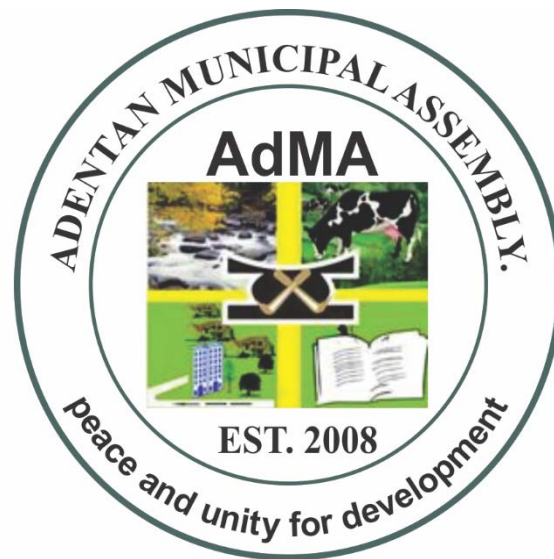


## **ADENTAN MUNICIPAL ASSEMBLY**



## **GBENTANAA ZONAL PLAN**

**2018-2021**

## **CHAPTER ONE**

### **1.0 Introduction**

The Gbentanaa Zonal Council is one of the four Zonal Councils of the Adentan Municipality. The main functions of the zonal Council include the mobilization of revenue, implementation of policies at the local level and also mobilize community to participate in decision making. As part of activities to help the Zonal Council properly plan and implement activities for development, the Zonal Council was assisted to come out with a four (4) years (2018-2021) Medium Term Development Plan which will guide the implementation of envisioned development projects and programmes in the zonal area.

The preparation of this Medium Term Zonal Plan is to further deepen the decentralization process by bringing governance to the doorsteps of the people through involving them in the Planning Process which affects their own life. In view of these, a series of meetings

were held with the Zonal Council members and other stakeholders in order to come up with this document. The participants were expected to lead and assist in identifying the problems/ needs, goals and objectives of their Zonal Council and to harmonize these into a Zonal Council plan, hence the making of the this document.

This document is a detailed plan enlisting the profile of the area in the first chapter, the problems and suggested solutions in the second chapter, the goals and strategies in the third chapter, the composite programmes of action in the fourth chapter and then the detailed projects and programmes for the various years in the last chapter.

It is hoped that Stakeholders and development partners will support the efforts of the people of Gbentanaa Zonal Area to bring development to the Zonal area and thereby improve the living conditions of the people of the Zone.

### **1.1 Brief History of the Zonal Area**

Gbentanaa Zonal Council is one of the four zones in the Adentan Municipality. The Zonal Council is made up of four (4) electoral areas namely Man Momo, New Adentan, New Legon and Gbentanaa. Some communities in the Zonal Council area are Adentan Old Town, New Adentan, Adentan Housing Estates, Approtech, Commandos, East Adentan, New Legon, SSNIT Flats, Frafraha, Ritz Areas and Alhaji.

### **1.2 Physical and Natural Environment**

This section of the profile captures certain issues such as the location, climate, relief and vegetation of the zonal area.

#### **1.2.1 Location**

The Gbentanaa Zonal Council (with Adenta as its CBD) lies 10 Kilometres to the Northeast of Accra, which is specifically located on latitude 5° 43' North and longitude 0° 09' West. The Gbentanaa Zonal Council shares boundaries with Koose Zonal Council and Nii Ashale Zonal Council.

#### 1.2.2 Climate

Temperatures are generally high throughout the year. The high temperatures warm up the air, which rises to condense contributing to the second type of precipitation called Conventional rainfall for the area. March–April is usually the hottest period with temperatures reaching 32°C during the day and 27°C at night. Cooler temperatures occur from May–September with a high of 27–29°C during the day and 22–24°C in the night. The area experiences two types of rainy seasons. The first and the major season start from April to July while the second but minor season is from September to November each year. The bi-modal rainfall pattern provides a suitable environment for farming activities in most months (8 months) of the year as residents are able to cultivate and harvest different type of crops within each season.

#### 1.2.3 Relief

Gbentanaa lies at the bottom, windward side and south of the Akuapim Range. It is a low land area with an undulating terrain, which barely rises above 50 meters above sea level.

#### 1.2.4 Vegetation

The rainfall pattern and the terrain of Gbentanaa Zonal Council have influenced the vegetation cover of the environment. The northern part has Savannah semi-rain forest with deciduous trees but due to the activities of human behaviour, the general vegetation cover of some parts of the community have changed to grassland and in some places, bare lands.

### **1.3 Culture**

This aspect of the profile contains issues such as ethnic diversity, religious composition, and the cultural practices (positive and negative) of the zone.

#### **1.3.1 Ethnic Diversity**

The Ga-Adangbes are dominant in the Zonal Area with a percentage of about 65%. About 30% of the population are Ewes and Akan with the remaining 5% Northerners and Fulani's.

#### **1.3.2 Religious Composition**

The predominant religion in the Zone is Christianity. Sizeable percentage of the populace also practice the religion of Islam with practitioners of other faiths dotted among them. Traditional religion is also practiced and is more pronounced traditionally. Worshippers of some faiths sometimes create nuisance with their mode of worship as most of their worshipping centres are situated right within purely residential areas. However, residents willingly or unwillingly accommodate them to some extent.

#### **1.3.3 Cultural Practices**

The people of the zonal area practice a number of cultural practices some of which have positive intents but others pose a lot of danger to either one person or a group.

The cultural practices in Gbentanaa zone include the Homowo festival, Naming Ceremonies, Marriage Ceremonies and Funeral Rites. The Homowo festival is a well-known rite in the zone since it is practiced by a reputable number of people in the zonal area. It is a positive practice because it promotes development by exposing the area to foreigners and investors who come around during festivities. During such festivals, families sit down to resolve disputes among its members and also find ways of developing the potentials of its members.

The popular naming ceremony held in the zone is the Kpojiemo Rite because of the dominancy of the Ga's and the Adangbes. This rite is a short ceremony which is normally held early in the morning, two weeks after the child is born. The rite seeks to expose new born babies to other members of the community and also contribute to the socio-economic development of the new-born.

Marriage ceremonies are also beautiful ventures held by the local people where the bride is shown to the groom's family and all the items needed by the bride's family are presented to them by the groom's family. It is a time for merry-making because a new family has just been created.

The last ceremony to bid farewell to a departed relative or friend is the death or funeral rites. This particular ceremony (funeral rites) has its positive and negative sides. Death rites are a time for remembering the entire public that one day they would definitely die so it pays to live a good life whilst one still have breadth. The social vice associated with the Death Rite is that people in the zone take it as an opportune time to make noise in the evenings whilst others want to sleep and relax after a days' work.

## **1.4 Social Services**

This aspect of the profile contains issues such as Education, Health, Water, Sanitation and Housing.

### **1.4.1 Education**

In the Gbentanaa zone, schools are located all across the four corners of the zonal area with 93 percent being private and only 7 percent being public. This trend has resulted in overcrowding in the public schools with average enrolment of about 60 pupils per class making teaching and learning very difficult. There is therefore the need for additional classrooms to be constructed in the Zonal area to reduce the class sizes.

