

KETA MUNICIPAL ASSEMBLY



ANNUAL PROGRESS REPORT JANUARY –DECEMBER, 2023

COMPILED BY:

MUNICIPAL PLANNING COORDINATING UNIT

KETA MUNICIPAL ASSEMBLY

KETA

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LIST OF ACRONYMS

KeMA	Keta Municipal Assembly
APR	Annual Progress Report
CBOs	Community-Based Organizations
CSO	Civil Society Organization
MA	Municipal Assembly
DACF	Municipal Assembly Common Fund
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MFO	Municipal Finance Officer
DM&E	District Monitoring and Evaluation
DMTDP	District Medium-Term Development Plan
MPCU	Municipal Planning and Coordinating Unit
MPO	Municipal Planning Officer
MDA	District Department of Agriculture
GHS	Ghana Health Service
GES	Ghana Education Service
MOFA	Ministry of Food and Agriculture
M&E	Monitoring and Evaluation
NDPC	National Development Planning Commission
NGOs	Non- Governmental Organizations

CHAPTER ONE

EXECUTIVE SUMMARY

The Keta Municipal Assembly has the mandate under Sections 1(2 to 4), 11 of the National Development Planning (System) Act 1994 (Act 480), Sections 1 to 13 of the National Development Planning (System) Regulation, 2016, LI 2232, Sections 83 and 86 of the Local Governance Act, 2016 Act 936 to initiate and coordinate the processes of planning and implementation of District Development Plans, programmes, activities and projects. These legal frameworks established the Assembly as a Planning Authority and defined its planning, monitoring, and evaluation functions as well.

The National Development Planning (System) Regulation, 2016, LI 2232, further mandates (MMDAs) to monitor and evaluate the development policies, programmes, and projects in the District in a manner prescribed by the National Development Planning Commission (NDPC) and ensure that the development planning functions are carried out in consultation with the sub-district structures and the local communities.

The Keta Municipal Assembly based on the planning guidelines issued by the NDPC prepared its 2022-2025 Medium-Term Development Plan. The MTDP was prepared in line with The National Policy Framework “An AGENDA FOR JOBS II: Creating Prosperity and Equal Opportunity for All.

In respect of the preparation of the 2023 Progress Report, KeMA embarked on monitoring and evaluation of the activities using a set of performance indicators to track the progress of implementation of the 2022-2025 Medium Term Development Plan, the 2023 Annual Action Plan with Assembly Members, Heads of Departments/Institutions/Agencies, Chiefs, Community Members, Civil Society Organizations, and some other key stakeholders.

The main objective of the M&E for the stated period was to monitor and evaluate the performance of the 2022-2025 Medium-Term Development Plan and 2023 Annual Action Plan.

The 2023 revenue target of the Assembly stood at GH¢ **18,289,286.98** (from all sources), out of which 52.40% was realized which amounts to a total of GH¢**9,583,122.91**. An amount of GH¢ **11,677,338.00** was expended.

The report is outlined in three Chapters. Chapter one presents an introduction which is made up of a summary of achievements and challenges with the implementation of the Annual Action for 2023, the purpose of the M&E activities, the Processes involved in the conduct of the M&E as well as the challenges encountered.

Chapter two presents M&E Activity Reports which contain Program/Project Register, Updates on Funding Sources and Disbursements, Updates on Indicators and Targets as well as Updates on Critical Development and Poverty Issues. Also presented here include findings and recommendations on Development Evaluations conducted during the year and Findings on Participatory Evaluation conducted.

Chapter Three is focused on key issues addressed and those yet to be addressed as well as recommendations and the way forward.

SUMMARY OF ACHIEVEMENTS OF THE IMPLEMENTATION OF THE DMTDP

The 2023 activities, projects and programmes were taken from of the 2022-2025 Medium Term Development Plan of the Keta Municipal Assembly.

Provision of Health and educational services and infrastructure, Sustainable Agriculture, Local Economic Development, HIV/AIDS issues, Support to persons living with Disability, strengthening substructures, vulnerability protection, environmental protection and climate change, Security, sanitation, spatial planning and street naming, and completion of ongoing projects took center stage in the activities of the Assembly during the period under review.

There were 105 activities (revised) and projects captured in the 2023 Action Plan out of which 89 were fully implemented as of the end of the year 2023 representing 85%, 7 activities, and projects were ongoing representing 7% while 9 activities were yet to begin. While the highest number of activities executed during the year fell under the Governance, Corruption, and Public Accountability development dimension, the least of the activities executed fell under the social development dimension.

The table below presents a summary of the achievements of the 2023 Action Plan.

Table 1: Details on the 2023 Annual Action Plan Implemented

DEVELOPMENT DIMENSION	2023	
	Plan	Executed
Economic Development	26	24
Social Development	21	19
Environment, Infrastructure And Human Settlements	26	24
Governance, Corruption And Public Accountability	32	30
TOTAL	105	97

Source: MPCU, 2023



Figure 1: Planned and Executed Activities

There were 423 broad activities and projects captured in the 2022 – 2025 MTDP, out of which 197 were fully implemented at the end of 2023 representing 46.5 percent.

The tables below present details of implementation as far as the 2023 Annual Action Plan and 2022-2025 DMTDP were concerned.

Table 2: Proportion of the DMTDP Implemented.

Indicators	Baseline 2021	2022		2023	
		Target	Actual	Target	Actual
1. Proportion of the Annual Action Plans implemented by the end of the year.					
a. Percentage completed	60%	20	22	30	39
b. Percentage of ongoing interventions	11%	9	5	6	7
c. Percentage of interventions abandoned	3%	-	-	2	0
d. Percentage of interventions yet to start	7%	2	2.6	2	3
2. Proportion of overall MTDP Implemented	71%	30	27	38	46.5

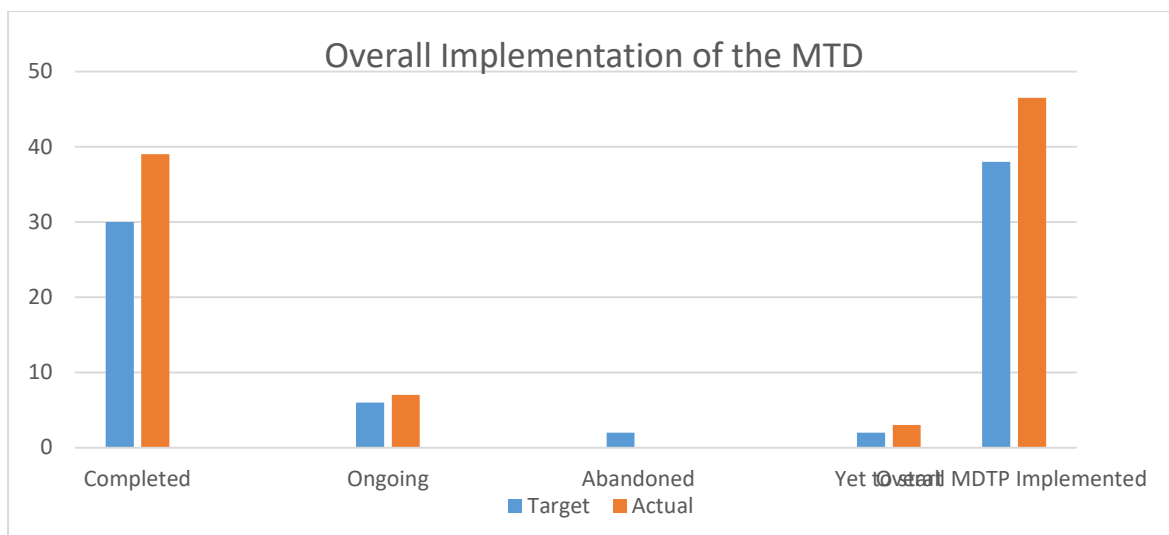


Figure 2: Proportion of MTDP Implemented

The above table indicates the planned and executed activities and projects for the year 2023. The gaps in the implementation were due to inadequate funds. The Municipal Assembly could not generate enough IGF to implement the projects and programme. The funds were stated in the sources of revenue as indicated in the report.

CHALLENGES WITH THE IMPLEMENTATION OF THE MTDP

Implementation of programmes and projects during the year 2023 was plagued with implementation challenges some of which were:

1. Untimely and irregular releases of funds especially from the central government to execute projects as planned and scheduled.
2. Delays in compilation and submission of Departmental Progress Reports as inputs into the Annual Progress Report.
3. Conflict among some departments of the Assembly in the performance of their functions e.g. Works and Physical Planning Departments.
4. Difficulty of the Assembly to meet its IGF targets for the stated year.
5. Limited budgetary allocation and releases to support Monitoring and Evaluation activities.
6. Logistical constraints such as vehicles, printers etc.
7. Inadequate funding for MPCU activities in general such as meetings, town hall meetings etc.

8. Poor cooperation from especially non decentralized (e.g. NADMO) departments regarding activities of the Assembly

Implication: The above challenges made it difficult for the Assembly to implement effectively most of its planned projects, programmes and activities. This situation in the long run will defeat the attempt by the Assembly aimed at providing socio-economic services and infrastructure to support the socio-economic development of the District.

PURPOSE AND OBJECTIVES OF THE M&E FOR THE STATED PERIOD

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

The key Monitoring and Evaluation objective of the year was to provide information that will enable tracking of progress and reach informed decision-making towards the implementation of the Agenda for Jobs; creating prosperity and equal opportunity for all.

Specific objectives for the stated period were:

1. Document lessons learned from the implementation of programmes and projects
2. Improve service delivery and influence the allocation of resources in the District.
3. Assess whether DMTDP developmental targets were being met.
4. Identify achievements, constraints, and failures so that improvements can be made to the DMTDP and project designs to achieve better impact.
5. Provide information for effective coordination of District development programmes and activities.
6. Identify the appropriate interventions that will increase the responsiveness of targeted beneficiaries
7. Reinforce ownership of the DMTDP and build the M&E capacity of officers within the Assembly.

