

ABUAKWA SOUTH MUNICIPAL ASSEMBLY



MEDIUM TERM DEVELOPMENT PLAN (2026-2029)

**PREPARED IN LINE WITH THE NATIONAL MEDIUM TERM
DEVELOPMENT POLICY FRAMEWORK, 2026-2029**

**RESETTING-GHANA AGENDA: CREATING
JOBS, ENSURING ACCOUNTABILITY, AND
PROMOTING SHARED PROSPERITY**

JULY, 2025

ABUAKWA SOUTH MUNICIPAL ASSEMBLY

In case of reply, the number and date of this letter should be quoted



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11th July, 2025

RE: SUBMISSION OF 2026-2029 DISTRICT MEDIUM TERM DEVELOPMENT PLAN

Your letter with reference number ERCC 50/04/11/02 dated 3rd July, 2025 on the above subject, refers.

We submit, herewith for your attention, the Draft 2026-2029 District Medium Term Development Plan of the Abuakwa South Municipal Assembly.

Counting on your usual cooperation.

Thank you.

**For: MUNICIPAL CHIEF EXECUTIVE
(ABDUL-RAHMAN SALAM)
MUNICIPAL CO-ORD. DIRECTOR**

**THE HON. REGIONAL MINISTER,
EASTERN REGIONAL CO-ORDINATING COUNCIL,
KOFORIDUA.**

FORWARD

The 2026–2029 Medium-Term Development Plan (MTDP) of the Abuakwa South Municipal Assembly has been carefully developed in alignment with the National Medium-Term Development Policy Framework (2026–2029). This eight-chapter document outlines well-considered projects and programmes that directly address the pressing developmental challenges of the Municipality.

What makes this Plan particularly significant is the high level of stakeholder ownership it reflects. It is a product of inclusive and coordinated consultation processes that brought together voices from across the Municipality. Public hearings and community needs assessments were conducted with the active participation of local communities, opinion leaders, traditional authorities, faith-based organizations, and other key stakeholders. Their insights and contributions shaped the priorities captured in this Plan.

The Medium-Term Development Plan (MTDP) outlines a series of realistic and cost-effective projects and activities to be implemented annually through the Annual Action Plans. It is structured around five thematic development dimensions aligned with the Government's Coordinated Programme of Economic and Social Development Policies (2025–2028). The Plan adopts a polycentric mixed nodal development strategy, which emphasizes the development of concentration centers, primary and secondary growth nodes, and the promotion of agriculture and tourism. Central to the strategy is the establishment of agro-processing industries and the strengthening of research and educational facilities to drive sustainable development. This approach aims to promote balanced urban growth, stimulate investment in key sectors, protect the environment, and manage urban sprawl effectively.

To ensure evidence-based decision-making, the Plan includes a robust Monitoring and Evaluation (M&E) framework. This comprises both national and core district indicators for tracking progress, along with mechanisms for ex-ante, mid-term, and terminal evaluations. These tools are designed to enhance decision-making, inform policy, and improve the design and implementation of programmes and projects. The Plan also places a premium on Knowledge Management and Learning to preserve institutional memory and foster continuous improvement. Furthermore, a clear communication strategy has been outlined to ensure that all

stakeholders, policy makers, implementers, and citizens alike are well-informed and engaged throughout the implementation process.

As we look forward to receiving continued technical support from the National Development Planning Commission (NDPC) and the Regional Coordinating Council (RCC), I urge all departments, agencies, and development partners to work collaboratively to realize the objectives outlined in this Plan.

The Reset Agenda is in full motion—let us all commit to its success.

A handwritten signature in blue ink, appearing to read 'Nana Adu Sarpong Addo-Aikins', is positioned above the printed name.

HON. NANA ADU SARPONG ADDO-AIKINS
MUNICIPAL CHIEF EXECUTIVE

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ACKNOWLEDGMENT

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We are especially grateful for the overwhelming support received from a wide range of stakeholders, including Civil Society Organizations, Traditional Authorities, the Honourable Member of Parliament, Honourable Assembly Members, Departments of the Assembly, the Media, sister Assemblies, the National Commission for Civic Education (NCCE), and the general public. Your contributions, collaboration, and commitment were truly inspiring and instrumental throughout the planning process.

Special appreciation goes to the Municipal Chief Executive and the Municipal Coordinating Director for their leadership, supervision, and the financial and material support provided, which ensured the successful completion of the plan.

We also acknowledge with sincere thanks the people of Abuakwa South, particularly those who made submissions to the Planning Unit through letters, one-on-one discussions, public hearings, and interviews. Your insights and feedback significantly enriched the content and relevance of the Plan.

Finally, we are deeply thankful to the Regional Economic Planning Unit and the National Development Planning Commission (NDPC) for the technical guidance and support provided throughout the process. Your expert input was critical to the successful development of this Plan.

May the Lord bless you all.

LIST OF ACRONYMS

AAP	-	Annual Action Plan
AEA	-	Agric Extension Assistant
AHME	-	African Health Market for Equity
BAC	-	Business Advisory Centre
CA	-	Central Administration
CHPS	-	Community-Based Health Planning and Services
CSG	-	Capacity Support Grant
CSIR	-	Center for Scientific and Industrial Research
CSOs	-	Civil Society Organizations
DACF	-	District Assemblies Common Fund
DACF–RFG	-	District Assemblies Common Fund – Responsiveness Factor Grant
DDF	-	District Development Facility
DOVVSU	-	Domestic Violence Victims Support Unit
DSWCD	-	Department of Social Welfare and Community Development
GEA	-	Ghana Enterprises Agency
GES	-	Ghana Education Service
EPA	-	Environmental Protection Agency
EPDs	-	Epidemic Prone Diseases
GER	-	Gross Enrolment Rate
GETFund	-	Ghana Education Trust Fund
GHS	-	Ghana Health Service
GIFMIS	-	Ghana Integrated Financial Management Information System
GOG	-	Government of Ghana
GSBAs	-	Globally Significant Biodiversity Areas
GSCSP	-	Ghana Secondary Cities Support Programme
IGF	-	Internally Generated Fund
IPEP	-	Infrastructure for Poverty Eradication Programme
LEAP	-	Livelihood Empowerment Against Poverty
LED	-	Local Economic Development
MWD	-	Municipal Works Department
MFD	-	Municipal Finance Department
MHMT	-	Municipal Health Management Team
MMDAs	-	Metropolitan, Municipal and District Assemblies
MPCU	-	Municipal Planning and Coordinating Unit
M&E	-	Monitoring and Evaluation
MEHU	-	Municipal Environmental Health Unit
MTDP	-	Medium Term Development Plan
MUSEC	-	Municipal Security Committee
NDPC	-	National Development Planning Commission
NER	-	Net Enrolment Rate
NHIS	-	National Health Insurance Scheme
NMTDPF	-	National Medium-Term Development Policy Framework
NTFPs	-	Non-Timber Forest Products
OHLGS	-	Office of the Head of the Local Government Service

PFM	-	Public Financial Management
POA	-	Programme of Action
POCC	-	Potentials, Opportunities, Constraints and Challenges
PPD	-	Physical Planning Department
PRCC	-	Public Relations and Complaints Committee
PWD	-	Persons with Disabilities
RCC		Regional Coordinating Council
SDGs	-	Sustainable Development Goals
SPEFA	-	Public Expenditure Financial Accountability
TBAs	-	Traditional Birth Attendants
UDG	-	Urban Development Grant

EXECUTIVE SUMMARY

The Abuakwa South Municipal Medium-Term Development Plan (MTDP) 2026–2029 provides a comprehensive roadmap for the coordinated and inclusive development of the municipality. It was prepared in accordance with the National Development Policy Framework (NDPF 2026–2029), Legislative Instrument (L.I.) 2232, and planning guidelines issued by the National Development Planning Commission (NDPC).

Anchored on the five national development dimensions namely; Governance and Institutional Development, Social Development, Economic Development, Environment and Human Settlements, and Ghana’s Role in International Affairs, the Plan outlines strategic priorities and interventions to drive sustainable growth at the local level.

The planning process commenced with the orientation of the Municipal Planning Coordinating Unit and the formation of a seven-member Plan Preparation Team. The team comprised key technical officers including the Municipal Planning Officer, Budget Analyst, Works Engineer, Statistician, Social Welfare and Community Development Officer, Director of Health, and Director of Agriculture.

The processes outlined in the planning guidelines were meticulously followed in preparing the eight-chapter Medium-Term Development Plan. This began with a comprehensive review of the 2022–2025 Medium-Term Plan to assess its impacts, challenges, and lessons learned. The planning team then conducted a detailed situational analysis of the municipality to identify key development issues and gaps, drawing on data and insights from the relevant decentralized departments. Broad-based community engagement was undertaken through the development of Community Action Plans, during which Assembly Members, Zonal Council Members, Traditional Authorities, Unit Committee Members, and other local stakeholders were actively consulted.

The identified development issues were harmonized with community aspirations and aligned with the NDPF 2026–2029. These issues were further prioritized using a structured matrix and subjected to a Gender Equality Assessment to ensure inclusivity. Based on this, development goals, objectives, and strategies were formulated and aligned with the municipality’s Spatial Development Framework.

The Plan also outlines a Programme of Action and detailed Action Plans that address cross-cutting issues such as Local Economic Development, Climate Change, and the African Continental Free Trade Agreement (AfCFTA). A robust Monitoring and Evaluation (M&E) framework is incorporated, featuring monitoring indicators, evaluation methodologies, and a knowledge management and learning system. A communication strategy has also been developed to facilitate stakeholder engagement throughout the implementation period.

To ensure community ownership, the draft plan was presented at public hearings to solicit feedback and validation. The General Assembly formally adopted the plan, and comments from the public have been incorporated.

The total cost of implementing the MTDP is estimated at GHC 273,253,974.47. Approximately 98.5% (GHC 269,143,974.47) of this will be financed through the Assembly's projected internal revenue and transfers, while the remaining 1.5% will be sourced from development partners including Advocates for Community Alternatives, JICA, GIZ, and others.

This Plan positions the municipality on a strategic path toward inclusive, resilient, and sustainable development over the next four years.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The implementation of the 2022–2025 Medium Term Development Plan is set to conclude in 2025. In line with the provisions of the Local Governance Act, 2016 (Act 936), and LI 2232, a successor plan has been developed. This new plan is informed by the 2026–2029 National Medium Term Policy Framework.

Chapter One provides a brief overview of the Abuakwa South Municipal Assembly, focusing on its establishment, geographic location and size, vision, mission, core functions, legal mandate, and core values. The chapter concludes with an outline of the structure of the Medium-Term Development Plan.

1.1 Background of the Abuakwa South Municipal Assembly

The Abuakwa South Municipal Assembly, formerly known as East Akim Municipal Assembly, was initially established as a District Assembly in 1988 under Legislative Instrument (L.I.) 1420. It was later elevated to municipal status in 2008 through L.I. 1878. In 2018, the northern part of the municipality was carved out to form the Abuakwa North Municipal Assembly, while the remaining southern part retained the name Abuakwa South Municipal Assembly.

The Assembly operates as the highest political and administrative authority within the municipality, empowered to exercise deliberative, legislative, and executive functions in accordance with the Local Governance Act, 2016 (Act 936).

1.2 Location and Size

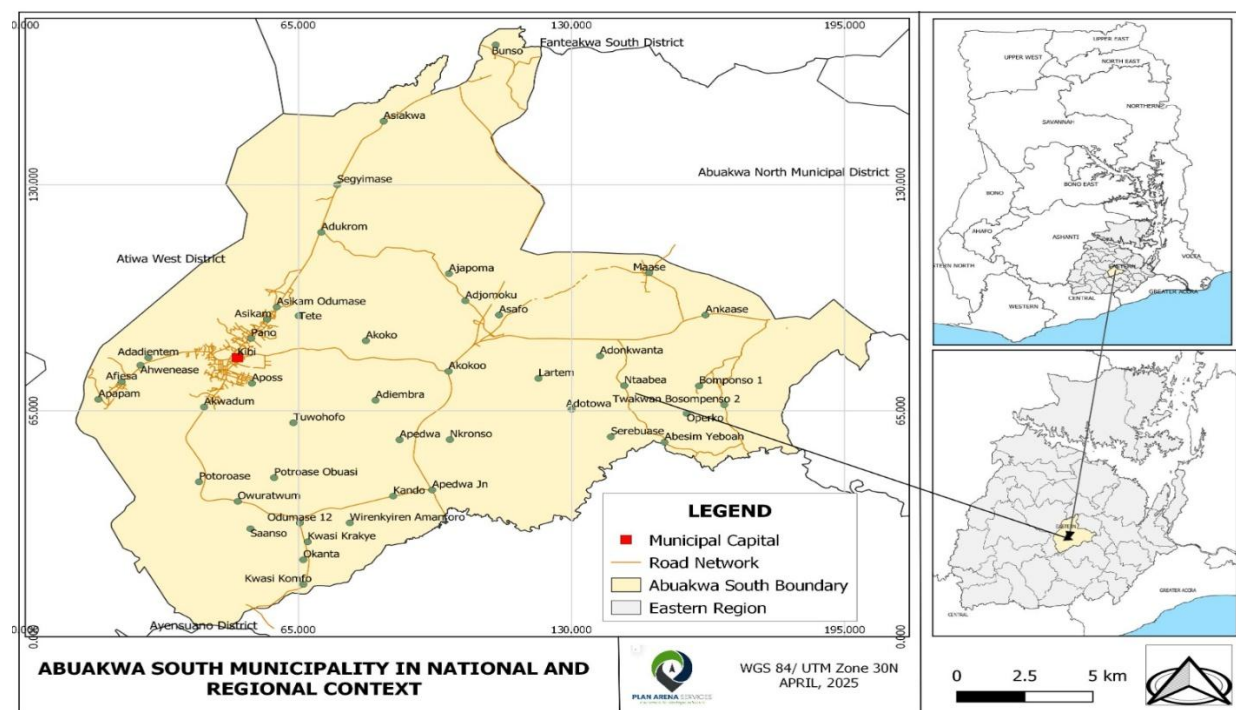
The Abuakwa South Municipal Assembly is situated in the central part of the Eastern Region of Ghana, covering a total land area of approximately 210 km². Geographically, the Assembly shares boundaries with six districts: Abuakwa North Municipal to the north, New Juaben North to the east, Suhum Municipal to the south, and Atiwa West and West Akim to the west. The

Municipal capital, Kyebi, lies strategically 55 km from Koforidua, 105 km from Accra, and 179 km from Kumasi, placing it within a convenient radius of major urban centers.

From a spatial planning perspective, the Assembly's location is highly advantageous, as it facilitates connectivity to key regional and national markets. The presence of two major trunk roads—the Accra-Kumasi and Bunso-Koforidua highways—enhances the mobility of people and the flow of goods, promoting socio-economic development within the Municipality. The accessibility provided by this transport infrastructure supports regional integration and positions the Municipality as a potential growth corridor.

Figure 1.1 provides a spatial representation of the Assembly's location within both the national and regional context.

Figure 1.1: Locational Map



Source: ASMA Profile, 2025

1.3 Structure and Composition

The Abuakwa South Municipal Assembly is comprised of five (5) Zonal Councils, twenty-four (24) Electoral Areas, and one (1) Constituency, which is Abuakwa South. The Assembly consists of a total of thirty-six (36) members. Of these, twenty-four (24) are elected through universal

adult suffrage, while twelve (12) are appointed by the President in consultation with traditional authorities and relevant interest groups. In addition, the Member of Parliament for the Abuakwa South Constituency serves as an ex-officio member of the Assembly. The Assembly is chaired by a Presiding Member, who is elected from among the Assembly Members.

The functions of the sub-structures are affected by lack of permanent office accommodation and logistics. They also lack the full complement of permanent administrative staff to see to the day-to-day activities of the Area. The Assembly's plan to provide three of the Zonal Councils with permanent office accommodation has not materialized as all the projects have suffered undue delays in implementation.

1.4 Decision-Making and Operational Committees

The Assembly carries out its functions through the Executive Committee, which is chaired by the Municipal Chief Executive (MCE). The Executive Committee is composed of the chairpersons of the five (5) statutory sub-committees, one (1) chairperson from the ad hoc committees, and two (2) additional members elected from among the Assembly Members.

The sub-committees act as functional arms of the Executive Committee and are tasked with reviewing matters and making recommendations on issues within their respective thematic areas. These sub-committees include the Development Planning Sub-Committee, Social Services Sub-Committee, Works Sub-Committee, Finance and Administration Sub-Committee, Justice and Security Sub-Committee, and the Environment, Mines and Agriculture Sub-Committee.

In addition to these structures, the Public Relations and Complaints Committee (PRCC), which is chaired by the Presiding Member, plays a vital role in ensuring transparency, accountability, and public participation in governance. The PRCC is responsible for investigating complaints against the conduct of Assembly Members, staff, or the Chief Executive, and serves as a key communication link between the Assembly and the general public.

1.5 Vision

An effective, collaborative and accountable local government with the capacity to manage change and provide quality and accessible services.

1.6 Mission

The Abuakwa South Municipal Assembly exists to provide the overall development of the municipality by providing service through efficient management of resources to improve the quality of life of the people.

1.7 Core Values

Accountability, Client-oriented, Diligence, Discipline, Equity, Integrity, Innovativeness, Teamwork, Timeliness and Transparency

1.8 Core functions

The core functions of the Assembly are defined in Sections 12 and 13 of the Local Governance Act, 2016 (Act 936). These provisions serve as a legal framework guiding the Assembly in the execution of its mandate. Among the key responsibilities outlined in the Act, the Assembly shall:

- exercise political and administrative authority in the district;
- promote local economic development; and
- provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law
- be responsible for the overall development of the district;
- formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;
- co-ordinate, integrate and harmonise the execution of programmes and projects under approved development plans for the district
- promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- be responsible for the development, improvement and management of human settlements and the environment in the district;
- in co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;

- execute approved development plans for the district;
- guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions
- monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.

