

SHAMA DISTRICT ASSEMBLY



ANNUAL PROGRESS REPORT, 2021

JANUARY – DECEMBER

JANUARY, 2022

DISTRICT PLANNING COORDINATING UNIT

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LIST OF ACRONYMS

AAPs	-	Annual Action Plans
AMSEC	-	Agricultural Mechanization Service Centers
CDD	-	Center for Democratic Development
CHPS	-	Community Health Planning Service
CSLP	-	Coastal Sustainable Landscape Project
CSO	-	Civil Society Organization
CSR	-	Corporate Social Responsibility
CWSA	-	Community Water and Sanitation Agency
DACF	-	District Assembly Common Fund
DADU	-	District Agricultural Development Unit
DBA	-	District Budget Analyst
DCAT	-	District Centre of Agriculture, Commerce and
DCC	-	District Communication Committee
DDF	-	District Development Facility
DISEC	-	District Security Committee
DMTDP	-	District Medium Term Development Plan
DPCU	-	District Planning Coordinating Unit
DPO	-	District Planning Officer
EHD	-	Environmental Health Department
FBOs	-	Faith Based Organisations
FGD	-	Focus Group Discussion
FoN	-	Friends of the Nation
GES	-	Ghana Education Service
GHS	-	Ghana Health Service

GoG	-	Government of Ghana
GSGDA	-	Ghana Shared Development Growth Agenda
GSS	-	Ghana Statistical Service
GTZ	-	German Technical Corporation
HIV	-	Human Immune virus
HoDs	-	Heads of Departments
ICT	-	Information and Communication Technologies
IGF	-	Internally Generated Fund
IVRDP	-	Inland Valley Rice Development Project
LEAP	-	Livelihood Empowerment Against Poverty
LI	-	Legislative Instrument
M&E	-	Monitoring and Evaluation
MLGRD	-	Ministry of Local Government & Rural Development
MMDAs	-	Metropolitan, Municipal, District Assemblies
MoFA	-	Ministry of Food and Agriculture
MOFAD	-	Ministry of Fisheries & Aqua-culture Development
MTDP	-	Medium Term Development Plan
NADMO	-	National Disaster Management Organization
NBSSI	-	National Board for Small Scale Industries
NDPC	-	National Development Planning Commission
NGO	-	Non-Governmental Agency
NMTDPF	-	National Medium Term Development Policy
OBK	-	Obinyim Okyina
PFJ	-	Planting for Food and Jobs
PHC	-	Population and Housing Census

PJI	-	Planting for Jobs and Investment
PLHIV	—	People Living with HIV
PM&E	-	Planning, Monitoring and Evaluation
PPP	—	Public – Private Partnership
PWDs	-	Persons with Disabilities
SAEMA	-	Shama Ahanta East Metropolitan Assembly
SDA	-	Shama District Assembly
SDGs	-	Sustainable Development Goals
STMA	-	Sekondi Takoradi Metropolitan Assembly
SW&CD	-	Social Welfare and Community Development
WRCC	-	Western Regional Coordinating Council
YEP	—	Youth Employment Programme

EXECUTIVE SUMMARY

Ninety - seven (97) projects and programmes were successfully implemented representing 91.5% success rate as against 82.7% in 2020, an appreciation in the level of development and progress in the provision of basic social amenities. The Shama District Assembly through the District Planning Coordinating Unit conducted M&E in collaboration with members of the communities (Opinion leaders and Assembly members), beneficiary/host departments, NGOs, Traditional Authorities, Beneficiary communities, the Internal Audit Unit, Members of the Social Accountability Committee and the execution agencies such as contractors. This offers the Assembly, the opportunity to inspect, track, assess and understand the challenges and lessons in the implementation of the projects and programmes.

The Assembly was able to implement 22.52% of the activities as overall proportion of implementation of the DMTDP (2018-2021) as at December, 2021 as against 20.35% in 2020. Over 85% of the projects were completed, 13.1% are still ongoing and there are about 1.2% of the projects yet to be implemented.

In terms of revenue, the Assembly received much funds in 2020 than it did in 2021 particularly the DDF, MP's and CF hence higher total for 2020 than 2021. This explains why the Assembly was able to achieve 91.5% success rate in 2021 as against 82.7% in 2020. Also in 2021, the Assembly mobilized more IGF than it did in 2020, leading to implementation of more programme based activities than physical projects. This performance has greatly contributed to the achievements of the district goal and objectives of improving access to socio-economic services and sustainability of peace and security in the district. The expenditure pattern of the Assembly indicated that, within the planned period (2018 to 2021), the Assembly spent more resources in 2021 on capital projects (CAPEX) and compensation than it did in all other years. The total amount expended on goods and services in 2021 was far higher than the baseline in 2017. This could be attributed to the intensified activities the Assembly pursued in the fight against Covid-19, monitoring and evaluation and DISEC meetings. The grand annual expenditure for 2021 exceeded the amount spent in 2017 by 63% which is the baseline year.

The key results achieved and the implication on the attainment of the district goals and objectives were identified to include:

- Reduced poverty among People Living with Disabilities, the poor and the vulnerable in the District and enhanced their economic growth.

- Improved project implementation leading to enhanced education, health and water services delivery.
- Built a more robust/strengthened health care management system, improved sanitation and has significantly promoted gender equality in all sectors.
- improvement in the transportation infrastructure, improved Spatial planning as many developers are now contacting the Assembly with request for approval of development permits.
- The climate of doing business in the district has dramatically improved leading to the formation of the District Local Economic Development Platform to facilitate the promotion of businesses and provide an opportunity for businesses to network.

Despite these enviable achievements, the under listed challenges thwarted the efforts of the assembly to achieve 100% of its programmes and projects implementation targets.

- Due to the Post Coronavirus effect, the implementation of the Assembly's activities was highly affected as a result of inadequate funds to implement all planned activities.
- Apathetic attitude among some contractors towards projects/programmes execution particularly GETFUND projects.
- Indiscriminate selling of large areas of farmlands to multi-nationals and para-rubber farmers leading to destruction of existing cocoa and other food crop farms.
- Late start of projects due to late availability of funds particularly DACF.
- Internal Revenue Mobilisation weaknesses and leakages
- Still Low case detection of TB and HIV
- Lack of vaccine fridges for EPI activities in the district

To avert these challenges in subsequent years, the following recommendations have been proposed:

- Assembly should stake steps to improve the infrastructural and institutional capacity of sub-district structures to enhance their operations.
- Equipping of the District Planning Unit, which serves as the secretariat to the DPCU with logistics to function effectively.
- Agric Extension services should be intensified to more farmers. Simple farm machinery should be available at moderate prices.
- There should be government policy to protect agricultural farmlands.

- Management should make adequate funding available to the DPCU for the collection of adequate and realistic base line data for the assessment of all district indicators.
- Ministry of Local Government, Decentralisation and Rural Development should issue directives to the Registrar General Department and GRA to furnish the Assemblies with the list of companies to enhance IGF capacity of the Assemblies.
- Timely release of capitation and GoG funds to support administration of schools should be prioritised.

In conclusion, the year 2021 has seen a very impressive performance than the year 2020 as due to the review of strategic decisions and programme implementation strategies. The result of the Coronavirus (Covid-19) pandemic that engulfed the entire Nation, brought ingenuity, innovation and strategic thinking in the implementation of programmes and projects and this culminated into judicious use of resources, time and space particularly achieving value for money.

The Assembly has identified innovation ways of raising funds through proposal writing and this is beginning to yield impressive dividends. We therefore called for the fullest cooperation of all our stakeholders in order to achieve our goals of delivery quality health, education and water services to our citizens, and improve the general well-being of the people we serve.

1.0 INTRODUCTION

The Shama District Assembly was carved out of the former Shama Ahanta East Metropolitan Assembly (SAEMA) and established in December, 2007 by Legislative Instrument (LI 1882) with Shama town as its administrative Capital. Officially, it was inaugurated in March 2008. The Assembly is required by Section 2 sub-section (1) f and g of the National Development Planning Commission Systems Act, 1994 (ACT 480); Regulation 8 section 3 and Regulation 19 of the NDPC Legislative Instrument (L.I. 2232) and section 12 (3a, b, e; 4e), 46 (1b) and 83 (g & h) of the Local Governance Act, 2016 (Act,936) to plan, implement and monitor and evaluate the development of policies, programmes and projects being executed in the district

The above provisions require the Assembly to update the Central, Regional and Local Level Authorities and all stakeholders concerned, on the progress of policies, programmes and projects undertaken in the District. In fulfillment of the above mandate, the Assembly prepares and submits a report on the progress and impact of such policies, programmes, projects and other development interventions in the District on quarterly and annual basis to the National Development Planning Commission (NDPC) through the Regional Co-ordinating Council (RCC) and as well disseminate the content of the report to other relevant stakeholders within the District.

This Annual Progress Report therefore covers activities executed by the Assembly from January to December, 2021 and which have been dully reported by the various departments of the Assembly. The report is presented under three (3) sections, headings and sub headings and ended with key findings, recommendations and conclusions.

1.1 Purpose of M&E for the Year, 2021

The Shama District Assembly through the District Planning Coordinating Unit conducted M&E for the period under discussion in collaboration with members of the communities (Opinion leaders and Assembly members), beneficiary/host departments, NGOs, Traditional Authorities, Beneficiary communities, the Internal Audit Unit, Members of the Social Accountability Committee and the execution agencies such as contractors.

The main reasons for the M&E exercise are enumerated below:

- To ascertain the achievements being made (progress) with regard to meeting the Development Goals, Objectives and Targets as outlined in the District Medium Term Development Plan (DMTDP 2018-2021).
- To effectively and efficiently track, assess and compare actual performance of programmes and projects against our set targets.
- To generate reliable and accurate information/ data to help make sound policies and improved decisions making for the realization of the district goals and objectives.
- To review actions on implementation of plans and budgets and assess the impact of the various interventions as stated in the DMTDP (2018 -2021).
- To establish the level or extent of citizens' satisfaction about services delivery in the District.
- To provide opportunities for stakeholders to familiarize themselves with the various projects and programs being implemented in the district and ask questions.
- To provide feedback to the Stakeholders in the District.
- To increase stakeholders' commitment in the participation of programme implementation in order to achieve holistic success of programmes
- To build and strengthen stakeholders' relationship for enhanced program implementation.
- To provide information for better transparency and accountability.

The outcomes and findings of the M&E exercise generated through reports are disseminated to various stakeholders and validated with emphasis on the achievements, challenges and recommendations.

1.2 Summary of Achievements of the Implementation of the DMTDP (2018 – 2021)

This section presents the analysis of the proportion of the Annual Action Plan and the DMTDP (2018-2021) implemented at the end of 2021. It discussed the key results achieved and the implication on the attainment of the district goals and objectives. Below are the details.

1.2.1 Analysis of the proportion of the Annual Action Plan implemented

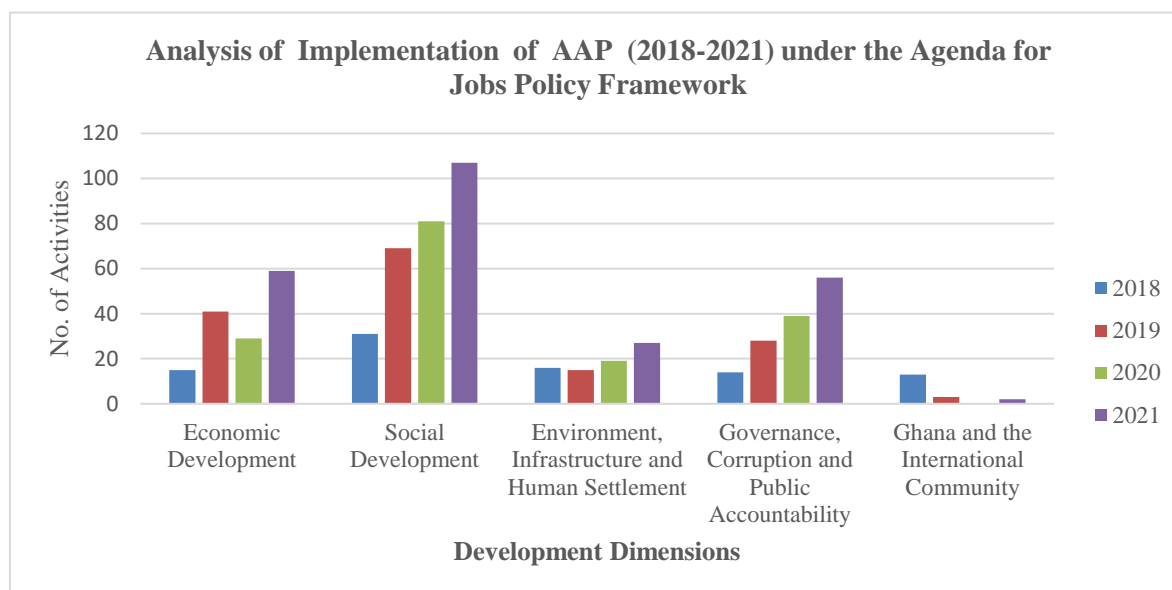
At the beginning of the year 2021, One hundred and six (106) projects were planned for implementation. However, by the end of the year under discussion, Ninety - seven (97) projects and programmes were

successfully implemented representing 91.5% success rate as against 82.7% in 2020, an appreciation in the level of development and progress in the provision of basic social amenities. Despite the prevalence of the Coronavirus pandemic and its associated restriction on social gathering, meetings and business activities, the Assembly was able to improve the level of development due to strong collaboration with all key stakeholders, intensified internal resources mobilisation and massive support from donor partners. Table 1 below shows the status of implementation of the AAP for 2021 compared with the implementation of AAP from 2018 to 2020.