8. To collect data on the level of implementation of the planned activities of the Annual Action Plan for 2023 to ensure that the pace of project implementation conforms with the planned agenda.
9. To monitor the various processes involved in the implementation of planned interventions including the tracking of procurement processes against established rules and procedures, utilization of inputs and other resources to ensure accountability of the use of the scarce resources
10. To evaluate the delivery of key services provided by the Assembly in other to find out projects outcomes against objectives
11. To communicate the outcome of the Monitoring and Evaluation to the key stakeholders in respect of how the Assembly's plans and budgets are being implemented

PROCESSES INVOLVED

The Monitoring and Evaluation exercise commenced with a meeting of the Municipal Planning Coordination Unit (MPCU) which discussed and agreed on the focus, tools, and expected outcomes of the M&E and developed an M&E Work Plan and Budget. A working team of key stakeholders was formed which included the following:

1. Municipal Development Planning Officer
2. Municipal Director of Ghana Health Services
3. Municipal Director of Education
4. Municipal Statistical Officer
5. Environmental Health Officer
6. Municipal Director of Agriculture
7. Municipal Budget Analyst
8. Municipal Engineer
9. Rep. of Civil Society Organization

These stakeholders visited project sites and collected relevant data to measure the progress of project implementations against planned targets. A report was then submitted to other stakeholders to inform them about the issues identified. The team also collated and utilized relevant information from the 2023 Annual Progress Reports submitted by various Departments/ Units. Information from other Non-Decentralized Public Institutions operating in the Municipality such as the National Youth Authority, Electricity Company of Ghana, National Health Insurance Scheme, Police Service, Ghana Water Company etc.

DATA COLLECTION AND COLLATION

The MPCU undertook monitoring visits to all projects/programmes sites to collect relevant data on the status of implementation of planned projects and programmes. The basic tool used for the field visits was a monitoring checklist developed based on the agreed indicators. The monitoring visit was followed by a debriefing of the Municipal Chief Executive on the outcome of the exercise.

There were two (2) levels of monitoring; the first was the sector-specific by Sector Departments of their programmes and projects. The second level of monitoring was undertaken by the MPCU on the overall Municipality's development programmes, projects, and activities.

DATA ANALYSIS AND USE

The MPCU lacks the skills in using scientific methods and data analysis software such as Micro-Soft Excel, Scientific Package for Social Scientists (SPSS), etc. to analyze and interpret both primary and secondary data collected from the field and other relevant data sources. As such a rather slow manual means was employed to analyse the data. This however did not compromise the quality of the data analysed.

DIFFICULTIES ENCOUNTERED

The difficulties encountered during the process included logistical constraints as well as uncoordinated data collection process and poor cooperation from some decentralized institutions. The implementation of projects and programmes during the period under review was as usual engulfed with challenges. Some of the challenges and constraints encountered were as follows;

1. Limited financial resources for effective monitoring of MMTDP.
2. Delays in compilation and submission of Departmental Progress Reports as inputs into the compilation of the quarterly and Annual Progress Reports and inconsistencies in the reporting format over the years.
3. Logistics such as computers, photocopiers, and scanners are not available to support the monitoring process.
4. Poor cooperation and coordination among some MPCU members.
5. Lack of a dedicated vehicle for Monitoring and Evaluation.

Implication: The above challenges encountered during the M&E process meant that it was difficult to for the Assembly to collect the needed information and data to prepare this report. Inadequate and unreliable data and information as the tendency to cast doubt future planning, budgeting and forecasting activities of the Assembly.

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES REPORT

This section presents the Program/project register and the implementation status of planned programs and projects in the Annual Action Plan for 2023.



PROGRAMME/PROJECT STATUS FOR THE YEAR, 2023



The program/project status for the year is presented in the Program/Project/Activity Register as contained in the table below. The table presents the list of Programs or activities as contained in the 2023 Annual Action Plan placed under various Development Dimensions of the National Development Policy Framework and their corresponding locations. Also contained in this register are implementation details including contractors' /Consultants' names, contract/activity amounts, funding source, award and completion dates, the expenditure made, and the level of implementation among others.



M&E ACTIVITIES REPORT



Table 3: PROGRAMME/ PROJECT STATUS



PROJECT DESCRIPTION		LOCATION	CONTRACTOR/ CONSULTANT	CONTRACT SUM GH¢	SOURCE OF FUNDING	DATE OF AWARD	DATE START ED	EXPECTED DATE OF COMPLE- TION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		STRATEGIES TO IMPROVE PROJECT COMPLETION RATE	HOW CITIZENS WERE INVOLVED IN MONITORING OF WORK CONTRACT
Code	Name										%	Pictures		
<p>SOCIAL DEVELOPMENT DIMENSION</p> <p>GOAL: CREATE OPPORTUNITIES FOR ALL GHANAISANS</p>														


N/A	Construction of 12 Unit Hostel with ancillary facilities (Ground Floor)	Keta NMTC	Mighty Industries	1,082,582.00	DDF	1/11/22	1/12/22	1/09/23	825,000.00	257,582.00	55		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring
N/A	Renovation of Doctors Flat	Keta	Brightwell Building and road Eng. Ltd.	65,000.00	DAC F	1/11/21	1/12/21	1/4/22	30,000.00	35,000.00	100		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring

N/A	Construction of 6-Unit Classroom Block with office and store	Abor EP	Outside Ghana Ltd	599,333.53	DAC F	28/07/20	28/07/20	1/02/21	100,000.00	499,333.53	60		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring
N/A	Partial Renovation of Judges' Bungalow	Keta	Veroma Complex	29,251.00	DAC F	1/11/21	1/11/21	1/12/21	27,000.00	2,251.00	100		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring

N/A	Partial Renovation of Budget Bungalow	Keta	Kle company Ltd	17,604.00	DAC F	10/11/21	1/11/21	1/1/22	2,000.00	15,604.00	80		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring
N/A	Renovation of Planning Bungalow	Keta	Kle Company Ltd	45,000.00	DAC F	10/11/21	1/11/21	1/1/22	7,000.00	38,000.00	80		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring


N/A	Partial Renovation of MCD Bungalow	Keta	Kle Company Ltd	11,750.00	DAC F	10/11/21	1/11/21	1/1/22	1,000.00	10,750.00	75		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring
N/A	Partial Renovation of Finance Bungalow	Keta	Kle company Ltd	17,604.00	DAC F	10/11/21	1/11/21	1/1/22	2,000.00	17,604.00	80		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring



N/A	Supply of 400NO. Wooden Chair with Writing Slab for Keta Nursing & Midwifery Training College	Keta	Mighty Brothers Limited	268,000.00	IGF	25/10/23	25/10/23		134,000.00	134,000.00	100		Regular Monitoring and funds allocation	Quarterly stakeholder monitoring
N/A	Supply of 500NO. Wooden Dual Desk for Basic Schools within the	Municipal Wide	Hab-Amenyo Limited Company	332,000.00	IGF	25/10/23	25/10/23		116,000.00	116,000.00	50		Regular Monitoring and funds allocation	Quarterly stakeholder monitoring

	Keta Municipality													
N/A	Supply of 500NO. Wooden Dual Desk for Second Cycle Schools within the Keta Municipality	Municipal Wide	Hab-Amenyo Limited Company	342,000.00	IGF	25/10/23	25/10/23		171,000.00	171,000.00	50		Ongoing	Quarterly stakeholder monitoring

ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENTS DIMENSION


GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT, BUILT ENVIRONMENT

N/A	Reshaping and gravelling of road	Atiavi Glime	Mighty industries	181,000.00	DAC F	10/11/21	1/11/21	1/3/22	100,000.00	81,000.00	100		Completed	Project inspection and quarterly stakeholder monitoring
N/A	Reshaping and gravelling of road	Keta-Rose Pavilion road	Mighty industries	24,000.00	DAC F	10/11/21	1/11/21	1/3/22	0	24,000.00	100		Completed	Project inspection and quarterly stakeholder monitoring

N/A	Rehabilitation of PWD Yard for officers	Dzelukope	JUSTDAN Co.Ltd	750,000.00	DAC F	28/7/20	28/7/20	1/2/21	250,000.00	500,000.00	100		Completed	Project inspection and quarterly stakeholder monitoring
N/A	Opening of Access and Reshaping of roads in the Municipality	Municipal Wide	Noble Empire Limited Company	543,000.00	IGF	25/10/23	25/10/23		162,900.00	380,100.00	30		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring

ECONOMIC DEVELOPMENT DIMENSION

GOAL: BUILD A PROSPEROUS COUNTRY

N/A	Construction of open Market Shed	Afiade nyigba	Spashay Co.Ltd	121,470.00	DAC F	28/7/20	28/7/20	1/2/21	10,000.00	111,470.00	60		Regular Monitoring and funds allocation	Project inspection and quarterly stakeholder monitoring
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REPAIR AND MAINTENANCE OF EXISTING INFRASTRUCTURE

During the year under review, the Assembly carried out repairs and maintenance of some existing infrastructure. The estimated total cost was **GHC 664,209.00** out of which a total expenditure of **GHC 201,900.0** was made representing 30%. Expenditure on the maintenance of road infrastructure saw the highest expenditure made during the year at a cost of **GHC 543,000.00**.

The details are presented in the table below.