1.9 The Organizational Structure of the Assembly

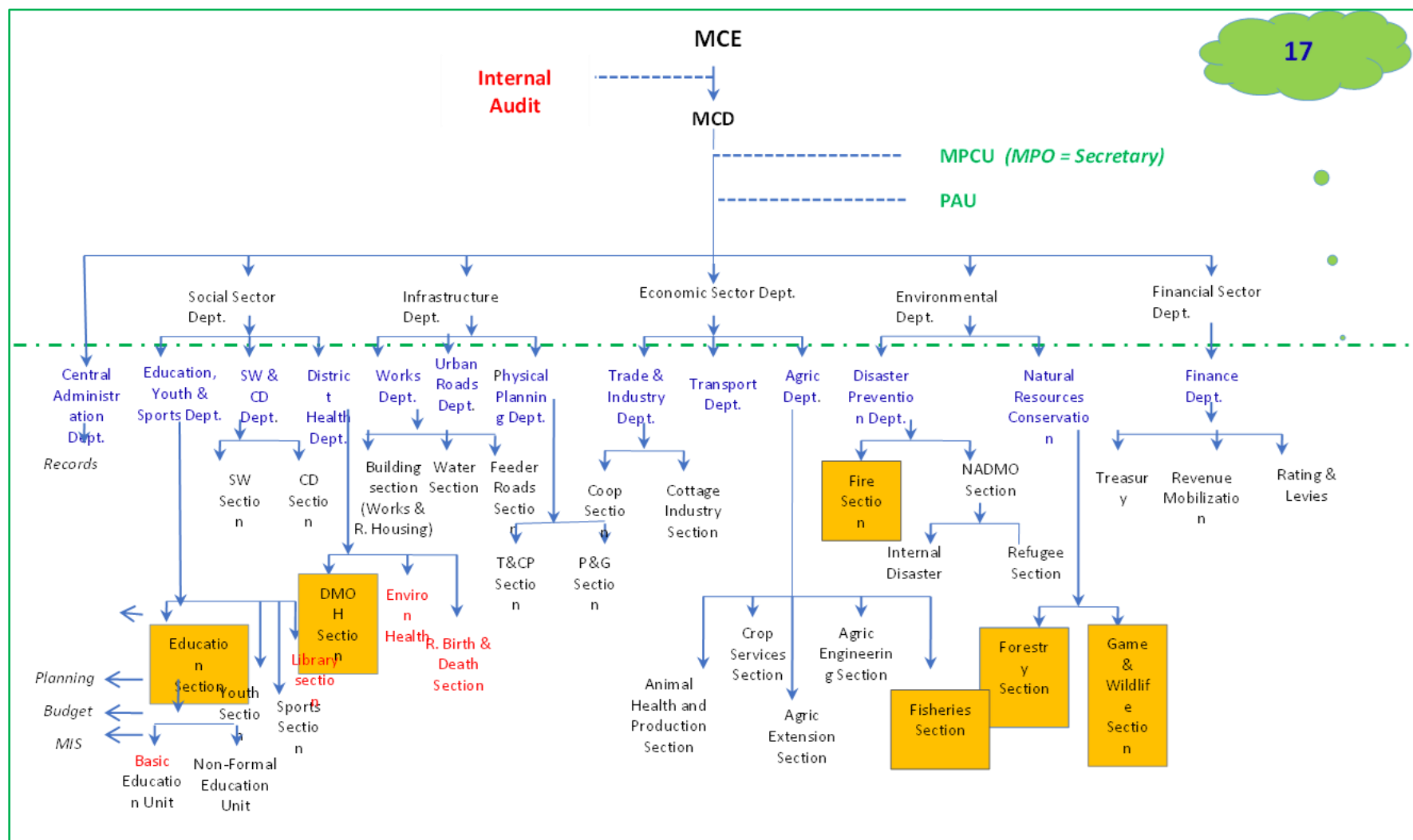
The organogram of the Assembly defines the institutional hierarchy and reporting structure, enhances internal communication, and facilitates effective collaboration among departments and units.

At the top of the Assembly's administrative structure is the Municipal Chief Executive (MCE), who serves as the direct representative of the President of the Republic at the district level. The MCE is supported by the Municipal Coordinating Director (MCD), who is responsible for coordinating the implementation of government policies and programmes. The MCD works closely with departmental and unit heads in the identification, planning, design, implementation, monitoring, and evaluation of programmes and projects through the Municipal Planning Coordinating Unit (MPCU).

Positioned between the MCE and MCD is the Internal Audit Unit, which functions to ensure accountability and compliance with established procedures and regulations.

Reporting directly to the MCD are the various sectors of the Assembly, namely: the Administration Sector, Planning and Budget Sector, Social Sector, Infrastructure Sector, Economic Sector, Environmental Sector, and Financial Sector. These sectors encompass the different departments and units of the Assembly, as illustrated in Figure 1.1.

Figure 1.2: Organizational Chart



Source: ASMA Profile, 2025

1.6 Structure of the Plan

This report is structured into eight comprehensive chapters. Chapters 1 to 3 cover the General Introduction, Situational Analysis, and Key Development Priorities of the Assembly. These introductory chapters provide essential background information on the Abuakwa South Municipal Assembly, including its vision, mission, functions, mandate, and a locational map. They also present a data-driven situational analysis that highlights the district's current development context and identifies key prioritized development issues.

Chapters 4 to 6 focus on the District's Development Goals, Objectives, and Strategies; Composite Development Programmes; and the Annual Action Plans for the 2026–2029 planning period. These sections articulate the Assembly's development direction in alignment with the national development agenda and include spatial representations of proposed goals and strategies. Chapter 5 outlines the Composite Development Programmes in a matrix format, detailing indicative costs, programme status, and implementing institutions. Chapter 6 presents the Annual Action Plans, which provide a breakdown of specific interventions aimed at addressing the prioritized development challenges over the plan period.

The final chapters, 7 and 8, deal with Monitoring and Evaluation arrangements and the Communication Strategy for the implementation of the plan. Chapter 7 features a monitoring matrix for tracking progress and includes a narrative on planned evaluations throughout the plan period. Chapter 8 outlines the communication approach, specifying targeted audiences, key messages, and the channels to be used for disseminating the Medium-Term Development Plan.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

Chapter Two provides an analysis of the current conditions within the municipality, illustrated through spatial expressions in maps and graphics. The chapter also evaluates the performance of the 2022-2025 Medium Term Development Plan by examining financial performance and tracking the achievement of selected outcome and impact indicators. It concludes with a summary of key development issues and an estimation of the municipality's future development needs.

2.1 Performance Review of DMTDP (2022-2025)

The purpose of the performance review was to assess the performance of the municipal Assembly in the implementation of the 2022-2025 MTDP by determining the achievement of target indicator of the outcome and impact of the plan and identify key issues and lessons which have implications for the current MTDP (2022–2025). The performance review was based on Four (6) Development Dimensions namely Economic; Governance Corruption and Public Accountability; Environment, Infrastructure and Human Settlement; and Social Development.

Table 1.1 shows the indicator performance for the medium term. In general, none of the development dimensions attained their respective indicator targets even though there have been some improvements compared to the baseline data. The indicator performance is attributed to the implemented projects which constitute 71.4 percent of planned projects in the medium-term plan.

Under Economic development dimension, interventions like the Planting for Food and Jobs, MAG, PERD and youth employment led to improvement in employment. In all, the proportion of Economic Development projects were implemented was 71.9 percent whereas Social Development projects implemented stood at 72.4 percent. Basic school enrolment increased significantly even though the data indicates that there are still children of school going age who are not in school. Number of classrooms under trees reduced through the construction and

renovation of classrooms. Construction of health infrastructure and public health education resulted in the rise in health outcomes such as OPD attendance, family planning acceptance rate and immunization coverage. The implementation of child protection activities resulted in the increase in the number of settlements of child maintenance cases. Unlike water coverage, the increase in sanitation coverage was marginal. Thus, the construction of community toilet facilities and public education to encourage the construction of household toilets were not intensive. These explains why none of the communities in the district has open defecation free certification.

About 62.5 percent of Environment, Infrastructure and Human Settlement projects were implemented. These implemented projects culminated in the improved access to difficult to reach communities. The number of communities connected to the National Grid increased to 99.8 percent almost hitting the 100 percent target. The Municipal Assembly could not do much in spatial development and street naming which is reflected in the poor indicator performance.

Achievement in Governance, Corruption and Public Accountability was 64.7 percent. The implementation of security related activities and DISEC activities resulted in the reduction of Chieftaincy disputes and crime rate, even though desired outcomes were not achieved. The proportion of AAP activities carried out stood at 60 percent compared to the 90 percent target. The district is likely to achieve between 80 and 90 percent implementation by the end of December 2025.

Table 2. 1: Performance Review (2022 -2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remark
				Year	Data	
Economic Development	Percentage Change in no. of farmers applying new/modern techniques.	30%	70	2024	60%	Inadequate extension services impeded the achievement medium term target
	Change in jobs created;					
	Agriculture	50%	70%	2024	81.2%	Provision of start-up kits for individuals to start business and disbursement of funds to
	Industry (MSEs)	45%	80%	2024	75.9%	
	Service	48%	80%	2024	74.4%	
	Percentage change in arable land under cultivation	25%	55%	2024	30%	Disbursement of Grants Funds to 34 SMEs under the Ghana Economic Empowerment Project contributed
	Change in yield of selected crops;					Inadequate funds
	Maize	50%	70%	2024	-33.3	Landuse conflict between Agriculture and mining
	Rice (milled)	-		2024	5	
	Cassava	30%	50%	2024	-1.0	
	Yam	-		2024		
	Plantain	40%	60%	2024	-12.0	
	Cocoyam	20%	40%	2024	-17.5	
	Average productivity of selected crop(mt/ha):					
	Maize	2.5	3	2024	2.6	
	Cassava	1.8	3	2024	2	
	Plantain	2.9	25.5	2024	18	

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remark
				Year	Data	
	Cocoyam	2.7	12.5	2024	11.2	
	Rice	N/A	3	2024	2	
	Proportion of Farmers using improved farming Technologies	20%	60%	2024	54%	Targets not achieved due to inadequate extension officer
	Proportion of SMEs that accessed credits facilities from financial institutions	22%	40%	2024	43%	Target achieved, due to mentorship programmes and engagement by the BAC
Social Development	Completion Rate					
	KG	82.0	100	2024	91%	
	Primary	82.5	100	2024	94	
	JHS	69.9	100	2024	87	
	SHS	79.2	100	2024	90.5%	
	Net enrolment ratio;					
	KG	63.85%	80%	2024	64.3%	
	Primary	69.55%	82%	2024	81.8%	
	JHS	38.4%	75%	2024	62.1%	
	SHS	80.2%	87%	2024	92.6%	
	Gender parity index					
	KG	0.9	1	2024	0.97%	
	Primary	0.9	1	2024	0.96%	
	JHS	0.9	1	2024	0.97%	
	SHS	0.9	1	2024	1.03%	
	Pass Rate					
	KG	N/A	N/A	N/A	N/A	
	Primary	N/A	N/A	N/A	N/A	
	JHS	65.4	83%	2024	86.1	Support in the organization of

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remark
				Year	Data	
						Mock Exams contributed to the achievement of target
	SHS	N/A	N/A	N/A	N/A	
	HIV/AIDS prevalence rate (% of adult population, 15-49 yrs. HIV positive).	0.08%	0%	2024	0.29	
	Maternal mortality ratio (number of deaths due to pregnancy and childbirth per 100,000 live births).	6/100,000	0/100,000	2024	1/100,000	
	Percentage change in under-five mortality rate (number of deaths occurring between birth and exact age of five per 1,000 live births).	0	0	2024	0	
	Malaria case fatality (institutional);					
	District Total	0.87	0	2024	0.59	
	Under five years	0.23	0	2024	0	
	Women between 15-49	0.76		2024		
	Proportion of population with valid NHIS card;					
	Total (by sex)		68.4	2024	67.3	
	Indigents		8.85	2024	4.84	
	Informal		20.85	2024	20.54	
	Aged		2.55	2024	2.51	
	Under 18yrs		31.06	2024	30.60	
	Pregnant women		2.1	2024	2.1	
	SSNIT		2.97	2024	6.76	
	Percentage of population with sustainable access to safe water sources;					
	Municipal	85%	90	2024	94.5	

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remark
				Year	Data	
	Urban	82%	90	2024	96	
	Rural	72%	90	2024	93	
	Change in proportion of population with access to improved sanitation (flush toilets, KVIP, household latrine);					
	Municipal	38.1%	50	2024	45.5	
	Urban	40.3	54	2024	45	
	Rural	36.5%	46	2024	42	
	Change in proportion of poor & vulnerable persons benefitting under LEAP	65%	80%	2024	77%	
	Change in proportion of clients with access to financial/ material support	75%	80%	2024	80%	
	Change in no. of vulnerable and marginalised households mainstreamed into social & economic dev't	75%	85%	2024	83%	
	Proportion of communities with ODF certification	0	0	2024	0	
	Proportion of Reported Child abuse cases addressed	47%	80%	2024	92%	
	Proportion of reported Child maintenance cases settled	55%	71%	2024	100	
	Proportion of PWDS who are using their start-ups into income generation activity.	66%	75%	2024	78%	
Environment, Infrastructure and Human Settlement	Percentage change in hectares of degraded forest, mining, dry and wetlands rehabilitated/restored:					

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remark
				Year	Data	
	Forest	40	50	2023	42	
	Mining	0	100	2023	105	
	Proportion of difficult to reach communities with improved access routes	30	80	2025	60%	
Governance, Corruption and Public Accountability	Percentage change in internally generated revenue	-33%	50%	2024	48.7	
	Proportion of Functional Zonal Councils	20%	80%	2024	20%	
Emergency Planning and Response (Including COVID-19 Recovery Plan)	Number of communities affected by disaster					
	Bushfire	3	0	2024	3	
	Domestic Fire	0	0	2024	4	
	Floods	2	0	2024	0	
	Windstorm	0	0	2024	5	
	Proportion of population who have tested positive for covid-19					
	Total	0.03	0	2024	0.02	
	Male	0.02	0	2024	0.006	
	Female	0.010	0	2024	0.014	
Implementation, Coordination and Monitoring and Evaluation	Percentage of MTDP (2022-2025) implemented	84%	95	2024	71.4%	

Source: ASMA MPCU, 2024

2.1.1 Financial Performance (2022-2025)

Table 2.2 presents the financial performance of the Medium-Term Plan from 2022 to 2024. The total estimated cost of implementing the plan was GHC 71,890,195.00, out of which actual receipts amounted to GHC 44,134,561.40 by the end of 2024. This resulted in a funding gap of GHC 27,755,633.60, representing a 38.6% shortfall. The significant variance is largely attributed to the underperformance of Internally Generated Funds (IGF) and delays or shortfalls in transfers from the Government of Ghana and development partners, notably the World Bank through the Ghana Secondary Cities Support Programme.

Table 2. 2: Financial Performance (2022-2025)

Source of Funds	Total Estimated Cost of Plan (A)	Total Amount Received (B)	Variance (C) = (A-B)
GoG	1,100,000.00	81,202.82	1,018,797.18
IGF	11,948,077.00	5,178,183.44	6,769,893.56
DACF	8,621,131.00	7,102,237.50	1,518,893.50
DACF-RFG	8,220,987.00	2,991,313.47	5,229,673.53
DPs	42,000,000.00	28,781,624.17	13,218,375.83
ABFA	-	-	-
Others (Specify))	-	-	-
Total	71,890,195.00	44,134,561.40	27,755,633.60

Source: MPCU, 2024

Common challenges, including the late release of government funds, donor disbursements, and source deductions, severely hindered the implementation of planned projects. IGF collections totaled GHC 5,178,183.44, falling short of the medium-term target by GHC 6,769,893.56. This indicates a high reliance on external transfers for financing the plan. To enhance financial sustainability and reduce dependence on central government and donor funding, it is imperative for the Municipal Assembly to diversify and strengthen its local revenue base.

2.1.2 Key Problems/Issues/Challenges Encountered During the Implementation

The implementation of the 2022–2025 Medium-Term Development Plan (MTDP) faced several significant challenges that hindered the achievement of intended outcomes and affected the timely delivery of key projects. These include:

1. Revenue Underperformance and Delayed Fund Disbursement

The persistent shortfall in internally generated funds, coupled with delays in the release of external transfers, disrupted project implementation. Many planned activities were either delayed, left incomplete, or not initiated at all, undermining the overall impact of the development plan.

2. Limited Understanding of the National Policy Framework

A lack of familiarity with the 2022–2025 National Medium-Term Development Policy Framework (NMTDPF) among sector departments and stakeholders led to misalignment between departmental Annual Action Plans (AAPs) and the MTDP. This knowledge gap weakened coordination and reduced synergy in program execution.

3. Non-Compliance with Approved Budgets

Frequent deviations from approved Assembly budgets, including the implementation of off-budget projects, diverted attention and resources from prioritized interventions. This compromised the strategic focus of the plan and diluted the effectiveness of key programs.

4. Weak Monitoring, Evaluation, and Reporting (M&E) Capacity

The Municipal Planning and Coordinating Unit (MPCU) was under-resourced in terms of logistics, staffing, and operational tools. This limited its ability to effectively monitor and evaluate project progress, identify implementation gaps, and recommend timely corrective measures.

1.2.2 Lessons Learned which have Implications for the MTDP (2022-2025)

The review of the 2022–2025 MTDP has revealed several important lessons to enhance future planning, implementation, and service delivery within the Abuakwa South Municipal Assembly. These lessons highlight the need for more strategic, inclusive, and accountable development approaches.

1. Diversified and Innovative Revenue Mobilization

The Assembly's heavy reliance on external funding emphasizes the urgent need to strengthen Internally Generated Funds (IGF). Exploring alternative financing mechanisms such as Public-Private Partnerships (PPPs), joint ventures, and enhanced revenue collection systems is critical to achieving financial sustainability and funding priority projects.

2. Political Leadership and Commitment

Effective political leadership was shown to be vital for the successful implementation of development projects. Strong leadership supports timely decision-making, strategic prioritization, and resource mobilization, all of which are essential for smooth and impactful execution of development interventions.

3. Evidence-Based Planning and Project Selection

The review highlighted the need for project selection to be based on thorough needs assessments and clear, objective prioritization criteria. Moving away from politically influenced decisions toward evidence-based planning will ensure that development efforts are responsive to the real needs of communities and yield measurable outcomes.

4. Strengthening Monitoring, Evaluation, and Reporting

Robust monitoring and evaluation systems are key to tracking progress, identifying bottlenecks, and informing timely adjustments. The Assembly's M&E unit requires adequate logistics, skills, and tools to effectively perform its role. Additionally, all departments must align their activities with the MTDP and produce regular (quarterly) progress reports to promote accountability and transparency.

5. Improved Stakeholder Engagement and Communication

Wider dissemination of the MTDP among departments and stakeholders is necessary to foster ownership and coordination. Improved communication ensures that all actors understand their roles in achieving the plan's goals, leading to better synergy and reduced duplication of efforts.

Implications for Development

These lessons call for a more strategic and collaborative development approach—anchored in strong leadership, sustainable financing, evidence-based planning, and effective M&E systems. Incorporating these insights into future development planning will significantly improve the delivery of public services, ensure optimal use of resources, and accelerate progress toward the municipality's development goals.

2.1 Demographic Characteristics

Understanding the demographic characteristics of a population is essential for effective planning and development. This section provides an overview of the population dynamics of the municipality, highlighting key indicators such as population size, growth rate, sex

distribution, rural-urban composition, ethnic diversity, and age structure. These elements offer insights into the social and economic needs of the population.

2.1.1 Population Size and Growth Rates

The distribution of the population by locality and sex is presented in Table 2.3. The total population of the municipality is 89,051, representing 3.04 percent of the Eastern Region's total population of 2,925,653. Females account for 50.4 percent of the population, while males represent 49.6 percent. The projected population for 2025 is 96,612 with a growth rate of 2.1 percent. In line with both national and regional trends, females slightly outnumber males. The sex ratio is 98.3, indicating that for every 100 females, there are approximately 98 males. The municipality has a population density of 422.9 persons per square kilometer.