Table 1: Proportion of the 2021 Annual Action Plan Implemented compared with AAPs 2018-2020

S/N	DEVELOPMENT DIMENSION	2018		2019		2020		2021	
		PLAN	EXEC	PLAN	EXEC	PLAN	EXEC	PLAN	EXEC
1	Economic Development	17	15	45	41	34	29	25	23
2	Social Development	35	31	73	69	94	81	44	40
3	Environment, Infrastructure and Human Settlement	18	16	18	15	25	19	11	10
4	Governance, Corruption and Public Accountability	15	14	30	28	47	39	24	22
5	Ghana and the International Community	13	13	3	3	3	0	2	2
TOTAL		98	89	169	156	203	168	106	97

Figure 1: Graphical Illustration of the level of implementation of 2021 AAP compared with 2018-2020 AAP



1.3 Implication of Results on the District Development Goals and Objectives

Table 1 above presents the numerical performance of the Assembly in the implementation of the AAPs from 2018 to 2021. From the table, the Assembly performed better in 2021 as compared to the previous years. More social development interventions were undertaken in 2021 than it did in previous years from 2018-2020, but there was a considerable improvement in the area of Ghana and International Community in 2021 as against 2020.

This success contributed to building a more robust/strengthened health care management system, improved sanitation and has significantly promoted gender equality in all sectors in the District. Again, much attention was focused on Economic Development because the Assembly planned to address the resources gap created due to the negative impact of the Covid -19 pandemic. Much attention was focused on public sensitization through radio and public fora on the importance of tax paying and the benefits they stand to gain. This has therefore contributed to the achievement of the goal of strong and resilient economic set by the Assembly for the year 2021. In addition, Environment, Infrastructure and Human Settlement development interventions were undertaken by the Assembly in 2021 than it did in previous years from 2018-2020. With focus on this development dimension, there has been an improvement in the transportation infrastructure in the District. Spatial planning has improved as many developers are now contacting the Assembly with request for approval of development permits. This led to an over 50%

increase in the number of development applications submitted and approved. The climate of doing business in the district has dramatically improved leading to the formation of the District Local Economic Development Platform to facilitate the promotion of businesses and provide an opportunity for businesses to network. There was a tremendous improvement in Governance, Corruption and Public Accountability which has enhanced transparency, inclusiveness and accountability in the District.

1.4 Overall Proportion of the DMTDP (2018 -2021) Implemented

This section analysis the overall implementation of the District Medium Term Development Plan (2018-2021). The implementation of the plan ended in 2021 and it is critical for the Assembly to analyses the trends of implementation and identify challenges as well as lessons learned for improved implementation in the next DMTDP (2022 – 2025).

Since the year under review was the terminal year of the DMTDP (2018-2021), the Assembly conducted a review of the implementation of activities as captured in the DMTDP. The review revealed that, the Assembly was able to implement 22.52% of the activities as overall proportion of implementation of the DMTDP (2018-2021) as at December, 2021 as against 20.35% in 2020. Over 85% of the projects were completed, 13.1% are still ongoing and there are about 1.2% of the projects yet to be implemented. These projects have been rolled over into the DMTDP for 2022-2025 and the needed resources will be mobilized to implement them as part of the plan. Table 2 below presents a summary of the proportion of the overall all implementation of the DMTDP (2018-2021).

Table 2: Proportion of MTDP Implemented, 2020 Vrs 2021

INDICATORS	2017	2018	2019	2020	2021	
	BASELINE	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL
Proportion of the annual action plans implemented by the end of the year						
A. Percentage completed	65.9%	77%	80%	82.76%	100%	85.7%
B. Percentage of ongoing interventions	14.7%	15.8	16.3%	10%	0	13.1%
C. Percentage of interventions abandoned	0.5%	1.9%	1.5%	4.7	0	0.0%
D. Percentage of interventions yet to start	5.9%	5.3%	2.2%	2.6	0	1.2%
Total	100%	100%	100%	100%	100%	100%
Proportion of overall MTDP Implemented by the end of the year.	19.35%	20.32%	22.4%	20.35%	25%	22.52%

1.5 Implication of Results on District Development Goals and Objectives

As Table 1 and Table 2 depicted above in pages 4 and 6 respectively encapsulate all the programmes/projects the Assembly implemented to achieve its development goals and objectives in 2021. Out of the 106 executed projects and programmes, 83 (85.7%) of them were successfully completed, 13 (13.1%) were ongoing, 1 (1.2%) projects not yet started and none of the projects were abandoned. The projects benefitted all the development dimensions as captured in the AAP and DMTDP. The Assembly adopted a participatory approach during the implementation and monitoring of projects which is necessary for transparency and accountability as well as efficiency and value for money in project execution.

As a result of the successful implementation of the projects and programmes in 2021, several achievements were realized. Notable among them include the following:

- The disbursement DACF to PWDs and the LEAP programme has gone a long way to reduce poverty among People Living with Disabilities, the poor and the vulnerable in the District and enhanced their economic growth.
- Improved engagement with Development Partners and NGOs especially GIZ and Friends of the Nation to support the District in the implementation of its activities.
- Improved project implementation leading to enhanced education, health and water services delivery.
- Enhanced citizens' participation in Assembly's activities. We successfully organized two (2) Town Hall Meetings in spite of the effect of the Covid-19 pandemic on the economy which interrupted most of the Assembly's activities to communicate to the achievements, challenges and share best practices with stakeholders.
- The Assembly in collaboration with its service providers (. ECG and GWCL) has extended electricity and water to individuals in various communities. Total Number Electricity Applicants approved were ***Eight Hundred and Fifty-Seven (857)*** and Total Number of Water Applicants approved were ***Three Hundred and Forty-Three (343)***.
- Enhanced staff capacity which led to successful preparation and submission of proposal to the Open Government Partnership (OGP) Initiative. The Assembly won this programme and has since prepared the Local Action Plan to the OGP Secretariat. The District alongside other 56 new members globally were selected in the year 2020 and in Africa Shama District was selected among

others such as Nandi, Nairobi and Makueni districts in Kenya; Greater Karak and Greater Salt Municipalities all in Jordan among others as the new members selected for the OGP initiative. The Assembly Local Action Plan was subsequently approved and implementation has been ongoing.

- Increased in the number of health facilities and access to quality health services following the handing over of two additional CHPS compounds (at Yabiw and Komfueku), supply of Ambulance and extension of water to Inchaban Clinic.
- Improved efficiency of Agriculture Department leading to increase in food production such as maize, cassava, rice and animal production especially for goat, pigs and poultry.
- Reduced poverty and hunger levels due to expansion of agribusinesses and agriculture productivity in the district due to the increase in the proportion of Arable under cultivation from 5.2% in 2020 to 88% in 2022.
- Due to the congenial business environment, 11,813 jobs were created during the year under review. This number comprised 10,350 males and 1,463 females.
- Increased PWDs from 750 PWDs to 773 have been registered (378 males; 395 females).
- Increased support to PWDs from 242 in 2020 to 269 in 2021 with various materials and funds to engage in productive business/activities, education and payment for medical bills in the District.
- There is an increased in access to potable water and reduction in the occurrence of water borne diseases due the provision of boreholes across the rural areas in the district.
- Increased access to potable water for Urban centres/ duelers as they now enjoy increased access to the Ghana Water Supply due to expansion of the facilities.
- Increased support for the vulnerable. PWDs who received cash have appropriately invested the amount into their business and are making profit out from it to support their family.

1.6 Challenges Encountered in Implementing the DMTDP 2018-2021

Despite the successes chalked through the implementation of the DMTDP, there were challenges that militated against the successful achievement of all activities planned for in the plan. Among the major challenges encountered during the implementation of the 2021 AAP and the DMTDP (2018 -2021) are described below:

- Inability to mobilise adequate revenue. Due to the Post Coronavirus effect, the implementation of the Assembly's activities was highly affected as a result of inadequate funds to implement all planned activities. This resulted in irregular release of funds earmarked for projects/programmes.

- Apathetic attitude among some contractors towards projects/programmes execution particularly GETFUND projects.
- Lack of Logistics for the Social Welfare department to effectively carry out their functions
- Inadequate capacity building for staff
- Apparent lack of co-operation from some key departments to participate in monitoring.
- Non-release/Delay in the release of funds for monitoring and DPCU meetings
- Inadequate relief items, safety gears and official Vehicle for NADMO Staff in the fight against possible Disasters,
- Indiscriminate selling of large areas of farmlands to multi-nationals and para-rubber farmers leading to destruction of existing cocoa and other food crop farms. This situation if not halted is potentially potent for food insecurity in in the future.
- Poor farming practices as a result of financial constraints, inappropriate equipment and reluctance of farmers to embrace new technologies.
- Poor supervision of projects also affected quality of output particularly project execution leading to huge public outcry in the District.
- Late start of projects due to late availability of funds particularly DACF.
- Internal Revenue Mobilisation weaknesses and leakages
- Weak capacity of Revenue Collectors as most of the items are wrongly posted.
- Lack of a dedicated revenue mobilisation vehicle.
- Lack of Vehicle for DPCU leading to irregular monitoring of projects and programmes
- Difficulty in obtaining data from some Departments of the Assembly due to poor records keeping.
- Poor office condition of the Planning Unit (broken computers, broken louvres blades and tattered curtains)
- Poorly-equipped DCPU Secretariat.
- Untimely submission of reports from some of the Decentralized Departments.
- Difficulty and delays in obtaining data from some decentralized governmental agencies who report to their regional and national offices
- Lack of data to assess progress and impact of some critical development and poverty issues
- Improper documentation of data by most decentralized agencies and departments.
- Late reporting by some departments affected the early compilation of this report.

- Inadequate funds for health activities
- Poor Data capture among health facilities
- Low skilled delivery
- Poor road network continues to be a major problem district wide. Most roads from farming communities to marketing centers are not in good shape. Roads are deplorable and in some cases not accessible especially during rainy season. This makes it difficult for farmers to transport food commodities to marketing centers. The situation brought huge fares from transport operators.
- Still Low case detection of TB and HIV
- Lack of vaccine fridges for EPI activities in the district

1.7 Processes Involved in M&E

This Annual Progress Report is a compilation of all key interventions being undertaken by the various departments and agencies in the district including the private sector. The major processes employed during the compilation of this report and monitoring of projects include the following:

- **Project Site inspection and Meetings:** As part of activities to gather reliable information for the preparation of the APR, a team was constituted (Core DPCU) and site meetings and inspection was conducted at all projects sites and the reports harmonised and fed into the content of this APR. Besides, previous site meeting and inspections reports were reviewed and the issues harmonised and used as part of this APR.
- **Monitoring and Evaluation Exercise.** The DPCU is required to conduct quarterly monitoring visits to the various project sites track and assess the progress of ongoing and impact of completed projects. Before these M&E activities are conducted, the DPO who is the Secretary to the DPCU prepares and invite all members to a meeting where the purpose of the M&E is disclosed and extensively discussed. The members are grouped into teams of two (2) and the projects shared among the teams.
- **Use of Checklist.** Each team uses the M&E guidelines/Checklist prepared by the DPCU to carry out the M&E exercise. This always ensured that we have consistency in the presentation of the reports and easy harmonisation.
- **Compilation of M&E Reports and Presentations:** Each team has a Leader and Secretary who ensured that comprehensive reports are prepared and presented to the DPCU at its meetings. The contents of these reports have been harmonised and used for the compilation of this report (APR).

These M&E exercises is always participatory and involved all members of the DPCU, Development Planning and Works Sub Committees, Assembly members of the host communities, project beneficiaries and lead departments/user agencies as well as the chiefs in these areas.

- **DPPCU Meetings.** The DPCU convened meetings where Heads of Department who were present made presentations on their activities after which, copies were handed over to the Secretary to the DPCU for harmonisation. These departmental reports have been used as the main content of this APR. At an earlier meeting of the DPCU, the format for the report (APR) was discussed and the feedback from the National Development Planning Commission shared with the members. This facilitated the harmonisation process as all HODs prepared their reports in line with the prescribed format.
- **Official Requests.** The DPCU Secretariat made official requests to each department to submit their activities (including) all programmes and projects, meetings, updates on national programmes/policies/interventions among others that they have been able to carry out. The activities were captured in their Annual Reports and submitted to the Secretary to the DPCU as requested and the content of these reports were sieved and harmonised and the results fed into the preparation of this APR.
- **Data Collection.** The DPCU also conducted data collection from both primary and secondary sources in order to analyse and assess the impact of the programmes and projects on the beneficiary communities. All secondary data used in this report were extracted from the various Yearly reports for the year 2021 which were submitted by the various Departments, NGOs, Development Partners, and Ministries, Departments and Agencies (MDAs) and minutes of management meetings, Sub-committee and other substructures of the Assembly. On the other hand, the primary information was gathered through the use of structured interview questionnaire and open-ended interviews conducted with the schedule officers of key interventions such as NHIS, 1D1F, DCAT, planting for Food and Jobs (PFJ), Planting for Export and Rural Development (PERD), Planting for Jobs and Investments (PJI), District Committee Against Illegal Mining, LEAP, NYEP, among others.
- **Data Validation Exercise.** A data validation session was held with the key stakeholders on Wednesday, 23rd February, 2022 at the SHACCU Conference Hall (**See pictures as appendix**) where the report was presented to the participants for scrutiny and validation. The content of the

report was authenticated and endorsed by the various HODs, Assembly members, Chiefs and community members, leaders of the various associations present. Particular emphasis was placed on the projects and programmes being implemented in the district, the revenue generation progress, Critical Poverty Reduction programmes, District Core Indicators and the results of the Evaluation conducted. The stakeholders had the opportunity to understand the implication of the results of their work/activities and offered relevant suggestions for enhanced performance and documentation of evidence of impact and progress. They also had the opportunity to ask relevant questions to clarify their doubt where necessary.

- **Review of Report by the DCD and DCE.** After the DPCU Secretariat completed the report, copies were given to the DCE and the DCD to review and ensure that, the information contained in the report was the actual reflection of the situation on the ground before it was packaged for submission to the WRCC and the NDPC.

2.0 MONITORING AND EVALUATION ACTIVITIES REPORT

2.1 Introduction

This section of the report presents in details the performance of the 2021 Annual Action Plan under the development dimensions of the Medium-Term National Development Policy Framework (*An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All 2018-2021*) as well as the activities of some decentralized agencies and departments of the Assembly captured under the Shama District Medium-Term Development Plan (2018-2021) during the year under review.