Table 4: Repair and Maintenance of Existing Infrastructure



Asset/ infrastructure	Location	Type of maintenance	Estimated Cost	Actual Release	Gap	Expenditure	Recommendation
Judges' Bungalow	Keta	Partial Renovation	29,251.00	27,000.00	2,251.00	27,000.00	Completed
Budget Officer's Bungalow	Keta	Partial Renovation	17,604.00	2,000.00	15,604.00	2,000.00	On-going
Planning Officer's Bungalow	Keta	Partial Renovation	45,000.00	7,000.00	38,000.00	7,000.00	On-going
MCD Bungalow	Keta	Partial Renovation	11,750.00	1,000.00	10,750.00	1,000.00	On-going
Finance Officer's Bungalow	Keta	Partial Renovation	17,604.00	2,000.00	17,604.00	2,000.00	On-going

Opening of Access and Reshaping of roads in the Municipality	Keta	Reshaping of road	543,000.00	162,900.00	380,100.00	162,900.00	On-going
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Table 5: ACTIVITY REPORTS/ REGISTER



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		REMARKS
								(%)	Pictures (If any)	
SOCIAL DEVELOPMENT DIMENSION										
GOAL: CREATE EQUAL OPPORTUNITIES FOR ALL GHANAIS										

Premises Inspection held	Social Development	1,200	IGF	January, 2023	December, 2023	GH¢1,200	0	100		Completed
Provision Store Inspection held	Social Development	1,200	IGF	January, 2023	December, 2023	GH¢3,200	0	100		Completed
Market Inspection held	Social Development	1,300	IGF	January, 2023	December, 2023	GH¢3,300	0	100		Completed
AWARENESS CREATION Local radio stations (were used as to give	Social Development	1,400	IGF	January, 2023	December, 2023	GH¢6,400	0	100		Completed


health/hygiene/ sanitation education										
LAW ENFORCEMENT										
The unit enforced sanitation laws	Social Development	1,400	IGF	January, 2023	December, 2023	GH¢4,500	0	100		Completed
NATIONAL MALARIA CONTROL PROGRAM (NMCP)										
The Ghana Health Service (GHS), the National Malaria Elimination Program (NMEP), in collaboration with Zoom lion GH and the Environmental Health and Sanitation Unit embarked on an	Social Development	1,400	IGF	January, 2023	December, 2023	GH¢6,400	0	100	 	Completed



activity to control malaria infections										
MONITORING OF ZOOMLION	Social Development	5,222	IGF	January, 2023	December, 2023	GH¢1,300	0	100		Completed
Solid and liquid waste disposal monitoring carried out	Social Development	5,222	IGF	January, 2023	December, 2023	GH¢1,300	0	100		Completed
National sanitation day clean up exercised held	Social Development	9,000	IGF	October , 2023	December, 2023	GH¢9,000	0	100		Ongoing

Livelihood Empowerment Against Poverty (LEAP) implemented	Social Development	360,000.00	GoG	January, 2023	December, 2023	GH¢ 360,000.00	-	100		Completed
Support to PWDs done	Social Development	123,739.44	DACF	April, 2023	December, 2023	GH¢ 123,739.44	-	100	 	Completed

HIV/AIDS programmes implemented	Social Development	11,030.00	DACF	January, 2023	December, 2023	GH¢11,030.00	-	100		Completed
Family and child welfare activities held	Social Development	2,000.00	IGF/DA CF	January, 2023	December, 2023	GH¢2,000.00	-	100		Completed
Gender empowerment activities done	Social Development	1,000.00	IGF/DA CF	January, 2023	December, 2023	GH¢1,000.00	-	100		Completed
Supervision activities carried out to 8 CHMC meetings and 2 durbars supported and supervised	Social Development	16,999	GoG	12/3/23	16/3/23	GH¢16,999	0	100		Completed
Review meetings carried out in all health centers and the two hospital to review activities on TB	Social Development	6,299	GoG	12/2/23	16/2/23	GH¢6,299	0	100		Completed

12 Radio programs and 7 community durbars were organized on maternal, neonatal, and child health programs held	Social Development	5,272	IGF	January, 2023	December, 2023	GH¢5,272.00	0	100		Completed
Weekly nutrition clinics held	Social Development	8,220	IGF	January, 2023	December, 2023	GH¢8,220.00	0	100		Completed
NHIS claims processed and submitted to NHIA	Social Development	3,000	IGF	January, 2023	March, 2023	GH¢3,000.00	0	100		Completed
Data validation and verification exercises were carried out as planned both at the facility and district levels before entry into the District Health Information Management System (DHIMS)	Social Development	2,000	IGF	January, 2023	December, 2023	GH¢2,000.00	0	100		Completed


Suspected cases of Measles and yellow fever were investigated	Social Development	3,000	IGF	January, 2023	December, 2023	GH¢3,000	0	0	100		Completed
stakeholders from various shrines and traditional psychic and healer association were invited to discuss ways to improve the uptake of the Covid 19 vaccine among their members	Social Development	5,400	ACTIO N (NGO)	24/2/2023	24/2/2023	GH¢5,400	0	0	100		Completed
There was a health screening of staff and the communities within Keta Municipality during the annual Hogbetsotso festival.	Social Development	7,500	Lions Club	28/10/2023	28/10/2023	GH¢7,500	0	0	100		Completed


										
Donation of 600 mono desks to some schools in the Municipality which took place at the R/C Basic School.	Social Development	2,829	DACF	January, 2023	December, 2023	GH¢2,829	0	100		Completed
Orientation workshop for 2022 newly posted teachers held	Social Development	4,900	DACF	16 ^h May, 2023.	19 th May, 2023.	GH¢4,900	0	100		Completed
Capacity building held for teachers on Play Based pedagogy and positive learning environment.	Social Development	5,342	DACF	January, 2023	December, 2023	GH¢5,342	0	100		Completed



										
Mentorship training and curriculum leads workshop held for teachers	Social Development	5,000	Municipal Education Office	January, 2023	December, 2023	GH¢5,000	0	0	100	Completed
Training workshop for SMC/PA Executive on sustainable plans held.	Social Development	6,000	IGF	January, 2023	December, 2023	GH¢6,000	0	0	100	Completed
Training of SHS teachers on MoE accountability dashboard held	Social Development	9,000	IGF	January, 2023	December, 2023	GH¢9,000	0	0	100	Completed
Celebration of Ghana Teacher Recognition Day – Keta held	Social Development	6,700	IGF	January, 2023	December, 2023	GH¢6,700	0	0	100	Completed



GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY DIMENSION

MAINTAIN A STABLE, UNITED AND SAFE SOCIETY

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		REMARKS
								(%)	Pictures (If any)	
2. No sensitizations meetings held on road Safety	<i>Governance, Corruption And Public Accountability</i>	15,500	DACF	January, 2023	December, 2023	GH¢15,500	0	100		Completed
Capacity Building workshops for staff held	<i>Governance, Corruption And Public Accountability</i>	15,000	DPAT	January, 2023	December, 2023	GH¢15,000	0	100		Completed



<p>A Number of Town hall /stakeholders meetings on government policies, planning and budgeting were held</p>	<p><i>Governance, Corruption And Public Accountability</i></p>	<p>25,000</p>	<p>DACF</p>	<p>January, 2023</p>	<p>December, 2023</p>	<p>GH¢25,000</p>	<p>0</p>	<p>100</p>		<p>Completed</p>
<p>Procurement and repairs of office equipment, stationery, furniture, postal and communication services done</p>	<p><i>Governance, Corruption And Public Accountability</i></p>	<p>35,000</p>	<p>DACF</p>	<p>January, 2023</p>	<p>December, 2023</p>	<p>GH¢25,000</p>	<p>0</p>	<p>100</p>		<p>Completed</p>
<p>Repairs and maintenance of office vehicles done</p>	<p><i>Governance, Corruption And Public Accountability</i></p>	<p>30,000</p>	<p>DACF</p>	<p>October, 2023</p>	<p>December, 2023</p>	<p>GH¢30,000</p>	<p>0</p>	<p>100</p>		<p>Completed</p>





National events (independence day, farmers day, senior citizens day etc.) were carried out.	<i>Governance, Corruption And Public Accountability</i>	64,000	DACF/I GF	January, 2023	December, 2023	GH¢64,000	0	100		Completed
Statutory and all working committee meetings within the Assembly organized	<i>Governance, Corruption And Public Accountability</i>	44,000	DACF/I GF	January, 2023	December, 2023	GH¢44,000	0	100		Completed
Monitoring & supervision of revenue collections carried out	<i>Governance, Corruption And Public Accountability</i>	15,000	DACF/I GF	January, 2023	December, 2023	GH¢15,000	0	100		Completed



Training of revenue staff and provision of logistics (Raincoat, Wellington boot, revenue Uniforms/revenue reflector Jacket) done	Governance, Corruption And Public Accountability	9,000	DACF/I GF	January, 2023	December, 2023	GH¢9,00 0	0	100		Completed
Sensitization of citizens on Revenue collection/tax education, tax compliance within the municipality held	Governance, Corruption And Public Accountability	19,000	DACF/I GF	October , 2023	December, 2023	GH¢19,0 00	0	100		Completed
Preparation of 2022-2025 MTDP, 2023 Annual Action Plan, RIAP & Budget as well review of 2022 AAP& Budget were done	Governance, Corruption And Public Accountability	15,000	DACF/I GF	January, 2023	December, 2023	GH¢15,0 00	0	100		Completed


Quarterly meetings of the Seven (7) zonal councils held	<i>Governance, Corruption And Public Accountability</i>	N/A	IGF/DA CF	October , 2023	December, 2023	N/A	N/A	100		Completed
Sensitization on revenue mobilization and collection of ceded revenue at the seven zonal councils carried out	<i>Governance, Corruption And Public Accountability</i>	N/A	IGF/DA CF	October , 2023	December, 2023	N/A	N/A	100		Completed
Biodiversity action plan prepared	<i>Governance, Corruption And Public Accountability</i>	15,000	DACF	January, 2023	December, 2023	GH¢15,000	N/A	100		Completed
monitoring and evaluation activities for all projects under Implementation done	<i>Governance, Corruption And Public Accountability</i>	10,000	DACF/IGF	January, 2023	December, 2023	GH¢10,000	0	100		Completed
ECONOMIC DEVELOPMENT DIMENSION										

BUILD A PROSPEROUS COUNTRY

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		REMARKS
								(%)	Pictures (If any)	
The Keta Municipal Assembly hosted (10) students and teachers and 4 officers from the city of Eschweiler in Germany. This is part of exchange programmes between Keta and Eschweiler	Economic Development	3,000	Donor	September, 2023	October, 2023	GH¢3,000	0	100		Completed
60 th Year of Hogbetsotso Festival held	Economic Development	5,000	IGF	29 th September, 2023	5 th November, 2023	GH¢5,000	0	100		Completed

Tourism potentials were identified and documented	Economic Development	1,000	IGF	January, 2023	December, 2023	GH¢1,000	0	0	100		Completed
Bird watching was monitored	Economic Development	3,093	IGF	January, 2023	December, 2023	GH¢3,093	3	0	100		Completed
Monitoring visits paid to two cultural troupes in the municipality	Economic Development	1400	IGF	January, 2023	December, 2023	1400	0	0	100		Completed
The Assembly participated in the Volta Trade Fair at Ho	Economic Development	1500	IGF	January, 2023	December, 2023	1500	0	0	100		Completed
The Assembly Organized the Defia Trade and Tourism Fair at Keta	Economic Development	1800	IGF	January, 2023	December, 2023	1800	0	0	100		Completed





