ex-post evaluation is to ascertain whether the resources invested have produced or are producing expected level of outputs and benefits, and are reaching the intended target population.

Ex-post evaluation is essentially a review of implemented projects over time and may involve.

- Observation of consequences of the adopted plan

- Comparison with predicted expected outcomes and
- Identification of new problems arising

According to NDPC guidelines, the first ex-post evaluation should be conducted one-year after completion of project. The evaluation should cover the following.

- Has the Action Plan and Project Objectives been achieved
- Was the project completed in time planned?
- Was the project cost within the amount estimated?

6.4 Monitoring/Evaluation Strategy

The Assembly has the overall responsibility of implementing projects and programmes of the municipality.

However, a technical team, drawn from the Assembly and form among the personnel of the decentralized departments present in the municipality must be put in place to monitor and evaluate the schedules of the 4-Year Medium-Tem Plan.

It must be emphasized that the MPCU will be responsible for the preparation of monitoring and evaluation procedures and also for coordinating and collating the output of monitoring and coordination activities.

6.5 Techniques for Monitoring

The Assembly will adopt the following:

- On the spot checks and
- Periodic implementation reports

6.6 Techniques For Evaluation

- The planning Balance Sheet
- The Goals Achievements Matrix
- Cost- Benefit Analysis

It should be emphasized that the service of the two major activities depends to a large extent on the efficiency of the institutional arrangements that are available (i.e. resources) for effective coordination.

6.7 Reporting

An effective mechanism of reporting is necessary to keep the information channels open. Periodic, quarterly and monthly reports, depending on the type of project and programme, will be required from MPCU. The Municipal Planning and Coordinating Units will submit periodic report to the Municipal Assembly and funding agencies. Monitoring reports will also be required from the works sub-committee on progress of projects in the various communities.

6.8 Summary And Conclusion

The purpose of this Medium-Term Development Plan is to provide a comprehensive framework for poverty reduction in the Akuapem South Municipality. To facilitate this, the plan was prepared strictly in line with MTDPF2010 guidelines. A theme provides in the NDPC, and is in supportive of total National Development aspirations. In addition, the plan is flexible enough to accommodate any future changes, which may occur, or events, which were unforeseen during the plan preparation process. Based on the above, there is the need to update components of the plan on an annual basis. It must however be emphasized that the Assembly has the responsibility of ensuring that there is minimal, if any, deviation from the proposals made in the plan during implementation. This is one way of making a more efficient use of the Assembly's resources while ensuring that a solid foundation is laid for the achievement of Akuapem South Municipal long-term development objectives.

It also very important to ensure that for each year of the Four-Year Medium Terms Plan the projects to be implemented are adequately reflected in the Assembly capital budget.

In preparing the 4-Year Medium Term Development Plan for the Akuapem South Municipality, a careful overview of existing socio-economic situation, the potentials and constraints (human and material) of the municipality have been presented. The income and expenditure pattern have been examined.\

As a major input, a number of development interventions have been proposed for all the major sectors of the local economy with reference to MTDPF2010

The successful implementation of the Medium-Term Development Plan (2010-2013) will go a long way to improve the living standard in the municipality. What is required as very critical assumption is adequate funding, and total political will and community commitment, community mobilization, coordination and management of resources for the implementation of the proposed development projects.

With proper management and judicious utilization of resources, the targets set in the 4-Year Medium-Term Development Plan (MTDP) MTDPF2010 will be achieved by the end of the planning year – 2010 – 2013.

To ensure full community participation, it is important to work through the local chiefs or traditional rulers, unit committees, Assembly members, community groups and religious organizations where necessary, these identified groups should be strengthened and assigned progressively participative roles in the municipal socio-economic development activities.

With this background, planning and implementation of the 4-Year Medium Term Development Plan (2010 – 2013) done in such a manner that local people can assume a full responsibility and ownership of community projects and be trained to operate and maintain the project in order to ensure their long-term sustainability.