**Table 1.1: Number of Schools in Gbentanaa Zone**

CATEGORY	NUMBER (NO.)		
	PUBLIC	PRIVATE	TOTAL
K.G	3	45	48
PRIMARY	3	53	56
JUNIOR HIGH SCHOOL	3	16	19
SENIOR HIGH SCHOOL	1	2	3
TERTIARY SCHOOL		1	

From Table 1.1, it can be seen that there are 48 Kindergartens made up of 3 Public and 45 Private, 56 Primary schools (3 Public and 53 Private), 19 Junior High Schools (3 Public and 16 Private) and 3 Senior High Schools (1 Public and 2 Private) are within the Zonal Council.

The Senior High Schools are Frafaha Community Day SHS, De-Youngsters Senior High School and Delcam College Senior High School. The only Tertiary Institution in the zone is Florence Nightingle Nursing Training School.

**Table 1.2: Enrolment Figures in the Gbentanaa Zone**

GBENTANAA (ENROLMENT)						
	PUBLIC			PRIVATE		
	M	F	T	M	F	T
PRE SCHOOL	340	111	451	4006	1588	5594
PRIMARY	1177	1248	2425	2869	2890	5759
JHS	550	666	1216	1003	1116	2119
SHS	200	295	495	585	659	1244
TECH/VOC	-	-	-	-	-	-
TERTIARY	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-

**Table 1.3: Staffing Population (Private Schools) in the Gbentanaa Zone**

LEVEL	STAFFING						GRAND TOTAL		
	TRAINED			UNTRAINED					
	M	F	T	M	F	T	M	F	T
PRE-SCHOOL		58	58		31	31	0	89	89



PRIMARY	39	21	60	78	44	122	117	65	182
JHS	53	5	58	53	11	64	106	16	122
SHS	15	1	16	10		10	25	1	26
TECH/VOC			0			0	0	0	0
<b>TOTAL</b>	<b>107</b>	<b>85</b>	<b>192</b>	<b>141</b>	<b>86</b>	<b>227</b>	<b>248</b>	<b>171</b>	<b>419</b>

The total number of teachers in the private schools in the zone is 419 out of which 59.19 percent are males whilst 40.81percent are females. The total number of untrained teachers is 227 representing 54.18 percent of the total number of private school teachers. This implies that the private schools in the area depends more on untrained teachers.

**Table 1.4: Staffing Population (Public Schools) in the Gbentanaa Zone**

LEVEL	STAFFING						GRAND TOTAL		
	TRAINED			UNTRAINED					
	M	F	T	M	F	T	M	F	T
PRE-SCHOOL	1	16	17	1	1	2	2	17	19
PRIMARY	7	39	46			0	7	39	46
JHS	13	37	50	1		1	14	37	51
SHS			0			0	0	0	0
TECH/VOC			0			0	0	0	0
TOTAL	21	92	113	2	1	3	23	93	116

The total number of teachers in the public schools in the zone is 116 out of which 80.17 percent are females whilst only 19.83 percent are males. The total number of trained teachers is 113 representing 97.41 percent of the total number of public school teachers. This implies that the public schools in the area depends more on trained teachers which is very good.

The total number of private school teachers is more than the total number of public school teachers because:

There are more private schools than public schools and the private schools have the tendency of employing more untrained teachers which is more affordable than the trained teachers.

There is therefore the need to encourage the private schools to engage trained teachers as required by Ghana Education Service (GES).

**Table 1.5: BECE Results, School position and Percentages Passed**

2016 BECE RANKING OF SCHOOLS IN GBENTAANA ZONAL COUNCIL				
1	TYPE	NAME OF SCHOOL	POSITION	TOTAL % PASSED
2	PR	FLOBAR SCHOOL	1	100.00
3	PR	SHIELD INT. SCH	6	100.00
4	PR	VICTORY PRESBY JHS	10	100.00
5	PR	DE YOUNGSTERS INT.	13	100.00
6	PR	RHINO GOLD	14	100.00
7	PR	OREINS COMPLEX SCH.	12	97.73
8	PR	HOLLY SCHOOL	19	100.00
9	PR	GOLDEN SUNBEAM MONT. JHS	9	100.00

10	PR	HELGA INTERNATIONAL	23	100.00
11	PR	EDBEK ACADEMY	26	100.00
12	PR	FAITHWAY SCHOOL	33	100.00
13	PR	SAMUEL OTU-GYANDOH SCH	45	100.00
14	PR	HOLY CHILD CONTINUAL	50	100.00
15	PR	LARRIS ACADEMY	54	100.00
16	PR	SURVIVE SCHOOL COMPLEX	48	82.35
17	PR	THE FOSTER HOME SCH	57	76.47
18	PR	NEW LEGON INTERNATIONAL	59	90.91
19	PUB	ADENTA COMMUNITY SCHOOL	62	59.88
20	PUB	HOLY ROSARY R/C JHS	64	65.05
21	PR	GRACEFUL GRACE ACADEMY	65	68.75
22	PR	GLOBAL JOY SCHOOL	68	100.00
23	PR	BLESSED HOPE SCHOOL	78	50.00
24	PR	BALOGA SCH. COMPLEX	81	46.15
25	PR	UNITY INT. SCHOOL	82	29.17

26	PUB	CHRIST FAITH MISSION 'B'	83	40.00
27	PUB	CHRIST FAITH MISSION 'A'	85	28.13

Table 1.5 represents the performance of schools in the zone in comparison with other schools in the Adentan Municipal. The table highlights the position of the schools in the municipal area as well as the percentage of people who passed in the schools.

#### 1.4.2 Health

The Gbentanaa Zonal council has 17 health facilities of which six (6) are private clinics, two (11) are CHPS Zones, one (1) private hospital and one public clinic

**Table 1.6: Health Centres in the Gbentanaa Zone**

No	Sub Municipal	Name of facility	Facility type	Location
1	Gbentanaa	Basel Maternity and Clinic	Clinic	Adentan
2	Gbentanaa	Oyoko Clinic	Clinic	Adentan Housing Down
3	Gbentanaa	Adenta Clinic	Clinic	Adentan Estate
4	Gbentanaa	Crystal Eye Clinic	Clinic	Adentan Estate (Housing Down)
5	Gbentanaa	Trust Clinic	Clinic	Adentan Market
6	Gbentanaa	Frafaha Community Clinic	Clinic	Frafaha
7	Gbentanaa	Women360	Hospital	SSNIT Flat
8	Gbentanaa	Mother love	Clinic	Adentan

9	Gbentanaa	Wisdom clinic	Clinic	Adentan
10	Gbentanaa	New legon CHPS Zones	CHPS Zones	New Legon
11	Gbentanaa	Adenta old Town CHPS Zones	CHPS Zones	Adentan
12	Gbentanaa	Frafraha CHPS Zones	CHPS Zones	Frafraha
13	Gbentanaa	Foster Home CHPS Zones	CHPS Zones	Foster Home
14	Gbentanaa	Ritz Junction CHPS Zones	CHPS Zones	Ritz Junction
15	Gbentanaa	Akatamanso CHPS Zones	CHPS Zones	Akatmanso
16	Gbentanaa	Housing down CHPS Zones	CHPS Zones	Housing down

#### 1.4.3 Water and Sanitation

Pipelines that distribute water in the zone can be found in only some part of Adenta Housing, SSNIT Flats and Commandos. All the communities in Manmomo have pipelines but do not receive frequent water flow to communities in those parts. There are however no pipelines in New Adenta. There are five boreholes in the zonal area and their locations can be found in Table 1.8.