Table 2.3: Population distribution by sex and locality

District/Sex	All Localities		Urban		Rural	
	Number	Percent	Number	Percent	Number	Percent
Total	89051	100	41583	100.0	47468	100.0
Male	44144	49.6	20244	48.7	23900	50.3
Female	44907	50.4	21339	51.3	23568	49.7
Sex Ratio		98.3		94.9		101.4
percentage of Regional Population		3.04		3.10		3.00

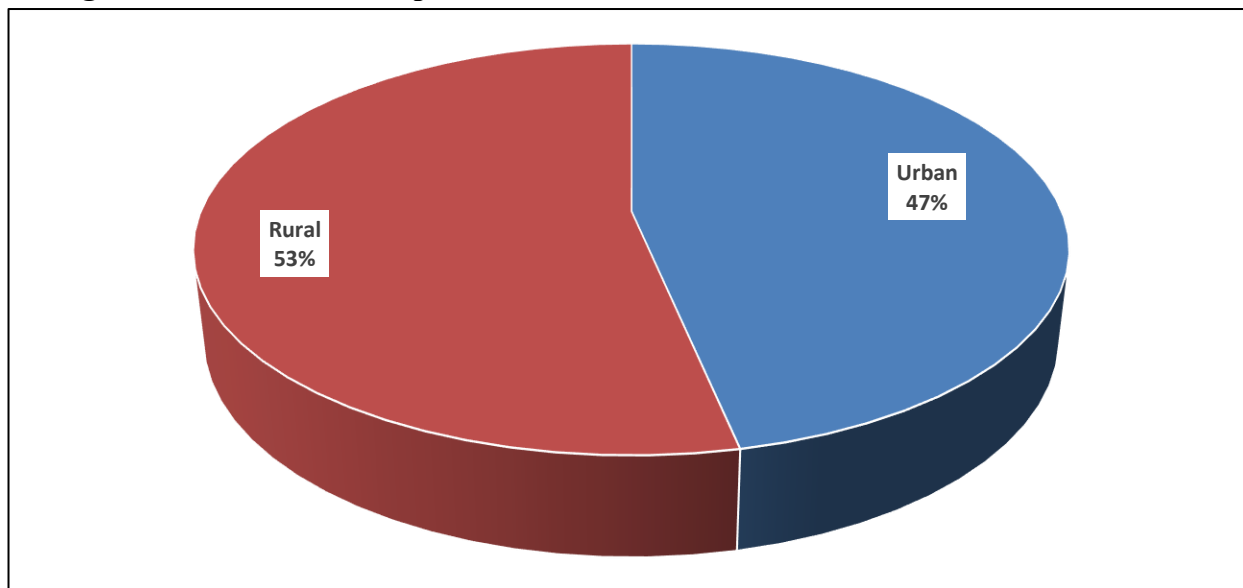
Source: Ghana Statistical Service, 2010 population and Housing Census

2.1.2 Rural-Urban Distribution

According to the Ghana Statistical Service, an urban area is defined as a locality with a population of 5,000 or more and the presence of essential amenities. Conversely, rural areas are characterized by smaller populations and limited access to such facilities. In the municipality, 47 percent of the population resides in urban areas, while 53 percent live in rural communities. The relatively higher rural population can be attributed to the spread of socio-economic infrastructure in rural centers, as well as the expansion of mining activities in these areas.

There is a pressing need to improve infrastructure and services in urban areas, while simultaneously enhancing rural development to make these communities more attractive—particularly to the youth. This will help retain young people in rural areas and encourage their participation in agriculture, which remains the backbone of the local economy.

Figure 2.1: Rural Urban Split



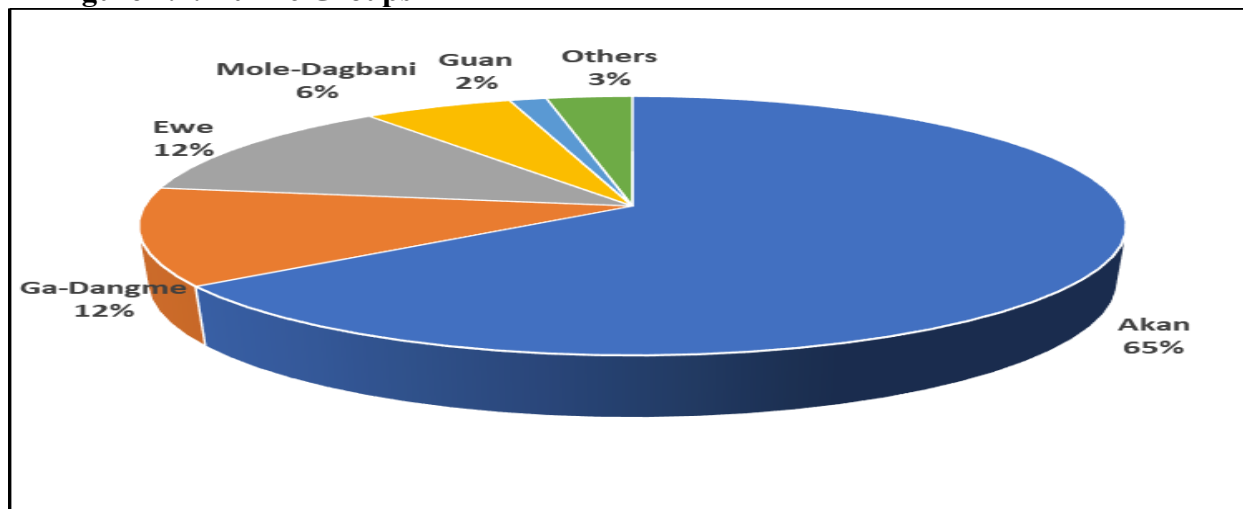
Source: ASMS MPCU, 2025

2.1.3 Ethnicity and Religion

The Akan ethnic group is the majority in the municipality, accounting for approximately 65 percent of the population. This is followed by the Ewe (12%) and Ga-Dangme (12.2%) ethnic groups, with the remaining 11 percent comprising Mole-Dagbani, Guan, and other ethnicities.

Christianity is the dominant religion, practiced by about 89 percent of the population. Minority religious affiliations include Islam, Traditional religions, and individuals with no religious affiliation. The municipality has remained free of religious and ethnic conflicts, and its cultural and religious diversity presents an opportunity for inclusive and effective dissemination of information across various communities.

Figure 2.2: Ethnic Groups



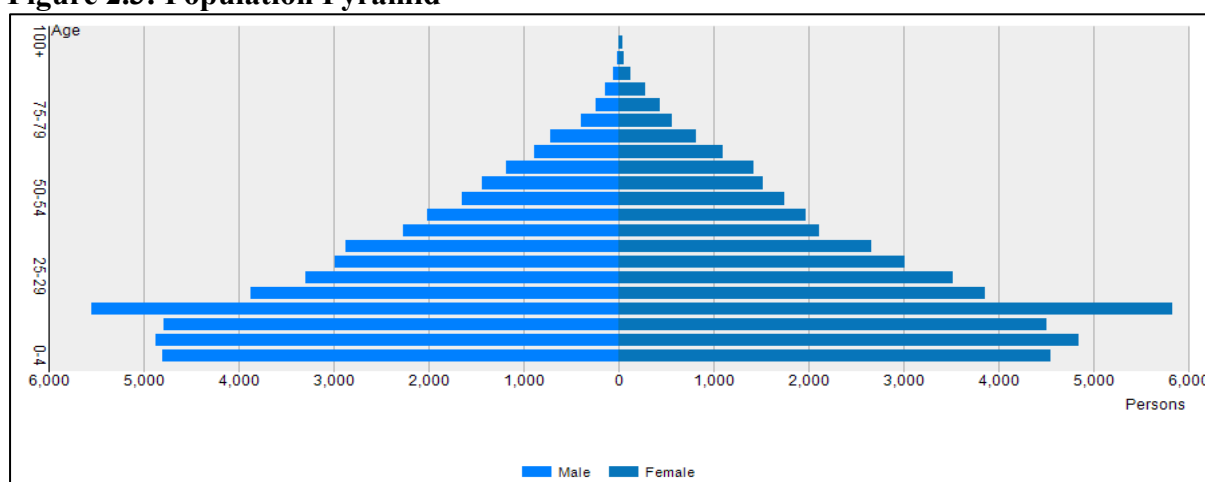
Source: MPCU, 2024

2.1.4 Age-Sex Structure

The age-sex structure of the municipality's population is illustrated by the population pyramid in Figure 2.3, based on the 2021 PHC data. The horizontal bars represent the number of males and females within each age group. As age increases, population numbers decline due to mortality or migration.

The pyramid has a broad base, reflecting a high proportion of individuals aged 0–19, indicating a predominantly young population. This underscores the need for adequate investment in education, healthcare, and employment opportunities for the youth.

Figure 2.3: Population Pyramid



Source: 2021 PHC, GSS

Male bars are longer in the 0–14 age group, while between ages 15–49, the bars alternate between males and females. From age 50 and above, females outnumber males. This trend may be due to higher child mortality among females and increased adult male mortality. Additionally, migration among males aged 20 and above could contribute to this pattern.

2.1.5 Age Dependency Ratio

The municipality has an age dependency ratio of 53.4, indicating that for every 100 working-age individuals (aged 15–64), there are approximately 53 dependents—comprising children (0–14 years) and the elderly (65 years and above). This represents a moderate, yet noteworthy, dependency burden. It means the working-age population must support not only themselves but also a significant number of individuals who are unlikely to be economically active.

To manage this demographic structure effectively, the Assembly must prioritize the provision of essential services such as education, healthcare, and social support for dependents, while

also creating sustainable employment and income-generating opportunities for the working population

2.1.6 Occupation Distribution

Table 2.4 presents data on employed persons aged 15 years and older by occupation and sex in the Abuakwa South Municipality. The largest occupational group is Skilled Agricultural, Forestry, and Fisheries Workers, accounting for 35.3% of the employed population.

Table 2.4: Employed population 15 years and older by occupation and sex

Occupation	Sex		Total	Percent
	Male	Female		
Managers	147	67	214	0.7
Professionals	1204	980	2184	7.4
Technicians and associate professionals	170	157	327	1.1
Clerical support workers	202	150	352	1.2
Service and sales workers	1409	6808	8217	27.8
Skilled agricultural, forestry and fishery workers	7376	3052	10428	35.3
Craft and related trades workers	2876	1237	4113	13.9
Plant and machine operators, and assemblers	1536	28	1564	5.3
Elementary occupation workers	1205	933	2138	7.2
Other occupations	14	2	16	0.1
Total	16139	13414	29553	100.0

Source: GSS PHC, 2021

This is followed by Service and Sales Workers, who make up 27.8%. In contrast, only a small proportion of workers are employed as Managers, Clerical Support Workers, and Technicians and Associate Professionals.

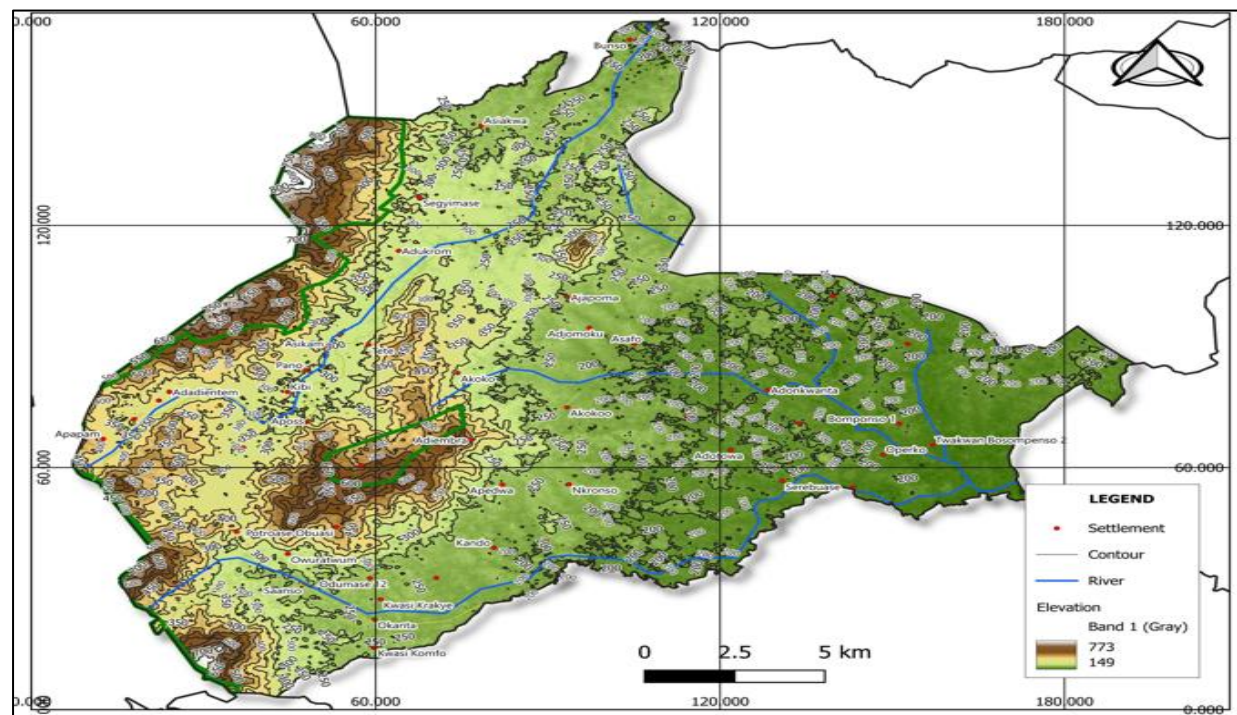
Males constitute approximately 55% of the employed population, while females represent 45%. The occupational distribution shows that males dominate in occupations requiring specialized skills and training—such as Professionals, Plant and Machine Operators and Assemblers, and Technicians and Associate Professionals—indicating a gender gap in access to technical and skilled employment.

2.2 Physical Characteristics

2.2.1 Relief, Drainage and Natural Resources

The topography of the municipality is generally undulating, with elevations ranging between 240 and 300 metres above sea level. The highest elevation occurs in the Atewa Range, which rises above 350 metres. The varied terrain is shaped by a mix of rock formations, resulting in distinctive relief features—from flat-bottomed valleys to steep-sided highlands.

Figure 2.4: Relief and drainage Map of Abuakwa South



Source: ASMA MPCU, 2025

These highlands are often covered with iron pans and host rich mineral deposits, including bauxite and kaolin. Geologically, the municipality is dominated by the Birimian rock formation, which spans over three-quarters of the closed forest zone. In addition, granite masses occur in parallel belts, enhancing the municipality's mineral potential. These formations are known to contain valuable natural resources, such as gold, diamonds, bauxite, and kaolin, offering significant opportunities for mining and economic development.

However, the exploitation of these mineral resources poses environmental risks, particularly to the municipality's forested ecosystems and water bodies. For instance, the Atewa and Apedwa Forest Ranges, which serve as the catchment areas for major rivers like the Birim, Densu, and Bompong, are highly sensitive ecological zones. Mining activities in these areas can lead to deforestation, habitat loss, soil erosion, and water pollution, threatening biodiversity, and the sustainability of water sources.

The drainage pattern, predominantly dendritic and flowing in a north-south direction, consists of both permanent rivers and seasonal streams. These water systems play a vital role in supporting agriculture, domestic water supply, and aquatic life. Therefore, while the municipality holds considerable mineral exploitation potential, it is imperative that resource extraction is managed in a sustainable and environmentally responsible manner, balancing economic benefits with long-term ecological preservation.

2.2.2 Climate

The municipality lies in the west semi-equatorial zone characterized by double rainfall maxima occurring in June and October; the first rainy season from May to June and the second from September to October. The mean annual rainfall is between 1200mm and 2000mm. The dry seasons are really distinct with the main season commencing in November and ending in late February. The favourable rainfall pattern promotes agricultural activities even though it negatively affects constructional works causing cost and time overruns on contracts. Temperature is found to be fairly uniform ranging between 26°C in August and 30°C in March. Relative humidity is generally high throughout the year, ranging between 70 – 80 percent in the dry season and 75 – 90 percent in the wet season.

2.2.3 Vegetation

The municipality lies within the moist semi-deciduous forest (figure 1.8). This vegetation contains evergreen trees which retains leaves all year and deciduous trees which shed leaves in the dry season. There are few forest reserves covering about 108.8sq. km, including part of the Atewa Forest Reserve. The forest reserves constitute about 15 percent of the entire surface area of the municipality. Some commercial species of trees contained in the forest are Odum, Wawa, Ofram, Mahogany, Kyenkyen among others. Major challenges with the vegetation include deforestation due to logging and farming expansion, reduction of soil fertility due to soil leaching and bushfire especially during the dry season. The Atewa forest is noted for its abundant biodiversity and life sustaining significance which needs to be conserved and preserved as indicated in the write-up that follows.

2.2.4 Biodiversity

The Abuakwa South Municipality is richly endowed with a diverse range of flora and fauna, particularly within its forested ecological zones. These biodiversity resources are not only vital for ecological balance but also provide essential livelihood support for local communities. The forests help to regulate local temperatures, act as natural barriers against disasters such as floods, bushfires, and soil erosion, and serve as a critical source of food, medicine, construction materials, and income.

Among the most prominent flora species found in the municipality are Odum (*Milicia excelsa*), Wawa (*Triplochiton scleroxylon*), Kyenkyen (*Antiaris africana*), coconut palm, cocoa, and maize. These plant species serve a variety of purposes:

- Odum, Wawa, and Kyenkyen are valued hardwoods traditionally used in construction, particularly for paneling, joinery, and veneer production due to their durability and aesthetic appeal.
- Coconut palms and maize are primarily cultivated for food, although the coconut palm also contributes to landscaping and beautification.
- Cocoa is an important cash crop in the area, cultivated mainly for export, and contributes significantly to household incomes and the national economy.

In terms of fauna, the municipality's forests support a variety of wildlife species, some of which are rare or endangered. These include:

- The white-naped mangabey (*Cercocebus lunulatus*), an endangered primate species found in only a few forest reserves in West Africa.
- The tree pangolin (*Phataginus tricuspis*), a heavily trafficked species known for its ecological role in pest control.
- The Ivory Coast running frog (*Kassina arboricola*), a species of concern that highlights the ecological uniqueness of the area.

The presence of such rare and ecologically significant wildlife points to the untapped potential for eco-tourism development in and around Kyebi. With appropriate infrastructure, community engagement, and conservation safeguards, the municipality could become a tourism hub that offers wildlife viewing, bird watching, nature trails, and environmental education.

2.2.5 Forest Resources

The main forest reserves in the Abuakwa South Municipality are Atewa Forest Reserve and Apedwa Forest Reserve, with perimeters of 126.22 km and 14.47 km, respectively. These forests are rich in biodiversity and serve as habitats for various species of flora and fauna. They also house critical water bodies that support both ecological balance and human needs. These reserves provide vital ecosystem services, including:

2.2.5.1 The Atewa Forest

According to A Rocha Ghana, an NGO with special interest in the preservation and conservation of Atewa, the Atewa Range Forest Reserve measuring 23,663 ha is part of an ecosystem known as the Upper Guinea Forest. The Atewa Range is only one of two such forests left remaining in Ghana.

Not only is the Atewa Range important in biological diversity but it also provides the headwater for three major river systems, the Densu (116 km), Birim (175 km), and Ayensu (103 km) rivers. Atewa also presents an inexhaustible laboratory for global medicinal needs as it presents an unlimited array of species, both flora and fauna with pharmaceutical properties of tropical species. It is therefore imperative that Government not only bans mining in Atewa but more importantly, discard recent plans to subject the forest to bauxite exploitation.