The report is structured under heading such as Programme/project status for the year, Update on funding sources, Update on disbursements, Update on Indicators and Targets, Update on Critical Development and Poverty Issues, Evaluations conducted, their findings and recommendations, Participatory Monitoring and Evaluations (PM&E) undertaken and their results and Conclusion and the Way Forward.

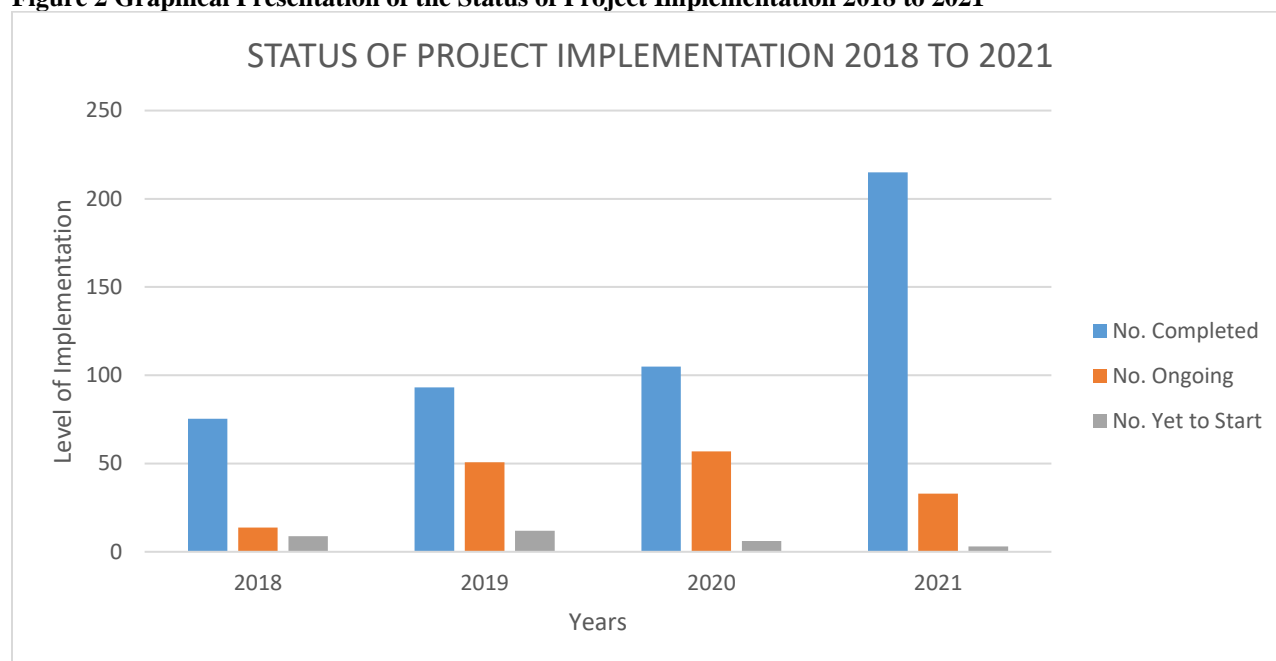
2.2 Programme/Project Status for the Year 2021

The implementation of the 2021 Annual Action Plan (AAP) was largely successful. From the Action Plan, two hundred and Seventy- four (274) relevant activities were planned and budgeted for in accordance with the development dimensions captured in the DMTDP (2018 -2021).

Interestingly, by the end of the year under review, the Assembly had initiated and /or completed the implementation of two ninety -seven (97) projects representing 91.5% success rate. Out of these, 85.7% have been fully completed, 13.1% is ongoing and 1.2% not implemented (Table 2 and Figure 2 present details of the numerical and graphical illustrations). Overall, 22.52% of the DMTDP (2018-2021) was implemented by the end of the year 2021. Therefore, due to inadequate resources (mostly Financial), the Assembly could not achieve 100% implementation of the District Medium Term Development Plan (2018 -2021) by the end of the plan period.

Table 3 in page 18 presents details of the projects and programmes implemented in the year 2021.

Figure 2 Graphical Presentation of the Status of Project Implementation 2018 to 2021



Source: DPCU, 2021

2.3 Analysis of Graph and Implication of Results

The figure above, illustrated clearly that, the performance of the Assembly in the implementation of programmes and projects was higher in 2021 than in all other years within the plan implementation period. There are fewer ongoing projects and minimal number of **yet to start** projects in 2021 than as experienced in 2019 and 2020.

The factors that delivered these results were specifically in the area of increased DPCU supervision, monitoring and evaluation exercises, more engagement with the citizens through radio programmes on the need to pay tax, increased citizens and stakeholder support, increased Donor relationship and the activities of Auditors who always ensured that the funds meant for the ongoing project were paid accordingly and finally, the Assembly decided that, due to the inadequate resources, projects should be awarded to contractors who have well without to pre-finance and complete projects.

This achievement brought about several results and outcomes. Chiefly among them are:

- Increased access to social amenities such as CHPS compounds, Water and school infrastructure.
- Increased in enrolment
- Enhanced health condition of the people
- Improved security and peace
- Increased investor confidence
- Creation of better congenial environment for job creation and business development
- Formation of the LED platform to promote local economic development

- Attraction of over \$600,000 dollars for business development facility for SMEs in the District
- Increased competition among businesses leading improved service delivery
- Enhanced attention for the vulnerable (PWDs and women), among others.
- Enhanced access to sanitation facilities as 10 Modern Household Cluster toilets have been constructed in the coastal communities.

Meanwhile, the inability of the Assembly to accomplish 100% implementation of the plan were identified to include but not limited to the following:

- Lack of leadership commitment to direct resources for the implementation of the plan (AAP/DMTDP)
- Budgeting was always done using mainly new submissions from the departments and most often new activities are submitted to the Budget Analyst for preparation of the budget. This is always against the laid procedures but because of lack of management support to address this issue, the plan especially the AAP is not followed as required.
- The impact of covid-19 affected the smooth implementation of the projects. Revenue mobilisation efforts were reduced due to the prevention protocols instituted by the President, most institutions also took advantage to either drag their feet or delay payment of the rates while others boldly appeal for discount and use Covid-19 as the excuse.
- Finally, the expected revenue envisaged in the AAP was not achieved

Table 3: Programme /Projects Status - Updated Project Register As At December, 2021

S/N	PROJECT DISCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	LOCATIO N	CONTRACTOR / CONSULTANT	CONTRACT SUM GH¢	SOURCE OF FUNDING	DATE OF AWARD	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS (%)	REMARK S
1	Continuation and completion of Inchaban - Abease 80 market stalls Market and 3 - Unit classroom Crèche	Economic Development	Upper Inchaban	I.B Clements Co. Ltd.	651,245.86	IGF/DONOR	25/09/2019	02/10/2019	01/10/2020	33,583.96	617,661.90	5.2% Complete	On-going
2	Construct 1 No. 3 unit classroom block with ancillary facilities phase 1 at Ituma (revised)	Social Development	Ituma	Messrs Izdom	195,545.37	DACF	26/05/2015	02/06/2015	03/12/ 2015	113,214.20	82,304.17	95% Complete	(Toilet left)
3	Construct 1 No 3 unit classroom block with ancillary facilities phase 1	Social Development	Essaman	Adumeku Company Ltd	281,904.02	DACF	23/07/2018	30/07/2018	29/07/2019	155,048.48	126,855.54	60% Complete	On-Going
4	Construct 1 No 3 unit classroom block with auxiliary facilities	Social Development	Komfueku	Globex Supplies & Logistics Ltd	282,667.55	DACF	23/07/2018	30/07/2018	29/07/2019	94,915.54	187,752.01	85% Complete	On-Going
5	Construct CHPS compound	Social Development	Abuesi	Eagle Talons Ltd	479,034.36	MPHF	30/10/2019	06/11/2019	05/11/2020	275,915.35	203,119.01	51.2% Complete	On-going
6	Construction of Park with Ancillary Facilities	Social Development	Upper Inchaban	US Global Co. Ltd	549,646.38	DACF-RFG	25/09/2019	02/10/2019	01/10/2020	132,881.40	416,764.98	65% complete	On going
7	Construction of 100 Bed Capacity Dormitory and Ancillary Facilities for School for the Deaf – Lot 1	Social Development	Upper Inchaban	Ashcab Company Limited	750,781.96	CF	8/04/2020	15/04/2020	14/04/2021	112,617.29	638,164.67	68.6% complete	On going
8	Construction Of 1No. 4-Unit Teachers Bedroom And a Common Kitchen for School for the Deaf – Lot 2	Social Development	Upper Inchaban	I.B Clements Co. Ltd.	452,580.70	CF2	8/04/2020	15/04/2020	14/04/ 2021	67,887.11	384,693.59	95% Complete	On going
9	Rehabilitation of 12 Unit Classroom Block and Offices, 200 Bed capacity Dormitory, provision of Streetlight and repairs Of existing broken fence wall For School For The Deaf– Lot 3	Social Development	Upper Inchaban	Akroponsu Company Limited	456,635.45	CF	8/04/2020	15/04/2020	14/04/ 2021	68,495.32	388,140.13	85.1% Complete	On going
10	Construction of 1 No. 3-Unit Classroom block	Social Development	Assorko	Senko Investment Ghana Ltd	277,860.83	MPCF	23/07/2018	30/07/2018	29/07/2019	15,000.00	236,181.71	45.8% Complete	On going

	with Ancillary Facilities Phase1												
11	Continuation and Completion Community Center	Social Development	Supomu Dunkwa	Richlucky Co. Ltd	111,237.06	MPCF	12/06/2015	19/06/2015	22/12/2015	94,712.06	16,525.00	95% Complete	On going
12	Continuation and completion of Dressing Room & Fence Wall around Football park	Social Development	Aboadze	Rudork Co. Limited	234,383.49	MPCF	03/08/2015	10/08/2015	12/05/2016	201,777.26	32,606.23	96% Complete	Ongoing
13	Continuation and completion of Community Centre	Social Development	Abuesi	B.T Ventures	507,775.73	MPCF	03/08/2015	10/08/2015	12/05/2016	233,482.45	274,293.28	55% Complete (Roofing stage)	Ongoing
14	Continuation and Completion Of Const. of 3-unit classroom Block with ancillary facilities	Social Development	Ituma (Revised)	Izdom Limited	195,545.37	DACF	26/05/2015	02/06/2015	02/12/2015	113,214.20	82,304.17	95% Sectional Completion (Toilet left)	On going
15	Construction of 6- Unit Classroom Block with Office	Social Development	Atta Na Atta (Revised)	Messrs Sima Plus	222,320.64	DACF	26/05/2015	02/06/2015	03/12/2015	131,408.32	90,912.32	85% Complete (Toilet left)	On going
16	Construction of Area Council Office	Governance, Corruption and Public Accountability	Aboadze – Abuesi (Revised)	Messrs E.F.B. Co. Ltd.	76,070.25	DACF	26/05/2015	02/06/2015	02/09/2015	76,070.25	30,964.95	43% Complete	At a standstill)
17	Construction of Retaining wall and Concrete Drain –Lot 1	Social Development	Lower Inchaban (Anafo)	BT Ventures	203,706.43	MPCF	1/11/2016	08/11/2016	09/05/2017	30,555.97	173,150.46	40% Complete (Retaining wall on-going)	On going
18	Continuation and completion of District Assembly Administrative Block, phase I (Lot 2)	Governance, Corruption and Public Accountability	Shama	Willcornah Enterprise	234,943.78	DACF	27/06/2016	04/07/2016	29/04/2017	73,700.95	144,282.83	60% Complete (finishing stage)	On going
19	Continuation of Lower Inchaban Market, Culvert & Lorry Park, phase I(Lot 3)	Economic Development	Lower Inchaban	US Construction Limited.	344,741.35	DACF	27/06/2016	04/07/2016	29/04/2017	133,825.71	210,915.64	45% complete	On going
20	Supply of 75 Dining Tables and 75 Chairs/Benches to Shama Senior High School	Social Development	Shama	N/A	105,000.00	DACF-RFG	N/A	13/08/2021	13/09/2021	N/A	N/A	New	Yet to be awarded
21	Construction of 3- Unit classroom block with office, Toilet and Urinal facilities at Assorko	Social Development	Assorko	N/A	306,972.67	DACF-RFG	N/A	13/11/2020	15/03/2021	N/A	N/A	New	Not yet awarded
22	Construction of Semi-Detached Nurses Quarters	Social Development	Komfueku	I.B. Clement	247,344.33	DACF-RFG	26/05/2021	03/05/2021	03/08/2021	N/A	N/A	Completed	In use
23	Construction of Covid- 19 Hand	Social Development	Various	N/A	166,280.62	DACF-RFG	05/05/2020	12/05/2020	11/08/2020	N/A	N/A	Ongoing	In final stages but

	washing stations in five (5) communities.												not to specification
24	Construct Teachers' quarters	Social Development	Supomu Dunkwa	N/A	N/A	DACF	N/A	N/A	N/A	N/A	N/A	Yet to start	Yet to start
25	Construct community library	Social Development	Ohiamadwen	N/A	N/A	DACF	N/A	N/A	N/A	N/A	N/A	Yet to start	Yet to start
26	Drill mechanised boreholes	Social Development	Selected schools	N/A	N/A	DACF	N/A	N/A	N/A	N/A	N/A	Yet to start	Yet to start
27	Drilling of Mechanised Boreholes	Social Development	Asemasa No 2, Afransie, Abotareye, Anlo Beach, Dompem Nkwanta, Yabiw, Nyanikrom, Nkwantakesedo	Willcornah Enterprise	89,741.35	MPCF	05/05/2020	12/05/2020	11/08/2020	80,645.20	9,096.15	85% completed	Ongoing
28	Construct access roads from the main road to the community	Environment, Infrastructure and Human Settlements	Abuesi	Ashcab Company Limited	452,781.12	GOG	8/04/2021	15/04/2021	14/10/2021	419,275.32	6,505.80	100% complete	Completed and in use
29	Construct Lower Inchaban access roads	Environment, Infrastructure and Human Settlements	(Nana Akosua Afranse and Biney Roads)	Akroponsu Company Limited	124,765.91	GOG	8/04/2021	15/04/2021	14/10/ 2021	112,289.32	12,476.59	100% Complete	Completed and in use
30	Rehabilitate feeder/access roads within the District	Environment, Infrastructure and Human Settlements	District wide	Willcornah Enterprise	291,724.65	GOG	05/05/2021	12/05/2021	11/08/2021	291,724.65	0.00	100% completed	Ongoing
31	Construct/improve drainage channels	Environment, Infrastructure and Human Settlements	Old Daboase, Nkwanta, Atta ne Atta, Lower Inchaban, Essaman	I.B. Clement	345,344.45	GOG	26/05/2021	03/05/2021	03/08/2021	345,344.45	0.00	Completed	In use
32	Construct/rehabilitate Area council offices	Governance, Corruption and Public Accountability	Assorko-Essaman, Inchaban	Senko Investment Ghana Ltd	237,650.76	GOG	23/07/2021	30/07/2021	29/07/2021	178,238.07	59,412.69	75.6% Complete	On going