CHAPTER SEVEN

COMMUNICATION STRATEGY

Dissemination of information to stakeholders has become very important as far as development issues are concerned. In other words communication strategy has become imperative in managing stakeholders' expectations as far as developments of their communities are concerned.

Reporting.

After each exercise, project/programme actors, communities, sector departments and other stakeholders would be made aware of the observations and findings.

It is however, mandatory for the DPCU to brief the municipal chief executive, the municipal co-ordinating director, presiding member and other Municipal Assembly actors on the progress of work, observations and gaps identified.

This will allow all stakeholders to take all the necessary actions for the defects to be redressed before the morning exercise. The DPCU will include all the findings and reactions in these quarterly and annual reports, which will sum up all M/E activities.

2.9 Dissemination of the Report

The DPCU will ensure that M/E reports which are generated will be disseminated to all relevant stakeholders and decision-making. Copies of the quarterly reports and annual reports would be forwarded to the RPCU, UNPC and other MDAs and stakeholders. The philosophy of sharing the content of these reports with stakeholders at the sub district level and community levels is to increase the accountability and transparency of the municipal assembly as well as displaying commitment to development and poverty reduction. It is also aimed at boosting the commitments of stakeholders to support development interventions.

After the generation of the report the DPCU will adopt the appropriate strategy to disseminate the reports. This will include:

- 1.** Announcement, discussions and broadcast in local news media. E.g. local FM (FAWE).
- 2.** Meeting with traditional rulers, representatives of urban area/councils and other opinion leaders.
- 3.** Holding community meetings at central locations throughout the municipality. Experiences and lessons learnt will be a guide to be applied to planning and decision-making.

ANNEXES.

EDUCATION: Sustainability Test Annex A

Activity: Construction of classroom blocks.		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
		(0) 1 2 3 4 5
Land degradation: deforestation.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
Pollution of water bodies	Quantity and type of pollutants waste to be identified.	(0) 1 2 3 4 5
Indiscriminate sand wining	Vulnerable areas shown on map.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the project should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	(0) 1 2 3 4 5
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	(0) 1 2 3 4 5
Delinquency.	Number of reported cases.	(0) 1 2 3 4 5
Child labour	Number of reported cases	(0) 1 2 3 4 5
1 EFFECTS ON THE ECONOMY		
Employment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market	Number of businesses registered.	(0) 1 2 3 4 5
2 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5

Feeder Road Sustainability Test Annex B

Activity: To embark on spot improvement of feeder roads.		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
		(0) 1 2 3 4 5
Land degradation: deforestation.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
Indiscriminate sand wining.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
Pollution of water bodies.	Quantity and type of pollutants waste to be identified.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the project should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	(0) 1 2 3 4 5
High incidence of HIV/AIDS	Number of HIV/AIDS cases recorded.	(0) 1 2 3 4 5
Delinquency.	Number of reported cases.	(0) 1 2 3 4 5

Child labour.	Number of reported cases.	(0) 1 2 3 4 5
3 EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Employment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market	Number of businesses registered.	(0) 1 2 3 4 5
4 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5

Water Projects Sustainability Test Annex C

Activity: Drilling and construction of boreholes		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Land degradation: deforestation.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
Pollution of water bodies.	Quantity and type of pollutants waste to be identified.	(0) 1 2 3 4 5
Indiscriminate sand winning.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the ppp should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	(0) 1 2 3 4 5
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	(0) 1 2 3 4 5
Delinquency.	Number of reported cases.	(0) 1 2 3 4 5
Child labour.	Number of reported cases.	(0) 1 2 3 4 5
5 EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Unemployment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market.	Number of businesses registered.	(0) 1 2 3 4 5
6 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5

Sanitation Projects Sustainability Test Annex D

Activity: Construction KVIPs/Hand Washing Facilities(Institutional Latrines)		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Land degradation: deforestation.	Vulnerable areas shown on map.	(0) 1 2 3 4 5