2.2.5.2 Lumbering

The municipality can boast of timber resources. Many timber species such as mahogany and Kyenkyen etc are found in the forest reserve. The forest resources in the municipality are under siege from deforestation, habitat fragmentation and overexploitation of the timber and Non-Timber Forest Products (NTFPs). The forest serves as storehouse for collection of commercial fuel wood harvesting and charcoal burning to satisfy the ever-growing energy requirements of both the rural settlements and the urban communities. Other NTFPs activities of the forest reserves include collection of fruits, Mushrooms, herbs, chewing stick, cane, snails, poles etc. The Assembly is collaborating with the Forestry Commission to not only protect the forest resource but also tap its full potential in a more sustainable manner.

2.2.5.3 Farm Encroachment and Illegal logging/Chain Sawing

Forest fringe communities engage in farming activities in and around the forest and evidence exist that encroachment of the forest reserve is occurring in all forest reserves in the municipality. The activity of timber firms exploiting timber logs from the forest is also taking a greater toll on the natural timber species. Logging destroys wildlife habitat and adversely affects large mammal populations. The noise made by logging machinery disturbs the wildlife species. When the timber firms have finished their logging, illegal chain saw operators continue the menace destroying further the forest resources.

2.2.5.4 Mining activities in the Forest Reserve

The Atewa and Apedwa Forest Reserves have come under increasing pressure from illegal mining activities, commonly referred to as *galamsey*. These unauthorized operations, often carried out with little regard for environmental regulations, have led to significant degradation of the forest ecosystem.

The mining, along with illegal lumbering, has disrupted the ecological balance, resulting in the destruction of habitats for various plant and animal species, contamination and siltation of water bodies, and the general decline in forest health and biodiversity. These activities threaten the integrity of critical ecosystem services provided by the forests, including water supply, climate regulation, and soil stability.

Several hectares of forest cover have already been lost due to these destructive practices, undermining conservation efforts and exposing the municipality to the risks of deforestation, pollution, and climate vulnerability.

2.2.5.5 Threats to large Mammal Fauna

The livelihood opportunities for the forest fringe communities are based on farming, hunting and poaching. In nearly all the forest reserves, the surrounding communities depend largely on the forest and the reserves, and these activities gravely pose a threat to the large mammal fauna within the forest. Peoples desire to consume bush meat leading to increased hunting evidenced by the common sight of spent cartridges and mammal traps in the forest blocks.

2.2.5.6 Community Resource Management Areas (CREMA)

Over the past one and half decades the forested landscapes adjoining the Atewa Forest Reserve have suffered considerable deforestation and degradation through irresponsible mining, illegal logging and unsustainable farming practice. Abuakwa South Municipal Assembly partnering with A Rocha Ghana and other stakeholders have initiated an action to reverse the trend by empowering communities within the south-eastern boundaries of Atewa to undertake sustainable governance and management of their natural resources through a Community Resources Management Area approach. The fringe communities constitute the CREMA.

2.2.5.7 Challenges of Forest Resource Management

Despite ongoing efforts by key stakeholders such as the Forestry Commission, A Rocha Ghana, and other partners to manage and conserve forest resources in the municipality, the degradation and disturbance of forest reserves continue to rise. Several challenges hinder the effectiveness of conservation initiatives, including:

- Encroachment by fringe communities for activities such as illegal lumbering, farming, hunting, and small-scale mining, leading to habitat destruction and biodiversity loss.
- Limited understanding and community buy-in of the Community Resource Management Area (CREMA) concept, which is intended to promote sustainable, community-led conservation.
- Inadequate alternative livelihood opportunities for communities living near the forest reserves, which increases dependence on forest exploitation for survival.
- Insufficient institutional and financial support for conservation efforts, including enforcement, awareness creation, and restoration activities.

2.2.5.8 Destruction of Water Bodies

The surge in illegal and unregulated mining activities has had a devastating impact on sensitive ecological zones such as the Atewa and Apedwa Forest Ranges, as well as critical catchment areas for major rivers including the Densu, Birim, and Bompong. These mining operations often occur within the legally protected 100-meter buffer zones, leading to the disruption of natural river courses and severe water pollution. The environmental consequences include widespread deforestation, habitat loss, soil erosion, and contamination of water bodies—all of which threaten biodiversity and compromise the long-term sustainability of vital water resources. The table below highlights specific areas affected by these mining activities.

River	Communities Affected
Densu	Potroase, Obuase, Odumase Okanta
Birim	Birim is being destroyed at Adadientem, Kyebi, Asikam, Pano, Adukrom, Segyimase, Asiakwa,

Source: ASMA MPCU, 2025



Plate 1: Densu River Destroyed at Odumase and Okanta, credit A Rocha Ghana, 2025

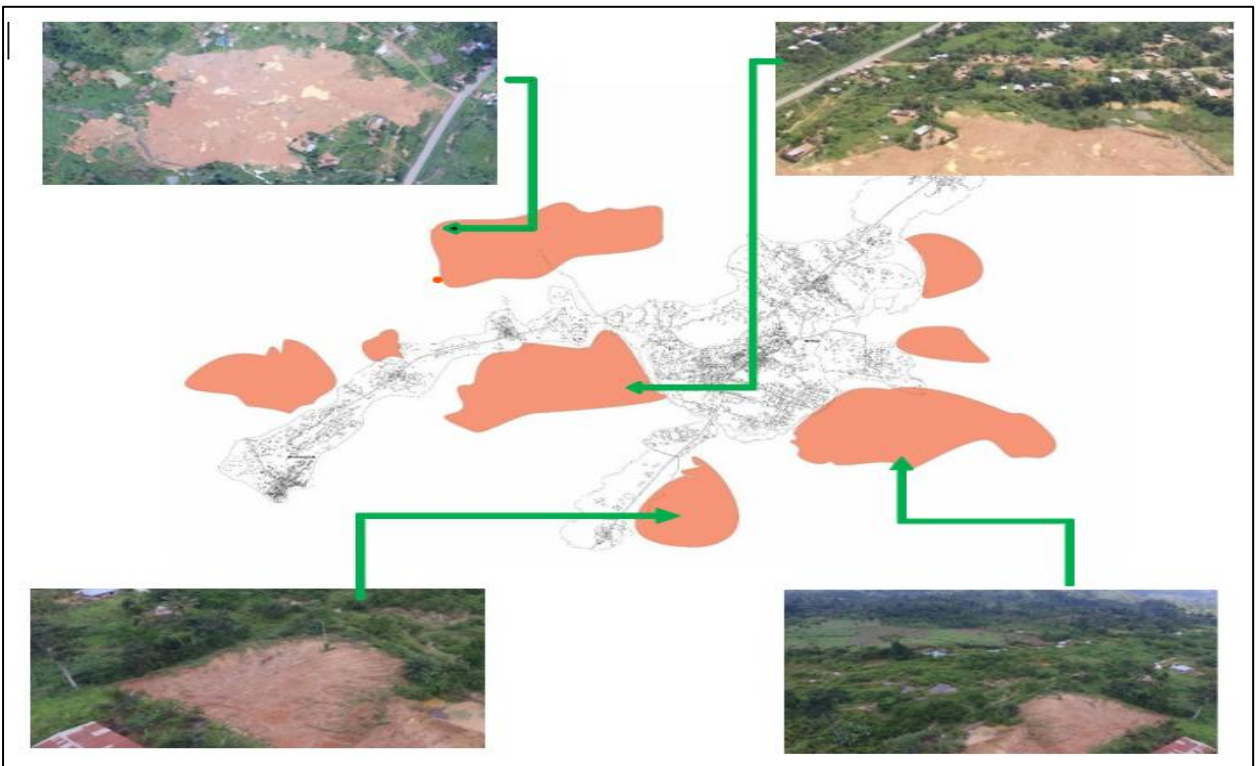


Plate 2: Galamsey Sites Kyebi, Credit: MPCU, 2025

LEGEND

- Rivers
- Settlement
- Polluted Water Area
- River Buffer
- Forest Reserve
- Municipal Boundary

0 2.5 5 km

2.2.6 Soils and their Suitability for Agriculture

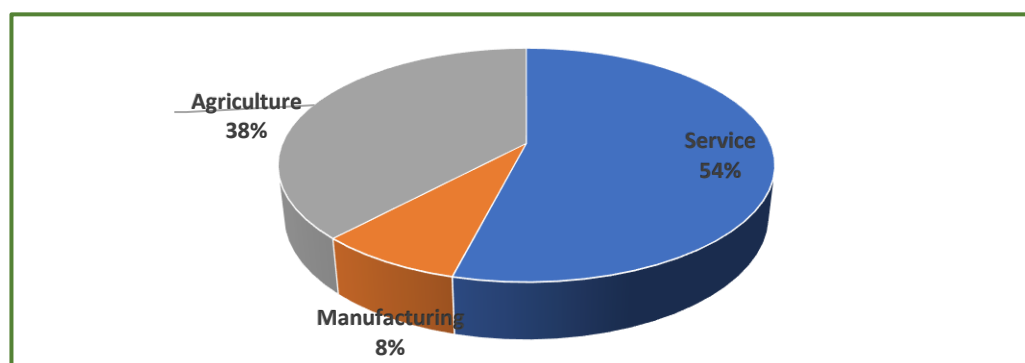
2.3 Municipal Economy

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2.3.1 Structure of the Municipal Economy

The economy of the Abuakwa South Municipality is primarily driven by the service sector, which employs approximately 54 percent of the working population. This sector encompasses a wide range of activities, including education, health services, retail and wholesale trade, financial services, transportation, and hospitality.

Figure 2.7: Structure of the Economy



Source: MPCU, 2024

The dominance of the service sector reflects the growing urbanization and the municipality's role as a local administrative and commercial hub. The agriculture sector is the second-largest contributor to employment, engaging about 38 percent of the working population. Agriculture in the municipality is mainly smallholder-based and includes the cultivation of food crops such as maize, cassava, plantain, and vegetables, as well as cash crops like cocoa and oil palm. The sector also supports livestock rearing, poultry, and fishing in certain areas. Agriculture remains vital to household income, food security, and cultural identity in many of the municipality's rural communities.

The manufacturing sector, while the smallest, accounts for approximately 8 percent of employment. This sector is made up mostly of small and medium-scale enterprises (SMEs) engaged in artisanal and light manufacturing such as wood processing, furniture making, metal works, soap production, tailoring, and food processing. Though currently limited in scale, the manufacturing sector presents opportunities for growth particularly through value addition to agricultural products, skills development, and investment in technology and infrastructure.

2.3.2 Households Expenditure Patterns

Households in the municipality spend their incomes on a variety of items and activities. The main components of household expenditure are food, clothing, education, transportation, rent,

funerals, health, and housing construction. Others are donations, energy requirements, mobile phone units, credit repayment and taxes repayment. Expenditure analysis indicates that a greater proportion of the household income is spent on food accounting for 35 percent of household expenses. All households also spent on food purchases indicating that even in remote rural communities, subsistence farming is gradually dwindling, and this can be attributed to the destruction of farmlands for galamsey.

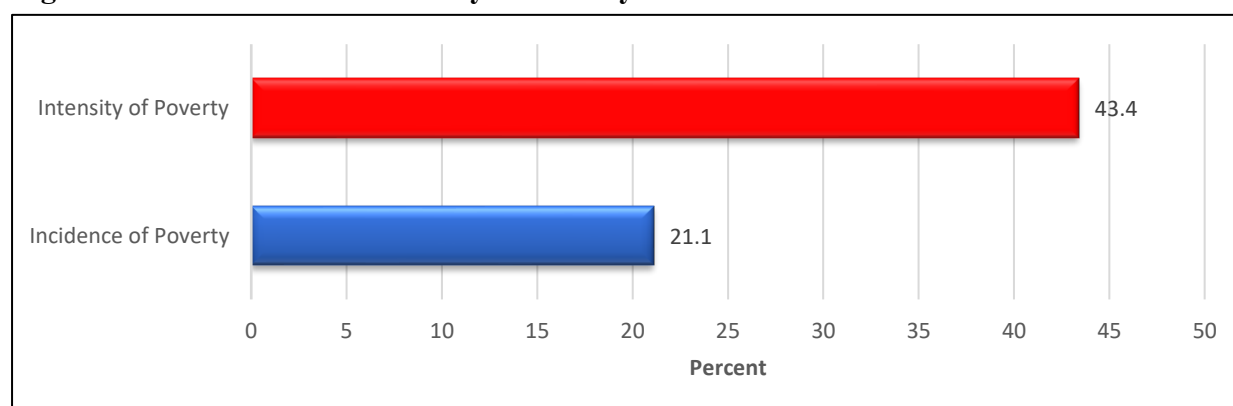
2.3.3 Levels of Poverty (Multi-Dimensional Poverty)

Multidimensional Poverty is a non-monetary measure of poverty that reflects the various areas in which the population may be deprived of their needs. It considers four dimensions; living conditions, health, education, and employment; across 13 indicators. The indicators for living conditions include cooking fuel, water, assets, housing, overcrowding, electricity, and toilet facilities. For education, the indicators are school attendance, school attainment, and school lag. Health is measured through mortality and health insurance coverage, while employment is measured by whether individuals are employed. This approach highlights overlapping deprivations, helping to identify who is poor and where they are.

Incidence and Intensity of Multi-dimensional Poverty

In the Abuakwa South Municipality a total of 17,705 (21.1 %) of the 83,757-household population live in multidimensional poverty. Among the poor, the intensity (degree) of poverty is 43.4 percent. This means that in Abuakwa South Municipality the Multidimensional Poverty Index is estimated to be 0.092.

Figure 2.8: Incidence and intensity of Poverty



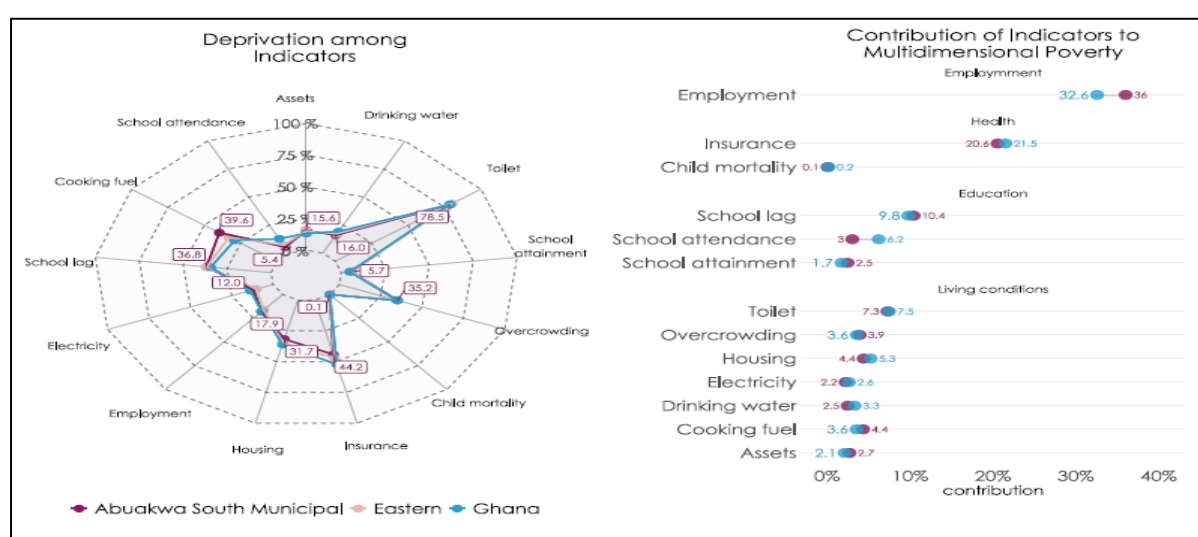
Source: 2024 MPI Report, GSS

Deprivation and Contribution

The dominant forms of deprivations are employment (15.6%), health insurance coverage (8.9%), and school lag (4.5%). These three indicators contribute a total of 67 percent to the incidence of poverty in the municipality. Employment, health insurance coverage and school lag contribute 36, 20.6 and 10.4 respectively.

As presented in in figure 2.7, the plot on the left shows the average uncensored deprivation (between 0% and 100%) of the 13 different indicators in Abuakwa South Municipal as compared to regional and national average. The plot on the right shows the contributions to multidimensional poverty (sums to 100%).

Figure 2.9: Deprivation indicators

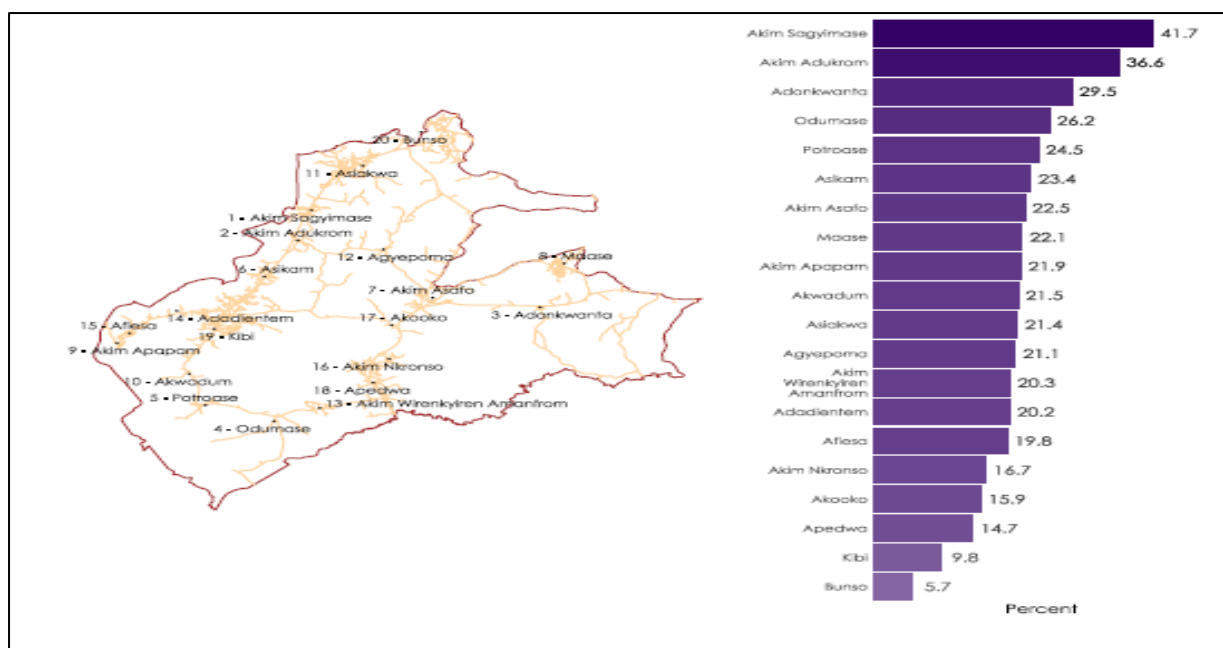


The Municipality is placed 91st out of the 261 districts in terms of the percentage of population living in multidimensional poor households. Within the Eastern Region it is placed 16th out of 33 districts (*a lower number indicates less poverty*). The Municipality is most deprived in the areas of improved toilet facilities (78.5%), lack of health insurance coverage (44.2%), and cooking fuel (39.6%). For six out of 13 indicators, Abuakwa South Municipal had a higher deprivation than the national averages

2.3.4 Multidimensional Poverty Hotspots

Among the largest localities in Abuakwa South Municipal, the incidence of multidimensional poverty ranges from 41.7 percent in Akim Sagyimase to 5.7 percent in Bunso.