The Assembly organized an LED forum	Economic Development	1800	IGF	January, 2023	December, 2023	1800	0	100		Completed
Twelve (12) sensitizations meetings were held and farmers were sensitized on the implementation of Planting for Food and Jobs	Economic Development	1,234	MAG	January, 2023	December, 2023	GH¢3,434	0	100		Completed
Vaccinations were carried out on animals against Rabies of dogs and cats, Pest de Petit Ruminant (PPR) in sheep and goats, Contagious Bovine Pluero Pneumonia (CBPP) in	Economic Development	1,234	MAG	January, 2023	December, 2023	GH¢3,634	0	100		Completed




cattle and Newcastle of poultry.										
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EMERGENCY PLANNING AND RESPONSE

GOAL: MAINSTREAM EMERGENCY PLANNING AND PREPAREDNESS INTO GHANA'S DEVELOPMENT PLANNING AGENDA AT ALL LEVELS TO RESPOND TO POTENTIAL INTERNAL AND EXTERNAL THREATS

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENSE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Law Enforcement operations carried out in 11 communities on ramsar site protection	Natural Resource Conservation and Management	2,000	IGF	January, 2023	December, 2023	GH¢1,000	0	100		Completed


Mangrove restoration activities carried out	Natural Resource Conservation and Management	1,500	IGF	January, 2023	December, 2023	GH¢1,000	0	100		Completed
Monthly turtle monitoring and protection activities carried out	Natural Resource Conservation and Management	2,499	IGF	January, 2023	December, 2023	GH¢2,499	0	100		Completed
Monthly Climate change education and natural resource conservation carried out	Natural Resource Conservation and Management	500	IGF	January, 2023	December, 2023	GH¢500	0	100		Completed
Sensitization on sustainable harvesting and mangrove restoration held	Natural Resource Conservation and Management	500	IGF	January, 2023	December, 2023	GH¢500	0	100		Completed
65,000 seedlings of mangrove and other seedlings were raised	Natural Resource Conservation and Management	1,500	IGF	January, 2023	December, 2023	GH¢1,500	0	100		Completed


International Mangrove day held	Natural Resource Conservation and Management	450	IGF	January, 2023	December, 2023	GH¢450	0	100		Completed
Green Ghana Day Marked	Natural Resource Conservation and Management	450		January, 2023	December, 2023	GH¢450	0	100		Completed
Central nursery of mangrove, and other seedlings Established and maintained	Natural Resource Conservation and Management	600	IGF	January, 2023	December, 2023	GH¢600	0	100		Completed

ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENT DIMENSION

GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT, BUILT ENVIRONMENT

IMPLEMEN-

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	TATION STATUS		REMARKS
								(%)	Pictures (If any)	
Preparation of a draft local plan for the Keta, Vodza and Kedzi areas done	Environment, Infrastructure And Human Settlements	5,000	DACF	January, 2023	December, 2023	GH¢5,000	0	100		Completed
Development control activities were carried out	Environment, Infrastructure And Human Settlements	6,730	DACF	January, 2023	December, 2023	GH¢6,730	0	100		Completed

<p>SPATIAL PLANNING MEETING</p> <p>The department has organized all Spatial Planning and Technical Sub-Committee meetings</p>	<p>Environment, Infrastructure And Human Settlements</p>	15,500	DACF	January, 2023	December, 2023	GH¢15,500	0	100		Completed
<p>Documentation Of Assembly Lands ongoing</p>	<p>Environment, Infrastructure And Human Settlements</p>	5,400	DACF	January, 2023	December, 2023	GH¢5,400	0	100		Completed
<p>VALUATION OF LANDED PROPERTIES</p> <p>With the support of the GIZ, KeMA</p>	<p>Environment, Infrastructure And Human Settlements</p>	8,400	DACF	January, 2023	December, 2023	GH¢8,400	0	100		Completed

<p>The Lawns at KeMA premises were beautified with regular maintenance and watering of plants. Plant seedlings are being used to maintain the Parks and Garden.</p>	<p>Environment, Infrastructure And Human Settlements</p>	<p>8,000</p>	<p>DACF</p>	<p>January, 2023</p>	<p>December, 2023</p>	<p>GH¢8,000</p>	<p>0</p>	<p>0</p>	<p>100</p>	 <p>Completed</p>
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SUMMARY OF IMPLEMENTATION OF ANNUAL ACTION PLAN

The ability of the Assembly to execute most of its planned projects and activities in the Annual Action Plan contributed significantly to the achievement of the overall goal of the Municipality which is to “Promote socio-economic development of residents to achieve enhanced well-being while ensuring a healthy and secured environment for all through effective collaboration with other stakeholders”.

Generally, a closer look at the various indicator outcomes shows that the quality of lives of residents has seen improvement, poverty levels have reduced marginally, additional economic opportunities were created, and many additional employment opportunities were opened as a result of the number of Alternative livelihood training, Skills training and Business training programmes held within the year. Security in the Municipality also was well maintained due to the support the security services received to carry out various security measures. The crime rate has also reduced drastically.

Planned town hall meetings were held and the residents were adequately supplied with information regarding the activities of the Assembly. Stakeholders’ engagements were also done to give citizens an idea of the programmes and projects of the Assembly to ensure transparency and accountability.

The commitment of management and the willingness to commit funds to the implementation of the Annual Action Plan contributed to the success of the projects and the programmes. However, despite the above success attained, not all planned programmes and projects were executed. The reasons for this are:

1. Inadequate funds
2. Inadequate monitoring and evaluation of programmes and activities
3. Inadequate logistics such as vehicles
4. Inadequate stakeholder engagements

UPDATE ON FUNDING SOURCES AND DISBURSEMENTS

Development activities undertaken by the Assembly is largely dependent on the quantum of financial resources received. The major sources of revenue to the Assembly are basically from internal and external sources which include, Internally Generated Funds (IGF), District Assemblies' Common Fund (DACF), (DACF-RFG (DPAT), GETFund etc.). The District Assemblies' Common Fund (DACF) was used to embark on varied developmental projects like renovation of bungalows, regravelling of roads etc. The Disability Fund from the DACF was disbursed to Person's with Disability to improve their social and economic lives. Some of them were supported to set up of businesses which was monitored by the Social welfare and Community Development Department.

Details of the Revenue position of the Assembly as at 31st December 2023 is presented in the table below:

Table 6: Update on Revenue Sources

Revenue Sources	Estimates			Performance		
	2021	2022	2023	2021	2022	2023
DACF	3,847,373.05	3,797,789.32	4,222,128	729,138.35	1,561,565.24	1,039,063.97
DACF-RFG	-	378,449.00	1,851,009.00	622,403.00	1,082,853.07	-
MP's CF	500,000	297,033.79	580,000.00	294,652.07	560,777.15	439,657.72
IGF	450,440.67	736,304.99	7,192,764.35	348,327.39	565,793.78	1,628,028.68
MSHAP/HIV	19,206.86	21,216.69	21,211.70	2,122.56	17,157.36	9,197.76
PWDs CF	115,241.19	127,300.19	381,900.00	92,990.04	208,133.62	163,473.24
LEAP	360,000	360,000	360,000	360,000	360,000	360,000
MAG	80,811.00	61,453.00	36,372.03	50,455.16	61,452.76	32,372.03
GOG (Goods & Services)	101,290.00	133,717.00	97,000.00	43,889.64	38,149.52	41,375.58
MP SIF	380,449.00	497,966.21	60,000.00	60,000.00	60,000.00	60,000.00
Compensation Transfer	1,959,822.51	3,096,866.93	3,486,901.90	2,981,004.78	1,956,610.27	5,809,953.93
TOTAL	7,814,634.28	9,508,097.12	18,289,286.98	5,584,982.99	6,472,492.77	9,583,122.91

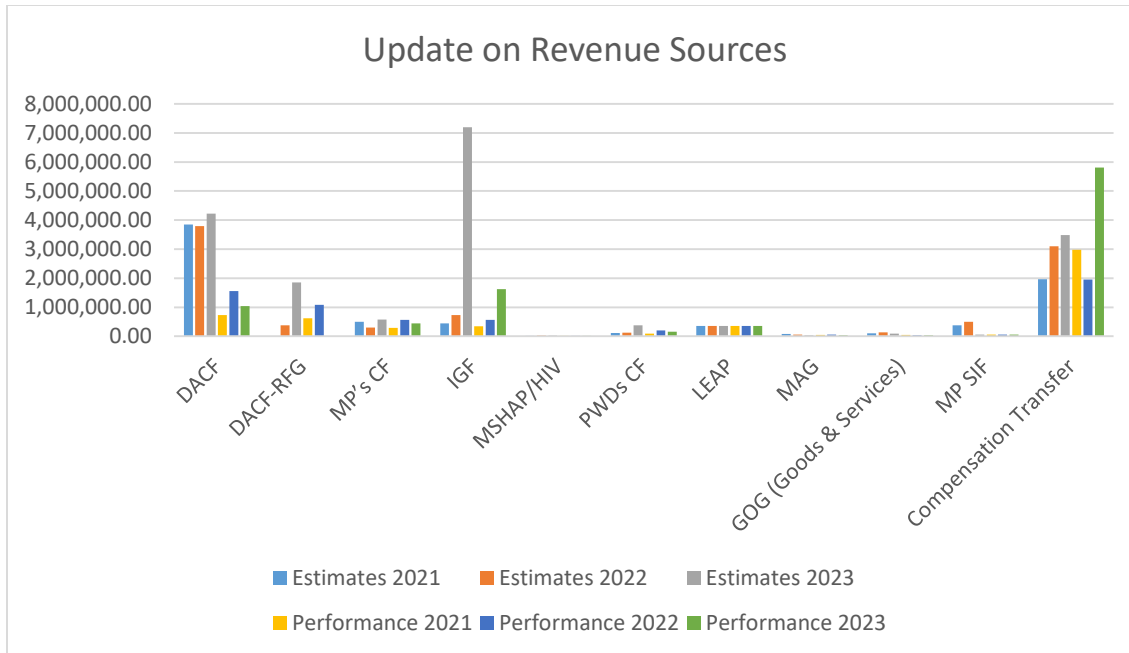


Figure 3: Revenue Performance

The total revenue target for year 2023 stood at **GHC 18,289,286.98**. The total revenue received as at 31st December 2023 was **GHC 9,583,122.91** representing 52.40 %.