Pollution of water bodies.	Quantity and type of pollutants waste to be identified.	(0) 1 2 3 4 5
Indiscriminate sand winning.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
		0) 1 2 3 4 5
		0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		(0) 1 2 3 4 5
Teenage pregnancy: the project should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	(0) 1 2 3 4 5
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	0) 1 2 3 4 5
Delinquency.	Number of reported cases.	0) 1 2 3 4 5
Child labour.	Number of reported cases.	0) 1 2 3 4 5
7 EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5
Unemployment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market.	Number of businesses registered.	(0) 1 2 3 4 5
8 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5

Health Projects Sustainability Test Annex E

Activity: construct 30 No. CHPS in the municipality		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Land degradation: deforestation.	Vulnerable areas shown on map.	0) 1 2 3 4 5
Pollution of water bodies.	Quantity and type of pollutants waste to be identified.	0) 1 2 3 4 5
Indiscriminate sand winning.	Vulnerable areas shown on map.	(0) 1 2 3 4 5
		0) 1 2 3 4 5
		0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the ppp should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	(0) 1 2 3 4 5
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	(0) 1 2 3 4 5
Delinquency.	Number of reported cases.	(0) 1 2 3 4 5
Child labour.	Number of reported cases.	0) 1 2 3 4 5
9 EFFECTS ON THE ECONOMY		
Unemployment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market.	Number of businesses registered.	(0) 1 2 3 4 5
10 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	0) 1 2 3 4 5
		(0) 1 2 3 4 5

		(0) 1 2 3 4 5
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Education Project Sustainability Test Annex F

Activity: Educate the public on the need to pay taxes.		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
		(0) 1 2 3 4 5
Land degradation: deforestation	Vulnerable areas shown on map.	0) 1 2 3 4 5
Pollution of water bodies	Quantity and type of pollutants waste to be identified.	0) 1 2 3 4 5
Indiscriminate sand winning.	Vulnerable areas shown on map.	0) 1 2 3 4 5
		0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the ppp should not encourage teenage pregnancy	Number of teenage pregnancy recorded.	0) 1 2 3 4 5
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	0) 1 2 3 4 5
Delinquency.	Number of reported cases.	0) 1 2 3 4 5
Child labour.	Number of reported cases.	0) 1 2 3 4 5
11 EFFECTS ON THE ECONOMY		
Unemployment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market.	Number of businesses registered.	(0) 1 2 3 4 5
12 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5

Private Sector Enhancement Sustainability Test Annex G

Activity: Organise Business Management for SME in the municipality.		
CRITERIA – BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
		(0) 1 2 3 4 5
Land degradation: deforestation	Vulnerable areas shown on map.	0) 1 2 3 4 5
Pollution of water bodies	Quantity and type of pollutants waste to be identified.	0) 1 2 3 4 5
Indiscriminate sand winning.	Vulnerable areas shown on map.	0) 1 2 3 4 5
		0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Teenage pregnancy: the ppp should not encourage teenage	Number of teenage pregnancy	(0) 1 2 3 4 5

pregnancy	recoded.	
High incidence of HIV/AIDS cases.	Number of HIV/AIDS cases recorded.	(0) 1 2 3 4 5
Delinquency.	Number of reported cases.	(0) 1 2 3 4 5
Child labour.	Number of reported cases.	(0) 1 2 3 4 5
13 EFFECTS ON THE ECONOMY		
Unemployment: the activity should promote employment generation	Unemployment rate.	(0) 1 2 3 4 5
Poverty.	Number of people living below the poverty line.	(0) 1 2 3 4 5
Low market.	Number of businesses registered.	(0) 1 2 3 4 5
14 INSTITUTIONAL ISSUES		
Low revenue	Amount of revenue collected	(0) 1 2 3 4 5
Logistics.	Inventory of Assembly's facilities.	(0) 1 2 3 4 5
Capacity.	Educational levels of personnel of the Assembly.	(0) 1 2 3 4 5
		(0) 1 2 3 4 5
		(0) 1 2 3 4 5