It is hoped that, the expansion of the Kpone water project would go a long way in solving the perennial water problem in the Zonal area

There is one public toilet located at the Adenta Lorry station. Other toilet facilities that can be found in the zone are private. The major waste contractors who collect waste on a franchise basis in the zone are Jamoki, Jakora, Zoom Alliance and Zoom Lion.

**Table 1.8: Location of Bore-holes in the Gbentanaa Zone**

Adentan Community Clinic	Adentan Commando's,
Adentan Community Clinic and Nurses Quarters	New Legon, Research
Holy Rosary Catholic Church	Adentan Village
Adentan KG	Adentan Public Toilet
Adentan Community School	Adenta Shopping Mall
AdMA Office	

#### 1.4.4 Housing Situation

About 96% of houses in the zone are mainly built with sandcrete blocks with only 4% mud houses. Most of the houses are roofed with aluminium (galvanized) roofing sheets and also tiles. Most of the people living in compound houses do not have facilities such as toilets and pipe borne water. Those without toilets use 1 public toilets. The average household size is about 6 persons per house.

### 1.5 Governance

There are four (4) Chiefs in the zone and a number of caretakers. There are also four (4) Assembly members and six unit Committee members from the four electoral areas of the Zonal Council who together with the Chief s assist to govern the communities.

Despite the ethnic diversity, there is good neighbourliness which reflects on communal labour when the need arises. The honourable Assembly members spearhead most of the communal work.

## 1.6 Population

Table 1.9 shows the various communities in the Gbentanaa Zonal Council Area and their respective population as at the year 2010 and projected figures for the planned period 2018-2021.

**Table 1.9: Population Size and Growth**

<b>No .</b>	<b>Community Names</b>	<b>2010 Census</b>	<b>Project ed 2014</b>	<b>Projecte d 2017</b>	<b>Projecte d 2018</b>	<b>Projecte d 2019</b>	<b>Projected 2020</b>	<b>Projected 2021</b>
<b>1.</b>	Adentan East	13,788	<b>16,441</b>	<b>18,761</b>	<b>19,586</b>	<b>20,448</b>	<b>21348</b>	<b>22287</b>
<b>2</b>	Fafraha	<b>6,214</b>	<b>7,410</b>	<b>8,455</b>	<b>8,827</b>	<b>9,215</b>	<b>9620</b>	<b>10043</b>
<b>3</b>	New Legon	<b>2,146</b>	<b>2,559</b>	<b>2,920</b>	<b>3048</b>	<b>3182</b>	<b>3322</b>	<b>3468</b>
<b>4</b>	New Legon-Commando	<b>861</b>	<b>1,026</b>	<b>1,171</b>	<b>1223</b>	<b>1277</b>	<b>1333</b>	<b>1392</b>

The steady increases in population can be attributed to the fact that Gbentanaa serves as a dormitory town for most people who have migrated from all over the country to seek employment in the service sector, industries and government institutions within the Tema-Accra region. The situation has put a lot of pressure on the existing socio-economic infrastructure and utilities. This calls for good developmental policies and programmes to alleviate the social problems that have emerged as a result.



## **1.7 Economy**

This aspect of the profile contains issues such as Energy, Industries (Extractive, Processing and Service), Financial Institutions and the Tourist sites in the zone.

### **1.7.1 Energy**

About 97% of the communities have been connected to the National Electricity Grid whilst about 3% of the communities are yet to be connected through the Self-Help Electrification programme (SHEP) The areas are The Base, Part of Research, Rosa Rosa, and Part of Lakeside. Gas and charcoal are the main source of energy for cooking in the zonal area.

### **1.7.2 Industries**

Industries in the Gbentanaa zone can be classified into three main types which include Extractive, Processing and Service industries.

- ❖ **Extractive Industries:** The term ‘Extractive’ in this sense refers to all the industries which extract their produce directly from nature. These industries are the farming, fishing, mining and the quarrying industries. The Gbentanaa zone can boast of a number of farming activities which is practiced on a large scale in Fafraha and on a small scale as backyard gardens in areas such as Adentan Old Town, New Adentan, Aviation, Approtech and Commandos.
- ❖ **Processing Industries:** In the Zone, one can find a lot of processing industries which operate on the small scale such as corn mill factories, fruit juice operators, soap making industries, shea butter operators. The institutions in the zone that produce on a large scale include Mechanical Lloyd Limited, Rowi Limited, Alhaji Gabmono, Yuriplast Company Limited, Mat 2 U and Lillian Limited.

- ❖ **Service Industries:** The zone can boast of a number of hospitality industries which provide services to all kinds of people. These industries include, Sir Bee, Zainab's Swallow Restaurant, Plus Fast Foods, Kingdom Kitchen and Queens Tanvern. Gas filling stations in the zone include Benab Oil and Superior Gas Limited. Telecommunication companies in the zone are Glo, Vodafone, MTN, Airtel and Tigo.
- There are also a number of hotels in the zone where people relax and spend their nights and holidays. The list of hotels in the zone can be found in Table 1.8.

**Table 1.8: List of Hotels in Gbentanaa Zonal Area**

<b>Name</b>	<b>Location</b>
Luxury West Hotel	Adentan
Anoyeb Hotel	Commandos
Jacott	Adentan
Pink Panther Hotel	Adentan
Hide Out Hotel	Adentan
Josoa Guest House	Adentan
Ebenezer Hostel	Adentan
Royal Paradise Hotel	Adentan

Cerich Hotel	Adentan
Ensagoah Lodge	Adentan
Jekkins Hotel	Adentan
Royal Hotel	Adentan
Jempat Hostel	Adentan
Shalon Hostel	Adentan
Executive Lodge	Adentan
Monamin Holtel	Adentan
Tally Spa	Adentan

### 1.7.3 Financial Institutions

A few financial institutions operate in the Gbentanaa zonal area to offer financial services. The financial institutions are Fidelity Bank GH Ltd, National Investment Bank, Prudential Bank, Ghana Commercial Bank, Beige Capital, GN Bank, Abokobi Rural Bank and Sunshine Microfinance.

### 1.7.4 Tourist Sites

The zonal area can boast of one major tourist site which is the Lakeside Marina Park. The park is near the Japan Motors Dam. The land and lake are owned by the Lakeside Estate and Marina Park Company who are willing to accommodate any investor since the site is a huge area for waterfront resorts and hotels. The Assembly stands a chance of reaping benefits if it partners with the owners of the park to expand the facilities in the park. The zonal area can also boast of Kittiwake Garden located at Frafraha.







## **CHAPTER TWO**

### **Gbentanaa Zonal Council Plan (NEEDS ASSESSMENT)**

#### **2.0 Summary of Key Development Problems**

The summary of problems identified from the community needs assessment and analysis on the current state of development in the Zonal area based on needs assessment.

