



ICI COMMUNITY DEVELOPMENT – EXTERNAL EVALUATION

Terms of Reference

1. BACKGROUND

1.1. Background to the International Cocoa Initiative (ICI)

Established in 2002, the International Cocoa Initiative (ICI) is the leading organisation promoting child protection in cocoa-growing communities. ICI works with the cocoa industry, civil society, farmers' organisations, communities and national governments in cocoa-producing countries to ensure a better future for children and contribute to the elimination of child labour. Operating in Côte d'Ivoire and Ghana since 2007, ICI has promoted holistic child protection measures in more than 600 cocoa-growing communities benefiting over 1 million people, 682,500 of whom are children.

A review of ICI's Strategy was called for in 2013, prompted by the realisation that:

- ICI's operational experiences had generated learnings that needed to be fed into a revision of its approach;
- the needs of the sector, and the environments in which ICI is operating, had evolved, with a greater engagement of industry, producing governments and developmental civil society organisations;
- the foundation had real potential to help meet the needs of the cocoa sector at a large scale, but in order to do so, it needed to consolidate and update its approach, its resources and its expertise;
- whilst the multiple root causes of child labour demand a holistic approach, there was a need for ICI to prioritise and focus its individual efforts in areas that bring greatest impact and added value, whilst catalysing the collective effort that puts shared responsibility into practice.

Subsequently, ICI developed a 2015-2020 strategy "Putting the Future of Children at the Heart of Cocoa Sustainability", which now guides the foundation and its stakeholders in the implementation of an improved model for child protection in cocoa communities and the cocoa supply-chain. ICI's strategic objectives (SOs) are aimed at ensuring that:

- Cocoa-growing communities are more protective of children and their rights (SO1)
- The cocoa supply-chain manages the risk of child labour responsibly (SO2)
- Key stakeholders have improved awareness, knowledge, willingness and capacity to take appropriate and effective decisions that strengthen child protection and mitigate child labour in cocoa-growing communities (SO3)

Following up the Strategy 2015-2020 mid-term review, and to contribute to the preparation of the post-2020 ICI strategy to ICI seeks to commission an external evaluation of its approach at the end of the current 3-year programme and activities in both Ghana and Côte d'Ivoire, related to the Strategic Objective 1.

"Strategic Objective 1: Cocoa-growing communities are more protective of children and their rights"

This evaluation will enable ICI to assess and evaluate the Community based approach including the performance and results of the interventions. The external evaluation will also be used to improve other ICI programmes in order to further benefit children living in cocoa-growing communities.

1.2. Background to the Programme to be evaluated

The ICI community development programme was initiated in 2005-6 with the aim to improve the situation of children living in cocoa-growing communities in Ghana and Côte d'Ivoire. Since then, more than 656 communities have been supported.

The current ICI Community development programme is guided by the ICI 2015-2020 strategy and it is implemented in 75 communities, 46 in Côte d'Ivoire and 29 in Ghana.

Cocoa growing communities are exposed to many development challenges which include inadequate schools, water and sanitation, basic health care, poor quality of education, limited infrastructure, poor roads, over dependence on one livelihood source and low productivity. Coupled with these is the involvement of children in hazardous activities in cocoa farming and inadequate protection of children. These affect children's health, moral and social development and can also prevent or limit their school attendance.

The issue of Child Labour (CL) and child protection in cocoa farming as well as inadequate development in cocoa growing communities needs to be tackled in the wider context of inclusive community empowerment, social protection structures, social services as well as economic empowerment particularly for women and youth

The objective of the programme was thus to enhance cocoa communities' capacities to protect children, notably through:

- An Improvement of community knowledge, system and services that contribute to increased child protection and reduced child labour, and the development of locally identified initiatives supporting those.
- An inclusive community based approach that empower the whole community to take decisions aiming at increasing child protection. Women, youth and children are particularly supported to be part of the decision making process.

Implementation of the various components of the programme is facilitated at community level by technical assistants and programme assistants (AT and AP in CDI, Community Development Associates in Ghana).

In view of developing stronger links between ICI's programme and board members companies, and as per the ICI 2015-2010 strategy, the community selection process under the community development programme was done in collaboration with ICI member companies. 36 communities in Côte d'Ivoire and 19 in Ghana are embedded in the companies' supply chains. The remaining 16 communities (6 in Ghana and 10 in Côte d'Ivoire) called "standard communities" are not specifically "allocated" to any one company.