PROGRAM REGISTER

S/N	PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS (%)	TOTAL BENEFICIARIES	REMARKS
1	Identify small scale farmers and form FBOs	Economic Development	34,910.23	IGF/MAG	02/01/2021	02/03/2021	34,910.23	0.00	100% completed	2,279 (1,117 males & 1162 females)	FBOs active
2	Procure and supply improved planting materials for FBOs at competitive prices	Economic Development	152,891.46	IGF/MAG	02/01/2021	02/03/2021	152,891.46	0.00	Completed	2,279 (1,117 males & 1162 females)	FBOs active
3	Procure and supply subsidized agro chemical and fertilizers to FBOs	Economic Development	125,231.20	IGF/MAG	02/01/2021	02/03/2021	125,231.20	0.00	Completed	2,279 (1,117 males & 1162 females)	Inputs being utilised by the beneficiaries
4	Support running of DCACT Secretariat	Economic Development	52,937.00	IGF/MAG	02/01/2021	02/03/2021	26,392.00		80% completed	DCACT Secretariat	Ongoing
5	Conduct 10 demonstrations and 10 field days on improved technologies of rice, maize, cassava & vegetables	Economic Development	30,654.00	IGF/MAG	02/01/2021	02/03/2021	26,055.9	4,598.01	85% completed	rice, maize, cassava & vegetables farmers (176 females and 64 males)	Ongoing
6	Sensitize 300 male and female farmers and create awareness on PFJ, and the acquisition of fertilizer and improve seeds (rice, maize, 8vegetables) and improved root & tuber crops	Economic Development	45,769.06	IGF/MAG	02/01/2021	02/03/2021	45,769.06	0.00	100% completed	130 male 170 females	completed
7	Procure a mobile extension van with communication gadgets	Economic Development	120,354.00	MAG	02/01/2021	02/03/2021	N/A	N/A	N/A	N/A	Not done
8	Develop new rice fields	Economic Development	20,569.05	Private/Donor	02/01/2021	15/12/2021	15,426.88	5,142.17	75% completed	100 farmers (88males and 12 females)	Ongoing
9	Establish a non-traditional agricultural center	Economic Development	567,345.00	Private/Donor	02/01/2021	02/12/2021	N/A	N/A	N/A	N/A	Not Done
10	Form partnership with the private	Economic Development	29,121.00	MAG/GIZ /DACF	02/01/2021	02/08/2021	25,621.00	3,500.00	75% completed	180 farmers	Ongoing

	sector to establish out-grower farms										
11	Provide adequate equipment, extension materials and other logistics for the Agric Department	Economic Development	827,365.00	MAG/GIZ /DACF	02/01/2021	02/12/2021	359,605.00	467,760.00	75% completed	75 staff 5 females 70 males	Ongoing
12	Organize quarterly management and staff meeting	Economic Development	25,971.60	IGF/DACF	01/01/2021	31/12/2021	25,971.00	0.00	100% completed	Management members	Completed
13	Organize quarterly monitoring and supervision visit to operation areas	Economic Development	53,291.00	IGF/DACF	01/01/2021	31/12/2021	24,671.00	28,620.00	100% completed	DPCU members	Completed
14	Equip agricultural extension officers to provide efficient access to extensions services	Economic Development	178,250.00	IGF/MAG	01/01/2021	31/12/2021	178,250.00	0.00	100% completed	28 AEOs 20 Staff	Completed
15	Identify and support Livestock and Poultry Farmers	Economic Development	34,971.00	IGF/MAG	01/01/2021	31/12/2021	34,971.00	0.00	100% completed	72 (35 females and 37 males)	Completed
16	Organize quarterly campaign on rabies, PPR, NCD, Gumborro etc. and vaccinations in the district	Economic Development	43,725.00	IGF/MAG	01/01/2021	31/12/2021	43,725.00	0.00	100% completed	1,634 (837 female and 797 males)	Completed
17	Conduct animal and crop diseases and pest surveillance for identification and management such as FAW, bird and swine flu control	Economic Development	60,725.00	IGF/MAG	01/01/2021	31/12/2021	60,725.00	0.00	100% completed	1,634 (837 female and 797 males)	Completed
18	Train 45 women on the incorporation of soya/ cow pea in to the processing of gari and preservation	Economic Development	37,742.00	IGF/MAG	01/01/2021	31/12/2021	37,742.00	0.00	100% completed	45 women	Completed
19	Create awareness and build capacity in extension delivery skills of AEAS, DDOs on HIV/AIDS, Malaria prevention and Child Labour	Economic Development	15,000	IGF/DACF	01/01/2021	31/12/2021	15,000.00	0.00	100% completed	1,290 (1,156 females and 134)	Completed

	elimination in Agriculture										
20	Train 5 staff and 10 women farmers/processors on the promotion of food safety , processing, preservation and packaging	Economic Development	21,567.00	IGF/MAG	01/01/2021	31/12/2021	19,376.00	2,191.00	100% completed	15 (5 males, 10 females)	Done
21	Conduct yield studies to acquire data on vital crop productivity and yield	Economic Development	19,436.00	IGF/MAG	01/01/2021	31/12/2021	19,436.00	0.00	100% completed	N/A	Completed
22	COVID-19 Related Activities	Economic Development	35,968.00	IGF/DACF/ DACF-RFG	January	December	35,968.00		100% completed	District-wide	
23	Conduct regular farm and home visits to operational areas	Economic Development	28,450.00	IGF/DACF/ MAG	January	December	28,450.00	0.00	100% completed	Districtwide	
24	Organize 1 study tour to a Research/ Farm institute for farmers and FBOs on processing and packaging of rice and gari.	Economic Development	15,378.00	IGF/DACF/ MAG	02/06/2021	02/08/2021	0.00	15,378.00	0%	N/A	Not done
25	Organize District RELC planning sessions for Agriculture Sector	Economic Development	25,000.00	IGF/DACF/ MAG	30/06/2021	20/12/2021	25,000.00	0.00	100% complete	2,279 (1,117 males & 1162 females)	Beneficiaries experiencing enhanced planning for agribusinesses
26	Provide improved livestock and poultry breeds for animal farmers	Economic Development	35,780.00	IGF/DACF/ MAG	02/06/2021	02/08/2021	17,560.00	18,220.00	80% Complete	102 (73 Females and 29 males)	Farmers doing well
27	Procure face mask, hand sanitizers and equipment for 500 farmers in the District	Economic Development	45,738.00	IGF/DACF	03/03/2021	03/05/2021	45,738.00	0.00	100% Complete	Items are in use and some kept in store for other official business purposes	Items procured and distributed to all staff and some reserved for Assembly programmes
28	Establishment of 1,000,000 coconut seedlings and its management (DCAT & PERD)	Economic Development	127,581.00	IGF/DACF/ MAG	02/06/2021	02/08/2021	127,581.00	0.00	100% completed	165 oil palm farmers and 119 coconut farmers	All seedlings distributed
29	Celebration of Farmers Day	Economic Development	47,253.00	IGF/DACF	01/12/2021	20/12/2021	47,253.00	0.00	100% completed	33 Award winners honoured (15 females, 18 males)	Programme was very successful
30	Supply of improved fish smoking facilities (Ahotor Ovens) at subsidized prices	Economic Development	120,000.00	IGF/DACF	01/01/2021	01/12/2021	0.00	120,000.00	0%	N/A	Not implemented

31	Train fish smokers on the usage and maintenance of Ahotor ovens	Economic Development	10,000.00	IGF/DACF	01/01/2021	01/12/2021	0.00	10,000.00	0%	N/A	Not implemented
32	Educate fisher folks on proper fish handling and management as well as bad fishing practices	Economic Development	9,670.00	IGF/DACF	01/01/2021	01/12/2021	9,670.00	0.00	100%	75 Fishermen	Sensitisation was very successful
33	Update Database on Fishermen and fish vessels	Economic Development	5,200.00	IGF/DACF	01/01/2021	01/12/2021	5,200.00	0.00	100% completed	75 fishermen and 125 vessels recorded	Database available
34	Facilitate Agro-Based Industries' access to storage facilities	Economic Development	40,000	EDAIF	01/06/2021	01/10/2021	40,000.00	0	100%	4 (3 males and 1 female)	GH 10,000 Cedis for 4 farmers
35	Strengthen SMEs capacities for enhanced operations (e.g. Soap making, tie and dye, hairdressing, etc.)	Economic Development	105,000.00	REP	04/06/2021	04/07/2021	40,760.00	0.00	100% completed	56 (6 males and 50 females)	All SMEs trained are doing well.
36	Promote the formation of " Village Savings and Loans Associations (VSLA)	Economic Development	125,000.00	Action AID Ghana/ YENPUANO	01/01/2021	01/12/2021	12,000.00	113,000.00	55% completed	64 (35 females & 29 males)	Programme will be intensified and bring more people on board
37	Develop a data base of trained apprentices and artisans within the District and provide a feedback on their progress to the relevant agencies.	Economic Development	2,000.00	REP	01/03/2021	04/12/2021	0	0	100% complete	200 (156 females & 44 Males)	Completed
38	Enumerate taxable properties and services to assist in fee fixing	Economic Development	5,650.00	IGF/DACF	04/06/2021	04/07/2021	5,050.00	600.00	85% completed	1,432 properties registered	Database in use
39	Provide the opportunities for building stronger interrelations with the Private Sector	Economic Development	3,650.00	IGF/DACF	01/01/2021	01/12/2021	3,650.00	0.00	100% complete	37 Businesses (26 males & 11 females)	Completed
40	Build capacity of SMEs for improved skills in business management	Economic Development	5,000.00	MasterCard Foundation	04/06/2021	09/06/2021	5000.00	0	100% Complete	200 (120 Females & 80 Males)	Completed
41	Train revenue collectors on proper accounting (Book keeping)	Economic Development	7,250.00	IGF/DACF	01/01/2021	20/09/2021	7,250.00	0.00	100% complete	43 (5 females & 38 males)	Collectors

42	Sensitize citizenry on the need to pay taxes	Economic Development	15,560.00	IGF/DACF	01/01/2021	31/12/2021	15,000.00	560.00	100% complete	General public	Rate payment improved considerably
43	Develop database on informal sector operators	Social Development	3000	REP/GIS	01/03/2021	04/12/2021	3000.00	0.00	Completed	100 (43 males & 57 females)	Database in use
44	Introduce training programmes and ensure occupational safety and health in the informal sector	Social Development	2500	JICA	01-03-21	12-08-21	2500	0	Completed	20	Training organised for businesses
45	Build capacity of informal workers to prevent and reduce vulnerability to occupational risks and hazards in the informal economy	Social Development	2,500.00	JICA	01/03/2021	12/08/21	2500.00	0	Completed	20	Capacity building programme organised
46	Restructuring and re-positioning of the Birth and Death Registry	Social Development	25,780.00	IGF/DACF	01/03/21	04/12/2021	25,780.00	0.00	Completed	3 male officers	Office in use
47	Organise community sensitisation on issues on gender and education	Social Development	2,000.00	IGF/DACF	Jan 2021	Dec 2021	1,000.00	1,000.00	50%	260	On-going
48	educate six thousand people in the community on children protection issues such as teenage pregnancy, child abuse, child labor child neglect and child trafficking	Social Development	6,000.00	DONOR (UNICEF)	Jan 2021	Dec 2021	5,000.00	nil	100%	3,604 (2431 Females and 1,173 males)	completed
49	Empower five thousand. Male(2,500) and Female (2,500) on gender based violence issues	Social Development	4,000.00	DACF	JAN 2021	DEC 2021	2,000		50%	5000 (2,500males and 2,500 females)	On-going
50	organize quarterly District AIDS Committee Meetings	Social Development	20,000.00	MSHAP	15/03/21	25/11/2021	6,956.00	13,044.00	70%	15 members (5 females & 10 males)	Completed
51	Celebration of World AIDS Day	Social Development	5,000.00	DACF	1/12/2021	3/12/2021	5,000.00	NIL	100%	2,592 people (1835 females & 757 males)	Completed
52	Sensitise and educate populace on land Degradation/ Desilt	Environment, Infrastructure and Human Settlements	27,900.00	DACF	01/01/2021	01/11/2021	3,635.00	24,265	55%	Communities, School & Churches	On-going