The Assembly could not meet its IGF target for the year. Out of the IGF target of **GHC 7,192,764.35**, **GHC 1,628,028.68** was achieved which is **22.63 %**. IGF again topped as the largest source of revenue to the Assembly within the year under review which was followed by the usual DACF in second place.

The reason that accounted for the quantum jump in the 2023 actual IGF compared to years before was due to proceeds received from the lease of land to the public at the Keta Reclaimed Land site.

The reasons that accounted for non-achievement of most other revenue targets can be attributed to the following:

1. The usual irregular inflow of central government sources of revenue such as DACF.
2. Inability of the consultant to achieve the revenue targets regarding Property Rate collection
3. Poor supervision of revenue collections

4. Inadequate data on businesses which led to Limited coverage of Business Operating Permit collections.
5. Projected inflows from the proceeds from the lease of the reclaimed land at Keta could not be met.
6. Poor sensitization of the citizenry on their fees and rates obligations.

The Assembly will therefore execute the following measures in its 2024 Revenue Improvement Action Plan aimed at boosting the IGF of the Assembly:

1. Capacity building programmes for revenue collectors
2. Updating the Assembly's Business database on all existing businesses.
3. Establishment of a task force to identify and enforce the laws regarding defaulting businesses.
4. Updating property roll database
5. Intensifying monitoring of physical development in the municipality.
6. Intensification of Public Sensitization activities to be held on the radio, Community Public Address Systems, at town hall meetings etc. on rate/ fee payment.
7. Intensification of monitoring of revenue collections.

Implications for the inability of the Assembly to meet its revenue targets: The Assembly was not able to meet its 2023 revenue target (IGF). This meant that the institution was not able to carry out most activities that were planned to be funded by IGF.

Moreover, external sources of funds such as DACF suffered the usual inconsistency and this has also made it impossible to implement some programmes and activities in the Assembly's 2023 Annual Action Plan. Most activities of Departments of the Assembly could not be funded by DACF as a result.

This situation affects the socio-economic development of the people. This is because many of such activities and programmes that were not implemented fully were mostly capital projects that were expected to promote Local Economic Development. The others were also expected to improve the social lives of the people in the areas of education, sanitation, and health etc.

EXPENDITURE

During the year under review, funds received were disbursed under the components of Compensation, Goods and Services and Assets. The highest expenditure made during the period under review was on compensation which amounted to **GHC 6,875,258.53** and 59 % of total expenditure while expenditure on CAPEX was the least which amounted to **GHC 1,227,052.00**

The table below presents details of disbursement of funds.

Table 7: Update on Expenditure

Expenditure	2021		2022		2023	
	Approved	Released	Approved	Released	Approved	Released
Compensation	1,959,822.51	2,981,004.78	3,096,866.93	2,071,792.41	5,747,309.44	6,875,258.53
Goods and Service	2,584,362.67	1,062,794.21	1,401,487.89	2,237,035.15	6,638,356.70	3,575,027.47
CAPEX	2,276,001.05	540,490.45	4,674,742.30	545,666.66	5,543,621.74	1,227,052.00
Total	6,820,186.23	4,584,289.44	9,173,097.12	4,854,494.22	17,929,287.88	11,677,338.00

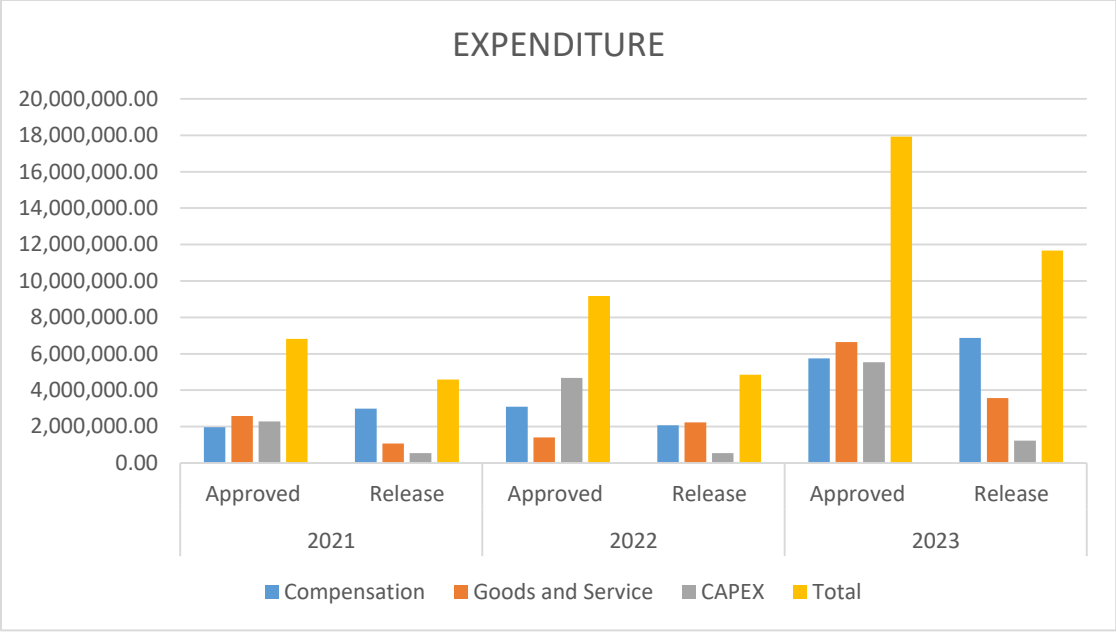


Figure 4: Expenditure

During the period under review, out of the planned expenditure of **GHC 17,929,287.88** for the year 2023, **GHC 11,677,338.00** was disbursed representing 65.13 %.

A careful study of the expenditure patterns presented in the above table reveals that the Assembly was prudent in its spending as it disbursed within its budgeted expenditure.

Table 8: MMDAs Capex Budget Performance Analysis

Proposal		Release	Expenditure	Variations		
Unconstrained (A)	Constrained (B)	(C)	(D)	(A-B)	(B-C)	(C-D)

Table 9: CAPEX budget allocation and implementation for ongoing projects

				MTBF Envelope			Performance		Details on Capital Projects, 2023									
Total Medium-Term Plan Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual ceilings			Approved/Released	Expenditure	Project									
	2025	2024	2023	2025	2024	2023	2023	2023	Code	Name	Age	Original Estimate cost	Revised cost	Expenditure to date	Completion status		Time overruns	Land acquisition and resettlement
															%	Picture		
10,609,588.83	5,010,913.45	8,521,894.53	2,812,403.71	2,132,998.35	2,031,427.00	5,543,621.74	1,227,052.00	1,227,052.00	N/A	Construction of 12 Unit Hostel with ancillary facilities	2yrs	1,082,582.00	1,082,582.00	825,000.00	100		3months	

										(Ground Floor)										
									N/A	Renovati on of Doctors Flat	2yrs	65,000. 00	65,000.0 0	30,00 0.00	10 0				1yr	
									N/A	Construc tion of 6-Unit Classroo m Block with office and store	3yrs	599,333. .53	599,333. 53	100,0 00.00	60				1yr	
									N/A	Partial Renovati on of Judges'	2yrs	29,251. 00	29,251.0 0	27,00 0.00	10 0				1yr	

										Bungalo w								
									N/A	Partial Renovati on of Budget Bungalo w	2yrs	17,604. 00	17,604. 00	2,000. 00	80			1yr
									N/A	Renovati on of Planning Bungalo w	2yrs	45,000. 00	45,000.0 0	7,000. 00	80			1yr
									N/A	Partial Renovati on of MCD Bungalo w	2yrs	11,750. 00	11,750.0 0	1,000. 00	75			1yr

									N/A	Partial Renovati on of Finance Bungalo w	2yrs	17,604. 00	17,604.0 0	2,000. 00	80		1yr	
									N/A	Supply of 400NO. Wooden Chair with Writing Slab for Keta Nursing & Midwifer y	3 mon ths	268,000 .00	268,000. 00	134,0 00,00	10 0		-	

										Training College									
									N/A	Supply of 500NO. Wooden Dual Desk for Basic Schools within the Keta Municipality	3 months	332,000.00	332,000.00	116,000.00	50			-	
									N/A	Supply of 500NO. Wooden Dual Desk for	3 months	342,000.00	342,000.00	171,000.00	50			-	

										Second Cycle Schools within the Keta Municip ality										
									N/A	Reshapin g and gravellin g of road	3yrs	181,000 .00	181,000. 00	100,0 00.00	10 0				-	
									N/A	Reshapin g and gravellin g of road	3yrs	24,000. 00	24,000.0 0	0	10 0				-	
									N/A	Rehabilit ation of PWD	3yrs	750,000 .00	750,000. 00	250,0 00.00	10 0				2yrs	

										Yard for officers										
									N/A	Opening of Access and Reshaping of roads in the Municipality	3 months	543,000.00	543,000.00	162,900.00	30				-	
									N/A	Construction of open Market Shed	3yrs	121,470.00	121,470.00	10,000.00	60				3yrs	

UPDATE ON INDICATORS AND TARGETS

This section presents the status of indicators and targets that were adopted in tracking the achievements of key policy objectives, programmes and projects of the 2022- 2025 DMTDP of the Assembly.

