

# CENTRAL REGIONAL COORDINATING COUNCIL



## 2019 ANNUAL PROGRESS REPORT

## TABLE OF CONTENT

CONTENT	PAGE
CHAPTER ONE .....	1
1.0 INTRODUCTION.....	1
1.2 M&E REPORT FOR (TIME PERIOD).....	1
1.3 PURPOSE OF THE MONITORING AND EVALUATION FOR 2019.....	1
1.4 PROCESSES INVOLVED IN CONDUCTING THE M&E.....	2
1.5 STATUS OF IMPEMENTATION OF DMTDPS (REGIONAL AVERAGE)..	2
1.6 CHALLENGES ENCOUNTERED IN IMPLEMENTATING MONITORING AND EVALUATING THE PLAN.....	5
1.7 CHALLENGES ENCOUNTERED IN THE PREPARATION OF THE REPORT	6
2.0 ASSESSMENT OF PERFORMANCE INDICATORS.....	6
 CHAPTER TWO	
MONITORING AND EVALUATION ACTIVITIES REPORT	
3.0 PROJECTS AND PROGRAMMES.....	20
3.1 PROGRAMMES IN THE REGION.....	21
4.0 FUNDING SOURCES AND DISBURSEMENT.....	24
5.0 ASSESSMENT OF STAFF STRENGTHS OF REGIONAL COORDINATING COUNCILS AND DECENTRALISED REGIONAL DEPARTMENTS.....	28
6.0 CRITICAL DEVELOPMENT AND POVERTY ISSUES IN 2019.....	52
 CHAPTER THREE	
7.0 THE WAY FORWARD.....	54

## **LIST OF ABBREVIATIONS AND ACRONYMS**

A.E.E	AJUMAKO ENYAN ESSIAM
CAPEX	CAPITAL EXPENDITURE
CHP	COMMUNITY-BASED HEALTH PLANNING
D/A	DISTRICT ASSEMBLY
DACF	DISTRICT ASSEMBLY COMMON FUND
DDF	DISTRICT DEVELOPMENT FACILITY
GoG	GOVERNMENT OF GHANA
GSCSP	GHANA SECONDARY CITIES SUPPORT PROGRAMME
GSFP	GHANA SCHOOL FEEDING PROGRAMME
GSOP	GHANA SOCIAL OPPORTUNITY PROJECT
IGF	INTERNALLY GENERATED FUND
IPEP	IMPLEMENTATION OF INFRASTRUCTURAL FOR POVERTY ERADICATION PROGRAMME
JHS	JUNIOR HIGH SCHOOL
K.E.E.A	KOMENDA EDINA EGUAFO ABREM
LEAD	<b>LEADERSHIP, EDUCATION, ACCOUNTABILITY AND DEVELOPMENT</b>
LEAP	LIVELIHOOD EMPOWERMENT AGAINST POVERTY
LI	LEGISLATIVE INSTRUMENT
MAG	MODERNISING AGRICULTURE
M&E	MONITORING AND EVALUATION
MMA <sub>s</sub>	METROPOLITAN AND MUNICIPAL ASSEMBLIES
MMDA	METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLY
MP's CF	MEMBER OF PARLIAMENT'S COMMON FUND
MSHAP	<b>MULTI-SECTORAL HIV/AIDS PROGRAMME</b>
MTNDPF	MEDIUM TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK
NABCO	NATION BUILDERS CORPS
NADMO	NATIONAL DISASTER MANAGEMENT ORGANISATION
NDPC	NATIONAL DEVELOPMENT PLANNING COMMISSION
NEIP	NATIONAL ENTREPRENEURSHIP AND INNOVATION PLAN
NHIS	NATIONAL HEALTH INSURANCE SCHEME

PWD's CF	PERSONS WITH DISABILITY'S COMMON FUND
RCC	REGIONAL COORDINATING COUNCIL
RPCU	REGIONAL PLANNING COORDINATING UNIT
SHS	SENIOR HIGH SCHOOL
SRWSP	SUSTAINABLE RURAL WATER AND SANITATION PROJECT
TAMDA	TWIFO ATTI MORKWA DISTRICT ASSEMBLY
UDG	URBAN DEVELOPMENT GRANT
U.D.W	UPPER DENKYIRA WEST
UNFPA	UNITED NATIONS POPULATION FUND
UNICEF	UNITED NATIONS CHILDREN'S FUND
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 THE REGIONAL PROFILE**

The Central Region is one of Ghana's Sixteen (16) administrative regions. It shares common boundaries with Western Region on the west, Ashanti and Eastern Regions on the north, and Greater Accra Region on the east. On the south is the 168 kilometres length Atlantic Ocean (Gulf of Guinea) coastline. It occupies an area of 9,826 square kilometres or 4.1 per cent of Ghana's land area.

The region has Twenty two (22) Metropolitan/Municipal/District Assemblies (MMDAs). This comprises of One (1) Metropolitan Assembly, Seven (7) Municipal Assemblies and Fourteen (14) District Assemblies with a projected population of 2,563,228 as at 2019. (GSS Population Projection 2019)

#### **1.2 M&E REPORT FOR (TIME PERIOD)**

This report covers the year 2019 and it is the second assessment of the progress on the current Medium Term National Development Policy Framework – An agenda for Jobs: Creating Prosperity and Equal Opportunities for All (2018 – 2021). The report has been prepared based on the region's performance in indicators observed over the period through Monitoring and Evaluation.

#### **1.3 PURPOSE OF THE MONITORING AND EVALUATION FOR 2019**

The Local Governance Act 2016 (Act 936), section 188 mandates the Regional Coordinating Council to monitor, coordinate and evaluate the performance of the District Assemblies in the region.

Against this background, the Regional Coordinating Council prepared the 2019 Regional Annual Progress Report based on the performance of the region in the implementation of the current Medium Term National Development Policy Framework (MTNDPF). The adopted indicators have been assessed against set targets in the implementation of key policies and programmes in the MTNDPF - Agenda for Jobs.

The M & E for the stated period aimed at the following:

- To ensure that projects and programmes are implemented as planned
- To measure the level of achievements of the Region in the MTNDPF – Agenda for Jobs (2018-2021) targets
- To provide a clear picture of how the region is performing and enable stakeholders at the national level such as the Ministry of Planning, the National Development Planning Commission etc. to formulate policies and make decisions to further improve the lives of the people in the region.

- To enable Development Partners to assess the performance of the region in relation to projects and programmes they are supporting.
- To identify challenges which are likely to affect the achievement of the Region's goals and objectives under the Agenda for Jobs (2018-2021) and make recommendations.

#### **1.4 PROCESSES INVOLVED IN CONDUCTING THE M & E**

To ensure quality M&E and its reporting, a number of processes were used;

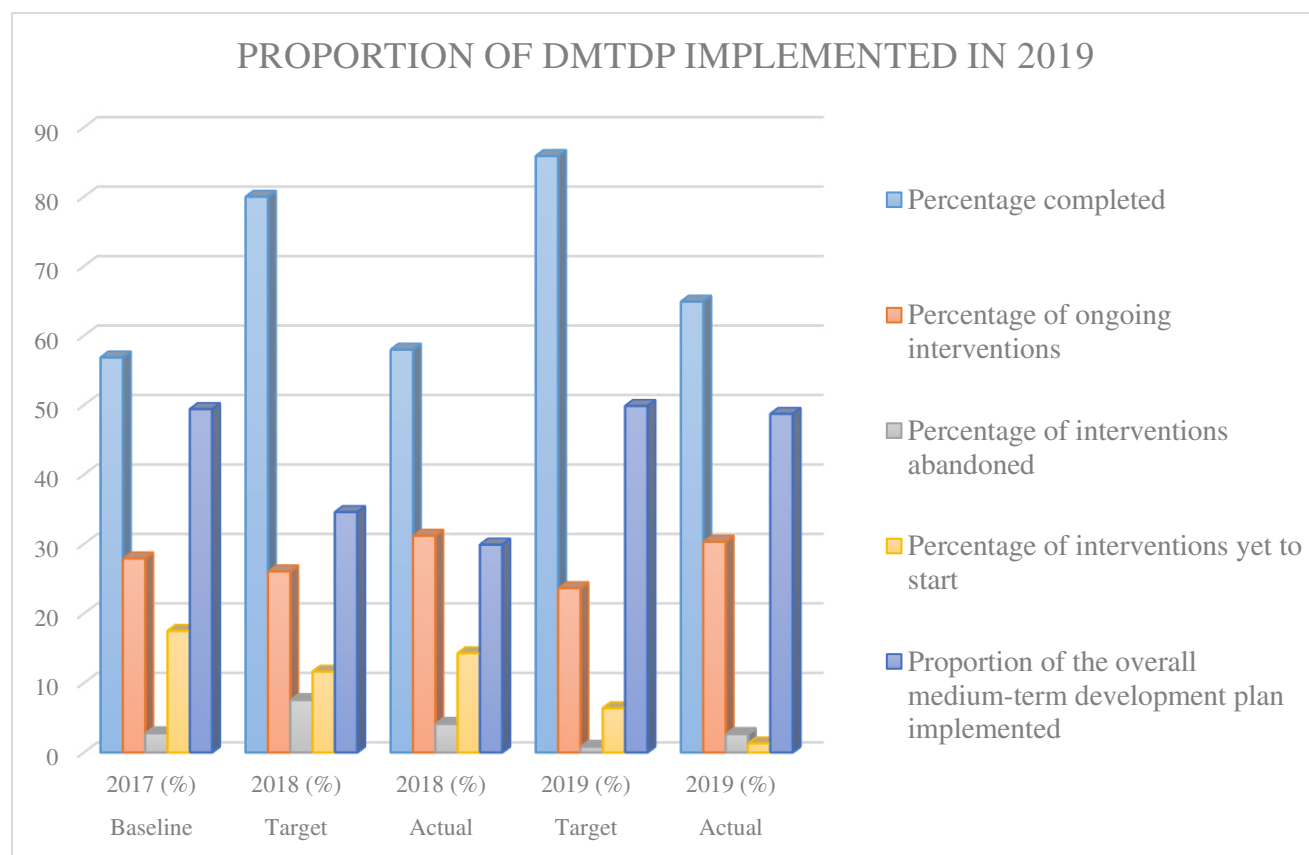
- Indicators were discussed by members of the RPCU.
- Indicators and reporting format were issued out to all departments, units and agencies.
- Data was gathered from Departments and Agencies (DAs) and MMDAs' Annual Progress reports.
- Data received from the Departments and Agencies was validated through follow up calls by the RPCU Secretariat.
- The document was reviewed by some selected RPCU members.

#### **1.5 STATUS OF IMPLEMENTATION OF DMTDPs (REGIONAL AVERAGE)**

**Table 1: PROPORTION OF DMTDP IMPLEMENTED IN 2019**

Indicators	Baseline	Target	Actual	Target	Actual
	2017 (%)	2018 (%)	2018 (%)	2019 (%)	2019 (%)
<b>1. Proportion of the annual action plans implemented</b>					
<b>a. Percentage completed</b>	56.86	80.00	57.99	85.86	64.9
<b>b. Percentage of ongoing interventions</b>	27.93	26.07	31.2	23.65	30.35
<b>c. Percentage of interventions abandoned</b>	2.76	7.55	4.12	0.83	2.65
<b>d. Percentage of interventions yet to start</b>	17.51	11.65	14.29	6.38	1.31
<b>2. Proportion of the overall medium-term development plan implemented</b>	49.44	34.61	29.92	49.89	48.74

Fig. 1: Proportion of DMTDP Implemented in 2019



### COMPLETED PROJECTS

From the graph, it can be observed that the percentage of projects completed in the region for 2019 stood at 64.9% as against a targeted percentage of 85.86% in 2019. Comparatively, there was proportionate increase of 6.91% against 2018. There has been an increase in the percentage of projects completed from 2017 to 2019 even though the targets set were not reached. Districts should be encouraged to set achievable targets going forward. Districts are beginning to draw their attention to completing old projects before awarding new ones.