	Major Flood Drains										
53	Encourage all schools in the district to plant trees	Environment, Infrastructure and Human Settlements	4,500.00	DACF	01/05/2021	01/09/2021	2,365.00	2,135.00	50%	Schools & Communities	On-going
54	Prepare local plans for rapidly growing settlements -	Environment, Infrastructure and Human Settlements	60,410.00	DACF	July 2021	31 st December 2021	No funds yet	60,410.00	10%	Just 4 out of the 20 largest communities have local plans	Ongoing: Ongoing discussions with the WRCC LUSPA mobile team on the flying and processing of aerial photos for 12 communities for phase II of the SNPA exercise. Communities includes Ituma, Dwomo, Nyankrom, Komfueku, Badukrom and its environs, Beposo Nkran, Supomu Dunkwa, Ohiamadwen and KobimaAndohkrom and Anto Aboso and Aboadze (Industrial Enclave). Flying of drones scheduled for 1 st quarter of 2022
55	Continue the property addressing and street naming	Environment, Infrastructure and Human Settlements	53,117.00	DACF	July 2021	31 st December 2021	No Funds Committed yet	53,117.00	10%	-	Ongoing: Ongoing discussions with the WRCC LUSPA mobile team on the flying and processing of aerial photos for 12 communities for phase II of the SNPA exercise. Communities includes Ituma, Dwomo, Nyankrom, Komfueku, Badukrom and its environs, Beposo Nkran, Supomu Dunkwa, Ohiamadwen and KobimaAndohkrom and Anto Aboso and Aboadze (Industrial Enclave). Flying of drones scheduled for 1 st quarter of 2022
56	Prepare Area photos and contours	Environment, Infrastructure and Human Settlements	100,200.00	DACF	July 2021	31 st December 2021	No Funds Committed yet	100,200.00	20%		Ongoing: Ongoing discussions with the WRCC LUSPA mobile team on the flying and processing of aerial photos for 12 communities for phase II of the SNPA

											exercise. Communities includes Ituma, Dwomo, Nyankrom, Komfueku, Badukrom and its environs, Beposo Nkran, Supomu Dunkwa, Ohiamadwen and KobimaAndohkrom and Anto Aboso and Aboadze (Industrial Enclave). Flying of drones scheduled for 1 st quarter of 2022
57	Mapping and documentation of Assembly lands	Environment, Infrastructure and Human Settlements	57,086.00	DACF	August, 2021	31 st December 2021	5,000.00	52,086.00	20%		Ongoing- documentation for cadaster and indenture as well as survey works completed on land for District Court at Shama. Outstanding documentation of 71 state lands and 30 educational facilities to be processed and completed by the District.
58	Organize four (4) technical sub-committee meeting and statutory planning committee meeting	Environment, Infrastructure and Human Settlements	144,000.00	DACF/IGF	January, 2021	December, 2021	35,030.00	108,970	60%	17 members (3 females and 14 males)	Implemented. Five (5) Joint Site Inspections, four (4) Technical sub-committee and Four (4) Spatial Committee organized by close of year. A total of over 339,000 received from permits from 2021 activities.
59	Preparing of Komfueku North & Badukrom extension planning schemes	Environment, Infrastructure and Human Settlements	60,410.00	DACF	August 2021	31 st December 2021	No funds committed yet	60,410.00	20%	N/A	Ongoing- Plans underway to acquire orthophoto for Komfueku North as base map for the preparation of local plan.
60	Development control and enforcement of building and planning regulations	Environment, Infrastructure and Human Settlements	12,389.00	DACF	01/01/2021	31/12/2021	10,000.00	2,389.00	Completed	N/A	Implemented- Series of community engagements and sensitization programs organized at Ohiamadwen, Supomu Dunkwa, Traditional Council's meeting at Riverside in Shama. Radio Programs organized with support from Friends of the Nations at Shama and Nyansapo Radio

											stations. Morning outreach programs/ Dawn Broadcast programs organized with Information Services Department of Permitting, Street Naming and Property Addressing, Development Control Activities etc. Development Inspections organized for building and planning Applicants.
61	Mounting of No- Stopping Sign posts, Road blocks and diversion	Environment, Infrastructure and Human Settlements	36,000.00	DACF/IGF	1/10/2021	1/11/2021	36,000.00	NIL	Completed	N/A	No stopping sign post from Inchaban to Shama Junction and Road blocks at Inchaban Market
62	Train Area Council members on Participatory Planning, Budgeting , M&E	Governance, Corruption and Public Accountability	25,832.00	Donor/IGF	7/07/2021	8/07/2021	25,832.00	NIL	100% Completed	N/A	Training was successful and benefits being received with support from NGOs (Friends of the Nation and CDD Ghana)
63	Training on Integrated Social Services (ISS)	Governance, Corruption and Public Accountability	350,000.00	IGF/DACF	06/07/2021	07/07/2021	350,000.00	0.00	100%	N/A	Platform for ISS set Up and database compiled
64	Conduct DPCU monitoring activities	Governance, Corruption and Public Accountability	10,000.00	Donor(FoN)	4/01/2021	24/11/2021	10,000.00	NIL	100%	25 (8 females and 17 males)	Completed
65	Preparation of 2022 Annual Action Plan	Governance, Corruption and Public Accountability	15,000.00	DACF	12/04/2021	30/06/2021	15,000.00	0.00	100%		Completed and being implemented

2.4 Update on Funding Sources and Expenditure

This section presents an analysis of the sources of funds for the Assembly, total amount received and how these funds were utilised (expenditure) within the period under review. The information is presented in tabular and graphical format to enhance readers understanding.

2.4.1 Update on Revenue Sources

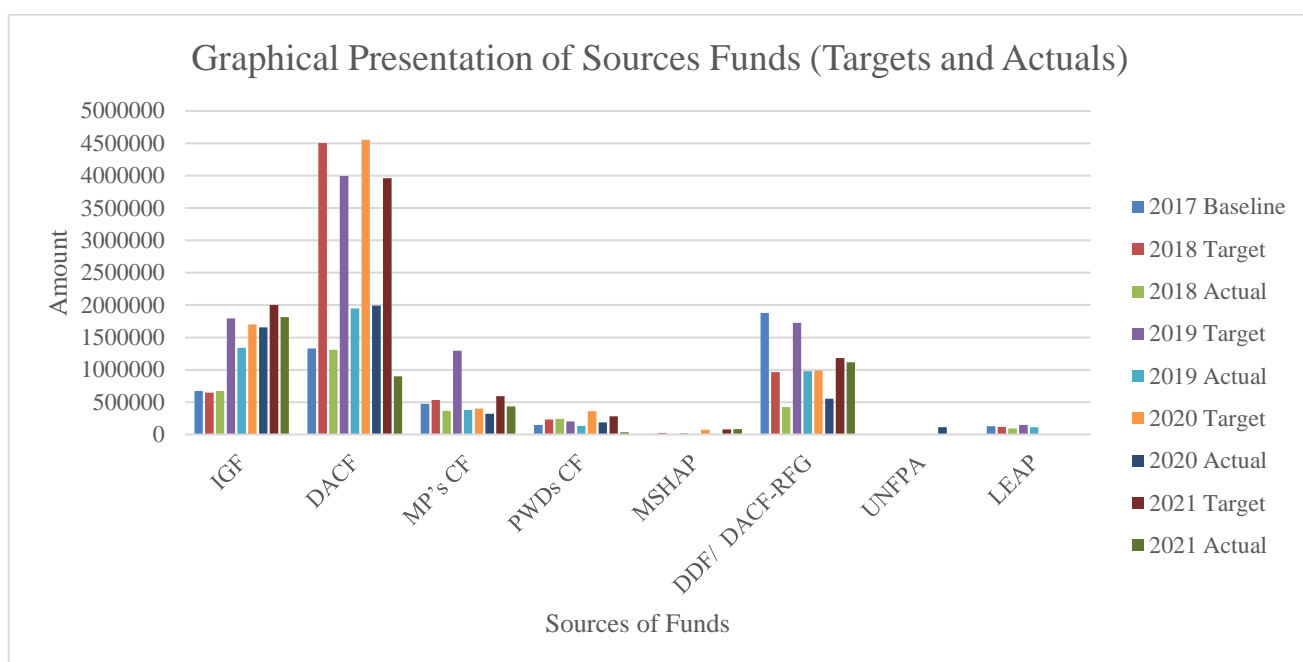
The traditional revenue sources of the Assembly are; District Assembly Common Fund (DACF), Government of Ghana (GoG), District Performance Assessment Tool (DPAT /DACF - RFG), Member of Parliament Common Fund (MPCF), School Feeding Grant (SFG), Donor Support (DS) and the Internal Generated Funds (IGF). The District Assemblies' Common Fund (DACF) remains the major funding source for developmental projects and programs in the District. Other funding sources which featured prominently include DDF, MPCF, SFG, Donor Support and IGF. Within the year under review, there were delays and irregularities in the releases of funds from Government of Ghana especially the DACF. The table 4 below shows the various sources of funds received from January to December, 2021

Table 4: UPDATE ON REVENUE SOURCES

Sources Of Revenue	Baseline 2017	2018		-2019		2020			2021
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
IGF	673901.7	647230	673102.7	1793260	1338579.34	1700000	1657091.83	2000000	1813231.85
DACF	1330994.74	4502302.98	1310600.46	3993595.68	1947514.4	4551474.68	1994542.25	3961475	901296.82
MP's CF	476382	532689	367132.16	1296700	381407.68	400850	321412.27	594221	432321.66
PWDs CF	145921	230000	241856	200000	134430	361235	187179.75	280000	32300
MSHAP	8523	22624.64	6585.93	20068.32	9787.57	75500	8358.82	80500	83600
DDF/ DACF- RFG	1876416	963200	423390	1723148.23	980153.13	986421.69	551649.44	1180906	1115329
LEAP	130000	120000	91658	150000	115004	N/A	N/A	N/A	N/A
TOTAL	4,642,138.44	7,018,046.62	3,114,325.25	9,176,772.23	4,906,876.12	8,971,903.06	4,833,676.16	8,097,102.00	4,378,079.33

Source: Finance Dep't, 2021

Figure 3: Funding Sources compared between 2018 and 2021



2.4.2 Analysis of Funding Sources Compared between 2020 and 2021

Table 4 and Figure 3 explain the levels of funding received from the various sources. They depicted that, the Assembly received much funds in 2020 than it did in 2021 particularly the DDF, MP's and CF hence higher total for 2020 than 2021. This explains why the Assembly was able to achieve 91.5% success rate in 2021 as against 82.7% in 2020. Also in 2021, the Assembly mobilized more IGF than it did in 2020, leading to implementation of more programme based activities than physical projects. This performance has greatly contributed to the achievements of the district goal and objectives of improving access to socio-economic services and sustainability of peace and security in the district.

However, the Assembly could have performed far better in 2021 if the expected amounts were released timeously. To address this shortfall in 2022 and to enhance revenue collection, the Assembly has put in place strategic interventions that will ensure greater resources mobilization especially IGF, by constituting the IGF Working Group and Task Force, use of NABCO personnel for revenue collection, bonding of Area Councils and build the capacity of market queens to collect revenue for the Assembly. Management has also instituted reward system and created the revenue league table which displays records of revenues received from the various revenue collectors based on Area Councils. This is expected to whip up the enthusiasm of the collectors and curtail diversion of revenue into unapproved areas.

2.4.3 Update on Expenditure

From the records gathered, the Assembly expended its financial resources in four major areas; notably Compensation, Goods and Services, CAPEX and others. The data indicated that, within the planned period (2018 to 2021), the Assembly spent more resources in 2021 on capital projects (CAPEX) and compensation than it did in all other years. The total amount expended on goods and services in 2021 was far higher than the baseline in 2017. This could be attributed to the intensified activities the Assembly pursued in the fight against Covid-19, monitoring and evaluation and DISEC meetings. The grand annual expenditure for 2021 exceeded the amount spent in 2017 by 63% which is the baseline year. The reasons for this trend are varied including increased sensitisation programmes, monthly meetings of the Covid -19 Committee and related activities, emergency General Assembly meetings, support to the health and paramedics to strengthen the Covid -19 response, support to government flagship programmes such as Free SHS, planting for Food and Jobs, Planting for Export and Rural Development, among others. The details of the expenditure of the Assembly from 2018 to 2021 are presented in Table 5. This investment also promoted the achievement of the district goals and objectives by creating a congenial environment for business to grow, improving access to basic social services, reduction in crimes rates and other social vices, promotion of Local Economic Development and building a good international image for the District.

Table 5: Disbursement (Expenditure) between 2018 Compared with 2021

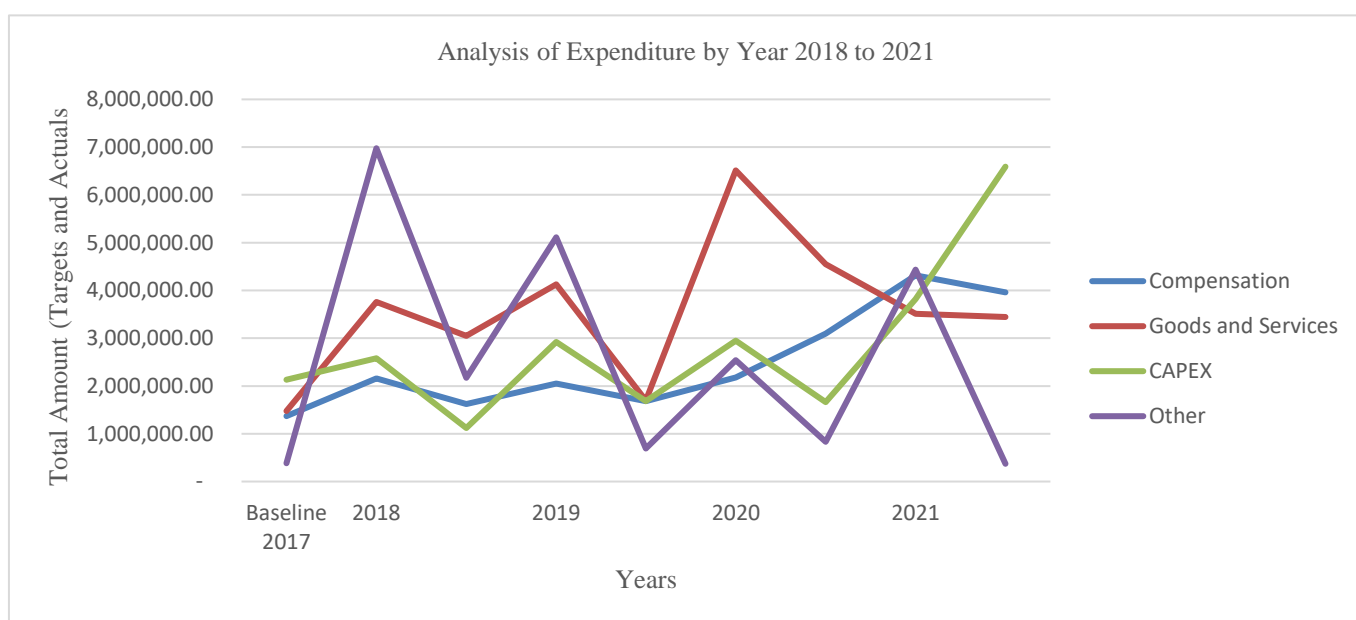
Expenditure Item	Baseline 2017	2018		2019		2020		2021	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
Compensation	1,369,198.37	2,161,423.00	1,622,842.49	2,047,779.09	1,681,764.00	2,181,198.00	3,098,634.75	4,315,809.08	3,961,795.20
Goods and services	1,476,180.19	3,759,324.23	3,050,353.63	4,124,871.00	1,699,007.09	6,512,938.19	4,548,733.13	3,512,394.94	3,447,184.83
CAPEX	2,130,724.10	2,580,000.00	1,120,293.23	2,920,350.00	1,679,926.60	2,950,000.00	1,659,998.11	3,820,150.00	6,590,942.04
Other	380,132.42	6,976,368.00	2,174,828.39	5,114,693.14	688,719.84	2,542,504.15	834,593.54	4,432,984.06	371,478.99
Total	5,356,235.08	15,477,115.23	7,968,317.74	14,207,693.23	5,749,417.53	14,186,640.34	10,141,959.53	16,081,338.08	14,371,401.06