Figure 2.10: Multidimensional Poverty Hotspot



Source: 2024 MPI Report, GSS

2.3.5 Internally Generated Funds

In 2024, total Internally Generated Funds (IGF) amounted to GH¢ 1,685,888.90, surpassing the target of GH¢ 1,576,000.00 by approximately 7 percent. This represents a 26.5 percent increase compared to the actual IGF collected in 2023, which stood at GH¢ 1,332,424.84.

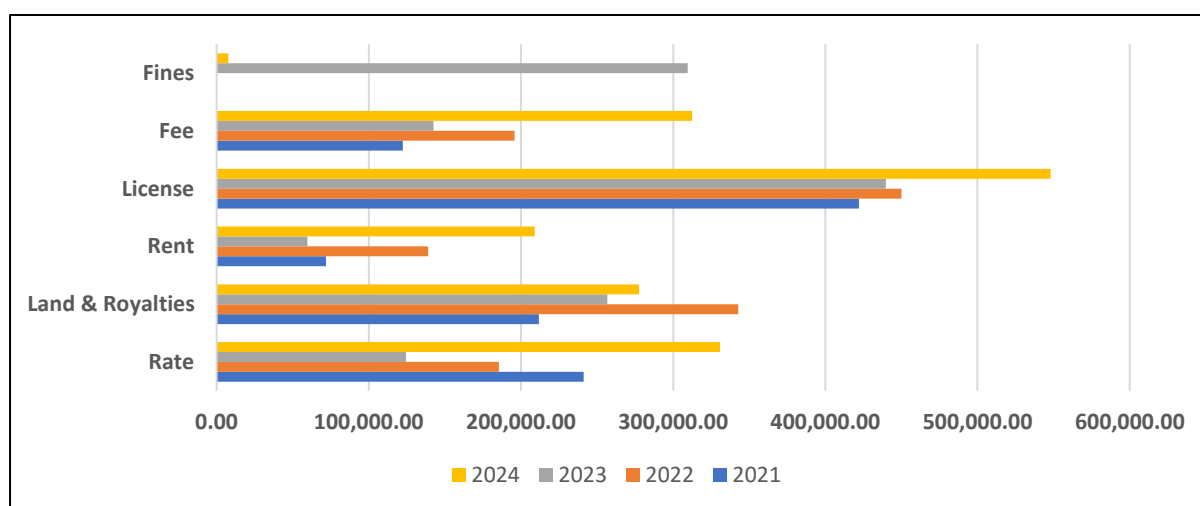
A detailed performance analysis of IGF revenue streams for 2021, 2022, 2023, and 2024 is illustrated in Figure 2.5, showcasing trends across various revenue items. Despite a decline in fines, the Assembly achieved significant improvements across all other revenue streams in 2024, resulting in an overall increase in collections compared to 2023.

Notable growth was recorded in Licenses, Fees, Rent, and Land & Royalties, while Fines saw a sharp decline due to regulatory enforcement measures. The Assembly's enhanced revenue collection efforts across most streams contributed to the overall IGF growth. The revenue performance of the Assembly can be analyzed through the following success and failure factors:

- Successful implementation of the Assembly's Revenue Improvement Action Plan enhanced revenue collection.

- Strengthening and resourcing the revenue task force led to more effective monitoring and enforcement of revenue collection.
- Improved rent payments due to the allocation of completed lockable stores at Bunso Market and Phase One of the Modern Community Market in Kyebi.
- Reassigning property rate collection to the Assembly resulted in higher property tax revenue compared to previous years.
- An inadequate and outdated revenue database hindered efficient revenue management and collection efforts.
- Weak building inspection systems affected the expected growth in development permit issuance and enforcement.

Figure 2.11: Performance of IGF Revenue Items



Source: Finance Department, 2024

2.3.6 Current State of Local Economic Development (LED) in Abuakwa South

According to UN-Habitat, Local Economic Development (LED) is a participatory process involving stakeholders from the public, private, and civil society sectors working collaboratively to stimulate economic activity, enhance livelihoods, and foster a resilient, inclusive, and sustainable local economy. LED plays a vital role in creating decent jobs, promoting entrepreneurship, and improving the overall quality of life particularly for vulnerable and marginalized populations.

In Abuakwa South Municipality, the current state of LED reflects both notable progress and persistent challenges. The Municipal Assembly has made commendable efforts by implementing targeted interventions to promote economic growth. These include investments

in critical infrastructure, support for local enterprises, and community-driven development initiatives. However, the impact of these interventions remains uneven due to structural and institutional constraints that continue to affect the pace and scale of LED.

2.3.6.1 Strategic Positioning for the African Continental Free Trade Area (AfCFTA)

In response to the opportunities presented by the operationalization of the AfCFTA, the Assembly is taking steps to strategically position the municipality within the emerging intra-African trade framework. In collaboration with private sector actors, the Assembly is focusing on the development of three key product areas where the municipality has demonstrated comparative advantages:

- Honey Production – Leveraging local skills in beekeeping and expanding the value chain through training and support services.
- Cultural and Eco-Tourism – Promoting heritage assets and ecologically significant sites such as Atewa Forest Reserve and Bunso Eco Park to attract both domestic and international tourists.
- Garment Production – Enhancing the capacity of local manufacturing, especially through scaling up the Kyebi garment factory initiative.

These strategic focus areas are aimed at generating employment, enhancing income, and facilitating integration into the AfCFTA market.

2.3.6.2 Challenges to LED in the Municipality

Despite the progress made, several pressing challenges continue to constrain the effectiveness of LED efforts across the municipality:

- Inadequate workshop facilities to support Agro-processing and value addition activities
- Lack of a designated light industrial enclave, limiting opportunities for clustering of small-scale industries and artisans
- Poor market infrastructure, especially in key trading areas such as Asiakwa and Asafo, which hampers commercial activity
- Limited market access and poor road connectivity, particularly between production areas and market centers

- Weak institutional coordination, including an inactive and under-resourced LED Committee
- Limited access to affordable financing, with high interest rates restricting the growth of startups and micro-enterprises

2.3.7 Tourism

The Bunso Arboretum Conservation Centre, featuring a scenic canopy walkway, currently serves as the primary tourism hub within Abuakwa South Municipality. The site continues to attract a growing number of both domestic and international visitors, particularly on weekends and public holidays. As of the latest national rankings, the Bunso Arboretum is the third most visited tourist destination in Ghana, following the Kwame Nkrumah Memorial Park and Kakum National Park, with a recorded 155,149 visits.

To support and enhance tourism at the site, the Municipal Assembly has partnered with the Arboretum Centre to develop key infrastructure such as a modern car park, waiting shed, and improved toilet facilities. These efforts aim to improve the visitor experience and support sustainable tourism growth.

Beyond Bunso, the Assembly is collaborating with A Rocha Ghana and other stakeholders to promote the Atewa Forest, a globally recognized biodiversity hotspot. The forest offers immense ecological, recreational, and cultural value, and presents a significant opportunity for eco-tourism expansion.

Additionally, Abuakwa South is home to culturally and historically significant sites, including the Okyeman Old Palace, now preserved as a museum reflecting the area's royal heritage, and the Agyempem Watershed, known for its scenic beauty and ecological importance.

Despite Ghana's broader tourism sector being a major contributor to national revenue, tourism within Abuakwa South remains largely underdeveloped and underutilized. However, the municipality's rich biodiversity, unique cultural assets, and natural landscapes present substantial potential for growth and investment.

2.3.7.1 Strategic Partnerships and Future Outlook

The Municipal Assembly acknowledges tourism as a key pillar of local economic development, employment generation, and internally generated revenue. To fully unlock this potential, the Assembly is deepening partnerships with:

- Traditional Authorities
- Government and regulatory agencies (e.g., Forestry Commission, EPA)
- NGOs such as A Rocha Ghana and Tropenbos Ghana
- Sister MMDAs within the Atewa enclave

A major advocacy priority is the conversion of the Atewa Forest into a National Park. This would significantly elevate the municipality's status as a premier eco-tourism destination in Ghana, while preserving its unique biodiversity.

Looking ahead, the Assembly aims to align its tourism strategies with national development frameworks and the African Continental Free Trade Area (AfCFTA) to:

- Boost the municipality's visibility as a tourism destination
- Generate sustainable employment opportunities for local communities
- Attract both local and foreign investment in the tourism value chain

2.3.7.2 Tourism Challenges in Abuakwa South Municipality

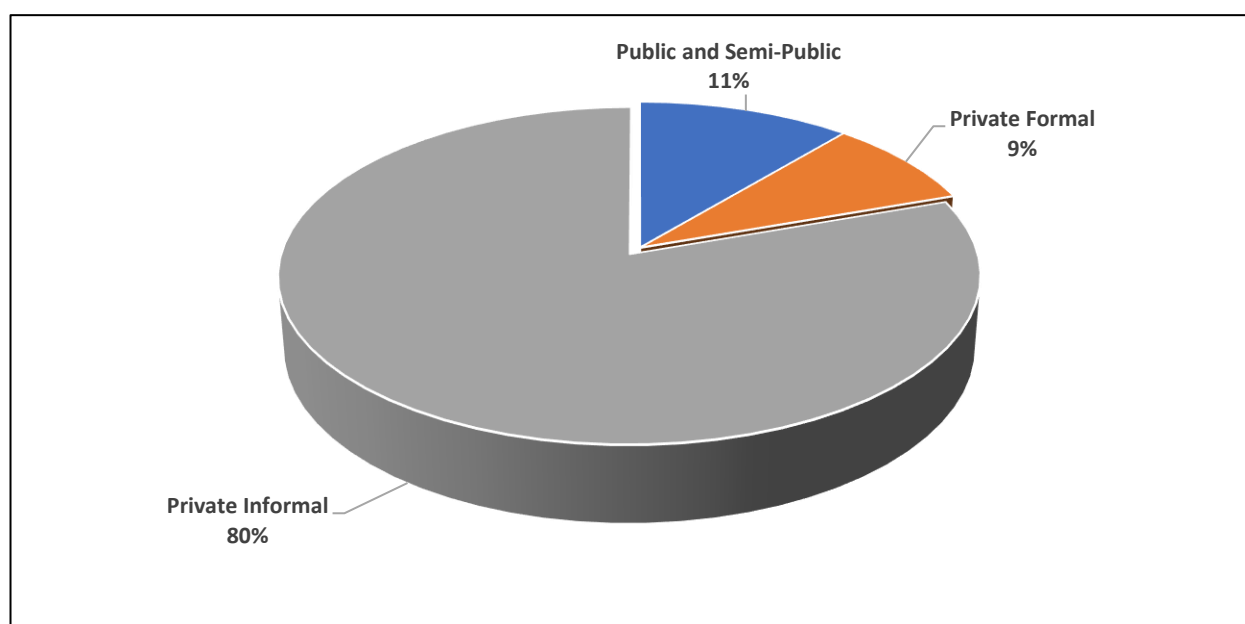
Despite its potential, tourism development in the municipality faces several critical challenges:

- Encroachment on forest reserves and the Bunso Eco-Park, threatening biodiversity, and the integrity of tourism sites
- Inadequate and poorly maintained tourism infrastructure, limiting visitor access, comfort, and safety

2.3.8 Employment

According to the 2021 Population and Housing Census, a total of 29,553 individuals aged 15 years and older were employed across various sectors in the municipality, comprising 16,139 males and 13,414 females. As illustrated in Figure 2.12, the private informal sector dominates employment, absorbing approximately 80% of the employed population. This is followed by the public and semi-public sector (11%), and the private formal sector (9%).

Figure 2.12: Employment by Sector



Source: ASMA MPCU, 2024

A significant portion, 38 percent of the working population in Abuakwa South is engaged in the agricultural sector, primarily at a subsistence level. This heavy reliance on low-productivity farming contributes to low-income levels, limited job diversification, and restricted economic mobility for a large segment of the population. This trend highlights the urgent need to promote agribusiness development, value addition, and market linkages to transition agriculture from a subsistence activity into a viable, income-generating sector.

Currently, the unemployment rate in the municipality stands at 16.3%, exceeding both the regional average of 11.8% and the national average of 13.4%. Unemployment is particularly high among women and rural residents, reflecting persistent structural inequalities in access to education, employable skills, and economic opportunities.

This unemployment rate, as defined by the 2021 Population and Housing Census, refers to individuals aged 15 years and older who, in the seven days preceding Census Night:

- Were not engaged in any form of work and had no job to return to, and
- Were available for and actively seeking employment.

Several interconnected factors contribute to the elevated unemployment levels in the municipality:

- Lack of employable skills, particularly among youth and women, due to gaps in vocational and technical training
- Limited access to start-up capital and business development support for micro, small, and medium enterprises (MSMEs)
- Weak public-private partnerships, especially in agro-processing and service-related industries, which limits job creation
- Underutilization of regional trade and employment opportunities, such as those presented by the African Continental Free Trade Area (AfCFTA)

2.3.8 Agriculture

Agriculture is the second most significant economic activity in the municipality. Approximately 38 percent of the working populations— totaling 20,811 individuals are engaged in agriculture, making it the primary source of household income for many residents.

Table 2.5: Scale of Operation

Scale of operation	Number of farmers
Small scale (less than ha)	12,486
Medium scale (1-2ha)	6,243
Large scale (above 2ha)	2,082
Total	20811

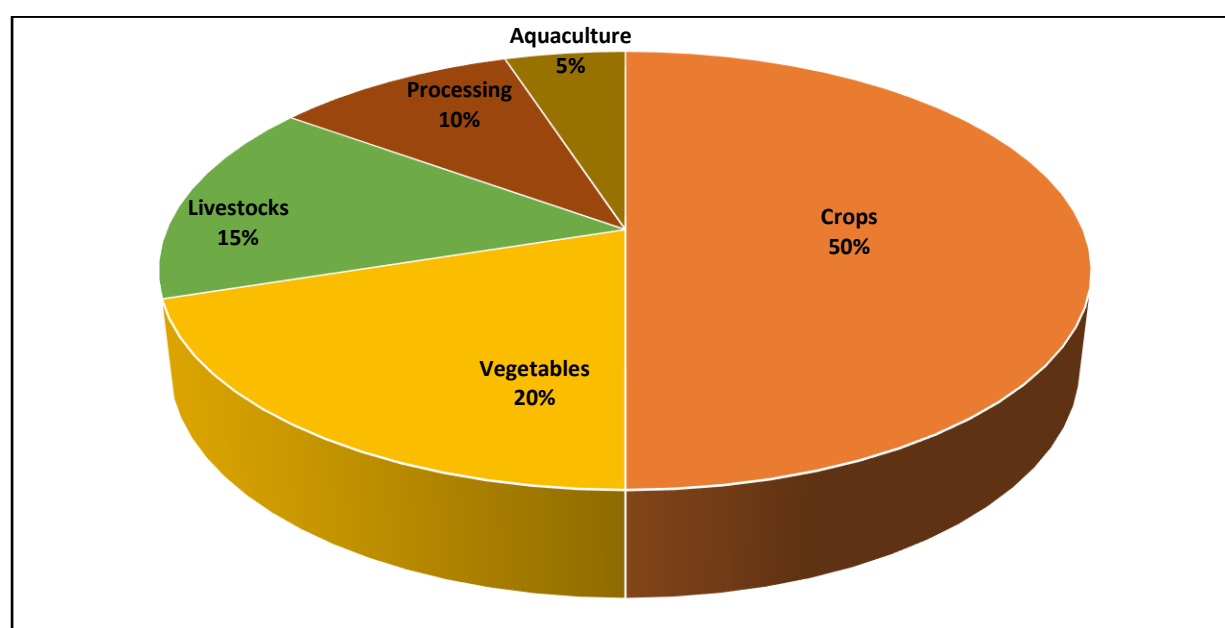
Source: ASMA DoA, 2025

According to Table 2.5, a majority of these farmers (12,486) are small-scale holders cultivating less than one hectare of land. Additionally, 6,243 are medium-scale farmers, while 2,082 are engaged in large-scale farming.

2.3.8.1 Types of farming activities

Types of farming enterprises in municipality include Crops and vegetables production, livestock, aquaculture agro-processing. The chart in figure 2.13 indicates that crop production in the municipality constitutes 50 percent of agricultural enterprise followed by vegetable production 20 percent, livestock 15 percent, processing 10 percent and last but not the least aquaculture 5 percent.

Figure 2.13: Types of Farming



Source: ASMA DoA, 2024

2.3.8.2 Crop Cultivation

The major crops cultivated in the municipality include cassava, cocoyam, plantain, and maize. Table 2.6 presents the performance of these key crops in the municipality as of 2024. Among them, cassava and cocoyam are the most widely grown in terms of both land area and total production. This is largely due to the favourable soil conditions in the municipality, which support the growth of these crops. Maize cultivation is also substantial and has the potential for expansion with the right interventions. Notably, the high yield of cassava presents an opportunity for development in agro-industrial processing.

Table 2.6: Crop Performance

Major crops	Yield (t/ha)	Area under cultivation (ha)
Maize	2.78	757
Plantain	11.55	1,020
Cassava	22.01	14,250
Cocoyam	14.10	3,036.4

Source: ASMA DoA, 2024

2.3.8.3 Areas of production

The main soil in the municipality generally supports the cultivation of wide variety of crops. However, there are areas of concentration for each of the crops across the municipality.

While plantain, cassava and maize thrive throughout the municipality, rice and citrus are noted to thrive at Bunso. The northern section of the municipality also favours vegetable production while the southern sector supports oil palm production. Cocoa generally does well in all parts of the municipality even though most of the cocoa farms in the south have been destroyed through galamsey. Most affected areas include Kibi, Asiakwa, Segyimase, Adukrom, Apapam and Potroase. Table 2.7 shows the distribution of crops in the municipality.

Table 2.7: Major Food/Cash Crops and their Areas of Production

Major Food/Tree Crop	Major Areas of Production
Rice	Bunso
Plantain	All over the municipality
Cassava	All over the municipality
Maize	All over the municipality
Garden eggs	Apedwa, Bunso, Maase
Pepper	Asafo
Citrus	Bunso, Asiakwa
Cocoa	All over the municipality
Oil palm	Maase, Bunso

Source: ASMA DoA, 2024

2.3.8.4 Extension Services

Technology transfer is primarily conducted through methods such as home and farm visits, collaboration with contact farmers, engagement with farmer groups, field demonstrations, field days, and community forums. Key innovations promoted include the use of organic weedicides for weed control, row planting, adoption of improved maize varieties such as Lake 601. Also, plantain multiplication techniques, fertilizer application, pest and disease management, adoption, and construction of bee hives for honey production.

Despite these efforts, the provision of extension services in the municipality is critically inadequate, largely due to the limited number of Agricultural Extension Agents (AEAs). As of 2024, only five AEAs (which includes 3 supervisors and 1 PPRS Officer doubling as AEAs) were available to serve the entire municipality, resulting in an AEA-to-farmer ratio of 1: 4,162. This imbalance means a substantial number of farmers are left without the necessary support.

The few AEAs at post are burdened with additional responsibilities, often covering multiple operational areas, which overstretches their capacity and compromises the quality of extension service delivery.