### ON-GOING PROJECTS

For the percentage of ongoing projects, the baseline data for 2017 was obtained from 15 districts out of the then 20 Districts. The actual percentage of on-going projects for 2018 was 31.2% for 21 districts while that of 2019 was 30.35% for all 22 Districts. This implies that a number of on-going projects had decreased by 0.85% which reflected on more projects being completed.

### ABANDONED PROJECTS

On an average, 19 Districts provided information on the percentage of abandoned interventions in their Assemblies. Even though in 2019 MMDAs did not achieve their target of 0.83%, there has been a 1.47% decrease in actual abandoned projects as compared with 2018. This is an indication

that MMDAs are focusing on getting their abandoned projects completed before initiating new ones.

#### PROJECTS YET TO COMMENCE

All 22 districts provided information which represented an average percentage of 1.31% in the year 2019 as against 14.29% in 2018. It can be observed from the graph that there has been a significant reduction in the percentage of yet to start interventions from 2017 to 2019 ie. 17.51% to 1.31%. This implies that MMDAs are now reducing the number of projects and programmes planned for the year in order to be able to implement all by the end of the year.

#### OVERALL MEDIUM-TERM DEVELOPMENT PLAN IMPLEMENTED

The overall proportion of the Medium Term Development Plan implemented was 29.92% on the average, out of the 21 Districts that provided data for 2018. However, all 22 Districts provided data for 2019.

Even though the target of 49.89% for 2019 was not met, there was an increase in the actual proportion of the overall Medium-Term Development Plan implemented being 48.74% as compared to the 2018 proportion of 29.92%. This suggests that MMDAs are placing importance on implementing their MTDP.

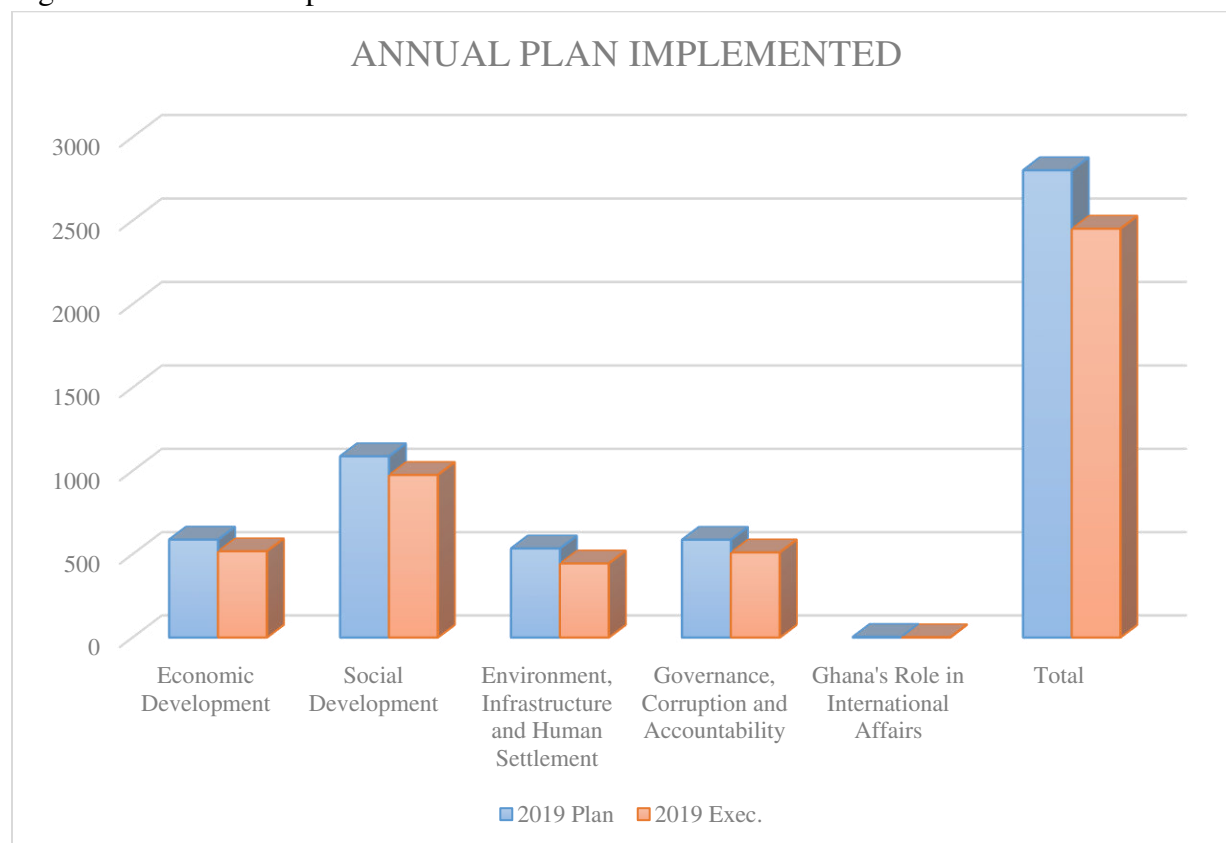
**Table 2: DETAILS ON THE ANNUAL PLAN IMPLEMENTED**

S/N	Development Dimension	2019	
		Plan	Exec.
1	ECONOMIC DEVELOPMENT	588	518
2	SOCIAL DEVELOPMENT	1,088	976
3	ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT	535	445
4	GOVERNANCE, CORRUPTION AND ACCOUNTABILITY	587	511
5	GHANA'S ROLE IN INTERNATIONAL AFFAIRS	4	2
	Total	2,802	2,452

*Source: MMDAs Annual Progress Report*



Fig. 2: Annual Plan Implemented for 2019



From the graph, it can be observed that a total of 2,802 projects and programmes were planned by the MMDAs in the region. Out of the number, 2,452 were executed representing 87.51%. Out the 1,088 planned projects and programmes under Social Development, 976 were implemented representing 89.7% being the highest. This is followed by Economic Development (88.1%), Governance, Corruption and Accountability (87.05%), Environment, Infrastructure and Human Settlement (83.18%) and Ghana's Role in International Affairs recording the least implementation of 50%.

## 1.6 CHALLENGES ENCOUNTERED IN IMPLEMENTATION, MONITORING AND EVALUATION OF THE PLAN.

Generally, these are some of the challenges encountered by the MMDAs in implementing their plan.

- Inadequate and untimely release of funds for implementation of activities
- Inadequacy of logistics for effective M&E
- Deplorable nature of roads posed a challenge in monitoring of projects
- Weak collaboration between Central Administration, other Departments of the Assembly and key stakeholders
- Low functionality of Sub-district structures
- National and Regional programmes sometimes interrupted the implementation of the plan

- Natural occurrences make it difficult to implement certain projects and to achieve targets, for instance rainstorms, floods, pests and diseases
- Inadequate personnel and expertise for the implementation of programmes and projects to achieve required targets

## 1.7 CHALLENGES ENCOUNTERED IN THE PREPARATION OF THE REPORT

A number of challenges were encountered in the preparation of the report and they include;

- Difficulty in obtaining information from some Regional Departments and Agencies.
- Data could not be sought on the two newly created Districts from the various Regional Departments.
- Financial data could not be obtained from some of the Regional Departments and Agencies because they claimed the information could only be acquired from their national office.
- Five (5) Departments and Agencies did not provide information according to the template discussed with them.
- About half of the MMDAs in some cases left blank spaces in the data they provided making it difficult to compute the regional average.

## 2.0 ASSESSMENT OF PERFORMANCE INDICATORS

**Table: 2.1**

	Indicator (Categorized by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual	Target	Actual
	<b>ECONOMIC DEVELOPMENT</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
<b>1.</b>	<b>Total output in agricultural production</b>					
	i. Maize	199,192.50		244,652.28		285,654.93
	ii. Rice (milled)	3,378.50		4,967.86		9,502.56
	iii. Cassava	2,567,627.05		2,715,252.70		3,058,800.90
	iv. Yam	19,281.20		22,420.67		23,261.31
	v. Cocoyam	44,672.20		57,424.05		59,404.74
	vi. Plantain	215,487.48		265,579.15		280,410.45
	vii. Cattle	8,550		41,183		41,236
	viii. Sheep	138,163		192,180		192,565
	ix. Goat	134,652		551,370		552,862
	x. Pig	48,252		46,213		47,156
	xi. Poultry	289,369		2,651,861		2,672,708
<b>2.</b>	<b>Percentage of arable lands</b>			<b>40</b>		<b>40</b>

<b>3.</b>	<b>Number of new industries established</b>					
	i. agriculture					
	ii. industry					
	iii. service					
<b>4.</b>	<b>Number of new jobs created</b>					
	• Agriculture					
	• Industry					
	• Service					

Source: Regional Agriculture Directorate

The above table shows data on the Total output in agricultural production and Percentage of arable lands.

Although the Regional Department did not set target for years provided, there was significant increase in the total output in agricultural production for maize, rice (milled), cassava, yam, cocoyam, plantain, cattle, sheep and goat over the three year period. (ie 2017, 2018 and 2019).

This according to the Department is as a result of the Planting for Food and Jobs programme and awareness creation.

This was however, not the case for the total output for Pig and Poultry as it decreased in 2018 as compared to 2017 but increased in 2019.

**Table: 2.2**

<b>ASSESSMENT OF PERFORMANCE INDICATORS</b>						
	<b>Indicator (Categorized by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Net enrolment ratio</b>					
	• Kindergarten	80.9%	79.3%	80.9%		80.9%
	• Primary	100.7%	96.7%	100.7%		98.9%
	• JHS	57.1%	57.8%	57.1%		57.5%
2.	<b>Gender Parity Index</b>					

	• Kindergarten	1.04	1.01	1.04		1.04
	• Primary	1.03	1.00	1.03		1.03
	• JHS	1.04	0.97	1.04		1.06
	• SHS	0.98	0.98	0.98		0.97
3.	<b>Completion rate</b>					
	• Kindergarten	109.7%	120.1%	109.7%		110.2%
	• Primary	118.2%	111.3%	118.2%		121.9%
	• JHS	93.8%	81.5%	93.8%		94.3%
	• SHS	58.1%	18.6%	58.1%		60%

Source: Regional Education Directorate

This table shows data on Net Enrolment Ratio, Gender Parity Index and Completion rate. From the table, it can be observed that the Net Enrolment Ratio for Kindergarten stood at 80.9% over the three-year period (ie. 2017, 2018 and 2019).

For Primary Net Enrolment Ratio, the region recorded 100.7% in 2018 which exceeds the set target of 96.7% but decreased to 98.9% in 2019.

In 2018, the region recorded 57.1% which is a decline in their set target of 57.8% for JHS Net Enrolment Ratio. This however increased to 57.5% in 2019.

Under Gender Parity Index, the region has over the years (2017 – 2019) recorded more females than males from Kindergarten to JHS as compared to the ratio in SHS where the males are more than the females. Stating the reasons for the decrease in the number of females in SHS, the Regional Education Directorate enlisted pregnancy, lack of interest to aspire for higher education among others.

The actual completion rate for Primary, JHS and SHS increased by 6.9%, 12.3% and 39.5% respectively in relation to the 2018 target. However the actual completion rate for Kindergarten decreased by 10.4% for the same year.

Furthermore, there was an increment in the actual completion rate for 2019 for Kindergarten, Primary, JHS and SHS of 0.5%, 3.7%, 0.4% and 1.9% respectively as compared to their 2018

actual completion rate. This according to the Regional Education Directorate can be attributed to Government's Capitation Grant, School Feeding Programme and Free SHS policies.