Table 10: Performance of District Indicators

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	Economic Development					Establishment of demonstration farms.	Funds made available for implementation of programmes was woefully inadequate	Adequate funding should be made to the departments
1.	Total output in agricultural production							
	Maize	2420.80	3424.96	4091.15	6735.52			
	Rice (milled),	2172	2823.60	3670.68	3028.5			
	Cassava	36860	47918	62293.4	48376.9			
	Groundnut	973	1264.90	1644.37	1566.49			
	Cowpea	1421.28	1847.64	2401.96	2254.5			
	Cattle	4225	5929	7708	6284			
	Sheep	2625	8183	5126	4265			
	Goat	5874	5116	6651	8952			
	Pig	3197	3932	4350	4757			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	Poultry	22433	27523	31107	33578			
2.	Average productivity of selected crop (mt/ha):							
	Maize	1.6	3.1	4	4.3			
	Rice	3.44	4.1	4.3	4.5			
	Cassava	19.53	20.3	20.8	19.9			
	Groundnut	3.34	4.1	4.2	4.3			
	Cowpea	1.88	2.3	2.6	2.5			
3.	Percentage of arable land under cultivation	7.52	8.27	8.32	7.52			
4.	Number of new industries established							
	i. Agriculture,	-	2	2	Nil			
	ii. Industry,	-	59	65	67			
	iii. Service	-	24	30	33			
5.	Number of new jobs created					Vocational and technical Skills training programmes	Inadequate funding	Funding should be provided
	iv. Agriculture	-	16,630	16,700	16,654			
	v. Industry	-	760	700	746			
	vi. Service	-	272	300	402			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
6	Percentage change in IGF	68.9	76.84	80	287.74	Monitoring of revenue collections	Unreliable revenue data base	Intensification of revenue monitoring
Social Development								
Net enrolment ratio						Coaching and Mentoring Supports	Inadequate number of teachers	Posting of more teachers
	iii. Kindergarten	79.8	102.7	73	56.59			
	iv. Primary	96.3	95.77	90	80.44			
	v. JHS	50.2	62.75	48.4	53.96			
Gender Parity Index						Monitoring and Observation of Lessons Reward for Promising Pupils	Absence of motorcycle maintenance for routine monitoring	Regular maintenance of motor cycles for routine monitoring
	i. Kindergarten	0.95	1.00	0.90	0.96			
	ii. Primary	1.04	0.96	1.07	0.84			
	iii. JHS	1.02	1.01	0.99	0.91			
	iv. SHS	0.99	1.01	1.09	1.09			
Completion rate								
	i. Kindergarten	129.8	139.81	140.9	88.48			
	ii. Primary	129.4	109.88	138.1	129.7			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	iii. JHS	96.2	84.84	99.5	96.10			
	iv. SHS	36.6	158.17	34.8	36.90			
	Pass rate							
	• JHS	23.1	20	32.8	N/A			
	• SHS	51.6	N/A	55.3	N/A			
	Proportion of health facilities that are functional					Weekly nutrition clinics 3 data validation and verification exercises carried out Health screening of staff and the communities	Delayed release of Funds Inadequate number of staff	Timely release of funds to undertake programmes Posting of more staff
	i. CHPS Compound	100%	100%	100%	100%			
	ii. Clinic	100%	100%	100%	100%			
	iii. Health Center	100%	100%	100%	100%			
	iv. Polyclinic	100%	100%	100%	100%			
	v. Hospital	100%	100%	100%	100%			
	Prevalence of malnutrition (institutional)							
	•Wasting	0.0	0.4%	0.1%	0.7%			
	•Underweight	0.0	2.1%	0.1%	2.6%			
	•Stunting	0.0	1.5%	1.0%	0.9%			
	•Overweight	0.0	N/A	N/A	N/A			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	Maternal mortality ratio (Institutional)	0	56/100,000 Ib	35/100,000 Ib	27.2/100,000 00Ib	3 months NHIS claims processed and submitted to NHIA		
	Malaria case fatality (Institutional)							
	i. District total	0	0	0	2			
	ii. Under five years	0/100,000pop	0/100,000p op	0.5/100,000 0pop	0/100,000p op			
	iii. Women between 15-49							
	Proportion of population who have tested positive for covid-19	N/A	N/A	N/A	N/A	Registration of persons under the NHIS		
	Proportion of population with valid NHIS card							
	i. Total	45,424	88,392	113,802	93,119			
	ii. Indigents	18,516	34,729	38,729	37,601			
	iii. Informal	3,858	84,330	51,308	38,306			
	iv. Aged	18,288	6,402	7,560	4,541			
	v. Under 18years	1,849	56,063	54,934	49,360			
	vi. Pregnant Women	1,849	1,189	-	912			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	Number of births and deaths registered					Registration of births and deaths	Inadequate funding Unavailability of logistics such as motorbikes	Provision of logistics such as motorbikes
	Birth:							
	Male	314	1145	1300	1,151			
	Female	314	1365	1400	1,121			
	Total	628	2,510	2,700	2,272			
	Death:							
	Male	7	316	300	231			
	Female	40	245	200	225			
	Total	47	661	500	456			
	Percent of population with sustainable access to safe drinking water sources					Auditing and training of Water Boards Collaboration with GWCL	Inadequate funds No vehicle	Provision of Vehicle Allocation of adequate funds
	i. District	65	85	90	92			
	ii. Urban	75	88	95	96			
	iii. Rural	55	82	85	88			
	Proportion of population with access to improved sanitation services							

	Indicator (Categorised by Development Dimension)	Baseline (2021)		Actual 2022		Target 2023		Actual 2023		Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	i. District	38		43		50		52		Monitoring of Zoomlion activities Home and Market inspections	Delayed release of funds to undertake programmes Inadequate staff	Funds should be released on time Posting additional personnel
	ii. Urban	45		50		60		60				
	iii. Rural	31		36		40		44				
	Recorded cases of child abuse									Child Right Promotion and Protection Justice Administration Community Care	Poor staffing Inadequate funding Lack of Mobility for monitoring and follow-ups	Provision of funds to the department Provision of vehicle to facilitate monitorin
		M	F	M	F	M	F	M	F			
	i. Child trafficking	4	2	0	0	0	0	1	1			
	ii. child labour,	0	0	0	0	0	0	1	1			
	iii. sexual abuse,	0	0	0	0	0	0	0	0			
	iv. emotional abuse	0	0	0	0	0	0	0	0			
	v. neglect.	0	0	0	0	0	0	0	0			
	vi. early marriage	0	0	0	0	0	0	0	0			
	vii. female genital mutilation	0	0	0	0	0	0	0	0			
	viii. family-child separation	0	0	0	0	0	0	0	0			

Indicator (Categorised by Development Dimension)	Baseline (2021)		Actual 2022		Target 2023		Actual 2023		Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
										Inadequate supply of stationery and logistics	g and follow-ups.
Percentage of road network in good condition									Opening access roads	Inadequate funds Lack of a vehicle for monitoring and supervision	Provision of Vehicle Allocation of enough funds
Total		75	77	80.5	77.5						
Urban		70	72	78	80						
Feeder		80	82	83	75			Reshaping of roads			
Percentage of communities covered by electricity (%)									Extension of electricity to newly developing areas and communities	Unavailability of funds	Provision of funds
• District		90	92	95	92.5						
• Rural		75	86	90	89						
• Urban		87	92	95	96						
Reported cases of crime											

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	i. Rape	N/A	0	0	5	Intensification of police patrols within the municipality to curb crime. The Police embarked on a number of sensitization programmes and other stakeholder engagements to educate the public	Lack of vehicles to respond to emergencies Inadequate personnel Lack of logistics	Provision of vehicles and logistics Provision of personnel
	ii. Armed robbery	N/A	7	0	6			
	iii. Defilement	N/A	0	0	6			
	iv. Murder	N/A	0	0	2			
	v. Drug trafficking	N/A	8	0	0			
	vi. Peddling	N/A	9	0	0			
	vii. Drug abuse	N/A	8	0	0			
	viii. Domestic violence	N/A	14	0	63			
	Number of communities affected by disaster					Radio education on flood, bush fires and other	Lack of a vehicle Lack of basic Logistics	Provision of vehicle and
	i. Bushfire	4	0	0	5			
	ii. Floods	0	10	0	14			
	iii. Wind/Rain Storm	0	0	0	0			

	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
	Percentage of annual action plan implemented	90	91	90	92.4	disaster related issues Distribution of relief items to disaster victims		adequate logistics

ANALYSIS ON DISTRICT SPECIFIC INDICATORS

The Assembly in its 2023 annual action plan, set out to implement a number of projects and activities. The District again set out targets and indicators to guide the implementation process. The matrix below shows details with regards to the achievements of those targets and indicators.

Table 11: District Specific Indicators

District Specific Indicators (Start with the ISS variables)								
S/N	Indicator (Categorised by Development Dimension)	Baseline (2021)	Actual 2022	Target 2023	Actual 2023	Key programmes Undertaken during the year	Challenges encountered in the year	Policy recommendations
SOCIAL DEVELOPMENT DIMENSION								
GOAL: CREATE EQUAL OPPORTUNITIES FOR ALL GHANAIS								
1	Number of trainings conducted on ISSOPs	-	1	-	-	Child Right Promotion and Protection	Poor staffing	Provision of funds
2	Proportion of case workers trained in child protection and family welfare	1	2	2	2		Inadequate funding	Provision of vehicle to

3	Number of child violence cases benefitting from social welfare/social services	2	1	-	2	Justice Administration Community Care	Lack of Mobility for monitoring and follow-ups Inadequate supply of stationery and logistics	facilitate monitoring and follow-ups.
4	Number of children reached by social work/social services	102	5,500	5,145	21945			
5	Number of people reached with child protection and SGBV information	1980	900	1000	1000+			
6	Number of LEAP household members on NHIS	1509	1200	1886	1886+			
7	Number of households with adolescent girls benefiting from LEAP	571	300	415	415+			
8	Number of outreach visits to communities with LEAP households	6	1	1	2			
9	Number of referrals received from GHS	180	1	-	-			
10	Proportion of referrals receiving adequate follow-up	180	1	-	-			

11	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	-	1	-	-			
12	Number of regional inter-sectoral monitoring visits conducted	-	1	-	-			
13	Number of meetings organised to discuss integrated services	2	1	-	-			
14	Number of girls reached by prevention and care services	332	2000	2592	2591			
15	Number of CP/SGBV cases referred to other services and followed up	3	3	3	8			
16	Number of NGOs, including RHCs, trained	2	3	2	1			
17	Number of children in RHCs profiled and reunified	2	2	3	2			
18	Proportion of sub-standard RHCs closed	-	1	-	-			
19	Number of children placed in foster care	-	1	-	-			