Table 2.8: Availability of Agricultural Extension Services

Indicator	2023			2024		
	Male	Female	Total	Male	Female	Total
Number of AEAs required	10	5	15	10	5	15
Number of AEAs at post	5	0	5	5	0	5
% AEAs at post compared to required	40	2	40	40	20	33
% of female AEAs at post		20			0	
Number of farmers	14,568	6,243	20,811	14,568	6,243	20,811
Ratio of farmer to AEAs at post			1: 4,162			1:4,162

Source: ASMA DoA, 2024

2.8.5 Irrigation Farming

Some small-scale irrigation farming is practiced along the banks of the Birim River and its tributaries, especially for the cultivation of vegetables. The double maxima rainfall pattern however makes commercial irrigation less economical.

2.3.8.6 Animal Rearing

Animal rearing in the Municipality is mostly at the subsistent level with a few a commercial farmer producing eggs and meat for consumption in the municipal. These include cattle, sheep, goat, rabbit, and poultry. Table 2.9 gives details of the types of animals reared in the Municipality.

Table 2.9: Type and Number of Animals/Birds Reared

No.	Animal	No. Reared
1	Cattle	481
2	Sheep	2,035
3	Goat	4,111
4	Exotic fowl	30,400
5	Pigs	955

Source: ASMA DoA, 2024

2.3.8.7 Fish Farming

Fish farming is gradually gaining traction in the municipality, particularly with the introduction of the "Rearing for Food and Jobs" initiative, which recently trained 50 interested beneficiaries in catfish production. As part of the start-up support, each participant received one tarpaulin pond, six 15kg bags of catfish feed, and 1,000 fingerlings. The Ministry of Fisheries is also providing technical assistance in pond construction, stocking, and management. However, the sector faces several challenges, including limited access to clean water, the high cost of fish feed, and the absence of a reliable market.

2.3.8.8 Farmer-Based Organizations

There are 27 Farmer-Based Organizations (FBOs) in the municipality including 23 crops based FBOs and four (4) Livestock based FBOs. Each of the FBOs collaborates with the Municipal Directorate of Agriculture to improve their activities. The Municipal Directorate of Agriculture provides a lot of extension services to the FBOs. They also facilitate the provision of credit to FBOs to enable them increase productivity and production.

Table 2.10: FBOs in Abuakwa South Municipality

Type of FBOs	Number of existing FBO	2023		2024	
		Male	Female	Male	Female
Crop	23	441	180	441	180
Livestock	4	261	113	261	113

Source: ASMA DoA, 2024

2.3.8.9 Agro-Processing and Industrial Initiative

Agro-Processing is considered as one of the best ways of adding value to the food and cash crops produced in large quantities if the municipality is to avoid the perennial bumper harvest with its attendant high post-harvest losses. All the agro-processing activities in the Municipality are mostly small scale and comprise palm oil extraction, soap making and Gari-processing. The Assembly shall take keen interest in this subsector to promote local economic development. In this regard, the Assembly shall use its status to bring about the needed linkages with investment promotion institution like GIPC, Ghana Exim Bank and Ghana Export Promotion Center as well as facilitating their participation in Trade Exhibition programmes. Table 2.11 shows the distribution of agro-processing facilities in the municipality and their crops of specialization and ownership status.

Table 2.11: Agro-Processing Centers

Type of processing facility	Location	Ownership		Ownership Type
		Males	Females	
Oil processing facility	Bunso, Segyimase, Addonkwanta,		√	Private
Fruit Processing	Apedwa	√		Private
Poultry Feed	Apedwa	√		Private
Avocado Processing Factor				Private
Honey Production				

Source: ASMA, DoA 2024

2.3.8.10 Agrochemical/input shops

There are seven (7) input dealers in the municipality, three (3) are registered with EPA and PPRSD certification, while four (4) of them have only EPA certification.

2.3.8.11 Mechanization Centre

The municipality currently lacks a mechanization center, and its mountainous terrain offers limited ploughable land, making large-scale mechanized farming unfeasible. Only one private company in the municipality owns a tractor, which is primarily used for ploughing small plots of land dedicated to the multiplication of sweet potato vines. These vines were intended to support out-grower schemes supplying the One District One Factory (1D1F) initiative, specifically for the production of orange-fleshed sweet potato bread and other confectioneries. However, the factory associated with this initiative is currently non-operational.

2.3.8.12 Food Security

Food security in Abuakwa South is threatened as a result of destruction of farmlands for galamsey activities and the influx of the youth in the mining sector at the detriment of farming. This is also coupled with the subsistence farming practices with its attendant low yield which is sometimes adequate only for the farming household.

The poor road network especially those linking farming communities, is also a contributing factor to high post-harvest losses which discourages farmers from expanding their farms while others completely abandon farming for the cities. The Department of Agric has also been spearheading the introduction of variety of high yielding, short duration, pests, and climate

resistance crops such as plantains, maize, cassava, and taro to farmers who in turn have adopted them to improve output. Besides crop farming, animal rearing and fish farming are gaining prominence in the municipality with a high potential to support food and income security. Table 2.12 shows institutions that can collaborate with the Assembly to enhance food security

Table 2.12: Collaborating Institution in Agric Production

Collaborating Development Partners/NGO	Area of Collaboration with DoA	Location
SOS, Ghana	Training of farmers in agricultural production and financial assistance (loans)	Asiakwa
CRIG	Research, development and training	Bunso
University of Env'tal Studies	Research, development and training	Bunso
P.G.R.R.I	Production (supply of tree crop seedlings), Conservation and Research (On-Farm Trials on Taro)	Bunso
WAAP	Cassava planting material multiplication programme	

Source: ASMA MPCU, 2025

2.3.9 Manufacturing and Processing

Major manufacturing and processing activities in the municipality are mostly small scale and comprises oil palm extraction, soap making, gari-processing, furniture making, blacksmithing, woodworks, local gin distillery and pottery. The Assembly in the plan period shall collaborate with the private sector to intensify agro-processing through the provision of the sheds and modern equipment to identifiable groups who are into oil palm and gari processing under the Government's policy on industrialization.

2.3.10 Mining and Quarrying

Mineral deposits in the municipality include gold, diamond, bauxite, and kaolin. Gold prospecting as well as small scale gold mining covers a total land area of about 343 and 159 acres respectively. Three large companies, namely, Kibi Goldfields, MOS, Extra Gold and Akooko Mining are either prospecting for or mining gold at Adadientam, Adjapoma, Asiakwa and Asikam as indicated in Table 2.13. The mining sector has equally been invaded by illegal miners who are allegedly subleetees of the registered firms in the municipality. It must be emphasized that the activities of these illegal miners are posing serious threat to the environment in the municipality. Unlike other mining sister assemblies, Abuakwa south cannot boast of any significant developmental gains from mining as the sector is dominated

by illegal miners coupled with small scale registered firm with no or little commitment to cooperate social responsibilities to the communities in which they operate.

Abuakwa South also has prospects in bauxite mining. However, the deposit covers the entire Atewa Forest which in itself contains unquantifiable significance to the nation in terms of fauna, flora and water resources as indicated under vegetation of the municipality. The Assembly thus supports the maintenance of the Atewa forest in its natural state while advocating for it to be converted into a National Park and Eco-Tourism Destination.

The low capital intensity of small-scale illegal mining makes the operation attractive to the rural poor who cannot afford the price of acquiring license and equipment. Areas once covered by agricultural crops have been converted to mining sites. Food crops and cash crops predominantly plantain, cassava, cocoa are among those affected.

Table 2.13: Registered mining companies and areas of operations

No	Name Of Company	Office Location	Operational Area/Community
1	Extra Gold	Kwabeng	Adadientem
			Apapam
			Kibi
2	Kibi Goldfields	Osino	Asiakwa
			Segyimase
			Adukrom
			Asikam
			Kibi
3	Akooko Mining Company	Potroase/Odumase	Potroase
			Akooko
			Odumase
4	MOS Mining Company	Asikam	Asikam

Source: ASMA MPCU, 2025

2.3.11 Financial Sector

Financial sector is operated by two main commercial banks and a number of rural banks with the rural banks dominating. The commercial banks are GCB Bank and ADBBank. GCB has branches at Kibi while the ADB is located at Asiakwa. There are no insurance services in the municipality. Records available indicate a high percentage (55%) of the municipal population is non-banked. This is partly due to lack of innovation on the part of the banks in attracting operators in the informal sector. Table 2.14 shows the banks and their locations in the Municipal.

Table 2.14: Banks in Abuakwa South

No	Name Of Bank	Location
1	GCB Bank	Kibi
2	ADB Bank	Asiakwa
3	Mumuadu Rural Bank	Kibi

Source: ASMA MPCU, 2025

2.3.12 Markets

The main market centers in the Municipality are Kibi and Asiakwa contributing occasional market days. The Municipal Assembly has completed the construction of modern community market at Kyebi under the Ghana Secondary Cities Support Programme.

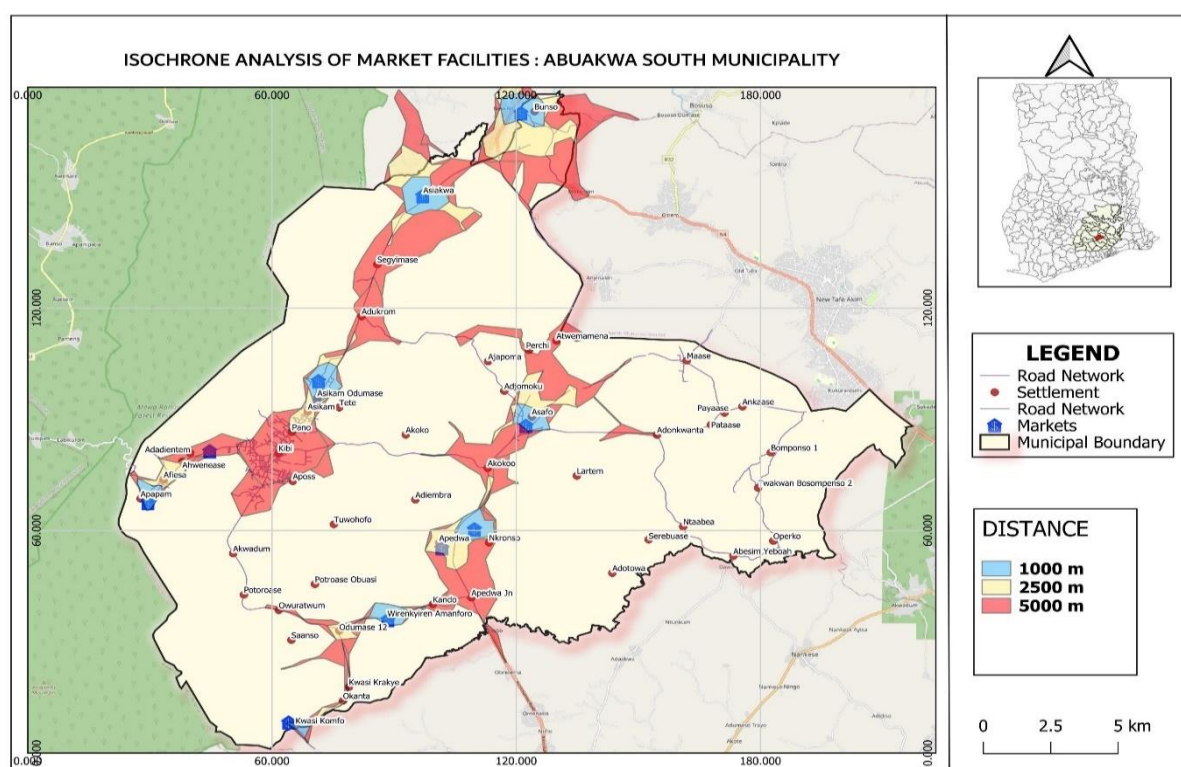
Table 2.15: Markets in Abuakwa South

No	Market Center	Market Day	Ancillary Facilities			REMARKS
			Toilet	Urinal	Refuse Container	
1	Kibi	Daily	Available	Available	Available	
2	Asafo	Thursday	Available	Available	Available	Most of the lockable stores are not used because the rays of the sun reflects directly in the stores
3	Asiakwa	Thursday	Available	Available	Available	
4	Apedwa	Monday	Not Available	Available	Available	The container Stores are not being used due to the excessive heat trapped in the store which destroys the goods stored in them
5	Apapam		Not Available	Not Available		
6	Bunso		Available	Available	Available	
7	Kwasi Komfo		Available	Available	Available	

Source: MPCU, 2024

There are several vibrant market centers which when developed to modern standards, will rake in substantial revenue for the Assembly. Such potential markets are Bunso, Asafo, Asiakwa and Apedwa. It should however be mentioned that all the major market centers are periodic receiving patronage only on the stipulated market days. In terms of sanitation, all the markets have functional toilet facilities, urinals and refuse containers. Table 2.15 shows the markets and sanitation facilities in the Municipality while Fig. 2.14 shows the market accessibility map.

Figure 2.14: Market Accessibility in Abuakwa South



Source: MPCU, 2025

The map shows an isochrone analysis of the distance covered to access market facilities in the municipalities. From the map, most of the rural communities such as Akwadum, Okana, Owuratwum, Lartem, Addonkwanta, Maase and a host of others.

2.3.13 Commodity Export

Abuakwa South engages in the exchange of goods and services within and outside the municipality. The types of goods that flow within and outside the municipality are classified in agricultural and industrial goods. Kibi and Asiakwa are the major market canters in the municipality which serve as a commercial hub in the area and thus attract a large quantity of goods. Other equally potential market centers are Asafo and Bunso. Thus, it is imperative to develop the market infrastructure in these centres to take advantage of the vast business opportunities. Table 2.16 shows the outward and inward commodity flow and economic linkages with other MMDAs.

Table 2.16: Major Trade Partners of Abuakwa South

Major Trade partners	Types of commodities traded	
	Inflows	Outflows
Fanteakwa	Tubers, vegetables, eggs, plantains, snails, legumes, cereals, fruits, pottery	Clothing, provisions, food stuff
Koforidua	Clothes& footwear, cooking utensils, processed food, cosmetics, jewellery, others, eggs	Fish, tubers, vegetables, plantain, snails, legumes, firewood, cocoyam
Accra	Clothes& footwear, cooking utensils, processed food, cosmetics, jewellery	Fish, tubers, vegetables, plantain, snails, legumes, firewood, cocoyam
Kumasi	Clothes& footwear, cooking utensils, processed food, cosmetics, jewellery	Fish, tubers, vegetables, plantain, snails, legumes, charcoal, firewood, yam, cocoyam
Suhum	Tubers, vegetables, eggs, plantains, legumes, cereals, fruits,	Same
Atiwa	Tubers, vegetables, eggs, plantains, snails, legumes, fruits,	Same

Source: MPCU, 2024

2.3.14 Economic Infrastructure

The provision of adequate economic infrastructure is the surest way to boost local economic development. The municipality lags in terms of critical economic infrastructure including roads, electricity, telecommunication, markets and agro-processing facilities. The inadequate or absence of these facilities has slowed down the development of the local economy and a lot more work needs to be put in place to address the situation.

2.4 Social Services

This section focuses on the state of human resource development and social services in the municipality. It covers key areas including education, healthcare, child protection, and gender equality. Additionally, it explores issues related to nutrition, access to safe water and sanitation, housing conditions, migration trends, care for the aged, youth development, and family life. Collectively, these components provide a comprehensive overview of the social

and human capital landscape in the municipality and offer insights into the well-being and quality of life of its residents.

2.5.1 Education

Currently, The Municipality has a total number of 259 first cycle schools for both private and public comprising 86 KG, 87 Primary and 80 JHS with 1 Technical/ Vocational and 5 Senior High Schools as seen in Table 2.17. In terms of tertiary schools, there are two (2) tertiary schools comprising of a college of education at Kyebi and the University of Environmental Studies at Kyebi. The University of Agriculture and Sustainable Development is also under construction at Bunso. It is indicative to note that the private sector contributes quite significantly to the delivery of education in the municipality controlling 76 schools that translate to 29.3 percent of all schools in the municipality. It is therefore important to acknowledge the role of the private sector and support them in ways that will help them deliver quality services.

The existence of a College of Education and a University is an added advantage to educational advancement and support services to government institutions such as the assembly and educational facilities as students from these institutions can easily be used as interns to help address the manpower gap while research reports of the university could be adopted to address some of the issues confronting the agricultural and environmental subsector of the municipality.

Table 2.17: Municipal Educational Facilities (2024/2025)

Facilities	Public		Private		Total
	No.	Percent	No.	Percent	
Nursery/KG	59	32.2	27	35.5	86
Primary	60	32.8	27	35.5	87
JHS	58	31.7	22	28.9	80
SHS/	5	2.7	0	0.0	5
Tech/Voc.	1	0.5	0	0.0	1
Total	183	100.0	76	100.0	259

Source: Municipal GES, 2025

2.4.1.1 Condition of School Infrastructure

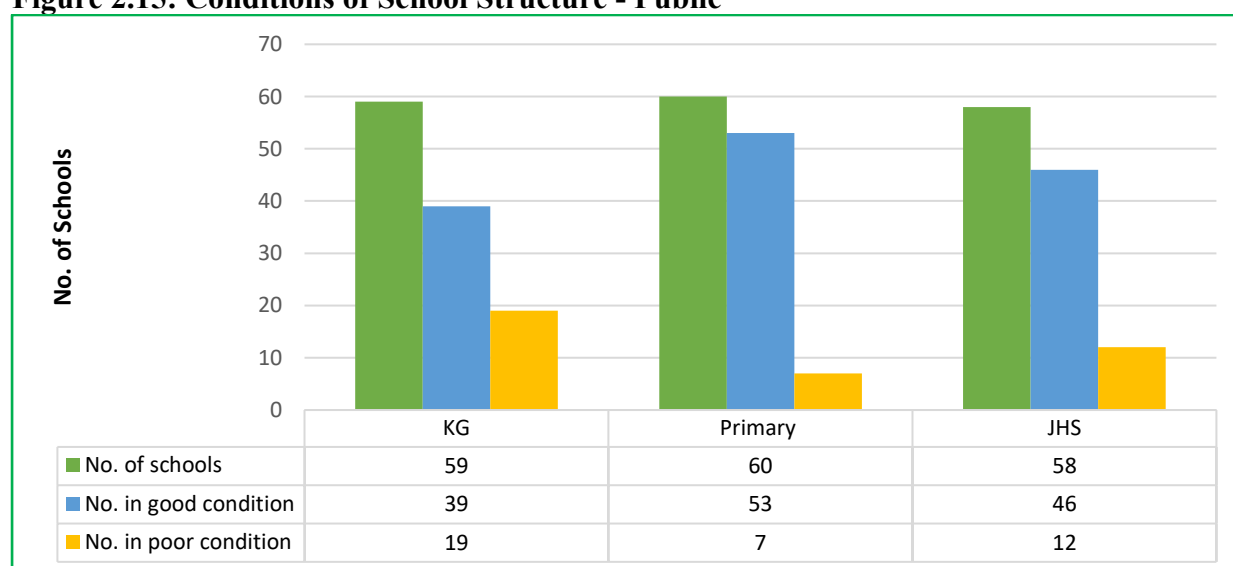
The existence of good educational infrastructure enhances teaching and learning. The school infrastructure in the Municipality is in comparatively good condition while it continues to receive the attention of the Assembly and Government especially in recent times. However, a

lot more work need to be done to ensure that all schools are provided with congenial atmosphere for teaching and learning.