**Table: 2.3**

<b>ASSESSMENT OF PERFORMANCE INDICATORS</b>						
	<b>Indicator (Categorized by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Number of operational health facilities</b>					
	• CHPS Compound	346	580	364		377
	• Clinic	62		63		56
	• Health centre	70		72		69
	• Hospital	29		31		32
2.	<b>Maternal mortality ratio (Institutional)</b>	129.1	140	125.83 (85)	125	104 (70)
3.	<b>Malaria case fatality (Institutional)</b>					
	i. Sex					
	Male	0.16		0.12		0.08
	Female	0.16		0.07		0.06
	ii. Age group					
	Under Five (5) years	0.15	0.2	0.12	0.2	0.07
	Above Five (5) years	0.16	0.2	0.08	0.2	0.07

Source: Regional Health Directorate

This table shows data on number of Operational Health Facilities, Maternal Mortality Ratio (Institutional) and Malaria case fatality (Institutional).

The number of Operational Health Facilities in the region increased for CHPS Compound, Clinics, Health Centres and Hospitals by 18, 1, 2 and 2 respectively in 2018 as compared to that of 2017. In 2019, the number of Operational CHPS Compound and Hospitals increased by 13 and 1 respectively, however the number of Operational Clinics and Health Centres decreased by 7 and 3 respectively as compared to that of 2018.

The reason for the decrease in the number of Operational Clinics was as a result of the closure of some privately owned clinics by the owners. With regards to the Health Centres, some of them were upgraded to Polyclinic status resulting in the reduction of Operational Health Centres in the region.

There was a continuous decline in maternal mortality ratio (institutional) from 129.1 in 2017 to 125.83 (85) in 2018 and further to 104 (70) in 2019. According to the Regional Health Directorate, the reasons for the decline were improved maternal health care services and regular ante-natal care. Similarly, malaria case fatality (institutional) decreased continuously over the three year period.

The reasons given by the Regional Health Directorate were mass distribution of treated mosquito nets, continuous education on malaria prevention and improved malaria case management.

**Table: 2.4**

<b>ASSESSMENT OF PERFORMANCE INDICATORS</b>				
	<b>Indicator (Categorized by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018
1.	<b>Proportion of population with valid NHIS card</b>			
	• Total	660,818 (26.65%)	932,814 (37%)	771,410 (34.26%)
	Estimated Regional Active Membership for the categories below only (Excluding SSNIT Contributors & SSNIT Pensioners)			
	Total (by sex)			
	Male	268,483 (10.82%)		270,061 (10.71%)
	Female	403,784 (16.28%)		395,120 (15.67%)
	• Indigents	6,716 (0.27%)		3,455 (0.13%)
	• Informal	215,366 (8.68%)		222,679 (8.83%)
	• Aged	40,760 (1.64%)		36,494 (1.44%)

	• Under 18 years	348,245 (14.04%)		345,424 (13.70%)
	• Pregnant women	61,180 (2.46%)		57,129 (2.26%)

Source: Regional National Health Insurance Authority (2018)

The data in the table above shows the proportion of the population in the region with valid NHIS card and those who are active members. The proportion of the population with valid NHIS card increased by 7.61% from 2017 to 2018. However, there was a decline in the percentage of some category of the population with active membership in 2018 compared to that of 2017. The category include total female active members, indigents, the aged, under 18 years and pregnant women. This reduction could be due to apathy developed by this category of the population towards the scheme due to some challenges they encounter when accessing healthcare with the NHIS card.

**Table: 2.5**

<b>2019 Estimated Population= 2,563,228</b>			
	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>
	<b>2018</b>	<b>2019</b>	<b>2019</b>
<b>Total Membership( By sex)</b>	771,410	1,025,291	894,148 (35% of 2019 Population)
	Male = 310,107		
	Female = 461,303		
<b>Indigents</b>	37,981	53,828	18,501
<b>Informal</b>	222,679	0	265,267
<b>Aged</b>	36,494	0	41,437
<b>Under 18</b>	174, 158	0	383,557
<b>Pregnant Women</b>	57,129	0	53,550

Source: Regional National Health Insurance Authority (2019)

According to the NHIA, the figures are provisional, teased out from the 2018 & 2019 Operational Reports.

**Table: 2.6**

	<b>Indicators (Categorised by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Number of births and deaths registered</b>					
	• Births (sex)	57,549	75,063	63,134	76,216	70,396

	Male Female			32,052 31,082		36,046 34,350
	• Death (sex)	4,281	28,110	4,551	28,110	4,819
	Male Female			2,352 2,199		2,465 2,354
	(Age group)					
	➤ Below 20yrs			145		153
	➤ 20-34yrs			426		463
	➤ Above 34 yrs			3,980		4,203

Source: Regional Births and Deaths Office

The table above provides data on the number of births and deaths registered. It can be observed from the table that the number of births and deaths increased consistently over the three year period. (2017, 2018 and 2019).

5,585 more births were registered in 2018 as compared to that of 2017. Additionally, 7,262 more births were registered in 2019 as compared to that of 2018.

On the other hand, 270 more deaths were registered in 2018 as compared to that of 2017. In 2019, 268 more deaths were registered as compared to that of 2018.

**Table: 2.7**

ASSESSMENT OF PERFORMANCE INDICATORS						
	Indicator (Categorized by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual	Target	Actual
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Percentage of population with sustainable access to safe drinking water sources</b>					
	• District	70.55%	83.76%	76.45%	70.55%	69.30%
	• Urban	74.09%	81.1%	77.54%	50.74%	50.57%
	• Rural	54.84%	68.27%	57.35%	52.95%	51.07%
2.	<b>Proportion of population with access to improved sanitation services</b>					



• District	33.53%	44.21%	36.35%	45.80%	40.16%
• Urban	30.55%	41.49%	32.58%	32.54%	30.03%
• Rural	21.98%	33.65%	24.88%	31.31%	27.82%

Source: MMDAs Annual Progress Report

The table above provides the regional averages on the percentage of the population in the region with access to safe drinking water sources and improved sanitation services. For the population in the district with sustainable access to safe drinking water sources, Sixteen (16), Seventeen (17) and Fifteen (15) MMDAs provided data on baseline, target and 2018 actual respectively.

In respect of Urban population with sustainable access to safe drinking water sources, Thirteen (13), Fourteen (14) and Twelve (12) MMDAs provided data on baseline, target and 2018 actual respectively.

For rural population with sustainable access to safe drinking water sources, Fifteen (15), Sixteen (16) and Fourteen (14) MMDAs provided data on baseline, target and 2018 actual respectively.

On proportion of district and rural population with access to improved sanitation services, Sixteen (16) MMDAs provided data on the baseline while Seventeen (17) MMDAs provided data for both target and actual for 2018.

For 2019, Six (6) Districts did not provide data on either district, urban or rural for the percentage of population with sustainable access to safe drinking water sources. Similarly, Five (5) Districts did not provide data on either district, urban or rural for the proportion of population with access to improved sanitation services. This made it difficult to compute the regional average.

It is observed from the table that, regional averages for both indicators increased in 2018 by at least 3% compared to that of 2017 although the target was not achieved. This increase in the regional average is due to efforts being made by the region to extend potable water to communities without access to it and also to be Open Defecation Free (ODF) by June, 2019.

In 2019, there was a decline in percentage of population with sustainable access to safe drinking water sources for district, urban or rural as compared to that of 2018. However, there was an increase in the proportion of population with access to improved sanitation services for district and rural as compared to that for 2018. On the other hand, there was a decline in the proportion of population with access to improved sanitation services for rural in 2019 as compared to 2018.

**Table: 2.8**

ASSESSMENT OF PERFORMANCE INDICATORS						
	Indicator (Categorized by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual	Target	Actual
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Percentage of population with sustainable access to safe drinking water sources</b>					
	• District					
	• Urban	54.68%	60.00%	57.80%	70.00%	62.77%
	• Rural	64.46%.		64.24%		63.80%

Source: Regional Office of Ghana Water Company Limited and CWSA

The table provides data on the percentage of population with sustainable access to safe drinking water sources for Urban and Rural areas in the region.

For Urban, the percentage of population with sustainable access to safe drinking water sources increased from 54.68% in 2017 to 57.80% in 2018 and 62.77% in 2019.

However, for Rural, the percentage of population with sustainable access to safe drinking water sources decreased from 64.46% in 2017 to 64.24% in 2018 and further decreased to 63.80% in 2019.

The 2019 rural water coverage represents a reduction of 0.44% when compared to the water coverage of 64.24% for the same period in 2018. This reduction is as result of population increase and the inability to bring closure to the AF-IDA-SRWSP, but the water coverage is expected to increase significantly in 2020 as a result of completion of the same project.

**Table: 2.9**

ASSESSMENT OF PERFORMANCE INDICATORS						
	Indicator (Categorized by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual	Target	Actual
	<b>SOCIAL DEVELOPMENT</b>	2017	2018	2018	2019	2019
1.	<b>Number of recorded cases of child trafficking and abuse</b>					
	i. Child trafficking (sex)	Cases: 5		Cases: 6		Cases: 6

		Male: 22 Female: 20		Male: 37 Female: 23		Male: 9 Female: 6
	ii. Child abuse (sex)			Cases: 7 Male: 4 Female: 3		1
	Crimes perpetrated against children					302
2.	<b>Reported cases of crime</b>					
	i. Men (complainants)	627	706	706		
	ii. Women (complainants)	2,832	2,762	2,762		
	iii. Children (victims)	100	220	220		
	<b>GOVERNANCE, CORRUPTION AND ACCOUNTABILITY</b>					
3.	<b>Percentage of annual action plan implemented</b>	80.59%	38.47%	82.13%	95.36%	82.48%

SOURCE: Regional Police Command & MMDAs Annual Progress Report

The table provides data on the number of recorded cases of child trafficking and abuse, reported cases of crime and percentage of annual action plan implemented.

The number of recorded cases of child trafficking increased from 5 in 2017 to 6 in both 2018 and 2019. From the table, it can be observed that the number of victims involved in the cases increased from 42 in 2017 to 60 in 2018 but however decreased to 15 in 2019.

On reported cases of crime, there was an increase in the number of male complainants (male) and victims (children) in 2018 as compared to that for 2017. However, the number of female complainants decreased in 2018 as compared to that for 2017.

On the Percentage of annual action plan implemented, only 8 Assemblies provided the data for the set target, while all twenty-two (22) Assemblies provided data for their actual in 2018.

For the year 2019, all twenty-two (22) Districts successfully implemented their action plans and the region recorded an average percentage of 82.48%. In 2018, the regional average for the percentage implementation of the Annual Action Plan was 82.13% as against that of 80.59% in the year 2017. This imply that, there have been an improvement in the implementation of the Assemblies' Annual Action Plan.

#### GHANA POLICE SERVICE

During the year 2019, Seventeen Thousand, Three Hundred and Eighty-four (17,384) cases were reported as against Fourteen Thousand, One Hundred and Sixty-Seven (14,167) cases the previous

year. This shows an increase of Three Thousand, Two Hundred and Seventeen (3,217) cases. Crime combating measures such as effective patrols and swoops on criminal hideouts were put in place to check the rise of these offences.

**Table: 2.10**

OFFENCES	YEAR 2018	YEAR 2019	DIFFERENCES
MURDER	42	61	+19
ROBBERY	207	200	-7
RAPE	60	54	-6
DEFILEMENT	234	225	-9
CRIMINAL ABORTION	24	13	-11

**Table: 2.11**

ASSESSMENT OF PERFORMANCE INDICATORS						
	Indicator (Categorized by Development Dimension of Agenda for Jobs)	Baseline	Target	Actual	Target	Actual
	<b>ENVIRONMENT,INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
1.	<b>Percentage of road network in good condition</b>					
	Total	37.97%	58.18%	42.91%	44.22%	33.27%
	Urban	32.63%	36.77%	31.48%	39.31%	34.53%
	Feeder	25.50%	37.16%	26.39%	34.92%	25.77%

Source: MMDAs Annual Progress Report

The table above provides the regional averages on the percentage of road network in the region that are in good condition. For the total road network in good condition, Ten (10) MMDAs provided data on the baseline while Eleven (11) MMDAs provided data for both the target and actual for 2018.

On the urban road network in good condition, Twelve (12) MMDAs provided data for the baseline while Eleven (11) provided data for the 2018 target with Thirteen (13) providing data for the 2018 actual.