20	Proportion of population with access to basic drinking water sources	65	85	90	92			
21	Proportion of population with access to improved sanitation services	38	43					
22	Number if Monthly clean up exercises held	12	12	12	4	Monthly community clean up exercises	Inadequate funds Lack of commitment from community members	Funds should be made available
23	Number of Education oversight committee meetings held	4	4	4	4	Education oversight committee meeting	Inadequate funds	Funds should be made available
24	Number of Health oversight committee meetings held	4	4	4	4	Health oversight committee meeting	Inadequate funds	Funds should be

								made available
IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION DIMENSION								
IMPROVE DELIVERY OF DEVELOPMENT OUTCOMES AT ALL LEVELS								
25	Number of MPCU meetings held	4	4	4	4	MPCU meetings and monitoring activities	Inadequate funding	Provision of funds
26	Number of Quarterly monitoring activities held	4	4	4	4			
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY DIMENSION								
MAINTAIN A STABLE, UNITED AND SAFE SOCIETY³								
27	Number of MUSEC Meetings held	4	4	4	4	MUSEC meetings Road safety activities Town Hall Meetings Intersectoral meetings	Inadequate funding	Provision of funds
28	Number of Road safety Sensitization programmes held	4	4	4	4			
29	Number of Town Hall Meetings Held	4	4	4	4			
30	Number of Inter-sectoral Coordinating Meetings Held	2	2	2	2			

ECONOMIC DEVELOPMENT DIMENSION

BUILD A PROSPEROUS COUNTRY

31	Businesses Adopting New technology	11	12	13	15	Technical and vocational skills training LED meetings Trade and Tourism fairs	Inadequate funding	Provision of funds
32	Businesses Adopting Improved Technology	3	4	6	8			
33	Businesses Diversifying Product	3	3	3	5			
34	Businesses Adopting Improved Packaging	1	2	2	3			
35	Businesses Keeping Business Records	111	119	141	160			
36	Businesses Selling Outside Home District	27	45	51	51			
37	Businesses Having Access to MSME Information	221	225	239	240			
38	Businesses Operating Active Bank Accounts	18	19	22	46			
39	Businesses adopting good workshop safety and environmental management practices	15	5	18	23			

40	Businesses with Improved Product Quality	15	19	17	34			
41	Businesses with improved Management Practices	18	18	24	25			
42	Businesses Accessing New Markets	8	11	10	10			
43	Businesses employing good customer relations	6	8	10	15			
44	Businesses Adopting Occupational Safety Health and Environmental Management	16	17	21	23			
45	LTAs with improved leadership	12	8	11	9			
46	LTAs networking with others	1	1	2	2			
48	Access to Markets (Fairs and Exhibitions Attended)	5	8	10	9			
49	Counselling & Extension Services	111	120	114	124			
50	Advisory (Provision of Information)	98	110	110	120			
51	NVTI Exams	37	40	47	54			
52	Farmer Field Fora	21	25	31	30			

53	Facilitating Access to BDS	94	110	124	130			
ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENT DIMENSION								
GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT, BUILT ENVIRONMENT								
54	Number of Spatial Planning Committee meetings held	4	4	6	6	Preparation of spatial development plans	Inadequate funding	Provision of funds
55	Number stakeholder meetings held on spatial planning	7	10	16	19			
56	Number of public sensitization programs held on spatial planning	4	5	9	11	Technical Meetings		
57	Development control activities held	Yes	Yes	Yes	Yes			

UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES

Keta Municipal Assembly has its peculiar critical poverty and development issues in all the sectors of the District including education, health, agriculture, vulnerability, etc.

The central government and the Municipal Assembly have implemented a series of activities and programmes within the year aimed at improving the social and economic lives of residents in the District. This section took a look at some of the programmes implemented within the year, the amounts allocated as well as the number of beneficiaries. In terms of amounts, free SHS saw the largest allocation received of **GHC 4,725,404.24** with 10,327 beneficiaries. In terms of beneficiaries, however, NHIS has the largest number of beneficiaries totaling **98,392**. This figure is however made up of those of both Keta and Anloga Districts.

Table 12: Update on Critical Development and Poverty Issues

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme	2,625,539.65	1,970,003.65	15000	14,011
Capitation Grants	168,440	-	20,000	22,126
National Health Insurance Scheme	872,661	475,166	102,383	98,392
Livelihood Empowerment Against Poverty (LEAP) programme	360,000.00	360,000.00	1900	1886
National Youth Employment Program	N/A	N/A	200	184
Planting for Food and Jobs Programme	N/A	N/A	15,500	16,630
Free SHS Programme	4,875,010.31	4,725,404.24	11,046.00	10,327
Ghana Jobs and Skills Project	60,570	60,570	6	6

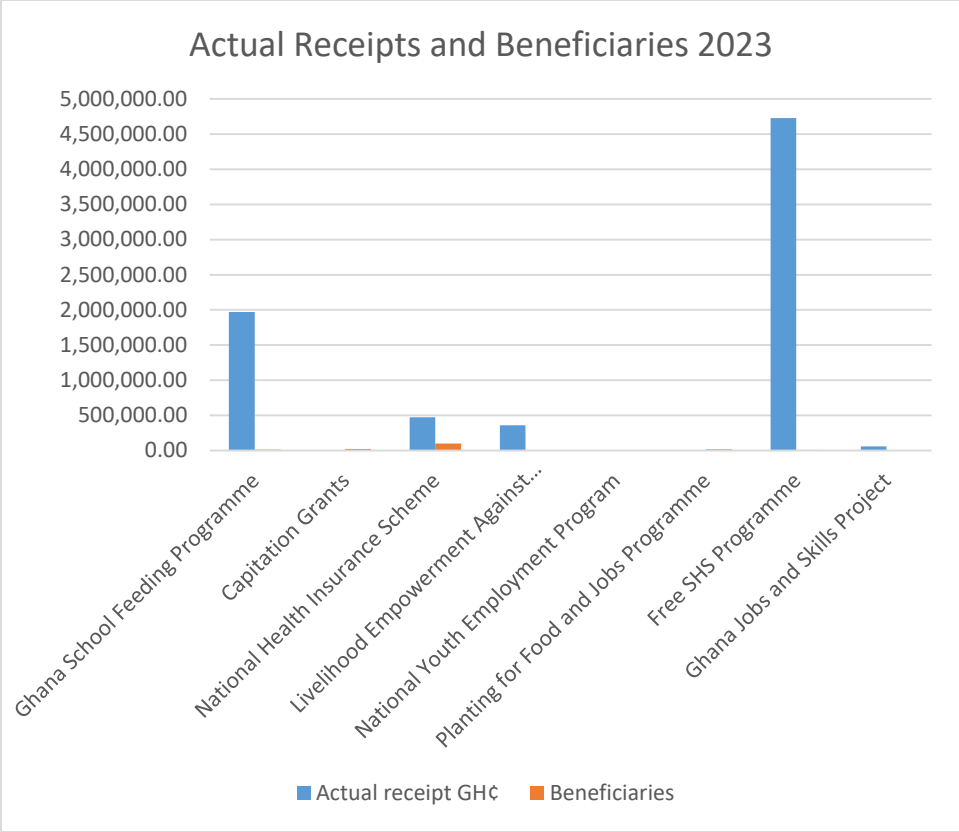


Figure 5: Critical Development and Poverty Issues

Table 13: Staff Strength of Keta Municipal Assembly

Department	Requirements		Actual	Actual	Gap (Min - Actual)	% Covered (2023)	Training Required
	Min	Max	2022	2023			
Central Administration	125	185	93	94	31	75	Administrative Writing (Minutes and Report Writing) in MMDAs
Administration Unit	4	5	8	7			
Records Management Unit	6	9	3	3			
Client Service Unit	3	3	1	1			
Secretary	4	7	4	4			
Development Planning Unit	3	5	5	5			Capacity Building Workshop on Collaborative Data Management and Reporting
Budget Unit	3	5	5	5			Capacity Building Workshop on Collaborative Data Management and Reporting
Procurement Unit			2	3			Capacity Building Workshop on Collaborative Data Management and Reporting
Stores Unit	5	6	1	1			Capacity Building Workshop on Collaborative Data Management and Reporting

Internal Audit Unit	3	4	5	5			Capacity Building Workshop on Collaborative Data Management and Reporting	
Revenue Unit	12	18	3	3				
Transport Unit	11	22	4	4				Capacity Building Workshop on Collaborative Data Management and Reporting
Radio Operation Unit	2	2	1	1				
Security Unit	24	31	3	3				
Environmental Health Unit	26	44	19	20				Sensitization and capacity building workshop for environmental health Officers on roles of zonal councils in the local government system
Auxiliary Unit	19	24	14	14				
IGF (Casual Staff)			15	15				
Human Resource Management	3	4	2	3	0	100	Capacity Building Workshop on Collaborative Data Management and Reporting	
Works	12	20	7	7	5	58		
Urban Roads	12	20	1	1	11	8		
Physical Planning	17	24	5	6	11	35		
Statistics	2	3	1	1	1	50		
Management Information System	5	6	1	1	4	20		
Social Welfare and Community Development	3	3	4	4	-1	100		
Co-operative	5	9	1	1	4	20		
Agriculture	43	66	8	8	35	19		

Finance	8	14	6	6	2	75	
Births and Deaths	3	5	2	2	1	67	Capacity Building Workshop on Collaborative Data Management and Reporting
Total	238	359	131	134	104	56.3	

Source: *Keta Municipal Assembly Staff Nominal Roll Dec., 2022, Dec., 2023 and LGS Staffing Norms Dec, 2024*

Table 14: Annex 7c: Staff Strength of Keta Municipal Assembly

Name or type of the Capacity Development	Venue/ Location	Purpose of the programme	Source of funding	Target group	Facilitators	No. of beneficiaries		
						Total	Males	Females
One (1) Day Orientation and Training Workshop for Environmental Health Officers on Roles of Zonal Councils in the Local Government System	Conference Room, Keta Municipal Education Directorate	To build the capacity of Environmental Health Officers to support the operationalization of the Zonal Councils	IGF (Capacity Building Support)	Environmental Health Officers	In-House	29	19	10
One (1) Day Orientation and Training Workshop for Newly Recruited Officers in the Transport (Drivers), Parks and Gardens,	Conference Room, Keta Municipal Assembly	The need to introduce new recruits to their job, colleagues, environment and the dictates of the Local Government Service	No Funding	Newly Recruited Officers	Keta Municipal Assembly - Human Resource Department	5	4	1