Source: Finance Dep't, 2021

Table 5 above illustrates how the District Assembly spent its revenue collected during the year under review. There are three main components of expenditure which included Compensation, Goods and Services, CAPEX (Investment/Asset) and other expenses that are not specifically provided for in this template. As indicated in the table, the expenditure in 2021 was higher than 2020. This arose from the fact the Assembly pursued a

number of activities which demanded high expenses. Notable among them are regular and intensified fight against the Covid-19 pandemic through projects and programmes such as media sensitizations, community engagements, professional/Health Committees, provision of Isolation centre, provision for Covid-19 patients and other Covid-19 activities in 2021. This investment also promoted the achievement of the district goals and objectives by creating a congenial environment for business to grow, improving access to basic social services, reduction in crimes rates and other social vices, promotion of Local Economic Development and building a good international image for the District. These patterns are further illustrated in Figure 4 below.

Figure 4: Analysis of Disbursement (Expenditure) by Year 2018 to 2021



Source: DPCU, 2021

2.5 Update on Indicators & Targets

In order to track the level of progress of projects/activities/programmes, specific indicators that will serve as yardstick to measure the success or otherwise of the progress of the programmes and projects are required. The Indicators the Assembly formulated serve as units of measurements that would help management of the Assembly to determine the progress being made towards the achievement of the goal and objectives of the Assembly as outlined in the DMTDP 20218 to 2021. These come with targets which assist management to quantify level of performance to be achieved in a given time period. In this connection, the 2021 Annual Action Plan contained set indicators and targets to inform management and stakeholders on whether or not objectives and goals of the District are being achieved.

Table 6: Analysis of District Core Indicators, 2021

	Indicators (Categorized by development dimension of Agenda for Jobs)	Baseline 2017	Actual 2018	Actual 2019	Target 2020	Actual 2020	Target 2021	Actual 2021
	CORE INDICATORS							
	ECONOMIC DEVELOPMENT							
1	Total output in agricultural production							
	I. Maize	3,714.42	4,127.13	4,312.85 mt	950	815	1300	9200
	II. Rice (milled),	7,030.30	7,811.44	8,162.95 mt	1,900	2,100	1000	3012
	III. Cassava	7,554.79	8,394.21	8,771.95 mt	9,560	8,935	3000	27,00018
	IV. Sheep	5,356	5,821	5,986	7000	4,500	1000	600
	V. Goat	6,446	6,953	6,843	5000	2,350	5000	7216
	VI. Pig	925	1,007	1,302	1500	800	2000	3030
	VII. Poultry	27,007	28,345	27,506	50,000	30,000	13,479	279,300
	VIII. Oil Palm	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹	10,440
	IX. Coconut	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹	N/A ¹	13,645.52
2	Percentage of Arable land under cultivation	50.59%	6.76%	7.2%	8%	5.2%	70%	88%
3	Number of new industries established							
	I. Agriculture	2	4	14	20	18	20	17
	II. Industry	3	5	12	80	44	45	15
	III. Service	3	10	19	35	22	25	23
4	Number of new jobs created							
	I. Agriculture	Male: 2,700 Female: 1,300 Temporal: 2,000 Permanent: 3,000	Male: 3,033 Female: 2,495 Temporal: 2203 Permanent: 2,325	Male: 3,100 Female: 2,495 Temporal: 2,614 Permanent: 2,420	Male: 3,500 Female: 2,753 Temporal: 2,585 Permanent: 3,910	Male: 2,718 Female: 2,588 Temporal: 2,430 Permanent: 3,575	Male: 261 Female: 493 Temporal: 2,734 Permanent: 1,540	Temporal Male: 350 Female: 600 Permanent Male: 10,000 Female: 863
	II. Industry	Male: 116 Female: 284 Temporal: 266 Permanent: 134	Male: 119 Female: 289 Temporal: 271 Permanent: 137	Male: 210 Female: 316 Temporal: 271 Permanent: 137	Male: 165 Female: 308 Temporal: 277 Permanent: 249	Male: 110 Female: 280 Temporal: 260 Permanent: 139	Male: 230 Female: 450 Temporal: 530 Permanent: 150	Male: 216 Female: 364 Temporal: 621 Permanent: 41

¹ N/A = Not Available

	III. Service	Male: 0 Female:0 Temporal:0 Permanent:0	Male: 30 Female:66 Temporal:10 Permanent:86	Male: 40 Female:60 Temporal:12 Permanent:90	Male: 45 Female:120 Temporal:15 Permanent:110	Male: 38 Female:94 Temporal:13 Permanent:118	Male: 930 Female: 2,518 Temporal: 1,943 Permanent:1,505	Male:451 Female: 1,428 Temporal: 1033 Permanent:846
	SOCIAL DEVELOPMENT							
5	Net enrolment ratio							
	I. Kindergarten	79.5%	73.2%	90.4%	90.4%	90.4%	90%	88.5%
	II. Primary	106.0%	97.3%	102.0%	95.3%	102.0%	95%	93.6%
	III. JHS	52.6%	46.7%	106.4%	65.1%	52.8%	70%	47.8%
6	Gender Parity Index							
	I. Kindergarten	1.01	1.01	1.06	1.03	1.06	1.1	0.97
	II. Primary	0.98	0.98	1.07	1.04	1.07	1.1	0.98
	III. JHS	0.93	0.96	1.12	1.05	1.12	1.1	1.03
	IV. SHS	1.39	1.36	1.09	1.15	1.24	1.1	1.06
7	Completion rate							
	I. Kindergarten	Boys: 109.7% Girls: 97.5%	Boys: 105.7% Girls:80.3%	Boys:109.1% Girls:115.4%	Boys:95.6% Girls:95.4%	Boys:109.1% Girls:115.4%	Boys:100% Girls:100%	Boys:112.2% Girls:109.1%
	II. Primary	Boys: 76.0% Girls: 107%	Boys: N/A¹ Girls: N/A¹	Boys:13.5% Girls:19.2%	Boys:13.1% Girls:18.7%	Boys:107.0% Girls:105.0%	Boys:100% Girls:100%	Boys :100.1% Girls:117.8%
	III. JHS	Boys: 13.8% Girls: 19.7%	Boys: 13.5% Girls: 19.2%	Boys:82.2% Girls:85.9%	Boys:73.2% Girls:76.9%	Boys:82.2% Girls:85.9%	Boys:100% Girls:100%	Boys :85.9% Girls:82.2%
	IV. SHS	Boys: N/A¹ Girls: N/A¹	Boys: N/A¹ Girls: N/A¹	Boys:48.8% Girls:88.23%	Boys:56.1% Girls:83.1%	Boys:48.8% Girls:88.2%	Boys:100% Girls:100%	Boys :48.8% Girls:88.2%
8	Number of Operational Health facilities							
	I. CHP Compound	16	17	17	25	18	24	24
	II. Clinic	4	7	8	10	10 (8+2)	12	10
	III. Health Centre	3	3	3	5	3	5	3
	IV. Hospital	2	2	2	4	3	4	4
9	Proportion of population with valid NHIS card							
	I. Total (by sex)	Total: 67.6% Male: 13.3% Female: 21.7%	Total: 127.2% Male:25.8% Female:41.5%	Total:74.36% Male:13.2% Female:21.5%	Total: 51.5% Male:8.0% Female:10.0%	Total: 66.5% Male:16.1% Female:24.2%	Total: 40.3% Male:16.1% Female:24.2%	Total: 194.98% Male:41.40% Female:58.59%

	II. Indigents	0.4%	0.7%	0.30%	3.0%	1.8%	3%	3.36%
	III. Informal	11.3%	21.4%	13.67%	7.0%	14.5%	20%	35.27%
	IV. Aged	2.5%	4.9%	1.52%	1.5%	1.4%	3%	3.3% ^s
	V. Under 18years	15.7%	28.7%	21.81	20%	18.0%	25%	49.6%
	VI. Pregnant women	2.7%	4.2%	2.36%	2.0%	0.5%	100%	3.46%
10	Number of birth and deaths registered							
	I. Birth (sex)	Records were not available	Records were not available	Male: 1,720 Female: 1,575 Total: 3,295	Male: 1,305 Female: 1,900 Total: 3,205	Male: 1,150 Female: 1,519 Total: 2,669	Male: 1,600 Female: 1,600 Total: 3,200	Male: 1,342 Female: 1,378 Total: 2,720
	II. Death (Sex, age group)	Male: 63 Female: 35 Children: 5 Youth: 6 Adult: 87	Records were not available	Male: 81 Female: 53 Children: N/A¹ Youth: N/A¹ Adult: N/A¹	Male: N/A¹ Female: N/A¹ Children: N/A¹ Youth: N/A¹ Adult: N/A¹	Male: N/A¹ Female: N/A¹ Children: N/A¹ Youth: N/A¹ Adult: N/A¹	Male: N/A¹ Female: N/A¹ Children: N/A¹ Youth: N/A¹ Adult: N/A¹	Male: 24 Female: 30
11	Percent of Population with sustainable access to safe drinking water source							
	I. District	62.7%	63.1%	63.6%	90.0%	84.7%	100%	92.0%
	II. Urban	23.1%	23.3%	23.5%	90.5%	85.6%	100%	89.5%
	III. Rural	39.6%	39.8%	40.0%	55.0%	45.9%	100%	72.4%
12	Proportion of population with access to improved sanitation services							
	I. District	52.1%	54.3%	55.3%	60%	55.3%	100%	89.0%
	II. Urban	17.7%	18.8%	19.5%	50%	45.5%	100%	98.5%
	III. Rural	34.4%	35.5%	35.8%	65%	50%	100%	79.5%
13	Maternal mortality ratio (Institutional)	76.9/100,000	34.8/100,000	36.4/100,000	0	41.9/100,000	0	39.6/100,000
14	Malaria case fatality(Institutional)							
	I. Sex	Male: 0.23% Female: 0.20%	Male: 0.11% Female: 0%	Male: 0.10% Female: 0.12%	Male: 0.01% Female: 0.0%	Male: 0.23% Female: 0.13%	Male: 0% Female: 0%	Male: 0.06% Female: 0.23%
	II. Age group	Children: 0.9% Youth: 0.40% Adult: 0.02%	Children: 0.1% Youth: 0.05% Adult: 0.3%	Children: 0.5% Youth: 0.9% Adult: 0.11%	Children: 0.0% Youth: 0.0% Adult: 0.0%	Children: 0.7% Youth: 0.12% Adult: 0.20%	Children: 0% Youth: 0% Adult: 0%	Children: 0.18% Youth: 0.10% Adult: 0.22%
15	Number of recorded cases of child trafficking and abuse							

	I. Child Trafficking(sex)	Male:3 Female:2	Male: 2 Female: 0	Male: 2 Female:1	Male: 0 Female:0	Male: 2 Female:0	Male: 0 Female: 0	Male: 1 Female: 1
	II. Child Abuse(sex)	Male: 40 Female: 44	Male: 25 Female: 28	Male: 29 Female:29	Male: 10 Female:15	Male: 3 Female:9	Male:0 Female:0	Male:15 Female:12
16	Percentage of road network in good condition							
	Total	35.7%	38.16%	40.5%	75.0%	65.0%	80.0%	75.5%
	Urban	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Feeder	35.7%	38.16%	57.5%	65.0%	63.0%	70.0%	65.4%
17	Percentage of communities covered by electricity							
	I. District	72.7%	76.7%	78.2%	98.0%	94.7%	100%	96.7%
	II. Urban	71.1%	75.9%	95.9%	95.5%	90.5%	100%	93.5%
	III. Rural	1.6%	0.8%	82.9%	98.5%	97.5%	99.5%	98.7%
18	Reported cases of crime							
	I. Men	0	5	3	0	3	0	2
	II. Women	4	3	2	0	1	0	0
	III. Children	2	1	3	0	4	0	1
19	Percentage of annual action plan implement	86.7%	85.5%	90%	100%	82.7%	100%	91.6%
20	Number of communities affected by disaster							
	i. Bushfire		3	5	0	5	0	2
	ii. Floods		222	190	0	5	0	4
DISTRICT SPECIFIC INDICATOR								
Start with under listed Integrated Social Service (ISS) indicator								
1	Number of trainings conducted on ISSOPs	0	0	0	1	1	1	1
2	Proportion of case workers trained in child protection and family welfare	0	0	0	16	15	14	7
3	Number of child violence cases benefitting from social welfare/social services	45	37	19	50	33	40	45
4	Number of children reached by social work/social services	45	37	19	50	33	40	36

5	Number of people reached with child protection and SGBV information	4,279	5,495	5,904	1,500	1,553	2,804	3,604
6	Number of LEAP household members on NHIS	525	678	1,003	7,000	1,070	1,000	1,097
7	Number of households with adolescent girls benefiting from LEAP Programme	826	1,055	1,280	1,280	850	1,297	1,297
8	Number of outreach visits to communities with LEAP households	6	6	6	6	6	6	5
9	Number of referrals received from GHS	0	0	0	10	0	10	1
10	Proportion of referrals receiving adequate follow-up	1%	3%	1%	10%	5%	1%	100%
11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	No	No	No	Yes	Yes	Yes	Yes
12	Number of regional intersectoral monitoring visits	1	1	1	2	1	1	1
13	Number of meetings to discuss integrated services	0	0	0	4	3	1	1
14	Number of girls reached by prevention and care services	4,279	5,495	5,904	1,500	1,553	2,804	3,604
15	Number of CP/SGBV cases referred to other services and followed up	1	3	1	10	5	1	1
16	Number of NGOs, including RHCs, trained	0	0	0	2	2	3	2
17	Number of children in RHCs profiled and reunified	0	0	0	5	3	7	7
18	Proportion of sub-standard RHCs closed	0	0	0	0	0	0	0
19	Number of children placed in foster care	0	0	1	5	3	5	0

20	Proportion of population with access to basic drinking water sources	62.7%	63.1%	63.6%	90.0%	84.7%	100%	92.0%
21	Proportion of population with access to improved sanitation services	52.1%	54.3%	55.3%	60%	55.3%	100%	89.0%
22	Number people in ODF communities	39383	40665	41987	43350	44760	39383	40665

2.6 Underlying Factors of Success or Failure in the Performance of the Indicators

From the data gathered from the various departments, we observed that, the successes and failures encountered were due to certain factors. These have been categorised as success factors and Failure factors.