For the feeder road network in good condition, Thirteen (13) MMDAs provided data for the baseline while Twelve (12) provided data for the 2018 target with Fourteen (14) providing data for the 2018 actual.

For 2019, Seven (7) District did not provide data on either total, urban or feeder.

It can be observed from the table that the total percentage of road network in good condition increased by 4.94% from 2017 to 2018 but reduced by 9.64% from 2018 to 2019.

The percentage of urban road network reduced by 1.15% from 2017 to 2018 but increased by 3.05% from 2018 to 2019.

The percentage of feeder road network increased by 0.89% from 2017 to 2018 but reduced by 0.62% from 2018 to 2019.

The analysis given above is not representative of the entire region because majority of the MMDAs did not provide data on the indicator.

**Table: 2.12**

<b>ASSESSMENT OF PERFORMANCE INDICATORS</b>						
	<b>Indicator (Categorized by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>ENVIRONMENT,INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	2017	2018	2018	2019	2019
1.	<b>Percentage of road network in good condition</b>					
	Total	1,389.98k m	1,389.98k m	1,389.98 km		1,389.98k m
	Urban	27.35%	50%	27.35%		22.08%

Source: Regional Department of Urban Roads

The table above shows data on Eight (8) Metropolitan and Municipal Assemblies (MMAs) in the region that the Department of Urban Roads is mandated to work in. The MMAs include Agona West Municipal, Assin Foso Municipal, Awutu Senya East Municipal, Cape Coast Metropolitan, Effutu Municipal, Komenda Edina Eguafo Abrem Municipal, Mfantseman Municipal and Upper Denkyira East Municipal. The total urban road network in these MMAs for the region is 1,389.98km.

The regional average on the percentage of urban road network in good condition remained the same for 2017 and 2018 that is 27.35% but decreased by 5.27% in 2019.

**Table: 2.13**

<b>ASSESSMENT OF PERFORMANCE INDICATORS</b>						
	<b>Indicator (Categorized by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	2017	2018	2018	2019	2019
1.	<b>Percentage of road network in good condition</b>					
	Total	3,150km	3,150km	3,150km	3,150km	3,150km
	Feeder	24.03%	26.83%	22.30%	25.00%	15.51%

Source: Regional Department of Feeder Roads

The table above shows the regional average on percentage of feeder road network in good condition from 2017 to 2019. The region has a total feeder road network of 3,150km of which 24.03% was in good condition in 2017. This percentage however dropped to 22.30% in 2018 and 15.51% in 2019.

This could be attributed to non-payment of contractors for work done therefore leading to some of the contractors stopping work and leaving site which resulted in the roads becoming deplorable.

**Table: 2.14**

	<b>Indicators (Categorised by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
1.	<b>Percentage of communities covered by electricity</b>					
	District	70.56%	81.06%	78.80%	65.62%	61.98%
	Urban	67.03%	72.90%	67.85%	38.05%	38.12%
	Rural	59.47%	70.33%	61.92%	50.14%	49.69%

Source: MMDAs Annual Progress Report

The table above provides the regional averages on the percentage of communities covered by electricity in the region. In respect of the district indicator, Fifteen (15) MMDAs provided data on the baseline while Sixteen (16) provided data for 2018 target with Fourteen (14) providing data for 2018 actual.

On the urban communities covered by electricity, Eleven (11) MMDAs provided data on the baseline and the 2018 target while Nine (9) provided data on the 2018 actual.

For the rural communities covered by electricity, Fourteen (14) MMDAs provided data on the baseline while Fifteen (15) provided data on the 2018 target with Thirteen (13) providing data on the 2018 actual.

For 2019, Seven (7) District did not provide data on either district, urban and rural.

It is observed from the data that though the 2018 target was not met, there was an increase in the percentage of communities covered by electricity by 8.24%, 0.82% and 2.45% for District, Urban and Rural respectively as compared to that of 2017. In 2019, the percentage of communities covered by electricity increased by 16.82%, 29.73% and 12.23% for District, Urban and Rural respectively as compared to that of 2018.

**Table: 2.15**

	<b>Indicators (Categorised by Development Dimension of Agenda for Jobs)</b>	<b>Baseline</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
	<b>ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>
1.	<b>Number of communities affected by disaster</b>			<b>272</b>	<b>245</b>	<b>169</b>
	i. Bushfire	<b>0</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>0</b>
	ii. Floods	<b>17</b>	<b>12</b>	<b>9</b>	<b>3</b>	<b>23</b>
	<b>Total</b>	<b>17</b>	<b>14</b>	<b>12</b>	<b>5</b>	<b>28</b>

Source: Regional NADMO Office

The table above shows that there was a decline in the number of disasters recorded in the region from 17 in 2017 to 12 in 2018. The number of disasters recorded however increased to 28 in 2019. The total number of communities affected by disaster decreased by 103 from 2018 to 2019.

## CHAPTER TWO

### MONITORING AND EVALUATION ACTIVITIES REPORT

#### 3.0 PROJECTS AND PROGRAMMES

**Table 3: PROJECTS IN THE REGION**

S/N	TOTAL NO. OF PHYSICAL PROJECTS	CONTRACT SUM (GH¢)	STATUS OF PROJECT
1	230	41,670,634.05	COMPLETED
2	270	95,807,405.05	ON-GOING
3	60	8,116,697.08	ABANDONED/STALLED
TOTAL	560	145,594,736.18	

Source: MMDAs Annual Progress Report

In all a total of 560 projects were undertaken by all Twenty Two (22) MMDAs in the region with a total contract sum of GH¢ 145,594,736.18.

Out of the 560 projects, 230 of the projects with a contract sum of GH¢ 41,670,634.05 were completed. Additionally, 270 projects with a contract sum of GH¢ 95,807,405.05 were on-going. However, 60 of the projects amounting to a contract sum of GH¢ 8,116,697.08 had been abandoned/stalled which indicates that MMDAs with such abandoned projects were not practicing good contract management and administration.



### 3.1 PROGRAMMES IN THE REGION

**Table: 3.1.0. DEPARTMENT OF SOCIAL WELFARE PROGRAMME REGISTER**

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GHC	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS	TOTAL BENEFICIARIES	REMARKS
Monitoring of Reunified Children and Residential Homes	Care Reform Initiative	GHC 4,500.00	USAID	April 2019	June 2019	GHC 4,500.00	—	Not Completed	53	Inadequate Funding
LEAP Cash Grant	LEAP	GHC 12,000.00	UNICEF	January 2019	December 2019	GHC 12,000.00	—	Completed	14,149	—
Meeting with Staff	Capacity Building	GHC 2,300.45	GoG	September, 2019	September 2019	GHC 2,300.45	—	Completed	35	—

**Table: 3.1.1. PROGRAMME REGISTER FOR THE DEPARTMENT OF COMMUNITY DEVELOPMENT**

PROJECT DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GHC	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS	TOTAL BENEFICIARIES	REMARKS
ADULT EDUCATION (Districts/Communities)			GoG							

<b>CHILD PROTECTION</b> (Cape Coast, Mfantseman, K.E.E.A, U.D.W, TAMDA, Assin South, A.E.E, Ekumfi)		88,800.00	UNICE F	AUGUS T, 2019	OCTOBE R, 2019	88,800.00		1717		
<b>WOMEN EMPOWERMENT</b> (Districts/Communities)			GoG							
<b>EXTENSION SERVICES</b> (Districts/Communities)			GoG							
<b>SELF                      HELP PROJECTS</b> (Districts/Communities)			GoG							

## EVALUATIONS CONDUCTED BY THE DEPARTMENT OF COMMUNITY DEVELOPMENT

**Table: 3.1.2**

Name of the Evaluation	Policy/programme/project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations	
1.	<b>Child Protection</b>	<b>Mr. Emmanuel Ussher Mr. Nicholas O. Boateng Mr. Enoch Yeboah Madam Monica Siaw Mr. Theophilus Ribeiro</b>	<b>Observation Group Discussion</b>	<b>Community members in the implementing districts have accepted the programme and needs more education to protect their children</b>	<b>The programme should be extended to more communities and districts in the region.</b>	

#### 4.0 FUNDING SOURCES AND DISBURSEMENT

**Table: 4.1.0 REVENUE SOURCES: RCC**

REVENUE ITEM	BASELINE 2018	TARGET 2019	ACTUAL 2019
IGF	0.00	0.00	0.00
DACF	0.00	0.00	0.00
MP's CF	0.00	0.00	0.00
GOG	183,637.94	211,545.00	251,067.92
PWD's CF	0.00	0.00	0.00
MSHAP	0.00	0.00	0.00
GSFP	0.00	0.00	0.00
SRWSP	0.00	0.00	0.00
DDF	0.00	0.00	0.00
GSOP	0.00	0.00	0.00
UNFPA	0.00	0.00	0.00
UDG	0.00	0.00	0.00
LEAD	0.00	0.00	0.00
OTHERS	0.00	0.00	0.00
<b>TOTAL</b>	<b>183,637.94</b>	<b>211,545.00</b>	<b>251,067.92</b>

SOURCE: REGIONAL BUDGET OFFICE

**Table: 4.1.1 EXPENDITURE: RCC**

EXPENDITURE ITEM	BASELINE 2018	TARGET 2019	ACTUAL 2019
Compensation	149,144.54	164,060.00	210,052.61
Goods and Service	34,493.40	47,485.00	41,015.31
CAPEX	0.00	0.00	0.00
Others	0.00	0.00	0.00
<b>TOTAL</b>	<b>183,637.94</b>	<b>211,545.00</b>	<b>251,067.92</b>

SOURCE: REGIONAL BUDGET OFFICE

**Table: 4.2.0 REVENUE SOURCES: MMDAs**

REVENUE ITEM	BASELINE 2018	TARGET 2019	ACTUAL 2019
IGF	18,800,657.76	26,213,443.33	21,301,803.60
DACF	39,903,553.31	93,878,811.89	52,436,077.69
MP's CF			
GOG	23,912,990.30	40,555,107.07	40,158,548.90
PWD's CF			

MSHAP			
GSFP			
SRWSP			
DDF	9,886,242.43	20,081,915.11	15,384,945.86
GSOP			
UNFPA			
UDG	2,933,869.25	0.00	0.00
LEAD			
OTHERS	1,849,348.59	5,817,078.40	3,297,523.65
MAG		3,725,987.75	2,994,368.66
GSCSP		24,298,135.94	884,008.93
<b>TOTAL</b>	<b>97,286,661.64</b>	<b>180,729,282.40</b>	<b>129,281,376.05</b>

SOURCE: REGIONAL BUDGET OFFICE

**Table: 4.2.1 EXPENDITURE: ALL MMDAs**

<b>EXPENDITURE ITEM</b>	<b>BASELINE 2018</b>	<b>TARGET 2019</b>	<b>ACTUAL 2019</b>
Compensation	39,354,860.08	47,438,140.90	46,579,293.22
Goods and Service	37,888,313.42	86,208,264.64	46,361,180.58
CAPEX	30,546,820.83	80,232,281.83	30,499,568.07
Others	-	32,382,091.47	4,387,542.99
<b>TOTAL</b>	<b>107,789,994.33</b>	<b>229,588,751.16</b>	<b>117,367,078.35</b>