#### **2.1 Human Development, Productivity and Employment**

High unemployment rate

Inadequate potable water

Inadequate health care

#### **2.2 Infrastructure, Energy and Human Settlements**

Bad Road Network

Poor Sanitation

Flooding

Insecurity

Noise Pollution

Indiscriminate Siting of kiosks

Haphazard putting up of buildings

### **2.3 Accelerated Agricultural Modernization and Sustainable Natural Resource Management**

Nuisance caused by cattle

### **2.4 List of Zonal Needs**

The under listed needs were identified after the community needs assessment with stakeholders from the zonal area.

- Road Networks
- Logistics at Zonal Council offices.
- Drainage systems
- Street Lights
- Street Naming/ House Numbering
- Access to Pipelines/ Water
- proper sanitation
- Security

### **2.5 Prioritised Needs in the Zonal Area**

Using the pair-wise ranking method, the needs of the Zonal Area were prepared by the stakeholders. The tables below shows the ranking system used based on which the prioritised needs were derived:

The prioritized needs as suggested by the people include:

1. Drains



2. Logistics at Zonal Council offices.
3. Road
4. Pipelines/ Water
5. Sanitation
6. Street Lights
7. Street Naming/ House Numbering

**Table 2.1: Pair-Wise Ranking of Gbentanaa Zonal Needs**

Community Needs	Roads	Drains	Street Lights	Street Naming/ House Numbering	Pipelines/ Water	Logistics	Sanitation	Score	Rank
Roads	X	Drains	Roads	Roads	Roads	Logistics	Roads	4	3 <sup>rd</sup>
Drains	Drains	X	Drains	Drains	Drains	Drains	Drains	6	1 <sup>st</sup>
Street Lights	Roads	Drains	X	Street Lights	Pipelines/ Water	Logistics	Sanitation	1	6 <sup>th</sup>
Street naming/ House Numbering	Roads	Drains	Street Lights	X	Pipelines/ Water	Logistics	Sanitation	0	7 <sup>th</sup>
Pipelines/ Water	Roads	Drains	Pipelines/ Water	Pipelines/ Water	X	Logistics	Pipelines/ Water	3	4 <sup>th</sup>
Logistics	Logistics	Drains	Logistics	Logistics	Logistics	X	Logistics	5	2 <sup>nd</sup>
Sanitation	Roads	Drains	Sanitation	Sanitation	Pipelines/ Water	Logistics	X	2	5 <sup>th</sup>

**Table2.1: Summary of Key Development Issues of the GSGDA II**

Thematic Areas of GSGDA II	The summary of problems identified from the community needs assessment and analysis on the current state of development in the Zonal area based on needs assessment.
<b>Human Development, Productivity and Employment</b>	<ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• Inadequate potable water</li> <li>• Inadequate health care</li> </ul>
<b>Infrastructure, Energy and Human Settlements</b>	<ul style="list-style-type: none"> <li>• Bad Road Network</li> <li>• Poor Sanitation</li> <li>• Flooding</li> <li>• Insecurity</li> <li>• Noise Pollution</li> <li>• Indiscriminate Siting of kiosks</li> <li>• Haphazard putting up of buildings</li> </ul>
<b>Accelerated Agricultural Modernization and Sustainable Natural Resource Management</b>	<ul style="list-style-type: none"> <li>• Nuisance caused by cattle</li> </ul>

**Table2.2: Identified Development Issues under GSGDA II and NMTDPF 2018-2021**

<b>GSGDA II 2014-2017</b>		<b>NMTDPF 2018-2021</b>	
<b>Thematic Areas</b>	<b>Issues</b>	<b>Goal</b>	<b>Issues</b>
<b>Human Development, Productivity and Employment</b>	<ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• Inadequate potable water</li> <li>• Inadequate health care</li> </ul>	Create an Equitable, Healthy and Discipline Society	<ul style="list-style-type: none"> <li>• High levels of unemployment and under-employment amongst the youth</li> <li>• Low levels of Technical/vocational skills</li> <li>• Lack of entrepreneurial skills for self-employment</li> <li>• Poor quality of healthcare services</li> <li>• Inadequate access to pipelines/Water</li> </ul>
<b>Infrastructure, Energy and Human Settlements</b>	<ul style="list-style-type: none"> <li>• Bad Road Network</li> <li>• Poor Sanitation</li> <li>• Flooding</li> <li>• Insecurity</li> <li>• Noise Pollution</li> <li>• Indiscriminate Siting of kiosks</li> <li>• Haphazard putting up</li> </ul>	Build safe and well planned communities while protecting the natural environment	<ul style="list-style-type: none"> <li>• Inadequate Road Networks</li> <li>• Inadequate proper sanitation</li> <li>• Poor drainage systems</li> <li>• Inadequate structures for the security service</li> <li>• Poor land use and spatial planning</li> </ul>

	of buildings		
<b>Accelerated Agricultural Modernisation and Sustainable Natural Resource Management</b>	<ul style="list-style-type: none"> <li>Nuisance caused by cattle</li> </ul>	Build an Industrialized, Inclusive and Resilient	<ul style="list-style-type: none"> <li>Limited Agricultural production and productivity</li> </ul>

**Table2.3: Adopted Goals and Issues of DMTDP**

DMTDP GOALS 2018-2021	DMTDP SUB-GOALS 2018-2021	ADOPTED ISSUES
Create an Equitable, Healthy and Discipline Society	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> <li>• High levels of unemployment and under-employment amongst the youth</li> <li>• Low levels of Technical/vocational skills</li> </ul>
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> <li>• Poor quality of healthcare services</li> </ul>
	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> <li>• Inadequate access to pipelines/Water</li> <li>• Inadequate proper sanitation</li> </ul>
Build safe and well planned communities while protecting the natural environment		<ul style="list-style-type: none"> <li>• Poor quality and inadequate road networks</li> <li>• Poor drainage systems</li> <li>• Inadequate structures for the security service</li> <li>• Poor land use and spatial planning</li> </ul>
Build an Industrialised, Inclusive and Resilient Economy	Promote sustainable agriculture	<ul style="list-style-type: none"> <li>• Limited Agricultural production and productivity</li> </ul>
	Promote sustainable industrialization	<ul style="list-style-type: none"> <li>• Lack of entrepreneurial skills for self-employment</li> </ul>

## 2.6 DEVELOPMENT POTENTIALS, OPPORTUNITIES, CONSTRAINTS AND CHALLENGES

**Table 2.2: POCC ANALYSIS – Human Development, Productivity and Employment**

ADOPTED ISSUES TO BE ADDRESSED	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>High levels of unemployment and under-employment amongst the youth</li> </ul>	Existence of BAC, GYEEDA and LESDEP programmes	NGOs Youth Employment programme, STEP Training centres	Difficulty in assessing credit facilities	Non availability of skilled personnel
<p><b>Conclusion:</b> This issue can be addressed with the existence of BAC, GYEEDA and LESDEP programmes. NGOs Youth employment programmes, STEP Training Centre will equipped the unskilled personnel with higher skilled to fit in available job opportunities.</p>				
<ul style="list-style-type: none"> <li>Low levels of Technical/vocational skills</li> </ul>	Willingness of the assembly to support vocational/Technical school building	NGOs Free Education	Inadequate trained vocational/technical teachers	Delay in the release of fund