The structures of the Senior High and Technical Institutions are fairly in good condition as most of them were either rehabilitated or expanded under the Agenda for Jobs Policy 1& 2. Not only were the existing facilities of these institutions rehabilitated many of them underwent expansion of the facilities. These include construction of additional bungalows for staff, classroom blocks, dining halls, dormitories for students and provision of ancillary facilities.

The situation with the first cycle institutions, about 38 schools including 19 KGs, 7 primary schools and 12 JHS are in poor conditions and require rehabilitation and maintenance. Some of the classroom pavilions need to be cladded and painted. Even though the Municipal Assembly, communities and other stakeholders/NGOs have made meaningful contributions in the provision of infrastructure for basic schools, much remains to be done. In the period under review, the assembly eliminated all schools under trees except for Apedwa Methodist Primary “A”. Figure 2.15 depicts the conditions and needs of some schools in the Municipality.

Figure 2.15: Conditions of School Structure - Public



Source: Municipal GES, 2025

2.5.1.2 Total public-school enrolment

There are a total of 871 teachers at the basic (first cycle) level in the municipality, with females accounting for a significant 52 percent of the teaching workforce. While the high number of female teachers reflects progress in gender representation, it also presents

challenges related to school attendance and instructional time, particularly due to maternity leave absences.

Overall, the municipality records a favourable average teacher-to-pupil ratio of approximately 1:16 at the basic education level, indicating an adequate number of teachers. However, this positive average mask underlying disparities. Many schools, particularly those located in remote and hard-to-reach communities with low enrolment numbers, do not have the full complement of required teachers due to lack of accommodation infrastructure and unwillingness of teachers to take postings to search communities.

Table 2.18: Teacher Population

Level	Total School Enrolment	Trained		Untrained		Total
		Male	Female	Male	Female	
KG	3046	8	136	2	8	144
Primary	9830	167	195	0	0	362
JHS	4574	241	114	0	0	355
SHS	10166	353	127	14	2	480

Source: Municipal GES, 2025

2.4.1.5 Infrastructure Requirements in Public Schools

A total of 37 schools in the municipality currently lack adequate sanitation facilities, while 22 schools require 2-unit classroom blocks specifically for kindergarten (KG) pupils. Additionally, a number of classroom block projects initiated under the GETFund and the District Assembly Common Fund (DACF) have been abandoned at various stages of completion.

This situation has compelled many schools to conduct classes under unfavourable and often unsafe conditions. In some cases, classrooms have been relocated to church halls, community libraries, or dilapidated zonal council buildings, posing serious health and safety risks to both pupils and teachers.

There is, therefore, an urgent need to prioritize the completion of all ongoing classroom projects before initiating new ones. The absence of basic sanitation facilities, such as toilets and urinals, in many schools not only compromises hygiene and sanitation but also threatens the health of learners and staff. Moreover, this deficiency undermines the national campaign to end open defecation and has been shown to negatively impact girls' school attendance,

particularly during menstruation. Table 2.19 presents a comprehensive list of schools in need of infrastructure support.

Table 2.19: Public School infrastructure/sanitation requirement

No	Name/Location of School	3-Unit Block	6-Unit Block	Toilet Facility	KG Block
1	Adonkwanta M/A Kg/Jhs	✓		✓	✓
2	Adonkwanta R/C Basic	✓		✓	✓
3	Adonkwanta Presby Primary			✓	
4	Ankaase-Maase M/A Basic	✓		✓	✓
5	Bomponso M/A Basic			✓	✓
6	Ntaabea M/A Basic			✓	✓
7	Abesim Yeboag M/A Basic	✓			
8	Adortowa Presby Basic	✓			✓
9	Asafo Rc Basic	✓		✓	
10	Asafo Methodist Basic		✓		
11	Asafo Islamic Basic			✓	
12	Asafo Salvation Army Basic				✓
13	Adjepomaa Ma Jhs	✓			
14	Asafo Pechi Ma Basic	✓		✓	✓
15	Maase Presby Basic				✓
16	Asiakwa M/A Kg				✓
17	Sagyimase Methodist Basic				✓
18	Bunso R/C Basic			✓	
19	Bunso M/A Kg/Primary			✓	
20	Asiakwa M/A Gk/Primary			✓	
21	Asiakwa Presby Jhs			✓	
22	Bunso M/A Jhs			✓	
23	Apedwa Methodist Basic		✓	✓	
24	Apedwa Newtown M/A Primary	✓			✓
25	Apedwa Presby Basic			✓	✓
26	Apedwa Sda Basic	✓			✓
27	Apedwa Methodist Primary 'A'		✓	✓	✓
28	Nkronso Methodist Basic				✓
29	Adadientam R/C Basic				✓
30	Asikam M/A Kg			✓	
31	Odumase Anglican Gk/Primary			✓	✓
32	Wirenkyiren Presby Primary 'B'		✓		
33	Odumase Methodist Kg/Primary			✓	✓
34	Potroase Presby Basic				✓
35	Odumase Presby Basic	✓			✓
36	Kibi Habitat Presby Kg/Primary		✓	✓	
37	Kibi Senior High/Technical School		✓	✓	

Source: *Municipal GES, 2025*

2.4.1.6 Staffing

There are 871 teachers at the basic (first cycle) level in the municipality, with females accounting for a significant 52 percent of the teaching workforce. While the high number of female teachers reflects progress in gender representation, it also presents challenges related to school attendance and instructional time, particularly due to maternity leave absences.

Overall, the municipality records a favourable average teacher-to-pupil ratio of approximately 1:16 at the basic education level, indicating an adequate number of teachers. However, this positive average mask underlying disparities. Many schools, particularly those located in remote and hard-to-reach communities with low enrolment numbers, do not have the full complement of required teachers due to lack of accommodation infrastructure and unwillingness of teachers to take postings to search communities.

Table 2.20: Teacher Population

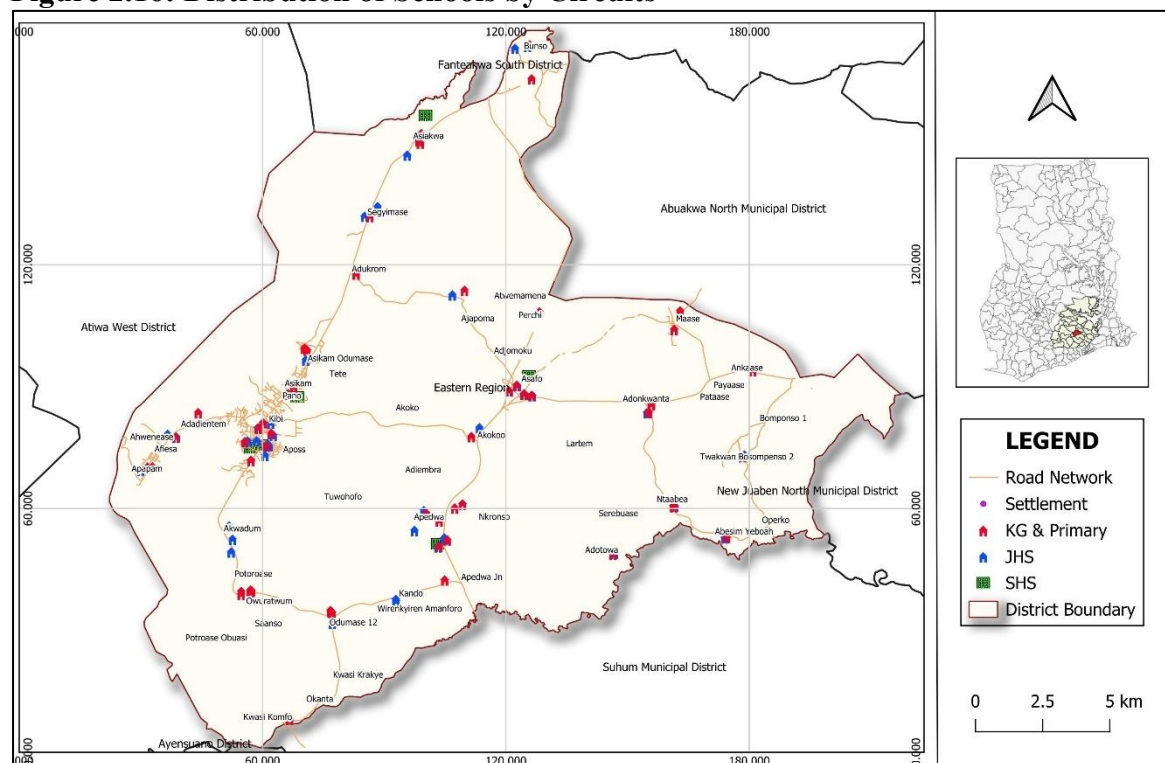
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		Male	Female	Male	Female	
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JHS	4574	241	114	0	0	355
SHS	10166	353	127	14	2	480

Source: Municipal GES, 2025

2.4.1.7 Distribution of Schools in the Municipality

The distribution of schools of all levels is satisfactory as evidenced in Figure 2.16 Abuakwa South has 152 basic schools. There are also 12 second cycle schools in the north as against 6 in the south. There are however 2 tertiary schools in the south against one in the north. About 50 percent of all the schools are private emphasizing the significant role of the private sector in education delivery. It also implies the need for the GES to strengthen its inspectorate division to support the private schools which usually rely on none trained teachers. Figure 2.16 shows the distribution of educational institutions in the municipality. The map shows that second cycle schools are only found in urban areas with most parts of the rural areas without JHS. This phenomenon has a negative effect on transitional rate from primary to JHS and even SHS as pupils who have to travel long distances on foot to attend JHS get discouraged to do so. There is the need for deliberate policy to increase the number of JHS in rural areas to help reduce the high drop-out rate at the primary level.

Figure 2.16: Distribution of Schools by Circuits



Source: ASMA MPCU, 2025

2.4.1.7 Development of ICT Centers

Inadequate ICT facilities in the Municipality have been a major cause of concern less than 20 percent of the schools have ICT facilities. Available ICT centres are mostly privately owned and are not freely accessible to the youth. Currently the functional community ICT and library facilities in the Municipality are in Kyebi and Segyemase. It is equally worthy to note that most of the basic schools do not have electricity in order to benefit from ICT infrastructure.

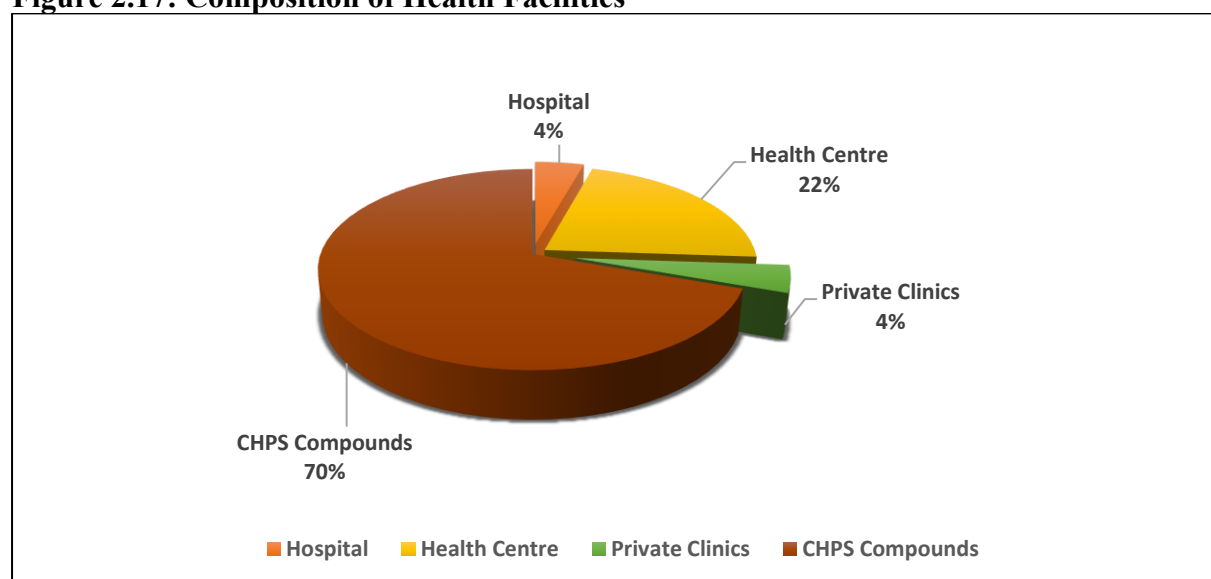
2.4.2 Health

In line with the Municipal overall vision of excellence in disease prevention and promoting good health of the people there has been a remarkable improvement in most of the key indicators of the various health delivery programmes within the past four years. Significant among these are the Disease Control and Surveillance program, Expanded Programme on Immunization (EPI), Safe motherhood, School Health Services, Nutrition activities and HIV/AIDS programs.

The municipality has been divided into 7 sub-districts for effective and efficient administration of healthcare. The Municipality has 29 demarcated CHPS Zones which is covered by one hospital, one (1) clinic, five (5) health Centers and 16 CHPS compounds. The need for more CHPS compounds in the medium term cannot be over emphasized. One only clinic in the municipality is privately owned. Spatial accessibility of health services is also skewed in favour of the urban centers while rural areas can only boast of many unstructured CHPS with a few structured centers. Figures 2.17 and 2.18 shows the composition of health facilities distribution of health facilities in the municipality respectively.

Healthcare delivery in the municipality is primarily provided by the public sector, with additional support from one private clinic. The municipality has one hospital, five health centres, one private clinic, and 16 CHPS compounds. Health facilities and personnel are fairly distributed between rural and urban areas.

Figure 2.17: Composition of Health Facilities

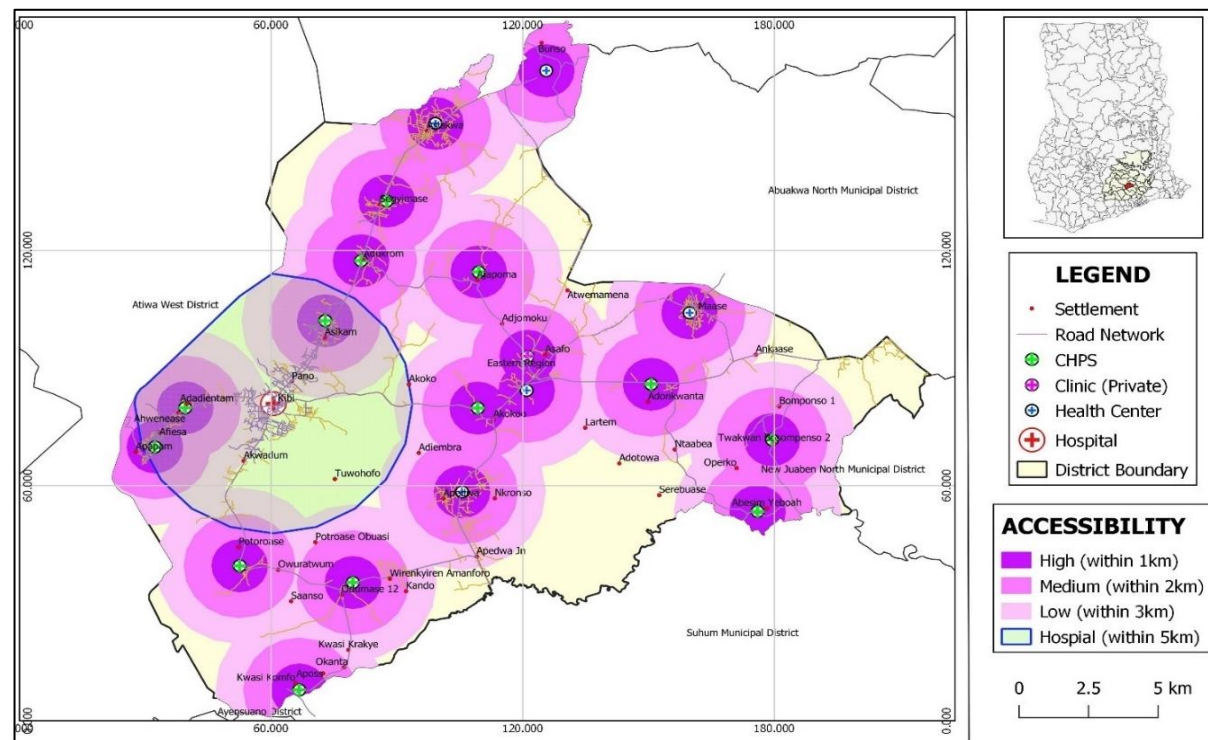


Source: ASMA MHD, 2025

As shown in Figure 2.18, most residents—particularly those in smaller communities—travel between 2 and 3 kilometers to access healthcare services. Only a few communities, such as the “A” Line communities (Apapam, Ahwenease, Afiesa, and Adadientem), Akwadum, and parts of Potroase, are located within 5 kilometers of the hospital in Kyebi. This situation affects referral system especially in communities that are difficult to reach.

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Figure 2.19: Health Accessibility Map

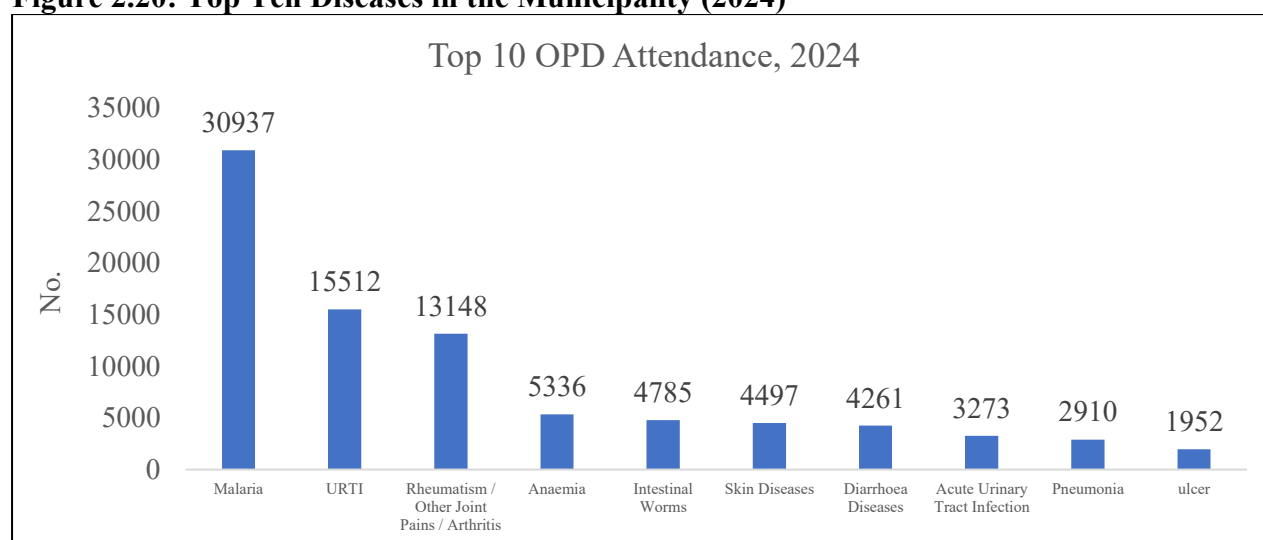


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2.4.2.1 Incidence of diseases

Generally, the prevalence of diseases has decreased in the past four years as a result of the implementation of projects and programmes in the 2022-2025 MTDP. Performance in the coverage of insecticide-treated bed nets improved to 99.1% in 2024

Figure 2.20: Top Ten Diseases in the Municipality (2024)



Source: ASMA MHD, 2025

Other health interventions such as free registration of the indigents under the NHIS, community surveillance systems and nutrition promotion, have helped to reduce the high incidence of diseases in the municipality. However, malaria continues as the topmost cause of OPD attendance, recording about 34.4 percent of the first top ten diseases, followed by upper respiratory tract infection and rheumatism respectively, as seen in Figure 2.20

2.4.2.2 Neglected Tropical Diseases

Statistics available at the Disease Control Unit of the MHD reveal the presence of some neglected tropical diseases. In 2024, zero cases were reported for all NTDS except for Schistosomiasis, which recorded 4 cases, a reduction from 15 cases in 2023. Surveillance activities will be enhanced in the ensuing years to improve case detection. There is a fall in activities concerning NTDs due to inadequate funding.