SOURCE: REGIONAL BUDGET OFFICE

**Table: 4.3.0**

<b>CENTRAL REGION</b>	<b>Analysis of Fiscal Resource Mobilization by MMDAs in the Central Region</b>					
<b>MMDA</b>	<b>ACTUAL 2018</b>	<b>APPROVED 2019</b>	<b>ACTUAL 2019</b>	<b>VARIANCE</b>	<b>% COVERAGE</b>	<b>REMARKS</b>
Ajumako-Enyan-Esiam D/A	4,893,676.76	10,689,165.70	6,096,802.09	1,203,125.33	57.04	
Asikuma-Odoben-Brakwa D/A	4,744,118.62	7,868,391.00	6,546,350.58	1,802,231.96	83.20	
Abura-Asebu-Kwamankese D/A	4,709,261.73	8,992,183.03	7,197,028.32	2,487,766.59	80.04	
Awutu Senya D/A	5,342,130.01	9,226,175.65	6,557,922.38	1,215,792.37	71.08	
Awutu Senya East Muni/A	7,914,279.57	22,625,370.80	11,301,846.63	3,387,567.06	49.95	
Assin Foso Muni/A	5,802,558.05	7,956,609.20	5,286,055.31	(516,502.74)	66.44	
Assin South D/A	4,264,606.75	7,623,317.19	5,126,355.85	861,749.10	67.25	
Assin North D/A	1,358,745.01	5,657,544.46	3,617,655.01	2,258,910.00	63.94	
Agona East D/A	4,417,857.02	7,053,359.48	5,226,667.35	808,810.33	74.10	
Agona West Muni/A	5,937,718.00	25,673,678.22	11,015,725.14	5,078,007.14	42.91	
Cape Coast Metropolitan	9,879,352.70	14,882,347.02	10,220,737.97	341,385.27	68.68	
Effutu Muni/A	6,047,422.15	8,590,297.73	8,863,365.82	2,815,943.67	103.18	

Ekumfi D/A	4,272,702.42	8,671,937.73	4,973,773.55	701,071.13	57.35	
Gomoa Central D/A	5,468,923.23	8,118,497.16	5,614,962.47	146,039.24	69.16	
Gomoa West D/A	4,963,497.16	6,152,224.84	6,500,705.11	1,537,207.95	105.66	
Gomoa East D/A	1,622,896.22	11,741,219.62	7,001,736.90	5,378,840.68	59.63	
Komenda-Edina-Eguafo- Abirem	5,749,018.88	8,029,694.23	5,883,407.00	134,388.12	73.27	
Mfantseman Muni/A	11,939,338.99	17,595,332.11	5,407,350.02	(6,531,988.97)	30.73	
Twifo Hemang Lower Denkyira	3,767,350.32	6,863,780.80	5,040,944.40	1,273,594.08	73.44	
Twifo Atti-Morkwa D/A	3,831,049.49	7,817,745.16	6,032,984.36	2,201,934.87	77.17	
Upper Denkyira West D/A	4,312,067.54	8,560,257.42	4,919,206.69	607,139.15	57.47	
Upper Denkyira East Muni/A	4,641,738.73	8,130,718.18	4,677,132.45	35,393.72	57.52	
<b>Total</b>	<b>115,880,309.35</b>	<b>228,519,846.73</b>	<b>143,108,715.40</b>	<b>27,228,406.05</b>	<b>62.62</b>	

## 5.0 ASSESMENT OF STAFF STRENGTHS OF REGIONAL COORDINATING COUNCILS AND DECENTRALISED REGIONAL DEPARTMENTS

**Table: 5.1.0**

Department of RCC	Requirements		Actual	Gap (Max - Actual)	% Covered
	Minimum	Maximum	2019		
Chief Director/Regional Coordinating Director	1	1	1	0	100
Central Administration	141	200	96	104	48.00
Controller and Accountant General Dept. (CAGD)	20	31		31	0.00
Community Development	18	28	9	19	32.14
Social Welfare	18	25	10	15	40.00
Birth and Death	20	24	24	0	100.00
Ghana Library Board	21	30		30	0.00
Food and Agriculture	85	121	37	84	30.58
Fisheries Directorate	29	40	18	22	45.00
Parks and Gardens	24	37	4	33	10.81
Town and Country Planning (Land Use and Spatial Planning Authority)	29	43	22	21	51.16
Cooperatives, Trades, Industry & Tourism	11	16		16	0.00
Department of Feeder Roads	51	73	19	54	26.03
Department of Urban Roads	40	63	8	55	12.70
Community Water and Sanitation	15	25		25	0.00
Information Services Department	6	10	10	0	100.00
National Youth Council	11	18	13	5	72.22
Public Works Department	102	173	39	134	22.54
Transport & Road Safety	7	10	5	5	50.00
Department of Human Resources	4	6	5	1	83.33
<b>Grand Total</b>			320	654	



**Table: 5.1.1**

<b>PREPARATION OF 2019 NATIONAL ANNUAL PROGRESS REPORT</b>						
<b>HUMAN RESOURCE ANALYSIS SECTION</b>						
<b>CAPE COAST METROPOLITAN ASSEMBLY</b>						
<b>NO</b>	<b>GRADE/CLASS/DEPARTMENT</b>	<b>REQUIREMENTS</b>		<b>ACTUAL</b>	<b>% COVERED</b>	<b>COMMENTS</b>
		<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>2019</b>		
1	Administration	8	12	12	100	Satisfactory
2	Executive Officer	6	11	6	55.55	Shortage
3	Secretary	6	9	5	55.55	Shortage
4	Records	10	13	1	7.69	Shortage
5	Estates	10	16	0	0	Shortage
6	Procurement / Supply	6	10	7	70	Shortage
7	Human Resource (HR)	7	9	4	44.44	Shortage
8	Development Planning	3	6	3	50	Shortage
9	Management Information System (MIS)	10	16	1	6.25	Shortage
10	Budget	8	10	9	80	Shortage
11	Statistics	7	4	4	100	Shortage
12	Security	3	5	2	40	Shortage
13	Radio Operation	2	3	2	66.67	Shortage
14	Finance	43	70	19	27.14	Shortage
15	Audit	4	15	7	46.67	Shortage
16	Education, Youth & Sports Department	42	67	0	0	Shortage
17	Health Department	129	202	22	10.89	Shortage
18	Social Welfare & Community Development	18	29	12	41.38	Shortage
19	Agriculture Department	66	106	18	16.98	Shortage
20	Trade, Industry And Tourism Department	26	36	0	0	Shortage
21	Physical Planning Department	27	44	8	18.18	Shortage
22	Works Department	82	138	10	7.25	Shortage
23	Urban Roads Department	25	43	2	4.65	Shortage
24	Legal Department	9	12	1	8.3	Shortage
25	Waste Management Department	29	48	2	4.17	Shortage

**Table: 5.1.2**

<b>AGONA WEST MUNICIPAL ASSEMBLY</b>						
<b>NO</b>	<b>GRADE/CLASS/DEPARTMENT</b>	<b>REQUIREMENTS</b>		<b>ACTUAL</b>	<b>% COVERED</b>	<b>COMMENTS</b>
		<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>2019</b>		
1	Administration	4	5	9	180.00	4 (excess)
2	Executive Officers	4	4	4	100.00	satisfactory
3	Secretary/Stenographer	4	7	4	57.14	3 (shortage)
4	Records	2	4	1	25.00	3 (shortage)
5	Transport	11	22	10	45.45	12 (shortage)
6	Procurement	5	6	2	33.33	4 (shortage)
7	HRM	3	4	2	50.00	2 (shortage)
8	Management Information System	10	11	3	27.27	8 (shortage)
9	Budget	5	9	6	66.67	3 (shortage)
10	Statistics	3	5	1	20.00	4 (shortage)
11	Finance	20	32	30	93.75	2 (shortage)
12	Audit	3	4	6	150.00	2 (excess)
13	Works Department	57	84	9	10.71	75 (shortage)
14	Development Planning	3	5	2	40.00	3 (shortage)
15	Security	20	24	2	8.33	22 (shortage)
16	Radio Operation	2	2	1	50.00	1 (shortage)
17	Social Welfare & Community Development	10	13	14	107.69	1 (excess)
18	Health Department	74	99	41	41.41	58 (shortage)
19	Agriculture Department	52	78	24	30.77	54 (shortage)
20	Urban Roads Department	18	29	1	3.45	28 (shortage)
21	Physical Planning	17	24	9	37.50	15 (shortage)
22	Education, Youth & Sports Department	37	50	54	108.00	4 (excess)
23	Trade, Industry And Tourism Department	22	26	2	7.69	24 (shortage)
24	Legal Departments	0	0	0	0.00	-
25	Waste Management Department	0	0	0	0.00	-
26	Estates	4	8	0	0.00	8 (shortage)

**Table: 5.1.3**

ASSIN FOSU MUNICIPAL ASSEMBLY						
		Requirements		Actual	%	
	Grades/Class/Department	Minimum	Maximum	2019	Covered	Comments
1	Administration	4	5	7	140	2 (excess)
2	Executive Officer	4	4	4	100	Satisfactory
3	Secretary	4	7	6	85.71	1 (shortage)
4	Records	6	9	0	0	9 (shortage)
5	Estates	8	12	1	8.33	11 (shortage)
6	Procurement / Supply	5	6	4	66.66	2 (shortage)
7	Human Resource (HR)	3	4	2	50	2 (shortage)
8	Development Planning	3	5	1	20	4 (shortage)
9	Management Information System (MIS)	10	11	2	18.18	9 (shortage)
10	Budget	5	9	4	44.44	5 (shortage)
11	Statistics	3	5	2	40	3 (shortage)
12	Security	2	4	2	50	2 (shortage)
13	Radio Operation	2	2	2	100	Satisfactory
14	Finance	28	45	7	15.55	38 (shortage)
15	Audit	5	8	4	50	4 (shortage)
16	Education, Youth & Sports Department	37	50			
17	Health Department	108	169			
18	Social Welfare & Community Development	10	13	10	76.92	3 (shortage)
19	Agriculture Department	52	78	14	17.94	64 (shortage)
20	Trade, Industry And Tourism Department	12	22	2	9.09	20 (shortage)
21	Physical Planning Department	17	24	4	16.66	20 (shortage)
22	Works Department	57	84	9	10.71	75 (shortage)
23	Urban Roads Department	18	29	1	3.45	28 (shortage)
24	Legal Department	0	0	0	0	
25	Waste Management Department	0	0	0	0	

**Table: 5.1.4**

AWUTU SENYA EAST MUNICIPAL ASSEMBLY						
		Requirements		Actual	%	Comments
	Grades/Class/Department	Minimum	Maximum	2019	Covered	
1	Administration	4	6	12	200%	6 (excess)
2	Executive Officer	2	2	4	200%	2 (excess)
3	Secretary	2	4	3	75%	1 (shortage)
4	Records			N/A		
5	Estates			N/A		
6	Procurement / Supply	3	3	5	166.67%	2 (excess)
7	Human Resource (HR)	1	2	4	200%	2 (excess)
8	Development Planning	2	4	2	50%	2 (shortage)
9	Management Information System (MIS)	5	6	2	33.33%	4 (shortage)
10	Budget	3	5	6	120%	1 (excess)
11	Statistics	3	5	3	60%	2 (shortage)
12	Security	22	27	3	11%	24 (shortage)
13	Radio Operation	1	1	1	100%	
14	Finance	12	18	22	122.22%	4 (excess)
15	Audit	3	4	7	175%	3 (excess)
16	Education, Youth & Sports Department	36	50	36	72%	14 (shortage)
17	Health Department	111	177	35	19.77%	142 (shortage)
18	Social Welfare & Community Development	10	13	14	108%	1 (excess)
19	Agriculture Department	52	78	14	18.00%	64 (shortage)
20	Trade, Industry And Tourism Department	12	22	2	9.09%	20 (shortage)
21	Physical Planning Department	15	22	5	23.00%	17 (shortage)
22	Works Department	57	84	12	14.28%	72 (shortage)
23	Urban Roads Department	15	24	2	8.33%	22 (shortage)
24	Legal Department			N/A		
25	Waste Management Department			N/A		
	TOTAL	371	557	194	34.83%	