<b>Conclusion: The of issues of low level of vocational / technical skills can be addressed with availability of NGOs, Free Education, and the willingness of the assembly to support vocational/technical skills</b>				
<ul style="list-style-type: none"> <li>Poor quality of healthcare services</li> </ul>	Existing Health Post Polyclinics	DHMT GHS	No Health personnel to manage health facilities	Delay in posting health personnel
<b>Conclusion: Difficult in accessing healthcare can be positive addressed since significant potentials and opportunities exist. The contains can be addressed through availability of health personnel to to manage health facilities. Challenges can be managed through posting of health personnel on time</b>				
<ul style="list-style-type: none"> <li>Lack of entrepreneurial skills for self-employment</li> </ul>	Provision of jobs by the chiefs and other traditional leaders	NGOs Youth employment programme, STEP Training centres	Lack of capital	Inadequate vocational/ technical schools
<b>Conclusion: The issue lack of entrepreneurial skill for self-employment can be addressed with the provision of jobs by chiefs and traditional leaders , NGOs, Youth employment programmes, and STEP Training centres</b>				



<ul style="list-style-type: none"> <li>Inadequate access to pipelines/Water</li> </ul>	Existence of Boreholes and WATSAN committees	DINIDA project CWSA GWCL	Saline nature of water Low water pressure	No motivation for WATSAN committee members
<b>Conclusion: The issues of portable water lacking in household can be addressed with the existence of boreholes and the invention of community water and sanitation agency. High water pressure and proper funding are the solution to the contains and challengers</b>				

**Table 2.3: POCC ANALYSIS – Infrastructure, Energy and Human Settlements**

ADOPTED ISSUES TO BE ADDRESSED	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>Inadequate Road Networks</li> </ul>	Existence of Urban roads Dept.	Road fund and Gov't special initiatives	Delay in payment of constructors	Encroachment on road reservations
<p><b>Conclusion:</b> Access roads can be positively addressed since significant Potentials and Opportunities exist. The Constraints can be addressed if there is provision of adequate funds. Challenges can be managed through regulating vehicles that plough the road.</p>				
<ul style="list-style-type: none"> <li>Inadequate proper sanitation</li> </ul>	Availability of information Van Existence of franchise contractors	Existence Zoomlion company in Municipality and GAMA project	Unavailability of land for final disposal of waste	Indiscrimination disposal of waste
<p><b>Conclusion:</b> The issue of poor sanitation can be addressed with the availability of Information Van Existence of franchise contractors and opportunities through Existence of Zoomlion company in Municipality and GAMA Project will help reduce Indiscriminate disposal of waste.</p>				

<ul style="list-style-type: none"> <li>Poor drainage systems</li> </ul>	Availability of cheap labour for contracting of drains Urban road Dept.	Availability of infrastructures fund Road fund, Hydro department and GAMA project	Frequent rainfall Inadequate release of fund	High cost of material for the drains
<b>Conclusion:</b> The issue of flooding can be addressed with the availability of NADMO and cheap labour through availability of infrastructure fund Road Fund, Hydro department and GAMA Project will help reduce Encroachment on reservations.				
<ul style="list-style-type: none"> <li>Inadequate structures for the security service</li> </ul>	Existence of police station	Availability of barracks	Delay in the construction of police station	Delay in the release of fund
<b>Conclusion:</b> The issue of inadequate structures for the security service can be addressed with the Existence of Police station, existence of barracks will help enforce Bye-Laws.				
<ul style="list-style-type: none"> <li>Poor land use and spatial planning</li> </ul>	MMDAs	Lands commission Works Dept	Lack of land	Absence of documentation on land
<b>Conclusion:</b> The issue of poor land use and spatial planning can be addressed with the existence of MMDAs, lands commission works Dept.				

**Table 2.4: POCC ANALYSIS-Accelerated Agricultural Modernization and Sustainable Natural Resource Management**

ADOPTED ISSUES TO BE ADDRESSED	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
<ul style="list-style-type: none"> <li>Limited Agricultural production and productivity</li> </ul>	Subsidies Availability of agriculture extension officers, availability of irrigation facilities and good roads	DADIDA project NGOs	Lack of land	Delay in the release of fund and Unavailability of land
<b>Conclusion: The issue of limited agriculture production and productivity can be addressed with the availability of subsidies, availability of agriculture extension officers, availability of irrigation facilities, good roads, DADIDA project and NGOs</b>				

## **CHAPTER THREE**

### **DEVELOPMENT FOCUS, GOALS AND OBJECTIVES**

#### **3.1 Introduction**

The overall focus of the Zonal council is to improve on the living standards of the people in the zone by providing the essential services and infrastructure necessary to help achieve that aim.

The achievement of the focus of the zonal council necessitates for the derivation of goals and the formulation of goals and objectives.

#### **3.1 Development Goals, Objectives and Strategies**

This aspect of the plan contains the entire development goal meant to help solve all the development issues of the zone. Since the goal is very broad and can be achieved in the long term, objectives are formulated to help in the achievement of the goals in the short term. The strategies that can be seen in Table 3.1 are ways, methods and means by which the objectives can be meant.

**Goal of the Gbentanaa Zonal Area:** To project the image of Gbentanaa to meet Zonal Council standards.

## A DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

### GOAL: Build a prosperous society

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GROBAL/ REGIONAL LINGEGIES
STRONG AND RESILIENT ECONOMY	Revenue under performance due to leakages and loopholes, among others	Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages	Bank of Ghana (BOG) Ministry of Finance Ghana Revenue Authority National Insurance Commission Ministry of Trade and Industry Ministry of Business Development Security and Exchange Commission Economic Management Team Office of Senior Minister Ghana Stock Exchange National Pension	SDG 1,8,17 AU 1,4,9,20

**GOAL: Create opportunities for all**

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/REGIONAL LINKAGES
<b>FOOD AND NUTRITION SECURITY</b>	Increased incidence of diet-related non-communicable diseases	Ensure food and nutrition security	Promote healthy diets and lifestyles	Regulatory Authority  MOFA,  NDPC, MLGRD (MMDAs), MOGCSP, MoF, MOC, NDPC, FBO, other relevant institutions	

**GOAL: Create opportunities for all**

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GROBAL/REGIONAL LINGEGIES
<b>WATER AND SANITATION</b>	Poor sanitation and waste management	Improve access to improved and reliable environmental sanitation services	Provide public education on solid waste management	Ministry of Sanitation and Water Resources, GWCL, Water Resources Commission, MLGRD, CWSA	SDG 6, 9, 11, 12, 15,17  AU 1, 4, 7, 10, 19,20
<b>CHILD AND FAMILY WELFARE</b>	Low awareness of child protection laws and policies	Ensure effective child protection and Family welfare system	Increase awareness on child protection	MoGCSP, DoC, MOC, MoE, MLGRD, MMDAs, LGS, NDPC, DSW, LGS, Academia, CSOs, MoF, DCD, Traditional Authorities, Religious Institutions, CSOs,	SDG 1, 2, 3,4  AU 1,18



				NCCE	
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**GOAL: Safeguard the natural environment and ensure a resilient built environment**