ICI interventions started in 58 communities (19 in Ghana and 39 in Côte d'Ivoire) in 2015 and in 2016 for the remaining 17 communities (10 in Ghana and 7 in Côte d'Ivoire).

The ICI community development programme was also influenced by CocoaAction (CA)¹, an industry-wide strategy to promote cocoa sustainability launched in 2014. ICI contributed technically to the definition and orientation of CA and to the development of the CA M&E framework, and adjusted its own community development programme to be completely aligned to the CA approach.

Please refer to annex 2 for the list of the Core programme communities, and the starting date of the project implementation.

2. PURPOSE AND JUSTIFICATION OF THE EVALUATION

The overall purpose of the final evaluation is to assess the degree to which the community development approach has met the strategic objective 1, in terms of relevance, efficiency, effectiveness and sustainability of the interventions carried out. It will also aim to assess qualitatively, and to the possible extent quantitatively, the programme impacts. It will identify main lessons to be learned and suggest practical recommendations that could inform the intervention strategy of ICI after 2020, and the intervention strategies of other actors in the sector.

Here below are presented the Core programme strategic objectives:

Strategic Objective 1

Cocoa-growing communities are more protective of children and their rights.

Sub-Objective 1.1

Knowledge, capacities, systems and services that protect children and mitigate child labour are strengthened at the local level through child-centred community development processes.

Sub-Objective 1.2

Communities, and specifically women, children and youth, are empowered to take and enact decisions that better protect children and safeguard children's rights. This will entail the following actions, amongst others, at the local level, with farming communities, and local authorities:

- community risk-profiling
- community awareness-raising of child labour and child protection issues
- set-up, capacity building and mobilisation of community child protection committees
- increased participation and decision-making of women, youth and children
- articulation, resourcing and implementation of community development plans that deliver tangible improvements in gender empowerment and child protection
- building of partnerships with local government, businesses and civil society organisations to generate resources and meet needs in a coordinated, holistic manner
- improved access to quality education and vocational training
- reinforce and sustainable livelihoods

As per the ICI 2015-2010 strategy the following are the key indicators for the SO1 component:

ICI Indicator 1.1

¹ CocoaAction is a voluntary industry-wide strategy that aligns the world's leading cocoa and chocolate companies, origin Governments, and key stakeholders on regional priority issues in cocoa sustainability. CocoaAction convenes the sector in order to align complementary roles and responsibilities, leverage scale and efficiency through collaboration, and catalyze efforts to accelerate sustainability in the cocoa sector.

- Increased level of protectiveness in ICI-assisted cocoa-growing communities. Source: ICI PCCF score

ICI Indicator 1.3

- % of CCPC members (or other committees) who are women. Source: ICI PCCF

ICI Indicator 1.4

- Enrolment + attendance of children in schools and vocational training in ICI-assisted communities. Source: ICI + Govt + Partners

ICI Indicator 1.5

- Number of CAP/CP actions supported by communities and by local government in ICI-assisted communities Source: ICI monitoring data

In addition, annual action plans with annual indicators have been developed annually (attached as annex 1) and approved by the ICI Board.

Please refer to annex 3 for the annual Actions plans.

3. SCOPE OF THE EVALUATION

The main objective of the external evaluation is to assess whether progress has been made in the achievement of strategic objective 1 above and if so, to what extent. The evaluation will also analyse how progress was made, which difficulties have been encountered, and why and where these difficulties were encountered.

The evaluation will cover both Ghana and Côte d'Ivoire and it is the final evaluation of the current Community Development programme (2015/16-December 2018)².

In addition to assessing progress in terms of the ICI indicators and KPIs specified in the annual Action Plans, the **following key components of the community development approach**³ as implemented by ICI should be evaluated:

Child Protection (Community Child Protection Committees (CCPCs) and capacities within the communities)

- Community awareness-raising of child labour and child protection issues
- Set-up, capacity building and mobilisation of CCPCs (including effectiveness)
- Child labour cases identified and followed up by CCPCs
- Set-up of children's groups (children's clubs, in a restricted number of communities)

Additional specific questions:

- CCPC capacity and effectiveness: to what extent CCPCs are able to fulfil the role according to their ToR? What can be realistically expected from CCPC members?
- Do IGA for CCPC members contribute to reinforce CCPC members' commitment and motivation and ultimately CCPC sustainability?