Success Factors

- Enhanced project/programme supervision
- Regular site inspections
- Improved revenue mobilisation
- Enhanced cooperation of stakeholders
- The use of the Participatory Monitoring and Evaluation Strategy which offered opportunity to the citizens/beneficiaries to participate in the programmes/project implementation processes.
- Engagement of Assembly members in revenue collection

Failure Factors

1. Inability to meet revenue target due to the following reasons.
 - Inadequate Permanent Revenue Staff,
 - High Attrition Rate of Trained Revenue Collectors,
 - Inadequate Logistics (Lack of Dedicated Vehicle for Revenue Mobilisation),
 - Effect of post covid-19 era as many organisations called for rebates or fees waivers.
2. Late or non-release of funds from Central Government especially DACF) leading to inability to implement projects budgeted against the DACF.

3. Inadequate funds for data collection and untimely submission of reports from some decentralized departments.
4. Inadequate logistics (computers, laptops, vehicle) for departments and units.
5. Inadequate and untimely release of funds for implantation activities.

2.7 Implication of the Indicator Results on District Goals and Objectives

- Increased number of people reached with child protection and SGBV information from 2,804 to 3,604. This led to improve condition of children and consequently their performance in education.
- Improved condition of the poor and vulnerable and the number of LEAP household members on NHIS increased from 1,000 to 1,097. This also increased access to quality health services and thus improved the health condition for the poor.
- Reduction in disaster cases as the number of bushfires and flood occurrences reduced from 5 each in 2020 to 2 and 4 respectively in 2021.
- Increased proportion of road network in good condition from 65.0% in 2021 to 75.5% in 2021. This resulted in enhanced business operation, increased private sector investment and reduction in casualties especially motor accidents and road related accidents in the district.
- Increased access to water and sanitation facilities as proportion moved from 55.3% in 2020 to 89% in 2021.
- Reduced hunger and food security as maize, rice and cassava yield increased respectively from 815, 2100; and 8935 in 2020 to 9,200; 3012; and 27,0018 mt in 2021 respectively.
- Increased job creation leading to increase incomes and general prosperity in the district.

2.8 Update on Critical Development and Poverty Issues

This section discusses programs and intervention to protect the vulnerable and the marginalized in the society who are most often considered the poor as well. These interventions are necessary to cushion the target group from socio-economic shocks. The District Planning Unit, together with the Department of Social Welfare and Community Development administer the social interventions in the district. The major social protection interventions in the district are Livelihood Empowerment Against Poverty (LEAP), interventions for the disabled, school feeding programs, Capitation Grant, NHIS, 1D1F, Free SHS and Agricultural programmes.

Table 7: Update on Critical Development and Poverty Issues

Critical Development And Poverty Issues	Allocation (GHC)	Actual Receipt (GHC)	No. of Beneficiaries	
			Targets	Actuals
Free SHS Programme	N/A	N/A	2,100	M- 993 F- 1172 T- 2,165
Capitation Grants	254,900.00	42,934.00	26,000	M- 11,895 F- 15,836 T- 27,731
National Health Insurance Scheme	948,996.00	654,508.82	52,000	M-21,544 F- 30488 T- 52,032
Livelihood Empowerment Against Poverty (LEAP) Programme	575,020.00	575,020.00	12,000	M-131 F-1166 T-1297
One District-One Factory Programme	N/A	N/A	5	5
Planting for Food and Jobs Programme (P)	200,000.00	175,251.79	110	M-81 F-36 T-117
Ghana School Feeding Programme	3,695,139	2,365,671	19,500	M-9580 F-9971 T-19,551
Implementation of Infrastructural for Poverty Eradication Programme	N/A	N/A	5	5
Common Fund for Persons with Disability	500,430.00	271,430.00	37	M-20 F-17 T-37

Scholarships and Bursaries for Needy Students	N/A	N/A	140	M- 62 F - 13 T- 75
Nation Builders Corpse (NABCO)	N/A	N/A	251	M-155 F- 96 T- 251

From Table 7 above, the Assembly implemented seven interventions that geared towards addressing critical development and poverty issues identified in the district within the year under review. In all the interventions, the Assembly was able to meet the target assets and even exceeded the targets for majority of the interventions except the disbursement of Common Fund for Persons with Disability. This failure was due to the non-release of funds from the DACF Secretariat due to effect of the Covid -19 which made it difficult for the Government to mobilise adequate revenue to meet the demands of the various MMDAs. As a results, the number of registered Persons who required support could not all be supported.

To avert this situation, the Assembly has put in place strategies to augment its internally generated funds so that a percentage could be allocated to support Persons with Disability. This will help beef up the base of beneficiaries.

However, the data for the School feeding programme and the Free SHS especially the cost could be obtained from the beneficiary institutions. Accordingly, information on the cost of these flagship programmes are not provided to them. The Assembly therefore recommends that NDPC should take the issue up with the relevant ministries to ensure that the amount of money spent on such interventions are provided to the Assembly through the mother Ministries.

2.8.1 Accountability and Transparent Governance

2.8.1.1 Town Hall Meetings

The Assembly in the year under review organized Public fora to engage its stakeholders and the citizenry to render accounts on the implementation of its Programs and projects. Two town Hall meetings were organized to communicate to the people the implementation of the District plan and budgeting for the year 2021. The total number of participants for the two town hall meeting were Three Hundred and Ninety, out of this number, 235 represent male and 155 represent female.



A chief making contribution during the meeting



Participants for the Town Hall meeting



2.8.1.2 DCE'S ENGAGEMENT

Also the Assembly organized DCE's engagement at the Area Council level which involved a total of forty (40) Communities within the district. the major purposes for this engagement was to account to the people on the 2019 financial performance of the District and action Plan for 2021 and to interact with the Chief and people on developmental issues and show them the projects and programmes he has planned for them in 2021 and solicit for their support.



Other stakeholder's engagements especially the engagement with the media and other development agencies were also organized as part of the Assembly's accountability platforms to the people. Several Radio Sensitization programs were also organized on local Radio Stations in the District namely Shama Radio and Nyansapo FM. The sensitization focused on Assembly Achievements and Revenue Mobilization.

2.8.2 Summary Report on Gender

The Assembly in the year under review embarked on sensitization programmes on Gender based violence issues, gender discrimination against women and girls in decision making and work. Also the Assembly Empowered Equity among the youth.



The Table below gives the break down of participants who were involved the gender activities

Activity	Participants
Sensitization on Gender based violence	Total Participants: 1,455 Number of Male: 709 Number of Female:746
Education to promote gender equality and non-discrimination and equal right	Total Participants: 528 Number of Male: 254 Number of Female:274

2.8.3 Summary Report on Social Protection

The United Nation Children's Fund (UNICEF) in collaboration with the Government of Ghana embarked on Child Protection activities in five selected districts in each of the ten (10) regions. Among the five districts in the Western Region, Shama District was included to undertake the Child Protection activities. For the year 2021, the District Child Protection Team was tasked to work in a total of ten (10) communities with the primary objective of sensitizing traditional authorities, opinion leaders, community members and school children on responsible parenting, drug abuse, child labour, child neglect, safeguarding children from harm both intentional and unintentional, community harmony and cohesion among others. Also the Assembly trained staff and other stakeholders on case management, case reporting and child protection. The number of beneficiaries in the social protection activities were Three Hundred and four

2.8.4 Summary Report on Climate Change

The Assembly in collaboration NADMO distributed 2,207 seedlings. The table below shows the distribution table.

NO.	COMMUNITY / SCHOOL	NUMBER
1	Borkorkorpe Catholic KG/Primary	10
2	Nkwanta Kesedo Methodist Basic School	12
3	Abuesi Methodist Basic 'A' & 'B'	35
4	Aboaadze Catholic Basic 'B'	10
5	Ohiamadwen Da Basic School	20
6	Shama Catholic Basic 'A' 'B' 'C'	75
7	Old Daboase Junction Islamic Basic School	30
8	Abuesi Da Basic 'A' & 'B'	40
9	Supomu Dunkwa Roman Catholic Church	30
10	Nusra Islamic Basic School	20
11	Pentecost Preparatory School Assorko	30
12	Anto Aboso Methodist/D/A KG/PRY	50
13	Supomu Dunkwa Methodist Primary	30
14	Atwerebuanda D/A Basic School	30
15	Beposo D/A Basic 'A' & 'B'	60
16	FKB JHS	25
17	Shama Catholic KG	20
18	Komfoeku Methodist D/A Basic	30
19	Dunkwa Community	100

20	Beposo Community	100
21	Shama Junction Community	150
22	Inchaban New Site Residential Area	400
23	Shama Senior High School	350
24	Individual Pick Ups	350
25	Antseambua community	150
26	Nkwanta Kesedo Community	150
	TOTAL	2,207



Also there was a sensitization on Climate Change through media and community engagement.



As part of Climate Change activities, the Assembly together with NADMO, desilted Eighty-three (83) gutters in the second quarter (**Between 3rd April to 26th June 2021**) of the year under review at some selected communities, specifically Shama, Beposo, Shama junction and Inchaban. Most of the gutters have been observed to be very narrow with high level of sedimentation, a situation that poses a high risk of potential floods during the peak of the raining season.



2.8.5 Road Safety activities

The Assembly in the year under review undertook road safety activities. The mounted No Stopping Sign post and Road blocks from Inchaban to Shama, Inchaban to Aboadze, Inchaban to Dwomo. The Assembly also organized sensitization program for GPRTU Executives on Sensitization Road Safety and Management.



2.8.6 Summary of LED Activities in year 2021

NBSSI/BAC-Shama is a department established by the government of Ghana to enhance the development of Micro, Small and Medium Enterprises (MSMEs) in the Shama District. The BAC set for itself some objectives for the year which included;

- To contribute to the creation of a conducive environment for MSMEs development.
- To facilitate MSMEs access to training and other Business Development Service (BDS).
- To promote the formation of Business Associations/FBOs in the Municipality.
- To provide Advisory and Counselling Services on continuous basis to existing and new clients.

- To provide Extension Service (follow-ups) to clients who are already in business or are improving business performance.
- To facilitate and regulate businesses by helping them register their businesses with RGD.

In the Year under review, the department was able to implement number of activities which included business advisory, counselling and extension services, business enquiries etc. The tables below indicate the various activities implemented in the year under review.

2.8.6.1 Programs Implemented within the Year

S/N	ACTIVITY	OBJECTIVES	TARGET GROUP	VENUE	NO. OF PARTS (MALE)	NO. OF PARTS (FEMALE)	NO. OF PARTS (TOTAL)
1	Kaizen Training for poultry farmers	To train them on how to minimize waste.	Shama Poultry Farmers Association	Hamburg Cinema Shama Junction	11	1	13
2	Annual meeting with business operators in the district	To engage them and address their concerns	All business operators in the district	GES Conference Hall Shama	17	8	25
3	Provision of storage facilities for rice farmers	To reduce post-harvest losses	Rice farmers	Whin Valley	12	5	17
4	Capacity Building for Rice farmers	To reduce occupational risks and increase their productivity	Rice farmers	Rice farmers	10	3	13
5	Provision of Cassava Processing factory	To enable cassava farmers, add value to their goods	Cassava farmers	Beposo Nkran	8	2	10
6	Provision of Cassava Processing machine	To enable cassava farmers, add value to their goods	Cassava farmers	Komfueku	1	4	5
7	Promote the formation of cooperative societies among informal sector operators	To engage them and address their concerns	All local business organizations in District	Districtwide	12	15	27

2.9 Evaluations Conducted, their Findings and Recommendations

In the year under review, two (2) major evaluations were conducted by the Assembly in collaboration with other/ user agencies. The facilities used for the evaluation included CHPS Compound at Komfueku and Yabiw respectively. The details of the evaluation is presented in Table 8 below.