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/REGIONAL LINKAGES
<b>ENVIRONMENTAL POLLUTION</b>	Concerns of air and noise pollution especially in	Reduce environmental pollution	Intensify enforcement of regulations on noise and air pollution including open burning	MESTI, DVLA, EPA, MC, LC, Chamber of Mines, AGI, MMDAs, CSOs, Academia, PEF, Energy Commission, Fisheries Commission	SDG 3, 6, 11, 13, 15, 16,17  AU 7, 11,12

	urban areas				
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**GOAL:** Maintain a stable, united and safe society

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/REGIONAL LINKAGES
<b>DISASTER MANAGEMENT</b>	Weak legal and policy frameworks for disaster prevention, preparedness and response	Promote proactive planning for disaster prevention and mitigation	Educate public and private institutions on natural and man-made hazards and disaster risk reduction	NADMO, EPA, MLNR, MESTI, MRH, MLGRD, MMDAS, CSOs	SDG 1, 2, 11, 13, 16, 17  AU 5, 7, 11, 12

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**GOAL: Maintain a stable, united and safe society**

FOCUS AREA	ISSUE	KEY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/REGIONAL LINKAGES
<b>LOCAL GOVERNMENT AND DECENTRALIZATION</b>	Ineffective sub-district structures	Deepen political and administrative decentralization	Strengthen sub-district structures	MLGRD, NALAG Institute of Local Government Studies Ministry of Foreign Affairs and Regional Integration District Assembly Common Fund, Local Government Service, NCCE	SDG 16,17  AU 11, 12,13

## **CHAPTER FOUR**

### **COMPOSITE PROGRAMMES OF ACTION (POA)**

#### **4.1 Introduction**

**4.2** In this chapter broad Composite Programme of Action (PoA) are drawn to cover the plan period of (2018-2021). The PoA's consist of prioritized set of activities as well as their cost for the achievement of the goal and objectives as outlined under the Ghana Shred Growth and Development

Agenda (GSGDA) thematic areas. For the purpose of effective monitoring and evaluation, the location, indicators, the schedule, indicative budgets, and implementing agencies and their roles have indicated as below:

#### **Programmes and Sub-Programmes of MMDAs**

**MMDA's adopted goal:**

<b>ADOPTED OBJECTIVES</b>	<b>ADOPTED STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SUB-PROGRAMMES</b>
Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages	Management and Administration	Finance
Increased incidence of diet-related non-communicable diseases	Promote healthy diets and lifestyles	Social Services Delivery	Social Welfare and community services
Poor sanitation and waste management	Provide public education on solid waste management	Social Services Delivery	Environmental Health and sanitation services
Low awareness of child protection laws and policies	Increase awareness on child protection	Social Services Delivery	Social Welfare and community services

Concerns of air and noise pollution especially in urban areas	Intensify enforcement of regulations on noise and air pollution including open burning	Social Services Delivery	Environmental Health and sanitation services
Weak legal and policy frameworks for disaster prevention, preparedness and response	Educate public and private institutions on natural and man-made hazards and disaster risk reduction	Environmental Management	Disaster prevention and management
Ineffective sub-district structures	Strengthen sub-district structures	Management and Administration	General Administration

**Thematic Area:**

**POA**

**Adopted Zonal Gaol: create an equitable, healthy and disciplined society**

Adopted objectives	Adopted strategies	Program mes	Sub-program mes	Projects/ Activities	Outcome/ Impact indicators	TIME FRAME				SOURCE OF FUND			IMPLEMENTATION	
						2018	2019	2020	2021	GOG	IGF	Donor	LEAD	COLLABORATING
Ensure improved fiscal performance and sustainability	Eliminate revenue collection leakages	Management and Administration	Finance	Organize sensitization programmes for both revenue collectors and rate payers	Eight (12) no. Sensitization Programmes Organized						20,000.00		Administration	Zonal council
Increased incidence of diet-related non-communicable diseases	Promote healthy diets and lifestyles	Social Services Delivery	Social Welfare and community services	Public Education on solid waste management	Eight(12) no. public education organized						14,000.00		Environmental Health Dept	Zonal Council
Poor sanitation and waste management	Provide public education on solid waste management	Social Services Delivery	Environmental Health and sanitation services	Creating awareness to women groups and associations	Four (16) no. education programmes organized						14,000.00		Administration Dept/Social welfare	Zonal Council/AdMA

Low awareness of child protection laws and policies	Increase awareness on child protection	Social Services Delivery	Social Welfare and community services	Creating awareness to women groups and associations	Four (16) no. education programmes organized						14,000.00		Social Welfare and community development	Zonal Council/AdMA
Concerns of air and noise pollution especially in urban areas	Intensify enforcement of regulations on noise and air pollution including open burning	Social Services Delivery	Environmental Health and sanitation services	Public Education	Eight (8) no. public education programmes organized						14,000.00		Administration	Zonal Council/AdMA
Weak legal and policy frameworks for disaster prevention, preparedness and response	Educate public and private institutions on natural and man-made hazards and disaster risk reduction	Environmental Management	Disaster prevention and management	Organize sensitization programmes on disaster management	Eight (8) no. Sensitization Programmes Organized						20,000.00		Administration	Zonal Council



Ineffective sub-district structures	Strengthen sub-district structures	Management and Administration	General Administration	Allocation of resources and effective supervision	Efficient and effective sub-district structure						198,000.00		Zonal Conucil/AdMA	Zonal Council/AdMA

**CHAPTER FIVE**  
**ZONAL ANNUAL ACTION PLANS**

**ANNEX 14      Annual Action Plan of MMDAs 2018**

**Adopted MDAs Goal(s):**

MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	Go G	IGF	Don or	Lead	Collaborating
Management and Administration( Finance	Organise 4 no. zonal council meetings	Zonal council	12	4 no. meetings Organised						30,165.00		Z/s	Administration
Social Services Delivery( Social Welfare and community services)	Organised 3 no. Stakeholder meetings	Zonal council	6	3 no. stakeholder meetings organised/Nadmo Sensitization						1,872.00		z/s	Administration
Social Services Delivery( Social Welfare and community services)	12 no. Field trip (revenue mobilization)	Zonal council	6	12 no. Field trip Organised						3,872.00		z/s	Works

Social Services Delivery( Social Welfare and community services)	Organised 6 no. clean-up exercise	Zonal council	12	6 no. clean-up exercise Organised						2,000.00		z/s	environmental
Environmental Management( Disaster prevention and management)	Support emergency service	Zonal council	2	-						2,000.00		z/s	Nadmo
Management and Administration( General Administration)	2 no. Public education and sensitisation	Zonal council	2	2 no. Public education and sensitisation programme organised						2,000.00		z/s	Administration
Social Services Delivery( Social Welfare and community services)	Procurement of office equipment	Zonal council	2	-						6,500.00		z/s	procurement
Social Services Delivery( Social Welfare and community services)	Construction of footbridge	Zonal council	4	-						33,500.00		z/s	works

Social Services Delivery( Social Welfare and community services	Procurement of furniture and fittings	Zonal council	1	-						10,900.00		z/s	procurement
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Adopted MDAs Goal(s):													
2019 ANNUAL ACTION PLAN													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	Go G	IGF	Donor	Lead	Collaborating
Management and Administration( Finance	Organise 4 no. zonal council meetings	Zonal council 1	12	4 no. meetings Organised						32,167.00		Z/s	Administration
Social Services Delivery( Social Welfare and community services)	Organise 3 no. Stakeholder meetings	Zonal council 1	6	3 no. stakeholder meetings Organised						1,995.00		z/s	Administration