² The programme has started gradually (from January 2015 to Mars 2016 in Côte d'Ivoire and from September 2015 to April 2016 in Ghana)

³ Further components and questions to be considered during the evaluation are listed on pages 6-7

- Referral/reporting mechanism at community level: how is this working? What are the challenges and success?

Community Empowerment (Community Action Plans (CAPs) & Community Resource Mobilisation)

- Development of the CAP, resourcing and implementation of community development plans that deliver tangible improvements in child protection
- Reinforce the community capacity to develop collaborations with local government, businesses and civil society organisations to generate resources
- Replacement of children's engagement in child labour by an affordable adult workforce (Community Service Groups, CSG)
- Support women's empowerment, self-confidence and groups dynamic

Additional specific questions:

- To what extent has CAP improved community development and reduced vulnerability of children?
- To what extent has the development of CAP motivated the community members to mobilise resources (internal to the community and external) to implement actions that decrease children's vulnerability?
- Are the identified CAP actions adequate to decrease children's vulnerability and to improve the community protective environment?
- Are the project awareness raising sessions/training and training tool adequate to increase the community understanding of child labour and its impacts?
- To what extent are the project beneficiaries and local authorities satisfied with the project strategy/approach and implemented activities?

- **Education:**

At community level:

- Improve access to quality educational services: improved school infrastructure and equipment, school canteen, school latrines, School Management Committee (SMC)/Parent Teacher Association (PTA) reinforcement

At individual level:

- Did the individual remediation (support) component bring added value to the approach and was it effective in supporting identified vulnerable children?

The evaluation will be based on the following criteria and learning questions:

1. Relevance (**qualitative assessment**)

- How appropriate and relevant is the ICI community development approach, components and activities to achieve the strategic objective and goal? What is the perception of the communities/authorities on the relevance of ICI work?

2. Outcomes and impacts achieved (**mainly quantitative assessment**)

- Have the outputs/activities led to the achievements in the expected outcomes? Expected outcomes and impacts are those specified in the ICI indicators for the Strategic Objective 1 (see above), by the KPIs defined in ICI's annual Action Plans (see Annex), and by the **key**

components of the community development approach to be evaluated as listed above (quantitative assessment).

- Are there any unintended results either positive or negative? **(qualitative assessment; should include perception of beneficiaries)**
- 3. Efficiency
 - Were the financial and personnel resources adequate to implement the core programme package and to achieve its objectives **(qualitative assessment)**
- 4. Sustainability (qualitative and quantitative assessment)
 - Assess the level of community ownership over the activities implemented **(qualitative assessment; including based on Monitoring tool data and on perception of beneficiaries)**
 - What is the potential ability of the target communities to maintain the same (or higher) level of child protection, community empowerment, education and livelihoods level that have been reached during the project implementation? E.g., are the CCPCs likely to remain operational beyond the project period? **(qualitative assessment)**
 - What are the key bottlenecks, if any, on obtaining sustainability of the ICI programme and focus components? What could be improved? How? **(qualitative assessment)**
 - Linkages with local authorities: Were the communities capacities empowered to strengthen the linkages with local authorities. To what extent were the local authorities involved in the project, and contributed to its objective? **(quantitative assessment)**
- 5. Lessons Learnt and good practices
Identify lessons and good practices within the project key components
- 6. Recommendations
Provide specific, actionable and practice recommendations for each of the thematic areas. These should be oriented at informing the preparation of the post-2020 ICI strategy.

4. PROCESS OF THE EVALUATION (METHODOLOGY)

METHODOLOGY

The selected consultant will develop an inception report which will include a full methodological proposal. The evaluation process should take a mixed methods approach. The **quantitative assessments** should be based primarily on

- (i) review of the ICI documents as listed below, and
- (ii) a compilation and analysis of ICI's existing data sets, as listed below.

For the quantitative assessment of impacts, a difference-in-differences analysis (comparing treated and control communities before and after intervention) could be done using baseline PCCF data collected for community selection. Communities in which a PCCF data collection was done for

community selection, but which were not selected for intervention, would be used as a control group, and compared to communities selected for intervention. The selection PCCF data would then be used as baseline data. Follow-up PCCF data are readily available for communities selected for interventions; for follow-up data for the control communities, a light version of PCCF data collection would have to be conducted, which would collect information on key indicators such as school enrolment, level of child protection, and community development projects.