**Table: 5.1.5**

EFFUTU MUNICIPAL ASSEMBLY						
		Requirements		Actual	%	Comments
	Grades/Class/Department	Minimum	Maximum	2019	Covered	
1	Administration	4	6	12	200%	6 (excess)
2	Executive Officer	2	2	4	200%	2 (excess)
3	Secretary	2	4	3	75%	1 (shortage )
4	Records			N/A		None at post.
5	Estates			N/A		None at post.
6	Procurement / Supply	3	3	5	166.67%	2 (excess)
7	Human Resource (HR)	1	2	4	200%	2 (excess)
8	Development Planning	2	4	2	50%	2 (shortage )
9	Management Information System (MIS)	5	6	2	33.33%	4 (shortage )
10	Budget	3	5	6	120%	1 (excess)
11	Statistics	3	5	3	60%	2 (shortage)
12	Security	22	27	3	11%	24 (shortage )
13	Radio Operation	1	1	1	100	Required number at post
14	Finance	12	18	22	122.22%	4 (excess)
15	Audit	3	4	7	175%	3 (excess)
16	Education, Youth & Sports Department	36	50	36	72%	14 (shortage )
17	Health Department	111	177	35	20.00%	142 (shortage)
18	Social Welfare & Community Development	10	13	14	107.69%	1 (Excess)
19	Agriculture Department	52	78	14	17.95%	64 (shortage )
20	Trade, Industry And Tourism Department	12	22	2	9.09%	20 (shortage )
21	Physical Planning Department	15	22	5	22.73%	17 (shortage )
22	Works Department	57	84	12	14.29%	72 (shortage)
23	Urban Roads Department	15	24	2	8.33%	22 (shortage)
24	Legal Department			N/A		None at post.
25	Waste Management Department			N/A		None at post.
		371	557	194	34.83%	34.83% of required total staff at post,

**Table: 5.1.6**

KOMENDA/EDINA/EGUAFO/ABREM MUNICIPAL ASSEMBLY						
		REQUIREMENT		ACTUAL	% COVERED	COMMENTS
	GRADE/CLASS/DEPARTMENT	MINIMUM	MAXIMUM	2019		
1	Administration	6	7	11	157%	Surplus
2	Executive Officer	4	4	7	175%	Surplus
3	Secretary	4	7	0	0%	Deficit
4	Records	6	9	0	0%	Deficit
5	Estates	8	12	1	8%	Deficit
6	Procurement/Supply	5	6	3	50%	Deficit
7	Human Resource (HR)	3	4	3	75%	Deficit
8	Development Planning	3	5	2	40%	Deficit
9	Management Information System (MIS)	10	11	1	9%	Deficit
10	Budget	5	9	7	78%	Deficit
11	Statistics	3	5	4	80%	Deficit
12	Security	22	27	5	19%	Deficit
13	Radio Operation	3	3	1	33%	Deficit
14	Finance	14	23	13	57%	Deficit
15	Audit	4	6	7	117%	Deficit
16	Env. Health Department	26	44	17	39%	Deficit
17	Social Welfare & Community Development	7	9	9	100%	Balance
18	Agricultural Department	43	63	17	27%	Deficit
19	Trade, Industry and Tourism Department	4	9	0	0%	Deficit
20	Physical Planning Department	7	9	3	33%	Deficit
21	Works Department	52	76	10	13%	Deficit
22	Auxiliary	52	94	29	18%	Deficit
23	Urban Roads Department	18	29	1	3%	Deficit
	<b>TOTAL</b>			<b>151</b>		

**Table: 5.1.7**

MFANTSEMAN MUNICIPAL ASSEMBLY						
		Requirements		Actual		
	<b>Grades/Class/Department</b>	Minimum	Maximum	2019	% covered	comments
1	Administration	4	5	13	260%	EXCESS
2	Executive Officer	4	4	4	100%	SATISFACTORY
3	Secretary	4	7	1	14.30%	SHORTAGE
4	Records	6	9	0	0	
5	Estates	38	58	0	0	
6	Procurements/Supply	5	6	2	33.30%	SHORTAGE
7	Human Resource (HR)	3	4	3	75%	SHORTAGE
8	Development planning	3	5	3	60%	SHORTAGE
9	Management Information System (MIS)	10	11	1	9.10%	SHORTAGE
10	Budget	5	9	5	55.60%	SHORTAGE
11	Statistics	3	5	3	60%	SHORTAGE
12	Security	24	31	6	19.40%	SHORTAGE
13	Radio Operation	2	2	1	50%	SHORTAGE
14	Finance	28	45	17	37.80%	SHORTAGE
15	Audit	5	8	5	62.50%	SHORTAGE
16	Education, Youth & Sports Development	37	50			
17	Health Department	108	169	25	14.80%	SHORTAGE
18	Social Welfare & Community Development	10	13	8	61.50%	SHORTAGE
19	Agriculture Department	52	78	24	30.80%	SHORTAGE
20	Trade, Industry & Tourism Department	12	22	2	9.10%	SHORTAGE
21	Physical planning Department	17	24	5	20.80%	SHORTAGE
22	Works Department	57	84	17	20.20%	SHORTAGE
23	Urban Roads Department	18	29	1	3.40%	SHORTAGE
24	Legal Department	-	-			
25	Waste Management Department	-	-			

**Table: 5.1.8**

UPPER DENKYIRA EAST MA						
	Grades/ Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Administration	4	5	6	120.00	1 (Excess)
2	Executive Officer	4	4	3	75.00	1 (Shortage)
3	Secretary	4	7	5	71.43	2 (Shortage)
4	Records	6	9	0	0.00	9 (Shortage)
5	Estates	27	36	0	0.00	36 (Shortage)
6	Procurement /Supply	5	6	3	50.00	3 (Shortage)
7	Human Resource (HR)	3	4	1	25.00	3 (Shortage)
8	Development Planning	3	5	2	40.00	3 (Shortage)
9	Management Information System (MIS)	10	11	1	9.09	10 (Shortage)
10	Budget	5	9	5	55.56	4 (Shortage)
11	Statistics	3	5	1	20.00	4 (Shortage)
12	Security	22	27	3	11.11	24 (Shortage)
13	Radio Operation	2	2	1	50.00	1 (Shortage)
14	Finance	28	45	3	6.67	42 (Shortage)
15	Audit	5	8	3	37.50	5 (Shortage)
16	Education, Youth & Sports Department	37	50	44	88.00	6 (Shortage)
17	Health Department	108	169	35	20.71	134 (Shortage)
18	Social Welfare & Community Development	10	13	9	69.23	4 (Shortage)
19	Agriculture Department	52	78	19	24.36	59 (Shortage)
20	Trade, Industry And Tourism Department	12	22	2	9.09	20 (Shortage)
21	Physical Planning Department	17	24	11	45.83	13 (Shortage)
22	Works Department	57	84	9	10.71	75 (Shortage)
23	Urban Roads Department	18	29	1	3.45	28 (Shortage)
24	Legal Department	0	0	0	0.00	N/A
25	Waste Management Department	0	0	0	0.00	N/A



**Table: 5.1.9**

AGONA EAST DISTRICT ASSEMBLY						
	Grades/Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Administration	4	4	7	175	Surplus
2	Executive Officer	3	4	4	100	Satisfactory
3	Secretary	4	6	2	33.3	Deficit
4	Records	2	3	0	0	Deficit
5	Estates	6	10	0	0	Deficit
6	Procurement / Supply	5	5	2	40	Deficit
7	Human Resource (HR)	3	4	2	50	Deficit
8	Development Planning	3	4	1	25	Deficit
9	Management Information System (MIS)	9	9	1	11.1	Deficit
10	Budget	5	6	2	33.3	Deficit
11	Statistics	5	7	1	14.3	Deficit
12	Security	2	4	1	25	Deficit
13	Radio Operation	2	2	0	0	Deficit
14	Finance	21	33	4	12.1	Deficit
15	Audit	3	3	4	133.33	Surplus
16	Education, Youth & Sports Department	34	47	51	108.5	Surplus
17	Health Department	71	113	35	30.97	Deficit
18	Social Welfare & Community Development	10	11	8	72.7	Deficit
19	Agriculture Department	43	72	23	31.9	Deficit
20	Trade, Industry And Tourism Department	4	6	1	16.6	Deficit
21	Physical Planning Department	9	14	2	14.2	Deficit
22	Works Department	49	70	5	7.1	Deficit
23	Urban Roads Department	0	0	0	0	
24	Legal Department	0	0	0	0	
25	Waste Management Department	0	0	0	0	

**Table: 5.1.10**

<b>ABURA/ASEBU/KWAMANKESE DISTRICT ASSEMBLY</b>						
	Grades/Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Coordinating Director	1	1	1	100	Satisfactory
2	Administration	4	4	6	150	Excess
3	Executive Officer	3	4	3	75	Shortage
4	Secretary	4	6	0	0	Shortage
5	Records	6	7	1	14.28	Shortage
6	Estates	20	30	0	0	Shortage
7	Transport & Vehicle Management	9	17	7	41.17	Shortage
8	Procurement / Supply	5	5	2	40	Shortage
9	Human Resource (HR)	3	4	2	50	Shortage
10	Development Planning	3	4	2	50	Shortage
11	Management Information System (MIS)	9	9	3	33.33	Shortage
12	Budget	5	6	3	50	Shortage
13	Statistics	3	3	1	33.33	Shortage
14	Security	20	27	2	7.4	Shortage
15	Radio Operation	2	2	0	0	Shortage
16	Finance	10	17	0	0	Shortage
17	Audit	5	6	4	66.67	Shortage
18	Revenue	11	16	11	68.75	Shortage
19	Education, Youth & Sports Department	34	47	0	0	Shortage
20	Health Department	71	113	31	27.43	Shortage
21	Social Welfare & Community Development	10	11	10	90.9	Shortage
22	Agriculture Department	43	72	24	33.33	Shortage
23	Trade, Industry And Tourism Department	11	17	0	0	Shortage
24	Physical Planning Department	15	21	4	19.05	Shortage
25	Works Department	49	70	8	11.43	Shortage
26	Urban Roads Department					
27	Legal Department					
28	Waste Management Department					

**Table: 5.1.11**

ASSIN SOUTH DISTRICT ASSEMBLY						
	Departmental Analysis	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Administration	4	4	7	175	excess staff
2	Executive Officer	3	4	1	25	under staff
3	Secretary	2	3	1	33	under staff
4	Procurement/Supply	5	5	2	40	under staff
5	Human Resource (HR)	3	4	2	50	under staff
6	Development Planning	3	4	2	50	under staff
7	Management Information System (MIS)	9	9	1	11	under staff
8	Budget	5	6	4	68	under staff
9	Radio Operation	2	2	1	50	under staff
10	Finance	21	33	5	15	under staff
11	Audit	3	3	2	67	under staff
12	Education, Youth & Sports Department	34	47	50	106	excess staff
13	Health Department	71	113	29	26	under staff
14	Social Welfare & Community Development	10	11	7	64	under staff
15	Agriculture Department	43	72	28	39	under staff
16	Trade Industry and Tourism Department	11	17	3	18	under staff
17	Works Department	10	13	4	31	under staff
18	Environmental Health/Waste Management	5	8	11	138	excess staff
19	Transport/Drivers	9	17	4	24	under staff
	TOTAL	253	374	164	43.85%	

**Table: 5.1.12**

ASSIN NORTH DISTRICT ASSEMBLY						
	GRADES/CLASS/DEPARTMENT	REQUIREMENTS		ACTUAL	% COVERED	COMMENTS
		MINIMUM	MAXIMUM	2019		
1	Administration	4	4	6	150%	2 (excess)
2	Executive Officer	3	4	2	50%	2 (Shortage)
3	Secretary	4	6	2	33.33%	4 (shortage)
4	Records	6	7	0	0%	7 (shortage)
5	Estates	6	10	0	0%	10 (shortage)
6	Procurement/Supply	5	5	2	40%	3 (shortage)
7	Human Resource (HR)	3	4	2	50%	2 (Shortage)
8	Development Planning	3	4	2	50%	2 (shortage)
9	Management Information System (MIS)	9	9	0	0%	9 (shortage)
10	Budget	5	7	2	22.22%	5 (shortage)
11	Statistics	3	3	1	33.33%	2 (shortage)
12	Security	2	4	0	0%	4 (shortage)
13	Radio Operation	2	2	2 (IGF)	100%	Satisfactory
14	Finance	21	33	5	15.15%	28 (shortage)
15	Audit	5	6	2	33.33%	4 (shortage)
16	Education, Youth and Sports Department	34	47	0	0%	47 (shortage)
17	Environmental Health Department	71	113	6	12.50%	107 (shortage)
18	Social Welfare and Community Development	10	11	4	36.36%	7 (shortage)
19	Agriculture Department	43	72	15	20.83%	57 (shortage)
20	Trade, Industry and Tourism Department	11	17	0	0%	17 (shortage)
21	Physical Planning Department	15	21	0	0%	21 (shortage)
22	Works Department	49	70	6	8.60%	64 (shortage)
23	Urban Roads Department	N/A	N/A	N/A	0%	N/A
24	Legal Department	N/A	N/A	N/A	0%	N/A
25	Waste Management Department	N/A	N/A	N/A	0%	N/A
26	Cleaner	14	20	2 (IGF)	10%	18 (shortage)
27	Transport (Vehicle and Equipment Management)	10	17	4	23.53%	13 (shortage)
28	Support staff (Watchman)	18	23	1 (IGF)	4.40%	22(shortage)