Social Services Delivery( Social Welfare and community services)	12 no. Field trip (revenue mobilization)	Zonal council	6	12 no. Field trip organised						4,00.00		z/s	Works
Social Services Delivery( Social Welfare and community services)	Contract ion of drainage and culverts	Zonal Council	4	Drainage and culvert Constructed								z/s	Works
Social Services Delivery( Social Welfare and community services)	Organis ed 6 no. clean-up exercise	Zonal council	12	6 no. clean-up exercise Organised						2,500.00		z/s	environme ntal
Environmental Management( Disaster prevention and management)	Support emergen cy service	Zonal council	2	-						2,500.00		z/s	Nadmo
Management and Administration( General Administration)	2 no. Public education and sensitisation	Zonal council	2	2 no. Public education and sensitisation programme organised						2,500.00		z/s	Administr ation

Social Services Delivery( Social Welfare and community services)	Procurement of office equipment	Zonal council	2	-						7,000.00		z/s	procurement
Social Services Delivery( Social Welfare and community services)	Procurement of school furniture	Zonal Council	1	-						35,500.00		z/s	works
	Procurement of furniture and fittings	Zonal council	1	-						20,000.00		z/s	procurement

Adopted MDAs Goal(s):													
2020 ANNUAL ACTION PLAN													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lead	Collaborating
Management and Administration( Finance	Organise4 no. zonal council meetings	Zonal council	12	4 no. meetings Organised						35,565.00		Z/s	Administration
Social Services Delivery( Social Welfare and community services)	Organised 3 no.Stakeholder meetings	Zonal council	6	3 no. stakeholder meetings organised						2,500.00		z/s	Administration
Social Services Delivery( Social Welfare and community services)	12 no. Field trip (revenue mobilization)	Zonal council	6	12 no. Field trip Organised						4,500.00		z/s	Works



Social Services Delivery( Social Welfare and community services)	Contraction of chps compound	Zonal Council	1	Chip Compound constructed						40,000.00		z/c	Works
Social Services Delivery( Social Welfare and community services)	Organised 6 no. clean-up exercise	Zonal council	12	6 no. clean-up exercise Organised						3,000.00		z/s	environme ntal
Environmental Management( Disaster prevention and management)	Support emergency service	Zonal council	2	-						3,000.00		z/s	Nadmo
Management and Administration( General Administration)	2 no. Public education and sensitisation	Zonal council	2	2 no. Public education and sensitisation programme organised						3,000.00		z/s	Administr ation

Adopted MDAs Goal(s):													
2021 ANNUAL ACTION PLAN													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseli ne	Output Indicators	Quarterly Time schedule				Indicative Budget			Implementing Agencies	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	GoG	IGF	Donor	Lea d	Collabora ting
Management and Administration( Finance	Organise4 no. zonal council meetings	Zonal council	1 2	4 no. meetings Organised						47,165.00		Z/s	Administr ation
Social Services Delivery( Social Welfare and community services)	Organised 3.no.Stakeholder meetings	Zonal council	6	3 no. stakeholder meetings organised						3,000.00		z/s	Administr ation
Social Services Delivery( Social Welfare and community services)	12 no. Field trip (revenue mobilization)	Zonal council	6	12 no. Field trip rganised						5,000.00		z/s	Works

Social Services Delivery( Social Welfare and community services)	Organised 6 no. clean-up exercise	Zonal council	1 2	6 no. clean-up exercise Organised						3,50 0.00		z/s	Environm ental
Environmental Management( Disaster prevention and management)	Support emergency service	Zonal council	2	-						3,50 0.00		z/s	Nadmo
Management and Administration( General Administration)	2 no. Public education and sensitisation	Zonal council	2	2 no. Public education and sensitisation programme organised						3,50 0.00		z/s	Administr ation

## **CHAPTER SIX**

### **MONITORING AND EVALUATION**

#### **6.1 Introduction**

Monitoring and Evaluation (M&E) play a very important role in the implementation of Development Plans. The extent to which the Zonal Development Plan will achieve its set goals and objectives depends, to a very large extent, on a well-structured M&E framework that tracks the use of resources and ensures a high level of efficiency.

The purpose of the M&E plan is to serve as a check and guide in the implementation of the Zonal Development Plan by;

- Tracking the use of resources in order to ensure prudent management and accountability so as to sustain the interest of all stakeholders in the plan.
- Ensuring effective and efficient delivery of services to meet the intended needs of beneficiaries.
- Evaluating the level of progress made in implementing the Plan and its goals, objectives and targets.

##### **6.1.1 M&E conditions and capacities**

M&E assesses the capacity of the Municipal Assembly in terms of its ability to prepare and implement the Zonal Development Plan. It is one thing preparing a plan, and another implementing it. It requires a well-trained, equipped and motivated team to carry out all the activities in the plan. This section therefore examines the status, needs and M&E capacity of the Assembly.

The capacity of the Zonal Council and Assembly to prepare and manage the M&E arrangements has been assessed against conditions such as educational qualification of key staff, skills in preparing M&E plans, the database system of the Assembly, availability and access to funds for purposes of monitoring from the Assembly, as well as the equipments and facilities at the disposal of the staff to facilitate their operations.

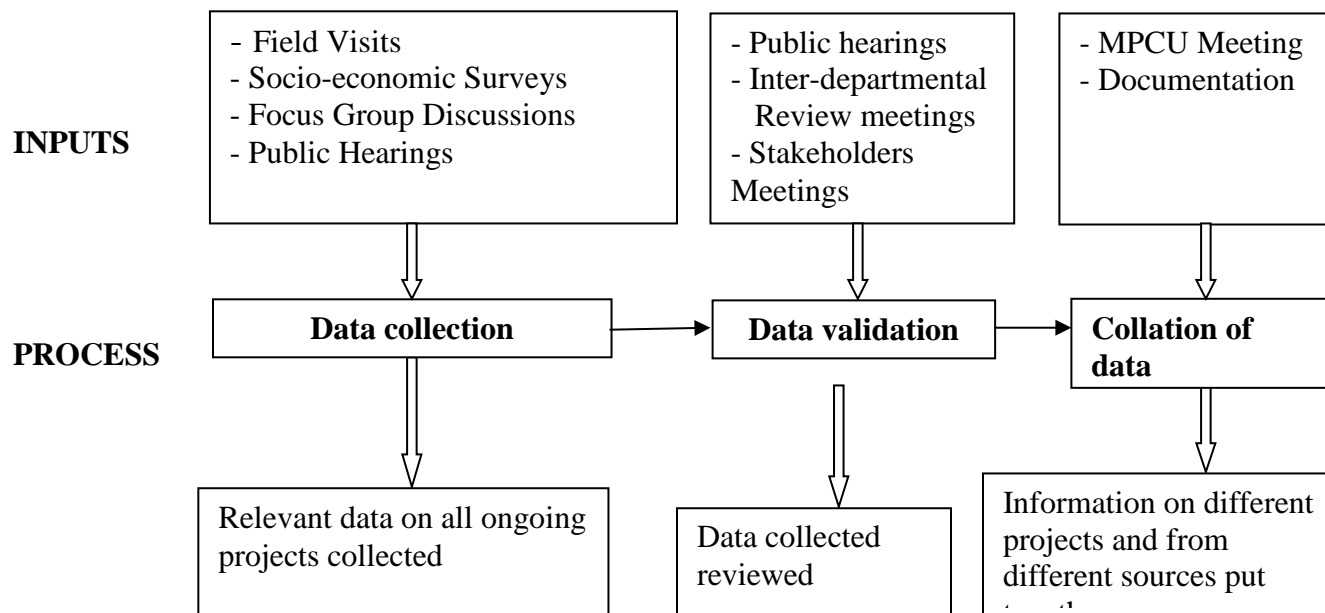
Overall, the M&E condition of the Adentan Municipal Assembly Municipal is quiet commendable. All members of the core staff is also very dynamic and hinges on teamwork and transparency for the overall success of the plan.this will help the Zonal council in its M&E activities.