Secondary data analysis and document review

- Review of key ICI project documents

The following documents will be available to the evaluators (this list is not exhaustive):

- ICI strategy
- ICI annual Plans of Action (2015, 2016, 2017, 2018)
- Annual reports (2015, 2016, 2017)
- Technical progress reports (sent to the companies)
- PCCF 4, 5,6 and 7⁴ reports
- Community Development reports
- Budget plan
- Annual Financial report (3 year report)
- ICI training manual and materials
- CocoaAction results framework
- Internal evaluation reports

- Data analysis using ICI's existing datasets

The following datasets will be available to the evaluators (this list is not exhaustive):

- Protective Cocoa Community Framework (PCCF) 4, 5, 6 and 7 datasets
- Monitoring tool data: 2015, 2016, 2017 and 2018⁵ (partial)
- Knowledge Attitudes and Practices survey data (2016, 2017, 2018)
- Child labour identification tool data (2017, 2018)
- Community register data (2017, 2018)
- Women's empowerment datasets (2017 and 2018)
- Internal evaluation IGA for the region of DIVO (CDI) evaluation(TBC)
- Internal evaluation dataset

Primary Data collection

The quantitative assessment will essentially be based on available ICI data, as mentioned above. However, some of the questions to be addressed by qualitative assessments, as specified in Section 3, will require primary data collection using qualitative methods, including the following:.

⁴ PCCF 7 available by mid-November 2018-

⁵ For 2018 the data available by end of Nov will be the Jan-Oct 2018 data

- Focus Group Discussion (FGDs) with beneficiaries, stratified on the basis of nature of different activities. The process should be participatory to the extent possible.
- Key informant interviews with ICI project staff (to collect information on achievements, impact and difficulties faced).
- Key informant interviews (purposive sampling) with relevant stakeholders at the community and district level.

Other tools and methods can be proposed as deemed appropriate.

It is expected that selected consultant will perform the following tasks in three main phases:

- **Phase 1:** Inception – conduct desk review and develop the inception report to further refine and unfold key elements of the TOR, namely (a) objectives, expected results, timeframe and related field work, (b) evaluation questions, and the data sources and methods that will be used to answer each question (c) and work plan for the assignment;
- Phase 2 (to be confirmed) a short field visit to understand the approach from a field perspective The consultant must include associated costs in the proposal and budget for this part of assignment;
- Phase 3: desk review compilation of available ICI data sets and data analysis
- Phase 4: interviews with ICI staff and field visit to collect qualitative data
- Phase 5: i. Prepare and submit a draft report. ii. include feedback from ICI and iii. deliver a one-day validation workshop on draft findings conclusions, recommendations and lessons learned;
- Phase 6 (ii) finalization of the evaluation report.

The table below outlines the estimated time for this assignment (although this is negotiable):

	Activity	Estimated time	Key outputs	Due date (negotiable)
1	Phase 1: Inception – conduct desk review and develop the inception report to further refine and unfold key elements of the TOR, namely (a) objectives, expected results, timeframe and related field work, (b) evaluation questions and methodology (c) and work plan for the assignment	6 days	Inception report with methodological approach and work-plan	xxx
2	Phase 2: Initial field visit (tbc)	4 days	Initial field visit done	

3	Phase 3: i. Desk reviews and data analysis – conduct, interviews, meetings	10 days		xxx
4	Phase 4: field visit to collect qualitative data on specific points (Focus discussions group, meeting with leadership)	9 days		
5	Phase 5 ii. Prepare and submit a draft report. iii. include initial feedback from ICI and iv) deliver a one-day validation workshop on draft findings conclusions, recommendations and lessons learned,	8 days	Draft report	
6	Phase 6: Report – finalization of the evaluation report ()	4 days	Final report	
	Estimated Time allocated to the Assignment	41 days		

5. DELIVERABLES

The consultant is expected to provide the following deliverables to ICI:

- Inception package (inception report, methodology, data collection tools and work-plan)
- Draft report: this should include a. A section presenting the consolidated results of Ghana and Cote d’Ivoire b. A section on the specific results for Ghana c. A section on the specific results for Côte d’Ivoire
- Validation workshop
- Final report (including the 3 sections above mentioned)

6. MANAGEMENT OF THE EVALUATION

The evaluation will be managed and implemented in consultation with the following ICI representatives:

- ICI Director of Programmes and Policy (Geneva)
- Programme Manager - Community Child-Centred Community Development (Geneva)
- Regional Monitoring and Evaluation Manager (Côte d’Ivoire)
- Monitoring and Evaluation Officer (Geneva)
- Monitoring and Evaluation Officer (Ghana)

7. TIMEFRAME

The estimated timeframe for this assignment is January – March 2019.