**Table: 5.1.13**

<b>AWUTU SENYA DISTRICT ASSEMBLY</b>						
	<b>Grades/Class/Department</b>	<b>Requirements</b>		<b>Actual</b>	<b>% covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>	<b>2019</b>		
1	Coordinating Director	1	1	1	100	Satisfactory
2	Administration	4	4	9	225	Excess
3	Executive Officer	3	4	7	175	Excess
4	Secretary	4	6	3	50	Shortage
5	Records	6	7	0	0	Shortage
6	Estates	20	30	0	0	Shortage
7	Transport	9	17	5	29.41	Shortage
8	Procurement / Supply	5	5	4	80	Shortage
9	Human Resource (HR)	3	4	3	75	Shortage
10	Development Planning	3	4	2	50	Shortage
11	Management Information System (MIS)	9	9	1	11.11	Shortage
12	Budget	5	6	6	100	Satisfactory
13	Statistics	3	3	5	166.67	Excess
14	Security	20	27	0	0	Shortage
15	Radio Operation	2	2	1	50	Shortage
16	Finance	21	33	12	36.36	Shortage
17	Audit	5	6	7	116.67	Excess
18	Education, Youth & Sport Department	34	47	0	0	Shortage
19	Health Department	71	113	19	16.81	Shortage
20	Social Welfare & Community Development	10	11	14	127.27	Excess
21	Agriculture Department	43	72	21	29.16	Shortage
22	Trade, Industry and Tourism Department	11	17	0	0	Shortage
23	Physical Planning Department	15	21	4	19	Shortage
24	Works Department	49	70	7	10	Shortage
	<b>TOTAL</b>	<b>356</b>	<b>519</b>	<b>131</b>	<b>25.24</b>	<b>Shortage</b>

**Table: 5.1.14**

<b>AJUMAKO/ENYAN/ESSIAM DISTRICT ASSEMBLY</b>						
	<b>Grades/Class/Department</b>	<b>Requirements</b>		<b>Actual</b>	<b>% Covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>	<b>2019</b>		
1	Administration	4	4	4	100	Satisfactory
2	Executive Officer	3	4	2	50	2 shortage
3	Secretary	2	3	3	100	Satisfactory
4	Records	2	2	0	0	
5	Estate					
6	Procurement / Supply	2	2	1	50	1 shortage
7	Human Resource (HR)	3	4	2	50	2 shortage
8	Development Planning	3	4	1	25	3 shortage
9	Management Information System	5	5	2	40	3 shortage
10	Budget	3	4	2	50	2 shortage
11	Statistics	2	2	1	50	1 shortage
12	Security	2	4	5	125	1 Excess
13	Radio Operation	2	2	2	100	Satisfactory
14	Finance	4	6	4	66.6	2 shortage
15	Audit	5	6	5	83	1 shortage
16	Education, Youth & Sports Department					
17	Environmental Health Department	19	34	14	41.1	20 Shortage
18	Social Welfare & Community Development	10	11	9	81.8	2 shortage
19	Agriculture Department	43	72	25	34.7	47 shortage
20	Trade, Industry And Tourism Department	2	4	2	50	2 shortage
21	Physical Planning Department	3	5	2	40	3 shortage
22	Works Department	49	70	15	21.4	55 Shortage
23	Urban Roads Department					
24	Legal Department					
25	Waste Management Department					

**Table: 5.1.15**

ASIKUMA/ODOBEN/BRAKWA DISTRICT ASSEMBLY						
	Grades/Class/Department	Requirements		Actual 2019	% Covered	Comments
		Minimum	Maximum			
1	Administration	4	4	6	150%	Excess of three (3) officers
2	Executive Officer	3	4	2	50%	Shortage of two (2) officers
3	Secretary	1	2	2	100%	Satisfactory
4	Records	6	7	0	0%	None has been in the district
5	Estates	6	10	1	10%	Shortage of nine (9) officers. There is only one (1) Chief Estate Officer.
6	Procurement / Supply	5	5	2	40%	Shortage of three (3) officers. Only one procurement and supply officers respectively
7	Human Resource (HR)	3	4	2	50%	Shortage of two (2) officers
8	Development Planning	3	4	2	50%	Shortage of two (2) officers
9	Management Information System (MIS)	9	9	1	11%	Shortage of eight (8) officers
10	Budget	5	6	2	33%	Shortage of four (4) officers
11	Statistics	3	3	2	67%	Shortage of One (1) officer
12	Security	20	27	4	15%	Shortage of twenty three (23) officers.
13	Radio Operation	2	2	1	50%	Shortage of One (1) officer
14	Finance	21	33	11	33%	Shortage of twenty two (22) officers
15	Audit	5	6	5	83%	Shortage of One (1) officer
16	Education, Youth & Sports Department	34	47	56	119%	Excess of nine (9) officers
17	Health Department	31	48	15	31%	Shortage of thirty-three(33) officers

18	Social Welfare & Community Development	10	11	10	91%	Shortage of One (1) officer
19	Agriculture Department	43	72	30	42%	Shortage of forty-two (42) officers
20	Trade, Industry And Tourism Department	11	17	2	12%	Shortage of fifteen (15) officers
21	Physical Planning Department	15	21	3	14%	Shortage of eighteen (18) officers
22	Works Department	49	70	12	17%	Shortage of fifty-eight (58) officers
23	Urban Roads Department					N/A
24	Legal Department					N/A
25	Waste Management Department					N/A



**Table: 5.1.16**

<b>EKUMFI DISTRICT ASSEMBLY</b>						
	<b>Grades/Class/Department</b>	<b>Requirements</b>		<b>Actual</b>	<b>% Covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>	<b>2019</b>		
1	Administration	4	4	8	200	
2	Executive Officer	3	4	2	50	2 (shortage)
3	Secretary	1	3	1	33	2 (shortage)
4	Records	-	-	-	0	
5	Estates	3	6	-	0	
6	Procurement / Supply	2	2	4	200	2 (excess)
7	Human Resource (HR)	3	4	1	25	3 (shortage)
8	Development Planning	4	5	2	40	3 (shortage)
9	Management Information System (MIS)	5	5	1	20	4 (shortage)
10	Budget	3	4	4	100	Satisfactory
11	Statistics	1	1	2	200	1 (excess)
12	Security	2	4	2	50	2 (shortage)
13	Radio Operation	2	2	-	0	
14	Finance	21	33	4	66	2 (shortage)
15	Audit	3	3	4	133	1 (excess)
16	Education, Youth & Sports Department	34	47	-	0	
17	Health Department	17	31	-	0	
18	Social Welfare & Community Development	4	5	5	100	Satisfactory
19	Agriculture Department	43	72	16	22	56 (shortage)
20	Trade, Industry And Tourism Department	4	6	1	16	5 (shortage)
21	Physical Planning Department	13	19	-	0	
22	Works Department	49	70	5	7	65 (shortage)
23	Urban Roads Department	0	0	0	0	
24	Legal Department	0	0	0	0	
25	Waste Management Department	0	0	0	0	

**Table: 5.1.17**

GOMOA CENTRAL DISTRICT ASSEMBLY						
	Grades/Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	ADMINISTRATION	4	4	11	275%	7 (excess)
2	EXECUTIVE OFFICERS	3	4	2	50%	2(shortage)
3	SECRETARY	4	6	0	0%	6(shortage)
4	RECORDS	6	7	0	0%	7(shortage)
5	ESTATES	6	10	0	0%	10(shortage)
6	PROCUREMENT/SUPPLY	5	5	2	40%	3(shortage)
7	HUMAN RESOURCE (HR)	3	4	3	75%	1(shortage)
8	MANAGEMENT INFORMATION SYSTEM (MIS)	9	9	1	11.11%	8 (shortage)
9	BUDGET	5	6	3	50%	3(shortage)
10	STATISTICS	3	3	2	66.7%	1(shortage)
11	SECURITY	2	4	3	75%	1(shortage)
12	RADIO OPERATION	2	2	2	100%	satisfactory
13	FINANCE	21	33	4	12.12%	29(shortage)
14	AUDIT	5	6	4	66.7%	2(shortage)
15	EDUCATION, YOUTH & SPORTS DEPT	34	47	51	108.5%	4(excess)
16	HEALTH DEPARTMENT	71	113	10	8.84%	103(shortage)
17	SOCIAL WELFARE & COMMUNITY DEVELOPMENT	10	11	6	54.54%	5(shortage)
18	AGRICULTURAL DEPARTMENT	43	72	22	30.6%	50(shortage)
19	TRADE, INDUSTRY & TOURISM DEPT	11	17	1	5.8%	16(shortage)
20	PHYSICAL PLANNING DEPARTMENT	15	21	2	9.5%	19(shortage)
21	WORKS DEPARTMENT	49	70	7	10%	63(shortage)
22	URBAN ROADS DEPARTMENT	0	0	0	N/A	N/A
23	LEGAL DEPARTMENT	0	0	0	N/A	N/A
24	WASTE MANAGEMENT DEPARTMENT	0	0	0	N/A	N/A
25	TRANSPORT (VEHICLE & EQUIPMENT MGT.)	9	17	3	17.64%	14(shortage)
	<b>TOTAL</b>			<b>139</b>		

**Table: 5.1.18**

GOMOA EAST DISTRICT ASSEMBLY						
	Grades/Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Administration	4	4	9	225%	5 (excess)
2	Executive Officer	3	4	3	75%	1 (shortage)
3	Secretary	4	6	1	16%	5 (shortage)
4	Records	6	7	0	-	7 shortage
5	Estates	6	10	0	-	10 shortage
6	Procurement / Supply	5	5	2	40%	3 shortage
7	Human Resource (HR)	3	4	2	50%	2 shortage
8	Development Planning	3	4	2	50%	2 shortage
9	Management Information System (MIS)	9	9	1	11%	8 shortage
10	Budget	5	6	5	83%	1 shortage
11	Statistics	5	7	3	43%	4 shortage
12	Security	2	4	0	-	4 shortage
13	Radio Operation	2	2	0	-	2 shortage
14	Finance & revenue	21	33	10	30%	23 shortage
15	Audit (internal)	5	6	6	100%	satisfactory
16	Education, Youth & Sports Department	34	47	-	-	-
17	Health Department (Env. Health)	71	113	9	8%	104 shortage
18	Social Welfare & Community Development	10	11	13	118%	2 excess
19	Agriculture Department	43	72	20	28%	52 shortage
20	Trade, Industry And Tourism Department	-	-	-	-	-
21	Physical Planning Department	15	21	3	14%	18 shortage
22	Works Department	49	70	6	9%	64 shortage
23	Urban Roads Department	-	-	-	-	-
24	Legal Department	-	-	-	-	-
25	Waste Management Department	-	-	-	-	-