### 6.1.2 Data Framework (Data collection, Collation, Analysis and Usage)

A very crucial exercise to undertake in order to assess whether stated targets are being achieved is data collection. It is the data collected from the field that will indicate the extent of progress made in implementing the Zonal Development Plan. Specific information that will be collected from the field includes project start-time and expected completion, contract sum of project and amount disbursed so far as well as the status of the project implementation.

The MPCU also recognizes the importance of data validation in the overall process of monitoring. It involves review of data collected with all stakeholders to ensure that the data collected is the right type and is devoid of errors. Fig 1 below provides a framework for data collection, data validation and collation.

**Fig 6.1: Framework for Data Collection**



## **OUTPUT**

Figure one provides a framework that will guide the collection, validation and collation of data for purposes of monitoring the Adentan Municipal Medium Term Development Plan. It details out the activities/inputs that will go into the process and the expected output at the end of each process.

### **6.1.3 How and when to report on Findings**

A well-developed reporting system built into an M&E arrangement is very important in ensuring the overall success of the plan. The Adentan Municipal Assembly recognizes the importance of carrying all key observations and findings to the respective stakeholders and therefore documentation in this process is very crucial.

The Monitoring Team will document in a report format, all major findings and observations identified during routine monitoring activities. Quarterly reports will then be written to sum up the findings for each quarter. Also on an annual basis, Annual Progress Report (APR) comprising the activities of the Assembly and other key stakeholders throughout the year will be prepared and submitted to the appropriate institutions.

### **6.1.4 Which Evaluations will be done?**

Evaluation and Monitoring share some similarities; they are entirely two different activities. They differ in terms of their scope and content. Evaluation is a more detailed or rigorous activity meant to assess the impacts of goals and objectives implemented. It looks at the social, economic and the environmental impacts of goals and objectives.

Mid-way through plan implementation, the monitoring team intends undertaking an evaluation exercise to assess the effects of the interventions implemented so far. Even though the plan period may not have to end, it is important to conduct a mid-term evaluation to assess whether impact indicators set for the mid-term have been achieved. This exercise will be undertaken in 2019. Some other activities to be undertaking include

- Review of all quarterly and Annual Progress Reports
- Focus group discussions with beneficiary communities
- Data collection on completed projects to assess their short-term effects on the local communities.

A final evaluation will be undertaken at the end of the plan period. This exercise will be undertaken in December 2021. The essence of this exercise will be to assess the overall impact of the Zonal Development Plan after its implementation. It will assess the performance of specific projects and their impacts in the projects areas.

#### **6.1.5 Participatory M&E**

Participatory M&E is a tool used to capture perceptions and assess whether interventions have met expectations, especially of the poor and vulnerable in society. It is broad-based and encourages the participation of the beneficiary communities and other stakeholders such as CBOs, NGOs, CSOs, beneficiary groups, Zonal Council members etc.

The Zonal Council with the support of the MPCU plans to adopt the following steps below to ensure a very successful Participatory M&E process.

- Identification, selection and training of local NGO's and CBO's. These are organizations that are already on the ground and understand the communities. Their identification and involvement in the entire process is therefore very important.
- Provision of the necessary logistics to facilitate the operations of the CBO's and NGO's. The MPCU believes that these organizations can only function properly when they are equipped and motivated enough.
- Educate the local communities in Participatory M&E methods. It is also important to explain to the local communities what their roles will be in the entire process. This training programme will be facilitated by the NGO's and CBO's and monitored by MPCU.
- The use of focus group discussions will create the avenue for data collection which will make it easier to measure poverty levels by interacting with the local people.

## 6.1 Communication Strategy

This section looks at the dissemination of the Zonal development plan (2018-2021) to the relevant stakeholders and decision makers. This is very important as knowing and sharing the contents with the key stakeholders—Traditional Authority, Opinion Leaders, Religious Leaders, Unit Committees and Civil Society—would ensure accountability and transparency. The tendency is that once accountability and transparency become the bedrock of governance. It would stimulate their support and commitment towards the implementation of the interventions contained in the Plan.

The dissemination strategies adopted by the Council includes all the outlined indications in the table shown below.

**Table 6.1: Community Matrix**

ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIME FRAME	RESPONSIBILITY
Zonal Council Stakeholder meeting to conduct Needs Assessment	To collect needs and development issues of citizens	Assembly members ,Unit Committee Members NGO's and CSO's, Resident Associations, Chiefs and Elders, Opinion leaders, Departmental Heads of the Decentralized Units of the Assembly and all other members of the municipality	Interaction between the People of the Zone and the MPO	June-July, 2017	Municipal Planning Officer
Announcement at. Town Hall	To inform all key	Assembly members ,Unit Committee	Statements by presenters at these	May-Dec,2017	Senior Development Planning Officer and



Meetings& other stakeholder meeting	stakeholders on the preparation of Plan to enable them make relevant inputs	Members NGO's and CSO's, Resident Associations, Chiefs and Elders, Opinion leaders, Departmental Heads of the Decentralized Units of the Assembly and all other members of the municipality	meetings		Public Relations Officer
Posting information on notice Boards	To all Stakeholders and general public to solicit development issues/ needs assessment at the community level and also inform them of all development interventions	All stakeholders and General Public	Pasting needed information on the notice boards,	May- Dec,2017	Development Planning Officer and Estates Officer
<b>ACTIVITY</b>	<b>PURPOSE</b>	<b>AUDIENCE</b>	<b>METHOD/TOOL</b>	<b>TIME FRAME</b>	<b>RESPONSIBILITY</b>
Organise Zonal Public Hearing	Present draft	Assembly members ,Unit Committee Members NGO's	Public Fora.	May-Dec 2017	Municipal Planning Coordinating Unit

	Zonal Development plan for final inputs	and CSO's, Resident Associations, Chiefs and Elders, Opinion leaders, Media, Departmental Heads of the Decentralized Units of the Assembly and all other members of the municipality			
Adoption of Plan by Zonal Council	To enable Zonal Council own the plan to guide development	<ul style="list-style-type: none"> <li>• Zonal Council</li> </ul>	Zonal Council Meeting	Oct-Dec 2017	<ul style="list-style-type: none"> <li>• Zonal Council Chairman</li> <li>• Zonal Council Secretary</li> </ul>