Table 8: Evaluations Conducted

Name of the Evaluation	Policy/Program me/Project involved	Consultants or Resource Persons involved	Methodology Used	Findings	Recommendations
Impact Evaluation (To ascertain whether quality health care was being provided and citizens satisfaction is high) once the two facilities have been equipped and being used by the people	CHPS Compound at Komfueku	DPCU/GHS	<ul style="list-style-type: none"> • Close ended questionnaires • Key Informants Interview • Focus Group Discussions 	<ul style="list-style-type: none"> • The facility is providing quality health services to the people. • People are relieved of high cost of traveling/conveying their sick to Shama township or other communities for health services. • People are 90% satisfied with the availability of the facility as well as the services it provides. • Disability ramp was properly constructed and thus providing equal access to all citizens • Facility has been upgraded to a Clinic due to high patronage. • Main Hall portioned into rooms for dispensary and consultations • There was obvious need for a separate maternity ward for the facility 	<ul style="list-style-type: none"> • The Assembly should ensure regular maintenance of the facility • A separate maternity ward should be constructed to help reduce the high pressure on the facility from pregnant women.
	CHPS Compound at Yabiw	DPCU/GHS	<ul style="list-style-type: none"> • Close ended questionnaires • Key Informants Interview • Focus Group Discussions 	<ul style="list-style-type: none"> • People are relieved of high cost of traveling/conveying their sick to Shama township or other communities for health services. • People are 95.7% satisfied with the availability of the facility as well as the services it provides. • Presence of Disability ramp ensured equal access for all citizens • There is no pressure on the facility as the ODP attendance is below the threshold. 	<ul style="list-style-type: none"> • Main Hall should be portioned into rooms for dispensary and consultations as in the case of the Komfueku project. • There should be more sensitisation for people to visit the facility regularly. • The Area require landscaping

2.10 Participatory M&E Undertaken and Their Results

During the year under review, the Assembly conducted Participatory Monitoring and Evaluation (PM&E). Participatory Monitoring and Evaluation has been adopted by the Assembly for project M&E, where all key stakeholders are directly involved in the M&E design and implementation process. This methodology used helped the Assembly to determine the scope and level of participation and expanded it accordingly. Due to this, the Assembly through the DPCU consciously involved stakeholders in the selection of indicators, data collection, and data analysis, implementation of the findings and dissemination of the results.

It is therefore important to acknowledge that the Assembly engaged extensively all key stakeholders in the monitoring and evaluation of projects. Key among them are the Traditional Authorities, the Media, Assembly members together with Area Council members, market women, NGOs/CSOs, youth associations, beneficiary communities and host institutions and other stakeholders such as council of Elders and Asafo companies. The PM&E helped the DPCU to identify projects that are performing well as well as the critical gaps, as the teams visited all the over 44 physical projects ongoing in the district and implemented by various institutions in the district. At the end of the exercise, a DPCU meeting was held and quality improvement plan developed to maintain the high performing areas/ strengths and to overcome weaknesses identified. In the conduct of the PM&E, we placed emphasis on values such as shared learning, democratic processes, joint decision making, co-ownership, mutual respect and empowerment and above all, value for money.

Indeed, the Assembly observed that the approach is more cost-effective, results –oriented, citizens centered and sustainable than the conventional monitoring system and thus, institutionalized it as an operational methodology for M&E in the District.

Some of the projects that were monitored are enumerated below:

- Continuation and completion of 80 Market Stalls and 3 - Unit Classroom Crèche at Upper Inchaban - Abease
- Construct 1 No 3-unit classroom block with ancillary facilities phase 1 at Essaman
- Construct 1 No 3-unit classroom block with ancillary facilities phase 1 at Assorko
- Construct 1 No 3-unit classroom block with auxiliary facilities at Komfueku
- Construction of Park with Ancillary Facilities at Upper Inchaban
- Construct CHPS compound and Nurses Quarters at Abuesi
- Construction of 100 Bed Capacity Dormitory and Ancillary Facilities for School for the Deaf – Lot 1 at Upper Inchaban

- Construction of 1No. 4-Unit Teachers Bedroom and a Common Kitchen for School for the Deaf – Lot 2 at Upper Inchaban
- Construction of Area Council Office at Abuesi/Aboadze
- Continuation and completion of District Assembly Administrative Block, phase I (Lot 2) at Shama

Table 9: PM&E Conducted

Name of the PM&E Tool	Policy/Programme/ Project involved	Consultants or Resource Persons involved	Methodology Used	Findings	Recommendations
Participatory Rural Appraisal <i>(To enable Assembly collect the needs/development priorities of the various communities, analyse these needs/ realities as the basis for plan preparation, setting of target, preparation of AAPs and , monitoring and evaluating development activities in the various communities)</i>	<ul style="list-style-type: none"> • Preparation of new MTDP 2022 – 2025. • Preparation of Area Councils Actions Plans • Harmonisation of AC²s Plans into preparation of 2022 AAP 	<ul style="list-style-type: none"> • DPCU members • Assembly members • Chiefs/Other Opinion Leaders 	<ul style="list-style-type: none"> • Community Consultation Durbar • Focus Groups Discussion (<i>Community members were divided into groups. (Youth, women, men, aged etc.)</i>) • Each group to identify its challenges and needs in the community • Use of Pair Wise Ranking to conduct Community Needs Identification and Prioritization. Identified needs synchronized and prioritized by the entire community through voting. 	<ul style="list-style-type: none"> • Community has their specific needs though some cut across communities • Communities members were able to identify their needs and prioritize them. • CAP³s were relevant as it will facilitate project selection and implementation. • Communities expectations were met as projects identified would be able to address their development gaps. 	<ul style="list-style-type: none"> • The need to have continues engagements with the communities on the progress of implementation of their needs. • CAPs should constitute the basis for future project selection in the communities • Assembly should harmonise the CAPs into Area Council Plans • ACs Plans should be harmonised into DMTDP 2022 – 2025. • Monitoring and evaluation plans should be prepared for the ACs.

² ACs = Area Councils

³ CAPs = Community Action Plans

<p>Beneficiary Feedback (to collect key community members' views about the quality and impact of various projects ongoing in the district)</p>	<p>Various Projects:</p> <ul style="list-style-type: none"> • School Blocks • CHPS compounds • Football Fields • Toilet Facilities • Roads projects 	<ul style="list-style-type: none"> • DCE • DPCU members • Assembly members • Chiefs • Other Opinion Leaders • Beneficiary/ User Departments • NGOs/CSOs 	<ul style="list-style-type: none"> • Field Visit • Transit walk • Use of Standard Checklist • Focus Group Discussion • Key Informants Interviews 	<ul style="list-style-type: none"> • Forty- Four (44) major projects were monitored • Almost all the GETFUND projects were abandoned due to lack of payment to Contractors • Fifteen (15) projects were 100% completed and are in use • 11 out of the total projects inspected were between 70-90% completion • 6 of the total projects within 50-65% completion • Project is very relevant as it addresses one of the top needs of the community • Facility are easy to maintain and manage • Facility results in reduction of open defecation to nearly 50%. 	<ul style="list-style-type: none"> • All projects with status of completion between from 85% to 99% should be prioritized and completed. • All projects with status of completion below 85%, contractors should be invited for a meeting to discuss the possibility of continuation or otherwise. • All abandoned projects should be terminated, repackaged and award to well-resourced contractors • All projects with retention should be prioritized and paid off. • Management should prepare a Cash Management Plan and Payment Plan for all the outstanding payment for the projects. • All new projects should be advertised and awarded without further delay. • All completed projects should be commissioned and handed over to the beneficiaries.
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2.11 THE WAY FORWARD (Key Issues, Recommendations and Conclusions)

2.11.1 Introduction

This Chapter highlights some of the key challenges that hindered the operations of the District especially in the delivery of social services to the citizens and key recommendations made to remedy the situation and improve performance in subsequent years. It also provides a conclusion to the report.

2.11.2 Key Issues Addressed

Some of the major development issues that were addressed during the year under review are enumerated as follows:

1. Inadequate involvement of community representatives, and other key stakeholders in project implementation was conveniently addressed by decentralizing the engagement to Area Council level.
2. Project Resuscitation Meeting. A meeting with contractors to streamline the continuation and completion of forestalled projects.
3. Improved projects/programmes execution. This was addressed through enhanced site visits, site meetings and community involvement in the implementation and management of projects.
4. Avoiding of delays in implementation of projects/programmes. This has been partially addressed as the Assembly resolved to tackle projects that it could conveniently complete with the limited funding challenge in view.
5. Internal Revenue Mobilisation weaknesses. NABCO personnel are properly trained and bonded to collect revenue on commission basis. This team have been empowered to vigorously pursue IGF mobilisation in the 2021. Members of the IGF task force are also trained to ensure effective control and monitoring of the collection and reporting of revenue collected.
6. Inauguration and training of members of the Substructures. The Assembly took pragmatic steps to ensure that the district sub structures are well positioned to discharge their mandate effectively. After the training, the Assembly took a decision to delegate its role of collecting market tolls and property rates to the Unit Committees and pursue the construction of the Area Council Offices.
7. Improved Sanitation especially along the coastal towns/communities in the district and this has improved a great deal in the year under review. The District is being supported to organize competition in the various communities to award best clean communities. This project is funded

by the Jubilee Partners and implemented by OICI, an International NGO. Through this project, the level awareness about the dangers of poor sanitation along the beaches has improved tremendously and communities are taken serious steps to ensure that their communities are clean.

8. All the children in homes under the care of Social Welfare have been enrolled in schools.

2.11.3 Key Issues Yet to be Addressed

The following issues continue to present challenges that impede the effective execution of the mandate of the Assembly:

1. Inefficient management of welfare homes due to inadequate qualified staff strength of the home.
2. Delays in the release of Central Government funds and continuous deduction at source.
3. Inability to meet IGF targets due to under performance of the IGF Unit due to inadequate capacity of staff and logistics.
4. Dealing with abandoned projects especially GET Fund Projects
5. The lack of dedicated project vehicle to be used for monitoring and supervision of projects.
6. Inadequate central refuse containers for effective waste management.
7. Lack of District final waste disposal site.
8. Most Day Care Centers have untrained attendants.
9. Some of the schools have poor sanitary conditions in and around the classrooms.
10. Majority of beneficiaries of Disability Funds have put into good use the items they requested for and are benefiting judiciously.
11. A few of the beneficiaries could not use their items received due to the low quality and even one knitting machine given to one beneficiary broke down on the same day the item was received and cannot be repaired.

2.11.4 Recommendations

The following are recommended as measures to ensure the effective functioning of the Assembly to be able to discharge its mandates:

1. The home should employ a Social Worker and secretary/receptionist to manage the day to day administrative activities of the home.

2. A pre-monitoring exercise should be carried out periodically before vetting of applicants to receive support to enable the committee makes well informed decisions of the actual needs assessment of the beneficiary.
3. The Department of Social Welfare should ensure that selected beneficiaries bring application letters and are also registered on the album.
4. The Assembly should equip the District Planning Unit, which serves as the secretariat to the DPCU with logistics such as computers, printers, scanners and other accessories necessary to aid in the effective execution of their mandate particularly data storage, analysis, retrieval and reporting. Management of the Assembly has planned to equip the DPCU to enable it carry out effective monitoring of projects and programmes.
5. Extension services should be intensified to more farmers. Simple farm machinery should be available at moderate prices.
6. There should be government policy to protect agricultural farmlands.
7. The need for Government to look at the possibility of developing agricultural farmlands for farmers.
8. Management should make adequate funding available to the DPCU for the collection of adequate and realistic base line data for the assessment of all district indicators.
9. The Assembly should stake steps to improve the infrastructural and institutional capacity of sub-district structures to enhance their operations. They could also be leveraged to enhance revenue generation.
10. The District Assembly has constituted the IGF Working Group (IGF WG) and empowered to help raise more funds/IGF for the Assembly. The IGF WG will develop a realistic revenue data base, revalue properties in the district, intensify tax education, effectively co-ordinate revenue mobilization efforts, promote orderly development of physical structures, gazette and enforcement its bye-law and effectively supervise and monitor/evaluate revenue collection to ensure increased internally generated revenue.
11. Consideration for the reduction of amount on DACF from source.
12. The need for timely disbursement of DACF to the MMDAs.
13. The need for the Ministry to issue directives to the Registrar General Department and GRA to furnish the Assemblies with the list of companies to enhance IGF capacity of the Assemblies.

14. Consideration of assessment of impact of climate change and impact of LEAP in the questionnaires.
15. The need to review the charges on gazetting of fee fixing resolution and by laws by giving lower and upper limits.
16. The need to tie the salary validation to biometric clock in- clock- out system for all MMDAs.
17. The need to introduce a reward system to augment the PMS across all MMDAs.
18. Timely release of capitation and GoG funds to support administration of schools.
19. Urgent replacement and recruitment of non-teaching staff such as drivers, cleaners, watchmen and labourers for the Directorates, Senior High Schools and Special Schools.

2.12 Conclusion

The year 2021 has seen a very impressive performance than the year 2020 as due to the review of strategic decisions and programme implementation strategies. The result of the Coronavirus (Covid-19) pandemic that engulfed the entire Nation, brought ingenuity, innovation and strategic thinking in the implementation of programmes and projects and this culminated into judicious use of resources, time and space particularly achieving value for money. This led to general reduction in poverty, crimes and vulnerability levels; improved access to health and education and growth in business and investment attraction and enhancement of the revenue capacity of the Assembly.

However, the continuous deductions of District Assemblies Common Fund (DACF) at source and the delay in release of the same is posing as a great threat and a source of worry to the district as it affects timely and quality programmes and projects implementation and delivery of tasks on schedules. The Assembly could have implemented all the projects in its 2021 AAP but this could not be achieved due to the unfortunate delays in the release of funds and the cutting down of funding quota in order to make room for more funds to tackle the outbreak of the Coronavirus Pandemic.

Citizens engagement was a challenged due to the government's restrictions owing to the Covid-19 Pandemic which resulted in the limitation of most activities especially thorough engagement of citizens. Due to the above also, some departments did not receive government subventions to enable them run their offices, particularly, the third and fourth quarters.

Going forward, the low capacity of the District Assembly in revenue mobilisation needs to be improved in order to increase the amount of money collected so that service delivery could be improved and support to various department enhanced.

As the Assembly puts in pragmatic strategies to mobilise more revenue internally to service most of its programmes and projects in the coming year, it is also expected that more resources would be made available to the District Assembly by the Central Government.

The Assembly has identified innovation ways of raising funds through proposal writing and this is beginning to yield impressive dividends.

We therefore called for the fullest cooperation of all our stakeholders in order to achieve our goals of delivery quality health, education and water services to our citizens, and improve the general well-being of the people we serve.