**Table: 5.1.19**

<b>GOMOA WEST DISTRICT ASSEMBLY</b>						
	<b>Grades/Class/Department</b>	<b>Requirements</b>		<b>Actual</b>	<b>% Covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>	<b>2019</b>		
1	Administration	4	4	8	200%	Excess
2	Executive Officer	3	4	2	50%	Shortage
3	Secretary	4	6	2	33.30%	Shortage
4	Records	6	7	-		Shortage
5	Estates	6	10	-		Shortage
6	Support Staff	14	20	4	20%	Shortage
7	Transport (Drivers)	9	17	5	29.40%	Shortage
8	Procurement / Supply	5	5	3	60%	Shortage
9	Human Resource (HR)	3	4	2	50%	Shortage
10	Development Planning	3	4	3	75%	Shortage
11	Management Information System (MIS)	9	9	1	11.10%	Shortage
12	Budget	5	6	4	66.70%	Shortage
13	Statistics	3	3	1	33.30%	Shortage
14	Security (Watchmen)	20	27	6	22.20%	Shortage
15	Radio Operation	2	2	3	150%	Excess
16	Finance (Revenue)	21	33	13	39.40%	Shortage
17	Internal Audit Unit	5	6	6	100%	Satisfactory
18	Education, Youth & Sports Department	34	47	56	119.10%	Excess
19	Health Department	71	113	26	23%	Shortage
20	Social welfare & Community Development	10	11	9	81.80%	Shortage
21	Agriculture Department	43	72	19	26.40%	Shortage
22	Trade, Industry And Tourism Department (BAC)	11	17	1	5.90%	Shortage
23	Physical Planning Department	15	21	2	9.50%	Shortage
24	Works Department	49	70	6	8.50%	Shortage
25	Urban Roads Department					
26	Legal Department					
27	Waste Management Department					
28	Catering			1		
29	Postal Agent			2		
30	Cook			1		

**Table: 5.1.20**

<b>TWIFO HEMANG LOWER DENKYIRA DISTRICT ASSEMBLY</b>						
	<b>Grades/ Class/Department</b>	<b>Requirements</b>		<b>Actual</b>	<b>% Covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>	<b>2019</b>		
1	Administration	4	4	3	75.00	1 (Shortage)
2	Executive Officer	3	4	1	25.00	3 (Shortage)
3	Secretary	2	3	1	33.33	2 (Shortage)
4	Records	6	7	0	0.00	7 (Shortage)
5	Estates	N/A	N/A	N/A	N/A	N/A
6	Procurement /Supply	5	5	2	40.00	3 (Shortage)
7	Human Resource (HR)	3	4	2	50.00	2 (Shortage)
8	Development Planning	3	4	1	25.00	3 (Shortage)
9	Management Information System (MIS)	9	9	1	11.11	8 (Shortage)
10	Budget	5	6	3	50.00	3 (Shortage)
11	Statistics	3	3	1	33.33	2 (Shortage)
12	Security	2	4	2	50.00	2 (Shortage)
13	Radio Operation	2	2	1	50.00	1 (Shortage)
14	Finance	21	33	13	39.39	20 (Shortage)
15	Audit	3	3	3	100.00	Satisfactory
16	Education, Youth & Sports Department	34	47	0	0.00	47 (Shortage)
17	Environmental Health	24	42	22	52.38	20 (Shortage)
18	Social Welfare & Community Development	7	8	4	50.00	4 (Shortage)
19	Agriculture Department	36	63	21	33.33	42 (Shortage)
20	Trade, Industry And Tourism Department	N/A	N/A	N/A	N/A	N/A
21	Physical Planning Department	7	12	0	0.00	12 (Shortage)
22	Works Department	11	15	5	33.33	10 (Shortage)
23	Urban Roads Department	0	0	0	0.00	N/A
24	Legal Department	N/A	N/A	N/A	N/A	N/A
25	Waste Management Department	N/A	N/A	N/A	N/A	N/A
26	Transport/Drivers	9	17	5	29.41	12 (Shortage)

**Table: 5.1.21**

<b>TWIFO ATTI-MORKWA DISTRICT ASSEMBLY</b>						
	Grades/Class/Department	Requirements		Actual	% Covered	Comments
		Minimum	Maximum	2019		
1	Administration	4	4	7	175	3 (excess)
2	Executive Officer	3	4	1	25	3 (shortage)
3	Secretary	4	6	1	16.66	5 (shortage)
4	Records	6	7	0	0	7 (shortage)
5	Estates	29	47	0	0	47 (shortage)
6	Procurement / Supply	5	5	4	80	1 (shortage)
7	Human Resource (HR)	3	4	2	50	2 (shortage)
8	Development Planning	3	4	2	50	2 (shortage)
9	Management Information System (MIS)	9	9	1	11.11	8 (shortage)
10	Budget	5	6	3	50	3 (shortage)
11	Statistics	3	3	1	33.33	2 (shortage)
12	Security	20	27	4	14.81	23 (shortage)
13	Radio Operation	2	2	3	150	1 (excess)
14	Finance	21	33	17	51.51	16 (shortage)
15	Audit	5	6	3	50	3 (shortage)
16	Education, Youth & Sports Department	34	47	47	100	Satisfactory
17	Health Department	71	113	39	34.51	74 (shortage)
18	Social Welfare & Community Development	10	11	7	63.63	4 (shortage)
19	Agriculture Department	43	72	22	30.55	50 (shortage)
20	Trade, Industry And Tourism Department	11	17	2	11.76	15 (shortage)
21	Physical Planning Department	15	21	1	4.76	20 (shortage)
22	Works Department	49	70	9	12.85	61 (shortage)
23	Urban Roads Department	0	0	0	0	
24	Legal Department	0	0	0	0	
25	Waste Management Department	0	0	0	0	
		<b>355</b>	<b>518</b>	<b>176</b>	<b>33.98</b>	

**Table: 5.1.22**

<b>UPPER DENKYIRA WEST DISTRICT ASSEMBLY</b>						
	<b>Grades/Class/Department</b>	<b>Requirements</b>		<b>Actual 2019</b>	<b>% Covered</b>	<b>Comments</b>
		<b>Minimum</b>	<b>Maximum</b>			
1	Administration	4	4	4	100	Covered
2	Executive Officer	3	4	3	75	1 Shortage
3	Secretary	4	6	1	16.67	5 shortage
4	Records	6	7	0	0	7 shortage
5	Estates	20	30	0	0	30 shortage
6	Procurement/Supply	5	5	2	40	3 shortage
7	Human Resource(HR)	3	4	2	50	2 shortage
8	Development Planning	3	4	2	50	2 shortage
9	Management Information System (MIS)	9	9	2	22.22	7 shortage
10	Budget	5	6	3	50	3 shortage
11	Statistics	3	3	1	33.33	2 shortage
12	Security	20	27	1	3.70	26 shortage
13	Radio Operation	2	2	1	50	1 shortage
14	Finance	21	33	7	21.21	26 shortage
15	Audit	5	6	2	33.33	4 shortage
16	Education, Youth & Sports Department	34	47	48	102.13	1 excess
17	Health Department	71	113	13	11.50	100 shortage
18	Social Welfare & Community Development Department	10	11	6	54.55	5 shortage
19	Agriculture Department	43	72	21	29.17	51 shortage
20	Trade, Industry And Tourism Department	11	17	0	0	N/A
21	Physical Planning Department	15	21	2	9.52	19 shortage
22	Works Department	49	70	3	4.29	67 shortage
23	Urban Roads Department	0	0	0	0	N/A
24	Legal Department	0	0	0	0	N/A
25	Waste Management Department	0	0	0	0	N/A

## 6.0 CRITICAL DEVELOPMENT AND POVERTY ISSUES IN 2019

**Table 6.1 UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES IN 2019**

Critical development and poverty issues	Allocation GHC	Actual receipt GHC	No. of beneficiaries	
			Targets	Actuals
<b>Ghana School Feeding Programme</b>				
<b>Capitation Grants</b>		233,853.29		1,718 Schools by Head teacher
<b>National Health Insurance Scheme</b>				
<b>Livelihood Empowerment Against Poverty (LEAP) Programme</b>	1,499,794	1,245,112	28,298	14,149
<b>National Youth Employment Programme</b>				4,563
<b>One District - One Factory Programme</b>				
<b>One Village - One Dam Programme</b>				
<b>Planting for Food and Jobs Programme</b>				Male 164,319 Female 106,929 Total 271,248
<b>Free SHS Programme</b>			48,995	42,000
<b>National Entrepreneurship and Innovation Plan (NEIP)</b>				
<b>Implementation of Infrastructural for Poverty Eradication Programme (IPEP)</b>				
<b>NABCO</b>				6,239
<b>Others</b>				

**Table 7. NATIONAL YOUTH EMPLOYMENT PROGRAMME**

S/ N	MODULE	TOTAL NUMBER EMPLOYED	NUMBER AT POST	NUMBER THAT HAVE VACATED POST
1.	COMMUNITY POLICE ASSISTANTS	2,159	1,987	172
2.	YOUTH IN SPORTS	216	200	16
3.	YOUTH IN ARABIC EDUCATION	228	219	9
4.	YOUTH IN INTERNSHIP	4	2	2
5.	SANITATION	1,956	1,843	113
	<b>TOTAL</b>	<b>4,563</b>	<b>4,251</b>	<b>312</b>

Source: Regional Youth Employment Agency Office



The above table shows data on the number of beneficiaries under the Youth Employment Agency. The total number of persons employed under the Agency in 2019 was 4,563 with 4,251 being at post while 312 had vacated post.

### **NATION BUILDERS CORPS**

The Nation Builders Corps (NABCO) program is a government initiative to address graduate unemployment and solve social problems. The focus of the initiative is to solve public service delivery in health, education, agriculture, technology, governance as well as drive revenue mobilization and collection. The modules under the programme include Educate Ghana, Heal Ghana, Feed Ghana, Revenue Ghana, Digitize Ghana, Civic Ghana and Enterprise Ghana.

**Table: 8**

S/N	NO. OF BENEFICIARIES		
	TOTAL	EXITED	NEW ENTRANTS
1.	6,239	1,289	316

The table provides data on the number of personnel employed under the programme. A total of 6,239 persons have been employed by the programme with 1,289 exiting while 316 had been newly employed.

### **ONE DISTRICT ONE FACTORY**

Four projects under One District one Factory have started and are at various stages of completion. They include Casa De Ropa, Petersfield and Ray, Central Poultry Farms and Ekumfi Fruit Processing Company Limited.

5000 acres of land has been released by the Chief of Abura Asebu Traditional Council, Okatakyir Amanfi for the establishment of the Regional Industrial Park.

Ekumfi Fruit Processing Company Limited has started commercial production but there are few civil works to be done. Civil works for the factory at Casa De Ropa is currently at 75% and it is anticipated that it will be completed by the 3<sup>rd</sup> quarter of 2020.

## **CHAPTER THREE**

### **7.0 THE WAY FORWARD**

#### **7.1 Key Issues to be addressed.**

##### **7.1.1 Poor Road Network**

The percentage of road network in the region in good condition decreased in 2019 as compared to that of 2018 and 2017. This has a negative effect on the economic fortunes of the region. It also has a negative effect on access to health care services for the people in the region. As this year is a year for roads, we will appeal to government to do its best to fix all the deplorable roads in the region.

##### **7.1.2 Environmental Degradation**

The Region is battling with the problem of Environmental Degradation. The forest reserves in areas like Twifo Praso, Denkyira and others are being depleted by ‘galamsey’ operators while illegal sand winning is also happening in Awutu Breku which is affecting the land negatively.

Though the government is doing its best to stop ‘galamsey’ activities in the nation, we urge the government to intensify its efforts to fight the ‘galamsey’ menace in the region as well as the illegal winning of sand.

##### **7.1.3 Monitoring and Evaluation**

The RPCU/RCC has been undertaking monitoring exercises in the MMDAs which is helping MMDAs improve on the performance of their functions. However the RPCU/RCC is unable to follow strictly the planned schedule for the Monitoring and Evaluation due to late releases of statutory funds for that purpose. Timely Monitoring and Evaluation of the RCC will enable it provide more technical backstopping to the MMDAs which will help in improving their performance.

MMDAs should be encouraged to evaluate their projects and programmes to know its impact on the lives of the people in the district and also inform future decisions to be taken at the district level.