8. RESEARCH CONSULTANT/TEAM

The **lead consultant** should meet the following criteria (and can propose the additional team members in the proposal):

- **Lead Consultant/Research:** This individual will serve as team leader for the duration of the evaluation. S/he will be the primary point of contact between ICI and evaluation study team and have the responsibility for the overall completion of the evaluation and final evaluation report. This person must have the following:
 - a post graduate degree in development studies, development evaluation and management, or other relevant field of study
 - A minimum of 8-10 years of experience in monitoring and evaluation
 - Demonstrated quantitative and qualitative data collection and analysis experience
 - Proven experience in managing data collections and field teams
 - Excellent writing, organization and communication skills.
 - Fluency in English or/and French with a strong knowledge of the other one
 - A broad range of subject expertise and demonstrated knowledge and experience in the areas of community development, child labour, education, and/or livelihoods.
 - The contractor should have successfully conducted at least two (2) similar evaluations within the last 6 years.

9. APPLICATION INFORMATION

Interested consultants/research teams should send a technical and financial proposal, describing the consultant's/team's relevant experience and capacity to undertake the mid-term evaluation. The proposed budget and technical proposal must be submitted by email with the email subject: ICI External Evaluation Proposal to hr@cocoainitiative.org by the deadline of 7th December, 2018.

The offer must include:

- Technical and financial offer, including the total amount offered in Swiss Francs (include the exchange rate used).
- The budget should detail the human resources, enumerators, material costs, travel expenses and fees.
- Include the CV for the evaluation team leader
- A description of the research team composition (Data collection manager/statistician, enumerators if required)
- Brief proposed methodology and work plan
- Detailed project plan reflecting project phases, outputs and detailed budget.
- Plan for data quality through the process (how will data quality be ensured)
- Data analysis plan
- Two reference contacts

- At least one examples of a previous report produced (ideally a project/programme evaluation in English/French)

NB: ICI's vision is of thriving cocoa-growing communities where children's rights are respected and protected, and where child labour has been eliminated. To this end, ICI expects all children assisted or impacted by its operations to be protected from physical, emotional and psychological harm, and all forms of abuse and exploitation.

- ICI has **zero-tolerance** for all forms of child neglect, abuse (sexual, physical, emotional, and psychological) and exploitation (sexual and commercial).
- ICI commits to put the best interest of the child first, and at the centre of its work, irrespective of a child's ability, ethnicity, faith, gender, sexuality and culture.
- ICI recognizes its responsibility to ensure and to promote a safe and secure environment for children. To effectively manage risks to children, ICI requires the commitment, support and cooperation of all staff, associates, partners, suppliers, service-providers and visitors. By applying at ICI, you automatically agree to the above term and uphold the principles described herein.

10. EVALUATION CRITERIA

A two stage procedure will be used in evaluating the applications received in accordance to the below criteria:

a) Technical proposal (Maximum technical score: 60 points)

1. Overall Response: Maximum 10 points
 - Understanding of scope, objectives and completeness and coherence of response
 - Overall match between the ToR requirements and proposal
2. Proposed Methodology and Approach: Maximum 20 points
 - Quality of proposed approach/methodology
 - Quality of proposed implementation Plan, i.e. how the consultant will undertake each task, and maintenance of project schedules;
3. Technical Capacity: Maximum 30 points
 - Range and depth of experience with similar assessments
 - Knowledge and experience in evaluations
 - Knowledge of community development, child protection, education
 - Knowledge of the cultural, socio-economic and political context in rural areas of sub-Saharan Africa (Ghana and Côte d'Ivoire an advantage)
 - Strong analytical skills and qualitative and/or quantitative skills
 - Excellent communication, report writing and presentation skills
 - Desirability (fluency in English and/or French with a strong competency in the other language)

b) Financial Proposal (Maximum Financial Score: 40 points)