Security and Auxiliary Classes of the Keta Municipal Assembly								
Scheme of Service Training Workshop for officers due for promotion	V.R.C.C Residency Conference Room, Ho	To improve performance during promotion interviews	DACF (Capacity Building Support)	Officers qualified for promotion	Volta Regional Co-ordinating Council	4	4	0
One (1) Day Capacity Building Workshop on Collaborative Data Management and Reporting for Heads of Department/Unit and Staff of the Keta Municipal Assembly	Conference Room, Keta Municipal Assembly	The need to address data gaps in reporting between departments and units	IGF (Capacity Building Support)	Heads of Department/ Unit and selected staff	KeMA/GIZ	28	21	7
One (1) Day Capacity Building and Orientation Workshop on Local	Conference Room, Keta Municipal Assembly	To build the capacity of Assembly Members, Staff and relevant stakeholders	GoG Departmental Transfers	Newly Recruited Staff, Heads of department /unit	Keta Municipal Assembly - Human	33	26	7

Government Service Protocols for newly recruited staff , Heads of department/unit and Middle Management Staff		on contemporary issues in the Local Government Service			Resource Department			
Administrative Writing (Minutes and Report Writing) in MMDAs	Keta Municipal Education Directorate Conference Hall	To ensure that departments produce good quality reports and effective communication in general	DACF (Capacity Building Support)	All Staff of KeMA	Keta Municipal Assembly - Human Resource Department	67	42	15

Logistics Analysis

The Keta Municipal Assembly has undertaken an analysis of its current logistics to determine their adequacy to support the effective functionality of the office. Computers and laptops which are mostly used by almost all officers are in high demand and woefully inadequate. This condition is taking a toll on the performance and efficiency of staff in the Assembly.

The analysis of logistics reveals the following:

Table 15: Logistics Analysis

Items	Required	Actual	Remarks
Computers	58	13	Inadequate
Printers	38	16	Inadequate
Projectors	5	0	Inadequate
Office Space	48	40	Fairly Adequate
Vehicle	11	9	Fairly Adequate

EVALUATIONS CONDUCTED, FINDINGS AND RECOMMENDATIONS

The type of evaluation conducted was ex post evaluation of some projects implemented in the District.

The Purpose of this evaluation was to assess the impact of these interventions on the intended beneficiaries.

The method implored in undertaking the evaluation was the design of a checklist by the MPCU. Moreover, questionnaires were also designed to collate the views of programme beneficiaries which is intended to measure their degree of satisfaction concerning the utilization of the completed projects. The table below presents details of the evaluations conducted on the projects.

Table 16: Annex 8: Update on evaluations conducted

Name of the Evaluation	Policy/programme/project involved	Consultants or resource persons involved	Methodology used	Findings	Recommendations
1. Mid Term	Renovation of the Business Advisory Center Office, at Keta Municipal Assembly	Members of MPCU, the contractor	Field Visits Consultative meetings with end beneficiaries, Traditional Authorities Group Discussions	The Structure was fitted with Physically challenged facilities The project was 90% completed	The construction work was expected to be completed on schedule.
2. Ex Post Evaluation	Opening of access roads in the Keta Reclaimed land site	Members of MPCU, the contractor	Consultative meetings with end beneficiaries, Traditional Authorities	The first phase of the project was completed. There was a need to ensure	Users requested the installation of street lights on the roads opened to ensure security at night.

			Group Discussions	continuation of the project The project was meeting the purpose for which it was initiated.	
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PARTICIPATORY MONITORING AND EVALUATION (PM&E) CONDUCTED

As part of the Participatory Monitoring and Evaluation process, the Municipal Assembly adopted several Participatory Rural Appraisal (PRA) Tools and Techniques in conducting PM&E. These included the use of community mapping in identifying the coverage of its Sanitation coverage. The method was used with Household Heads to identify and map out houses in the Urban Areas without Household Toilets and the affected households were taken through the needed processes of constructing household toilets. Another PRA tool used was the Transect Walk. This approach involved purposeful Walks through the targeted neighborhoods to identify and map out sites where open defecation and indiscriminate dumping of household and other forms of waste were located at the various neighborhoods and houses without toilets were mapped. The other PM&E Tool used was Focus Group Discussions with identified key stakeholders. Strategies were developed to end open defecation and indiscriminate dumping to achieve total sanitation in each of the selected neighborhoods.

Table 17: Annex 9: Update on PM&E tools used

Name of the PM&E Tool	Policy/program me/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
1. Participatory Rural Appraisal	General Sanitation at Anyako	Environmental Health Unit	Mapping; was used to demonstrate insanitary sites in the Community	A number of sites were discovered in each of the communities triggered where human excreta, refuse and other forms of filth were deposited. Communities agreed on a roadmap to achieve total sanitation	There is the need to replicate this strategy in other communities in the Municipality in order to ensure total sanitation coverage
2. Participatory Rural Appraisal	Community Led Total Sanitation Program at Horvi	Environmental Health Unit	Transect Walk: A through the community was done which led to	Targeted areas of insanitary conditions were identified such of indiscriminate dumping of refuse, open defecation. etc.	Sanitation guards were recommended for recommended for affected areas in order to ensure open defecation free Municipality.

			<p>observation of some insanitary sites and also led to better understanding of the issues of concern on sanitation</p>	<p>Community members agreed to focus attention on the affected sites</p>	
<p>3. Participatory Rural Appraisal</p>	<p>Revenue Mobilization Strategies</p>	<p>MPCU</p>	<p>Stakeholder Analysis</p> <p>This tool was used to gather stakeholders in the revenue sector. Discussions were held on the reasons accounting for inability to</p>	<p>There is the need to cede some revenue heads to zonal councils for collection.</p> <p>There seems to be revenue leakages</p>	<p>The Assembly should put measures in place to block the loopholes.</p> <p>The Assembly should give additional training to revenue collectors.</p> <p>Intensification of revenue supervision and public sensitization.</p>

			generate and innovate ways to adopt to generate targeted revenue		
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CHAPTER THREE

THE WAY FORWARD

KEY ISSUES ADDRESSED AND THOSE YET TO BE ADDRESSED

The Assembly also took steps and regularized the lease of lands at the Keta reclaimed land, Access roads were also constructed within the reclaimed site. Leases were granted to the populace.

Active stakeholder participation is one of the key issues addressed during the year. This was done to ensure accountability and transparency to the populace.

Town Hall meetings, and community fora sensitizations were undertaken in some key towns in the Municipality such as Keta, Abor, and Afiadenyigba to sensitize them on the need for community involvement in planning, implementation, monitoring, and evaluation.

Assembly members Traditional Authorities and other opinion leaders were trained in revenue mobilization and collection skills.

Climate change mitigation and adaptation activities were also given attention during the year. The Assembly is in the process of drafting a joint climate change action plan with its sister city partner, the city of Eschweiler in Germany to implement a series of climate change mitigation and adaptation activities. The activities of the Forestry Department also supported climate change mitigation and adaptation activities.

The grounds were also prepared for the implementation WACA activities to protect the coastal areas of the Municipality.

The MDAs of Keta, Anloga, and Ketu South came together and boldly opened the floodgate control between the lagoon and the Ocean at Keta to allow the lagoon waters to flow into the sea. This situation helped reduce the flooding caused by the lagoon in the three districts and beyond. The initiative was supported by all key stakeholders such as traditional authorities, VRA, MPs, etc.

KEY ISSUES THAT ARE YET TO BE ADDRESSED:

1. Inadequate logistics for planning, monitoring, and evaluation activities in the Municipality.
2. Low capacity of some MPCU members in planning and reporting.
3. Meeting the IGF targets of the Assembly.
4. Low institutional capacity to support plan implementation management.
5. Poor coordination between the Assembly and some non-decentralized departments, NGOs/CSOs.
6. Poor coordination between other departments and refusal of some to produce reports and data for this report to be submitted on schedule.
7. Inadequate office equipment and other logistical constraints.

RECOMMENDATIONS

1. The flow of funds from the Central Government for development projects in **2023** was inadequate and irregular. This has resulted in delays in the implementation of projects and programmes earmarked for the year. It is expected that while the government is addressing the problem, the Municipal Assembly will also consider other alternative sources of funding development projects and programmes.
2. Hold regular consultative meetings, and review meetings with development stakeholders on key indicators.
3. Solicit support for training, capacity building, and technical assistance towards strengthening the MPCU, Stakeholders, Area council, etc.
4. Find ways to further improve upon revenue collection, to generate enough revenue for the development of the Assembly.
5. Hold regular consultative meetings, and review meetings with development stakeholders on key indicators.
6. Solicit support for training, capacity building, and technical assistance towards strengthening the MPCU, Stakeholders, Area council, etc.
7. Find ways to further improve upon revenue collection, to generate enough revenue for the development of the Assembly.

THE WAY FORWARD

Several key issues that needed to be addressed immediately at the district level include the following:

1. Capacity building of Sub-district structures in the area of monitoring and evaluation.
2. Renovate those zonal councils that have offices and are in a bad state and build offices for those who don't have them.
3. Provide logistics and equipment for various offices of the Assembly.
4. Resourcing the MPCU with adequate logistics such as laptops, desktops, photocopier printers, etc.
5. Implement the recommendations in the capacity-building Plans.
6. Capacity building of Sub-district structures in the area of monitoring and evaluation.
7. Renovate those zonal councils that have offices and are in a bad state and build offices for those who don't have them.
8. Provide logistics and equipment for various offices of the Assembly.
9. Resourcing the MPCU with adequate logistics such as laptops, desktop, photocopiers printers, etc.
10. Implement the recommendations in the capacity-building Plans.

CONCLUSION

The achievement of the Municipal goal depends large on the participation of key stakeholders in the implementation of the strategies outlined in the Annual Action Plans. This participation will not only provide the much-needed resources but will also enhance transparency and accountability in the implementation of projects and programmes in the Municipality. In addition, the accelerated transformation of the Municipality in terms of structure of the economy, increased production, social needs and more ecological balanced natural environment, more financial efforts and drive, more human development in capacity building would move the Municipality forward.