Annexe 1: list of communities

Côte d'Ivoire

RESPONSABLE REGIONAL	DEPARTEMENTS	SOUS - PREFECTURES	N°	COMMUNAUTES	starting date
SOUBRE	MEAGUI	MEAGUI	1	ISSAKRO	jan.15
		OUPOYO	2	BLEDOUGANGAKRO	nov.15
	BUYO	BUYO	3	TANOKOUADIOKRO	nov.15
			4	N'DRIYAOKRO (DIRCTEURKRO)	nov.15
			5	JEANKOUAMEKRO	Feb 15
			6	LAMINEDOUGOU	
			7	HEREDOUGOU	March 16
			8	NOEKRO	Nov.15
	SOUBRE	OKROUYO	9	LADJIKRO	March 16
		GRAND ZATTRY	10	KRAKRO	March 16
	GUEYO	GUEYO	11	CAMPEMENT JACOB	Nov 15
			12	KOUAMEKRO	Nov 15
			13	LAKOTA CARREFOUR	Nov 15
DIVO	TAABO	TAABO	14	AMANIMENOU	Nov 15
		15	N'DENOU	Feb 15	
	TIASSALE	TIASSALE	16	KETASSO	Feb 15
		17	PETIT PARIS	Nov 15	
		PACOBO	18	AFFIAKOUNOU	Nov 15
	GUITRY	GUITRY	19	ZAOURAKRO	Jan 15
			20	KOFFIKRO	Jan 15
DIVO	DIVO	21	OKAKRO	Nov 15	
DUEKOUE	KOUIBLY	KOUIBLY	22	SEABLY	Nov 15
	MAN	GBANGBEGOUINE YATI	23	ZONLE 1	May 16
	DUEKOUE	DUEKOUE	24	JEROMEKRO	Feb 15
			25	KOUASSIKRO	nov.15
			26	DOUMBIADOUGOU	nov.15
	GUIGLO	GUIGLO	27	SUR CÔTE	nov.15
		KAADE	28	DOUEDY GUEZON	nov.15
29		PETIT KATIOLA	nov.15		
GAGNOA	LAKOTA	LAKOTA	30	SABOU	May 16
		NIABEZARIA	31	WOSSO (Niambézari)	nov.15
	GAGNOA	GAGNOA	32	GROUSSISSO	nov.15

			33	DALIGUEPA	nov.15
			34	ATONIHIO	nov.15
			35	GUIGUIA	nov.15
		GUIBEROUA	36	ZIRIWA	nov.15
	OUME	OUME	37	AKROUFLA	nov.16
			38	UAU	March 16
			39	LOUA	nov.15
YAMO USSOUKRO	YAMO USSOUKRO	YAMO USSOUKRO	40	YOBOUEKRO	nov.15
			41	ZATTA	Feb 15
			42	GOGOKRO	March 16
			43	LAMINEDOUGOU	nov.15
	SINFRA	SINFRA	44	KOFFIKRO	nov.15
			45	LAOREFLA	nov.15
	DJEKANOU	DJEKANOU	46	GROUDJI	nov.15

Ghana

Regional ICI Hub	District	Region	N°	Community	Starting date
Nyinahin/Mankraso	Ahafo Ano South	Ashanti	1	Afriseni Camp	sept.15
			2	Bonkron	sept.15
			3	Mehame	sept.15
			4	Yaw Boadi	sept.15
	Atwima Mponua		5	Akonkyi	sept.15
			6	Kwankyeabo	sept.15
			7	Pakyi	sept.15
			8	Saakrom	sept.15
Assin Foso/Nsuame	Assin South	Central	9	Akrofoum	sept.15
			10	Nsuakyir	sept.15
			11	Dossi	sept.15
			12	Akweteykrom	sept.15
			13	Abease	sept.15
			14	Ninkyiso	Sept.15
Sefwi Wiawso	Sefwi Wiawso	Western	15	Kofikrom	Sept.15
	Sefwi Wiawso		16	Sefwi Camp	Sept.15
	Sefwi Akotombra		17	Nyamennae	April 16
	Sefwi Wiawso		18	Ankra Muano	April 16
	Sefwi Wiawso		19	Abonse	July 15

	Sefwi Wiawso		20	Kramokrom	Sept.15
	Sefwi Wiawso		21	Kwanane	Sept.15
Koforidua	New Juaben	Eastern	22	Agyekumhene Akuraa	April 16
			23	Abonponso	April 16
		24	Asikasu	April 16	
		25	Kofikrom	April 16	
		26	Jumapo	April 16	
		27	Mpeam	April 16	
		28	Oyoko	April 16	
		29	Worapong	April 16	

Annex 3: Annual Action Plans



30-13 2015 Action Plan approved.docx



32-14 2016 Action Plan.docx



34-20 2017 Action Plan (for adoption).



36-15 Draft Plan Action Budget 2018.