Table 2.21: Neglected Tropical Diseases

Diseases	2022	2023	2024
Yaws	0	0	0
Schistosomiasis	11	15	4
Onchocerciasis/ Filariasis	0	0	0
Leprosy	0	0	0
Buruli Ulcer	0	0	0

Source: ASMA MHD, 2024

2.4.2.2 Epidemic-Prone Diseases

The municipality did not detect any cases of meningitis, AFP and Neonatal Tetanus. Two (2) suspected cases of Yellow Fever, twelve (12) suspected cases of measles, nine (9) suspected cholera cases and one (1) suspected viral hemorrhagic fever were recorded in 2024. The municipality confirmed a case of yellow fever, measles, and cholera. Asiakwa Sub-municipality had a confirmed case of yellow fever and measles. Kibi sub-municipality had a confirmed case of cholera, hence it recorded an outbreak of cholera. Table 2.22 provides details on EPDs in the municipality.

Table 2.22: Epidemic Prone Diseases

DISEASE	2022	2023	2024
Measles (Suspected)	15	9	12(1 confirmed)
Meningitis (Suspected)	1	0	0
Cholera (Suspected)	1	0	9(1 confirmed)
Yellow Fever (Suspected)	5	4	2 (1 confirmed)
AFP	1	1	0
VHF	0	0	1
Influenza A (H3N2)	10 (8 confirmed)	0	0

Source: ASMA MHD, 2025

2.4.2.3 Tuberculosis Control

The incidence of TB in the municipality was a matter of concern as it also has a relationship with HIV and AIDS. TB case detection has been a major challenge to the municipal since its inception. In 2024, the Municipality put down some pragmatic measures to ensure that TB case detection and case management improved. Abuakwa South exceeded its case detection target of 62 cases (all forms of TB) by detecting 74 cases in 2024. The case notification rate for TB recorded in the year under review was 77 percent. Measures are being put in place to detect more cases in 2025. The TB treatment success was on the rise (95.5%) compared to 2021 (83.3%) and 2022 (91.3%), respectively. Death rate declined from 16.6 percent in 2022 to 4.5 percent in 2024.

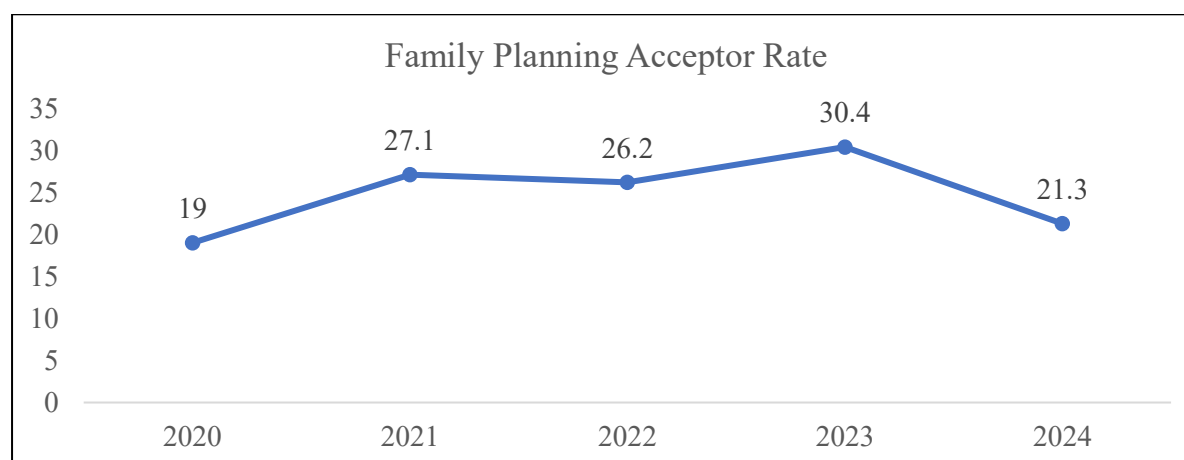
Table 2.23: TB Cases and Cohort Analyses

INDICATOR	2022	2023	2024
Total Cases	46	66	74
Smear Positive	25	55	28
Smear Negative	20	11	45
Relapse	1	0	0
Extra Pulmonary	0	0	1
Other Previously Treated	1	0	0

Source: ASMA MHD, 2024

2.4.2.4 Family Planning

The persistent high birth and fertility rate in the municipality is an indication of a growing population which has outstripped economic development. The acceptance rate for family planning decreased from 30.4 percent in 2023 to 21.3 percent in 2024 due to a shortage of family planning commodities within the year.

Figure 2.21: Family Planning

Source: ASMA MHD, 2025

2.4.2.5 HIV and AIDS

Awareness of HIV and AIDS within the municipality is relatively high; however, this awareness has not led to a significant shift in behaviour. Risky sexual behaviours and practices—such as inconsistent condom use and having multiple sexual partners—remain widespread. This indicates a persistent gap between knowledge of the disease and the willingness or ability of individuals to adopt safer sexual practices and healthier lifestyles.

Table 2.24: HIV and AIDS Situation (2022– 2024)

Indicator	2022	2023	2024
# Tested	3,863	2,288	3962
# Tested positive	92	109	124

Source: ASMA MHD, 2024

Outpatient Department (OPD) records highlight a troubling increase in cases of Sexually Transmitted Infections (STIs), including HIV. The number of individuals who voluntarily underwent HIV testing rose markedly from 2,288 in 2023 to 3,962 in 2024. During the same period, confirmed HIV cases increased slightly, from 109 to 124, as shown in Table 2.24. Currently, 2,775 people living with HIV (PLHIV) are receiving antiretroviral therapy (ART) within the municipality.

2.4.2.6 Risk Factors for HIV and AIDS in the Municipality

Several factors contribute to the continued spread of HIV and AIDS in Abuakwa South, particularly in Kibi, the municipality’s political and commercial centre. The thriving mining industry has drawn numerous young people seeking economic opportunities. However, this influx has also led to increased risky sexual behaviour, particularly between financially empowered young men and unemployed young women, resulting in elevated rates of teenage pregnancy and sexually transmitted infections (STIs).

Additionally, construction projects often bring in external labourers who may engage in unsafe sexual practices after receiving wages. Social gatherings—such as funerals and festivals—further heighten the risk of transmission due to casual sexual encounters that commonly occur during such events.

Table 2.25: Key Vulnerable and High-Risk Groups

Vulnerable Groups	High Risk Groups
Apprentices and unemployed females	Mining workers
Students	Construction workers and male students/tutors
Street Children	Revelers and mining workers
Domestic aids	Public Service Workers
Local residents	Revelers

Source: MPCU, 2024

The rise in risky sexual behaviour and HIV cases—especially among pregnant women—threatens the health and productivity of the population in Abuakwa South. This puts pressure on the healthcare system and can lead to more poverty and dependence on social support. If not addressed, it may slow progress toward key development goals.

Key Challenges in the Health Sector

1. Uncompleted and stalled CHPS compounds at Odumase and Asikam
2. Unstructured CHPS at Akwadum, Nkronso, Bunso Town CHPS, Bomponso No. 1 CHPS, Kibi Zongo CHPS, and other areas
3. Inadequate computers at facilities and the Municipal Health Directorate for data management
4. Low service coverage for ANC, immunization, skilled deliveries, and family planning
5. Inadequate medical equipment for service delivery in some facilities. Examples include thermometers, BP apparatus, weighing scales, etc
6. Inadequate infrastructure in some facilities, thus affects the quality-of-service delivery. These include Bomponso No. 2 CHPS, Maase Health Centre and Bunso Health Centre
7. Inadequacy of critical staff such as Medical Officers, Physician Assistants, Accounts Officers, store and supply chain officers and Laboratory Technicians.
8. Inadequate vaccine refrigerators. Thirteen out of the twenty-two facilities do not have vaccine refrigerators

2.5.3 Social Intervention Programmes

Several social intervention programmes targeting the most vulnerable groups in the municipality were implemented with support from both the Assembly and the central government. Key initiatives included the National Health Insurance Scheme (NHIS), School Feeding Programme, Capitation Grant, Livelihood Empowerment Against Poverty (LEAP), and the Disability Fund.

These interventions have contributed significantly to improving the living conditions of beneficiaries and continue to play a vital role in promoting social inclusion and reducing poverty. With sustained support and effective implementation, these programmes are expected to yield even greater impact in the years ahead.

2.5.3.1 National Health Insurance Scheme

At the end of 2024, the active membership of the Abuakwa South Municipal Health Insurance Scheme stood at 62,478, reflecting a slight decrease from the 2023 figure of 63,859. Females continued to represent the majority of members, accounting for approximately 58%, while males comprised 42%.

The cost of enrolment in Ghana's National Health Insurance Scheme (NHIS) ranges from GH¢7.20 to GH¢48.00 annually, depending on an individual's income level and ability to pay. Children and the elderly are exempt from paying the annual premium. While individuals in the informal sector pay out of pocket, contributions for formal sector workers are deducted through their Social Security and National Insurance Trust (SSNIT) payments. The aged, the poor, and children make up about 54% of the scheme's total membership.

Despite its benefits, the NHIS faces significant challenges, including delays in reimbursement to service providers and prolonged waiting times at service centers. These issues must be addressed to ensure the scheme remains effective and responsive to the healthcare needs of the population.

2.5.3.2 School Feeding Programme

The School Feeding Programme aims to provide nutritionally balanced meals to pupils in deprived public primary and kindergarten schools, with the goal of improving their health, increasing enrolment, and enhancing retention rates in basic education. In 2024, the number of beneficiary schools rose significantly from 33 to 422, increasing the pupil population served to 16,372 learners.

Beyond promoting enrolment and retention, the programme has contributed positively to the overall well-being of pupils. However, delays in the release of funds continue to hinder its smooth implementation. To ensure the programme's effectiveness, it is recommended that funding be released in a timely manner and that training sessions be organized for caterers to enhance their skills. There are also plans to expand the programme to additional schools within the municipality in the coming years.

2.5.3.3 Support to People with Disabilities (PWDs)

According to the 2021 Population and Housing Census, 7,167 persons, representing approximately 8% of the municipality's population have some form of disability. The

prevalence is higher among females (58%) compared to males (42%), underscoring the need for targeted support to this vulnerable segment of the municipal population.

In response, the Assembly has been providing assistance to Persons with Disabilities (PWDs) through the PWD Fund, supporting them in areas such as economic empowerment, healthcare, education, and the provision of assistive devices. In 2024, a total of 40 PWDs received support amounting to GH¢228,066.90, in accordance with the Fund Management Guidelines. Many of the beneficiaries have since established small-scale businesses that provide them with sustainable livelihoods.

Evaluations of the disability support, indicates activities indicate that the programme is having a positive impact on their lives and those of their families. It is expected that continued support will further enhance the well-being and economic independence of PWDs within the municipality. Additionally, the Kibi School for the Deaf benefits from the fund through vocational training initiatives, including bead-making, which equip students with valuable skills for future self-sufficiency.

2.5.3.4 Livelihood Empowerment Against Poverty (LEAP)

The Livelihood Empowerment Against Poverty (LEAP) Programme is a social cash transfer initiative that provides financial support and health insurance to extremely poor households across Ghana. Its goal is to alleviate short-term poverty while promoting long-term human capital development. The programme aims to enhance household nutrition, improve access to essential social services, and strengthen the capacities of beneficiaries.

LEAP is implemented by the Department of Social Welfare and Community Development under the Ministry of Gender, Children, and Social Protection. In 2024, a total amount of GH¢690,768.00 representing 50.6 percent of the year's allocation was disbursed to 682 households, benefiting a total of 2,324 household members. Additionally, 293 household members were registered under the National Health Insurance Scheme (NHIS) and issued ID cards free of charge.

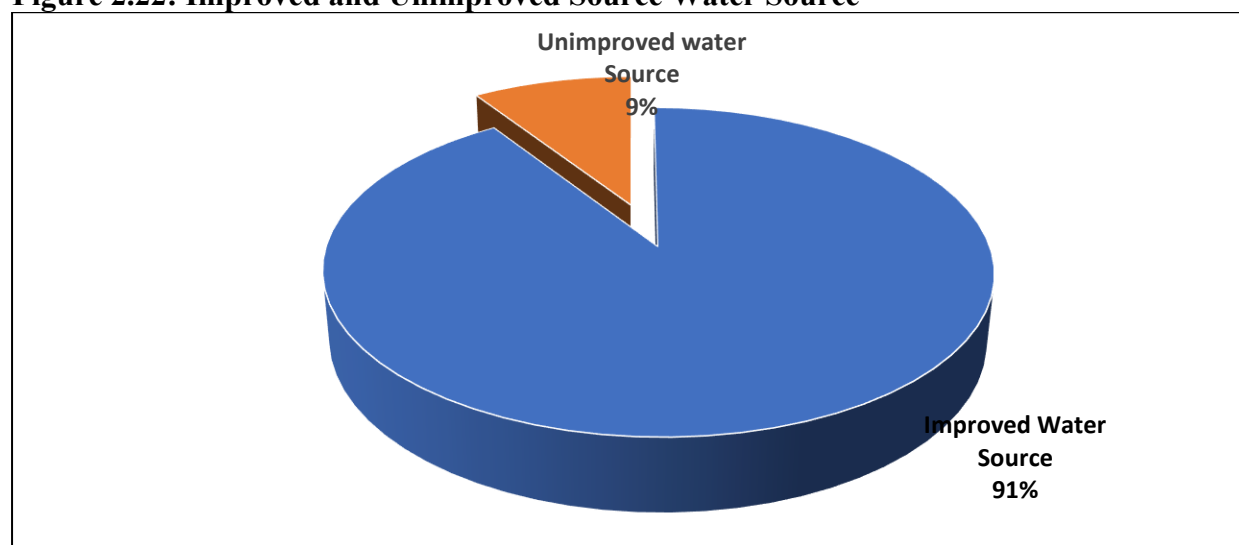
2.5.4 Water and Sanitation

Increasing access to potable water and sanitation is key to achieving quality health and sustained poverty reduction. This section looks at water and sanitation with regards to water sources; means for the disposal of waste and other variables regarding water and sanitation.

2.5.4.1 Water

Approximately 91 percent of households—representing 24,191 households—use improved sources of drinking water, while the remaining 9 percent rely on unimproved sources. In terms of locality, urban households have greater access to improved drinking water sources compared to their rural counterparts. Conversely, a higher proportion of rural households depend on unimproved water sources, such as unprotected wells, surface water, or rainwater.

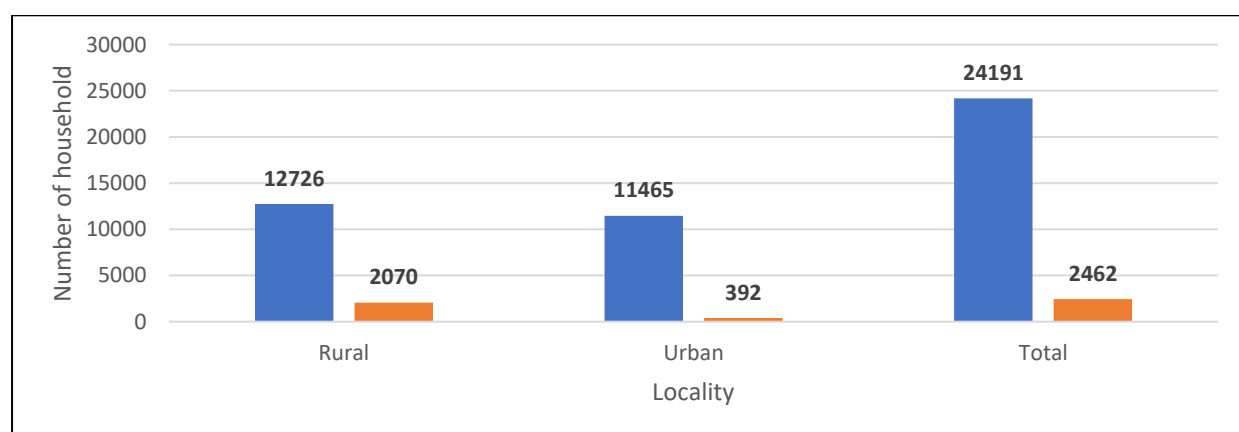
Figure 2.22: Improved and Unimproved Source Water Source



Source: Estimated from 2021 PHC

While overall access to improved drinking water is high, the urban-rural disparity highlights the need for equitable investment in rural water infrastructure. Rural households relying on unsafe water sources are more vulnerable to waterborne diseases, which can negatively impact health, productivity, and educational outcomes.

Figure 2.23: Improved Drinking Water by Locality



Source: Estimated from 2021 PHC

Improved sources of drinking water in the municipality include public standpipes, boreholes, pipe-borne water (from the Ghana Water Company), protected springs, rainwater, protected wells, bottled water, and sachet water. Among these, the most commonly used sources are sachet water, boreholes, public standpipes, and pipe-borne water.

2.5.4.1a Sources of Drinking Water

Sachet water is the most widely used source, with about 10,931 households relying on it—including 6,741 households in urban areas. In contrast, very few households depend on rainwater or protected springs.

This heavy reliance on sachet water, especially in urban centers, reflects a lack of public confidence in the safety and reliability of pipe-borne water supplied by the Ghana Water Company and other sources. The growing dependence on sachet water raises concerns about water affordability, environmental sustainability (due to plastic waste), and public trust in utility services.

Table 2.26: Water Source by Locality

Locality	Public tap/Stand pipe	Borehole /Tube well	Protected spring	PIPE BORN	Rain water	Protected well	Bottled water	Sachet water
Rural	2303	4630	6	773	118	635	71	4190
Urban	1084	1759	2	1403	64	273	139	6741
Total	3387	6389	8	2176	182	908	210	10931

Source: Estimated from PHC 2021, GSS

2.5.4.1b Water for Domestic Use

For domestic uses such as cooking, washing, bathing, and other household activities, the most common water source among households in the municipality is boreholes, used by 36.5 percent of households. Additionally, 20.3 percent use water from standpipes, while 18.3 percent rely on pipe-borne water. Other sources include streams (11.7%) and protected wells (10.8%).

Table 2.27: Water by Domestic water, Locality and Geographic Area

Water Source	Number of Households	Percent
Pipe-borne water	4867	18.3
Public tap/Stand pipe	5419	20.3
Borehole/Tube well	9729	36.5
Protected well	2888	10.8
Rain water	343	1.3
Unprotected well	223	0.8
River/Stream	3130	11.7
Other	54	0.2
Total	26653	100.0

Source: Estimated from PHC 2021, GSS

2.5.4.1c Water Facilities in the Municipality

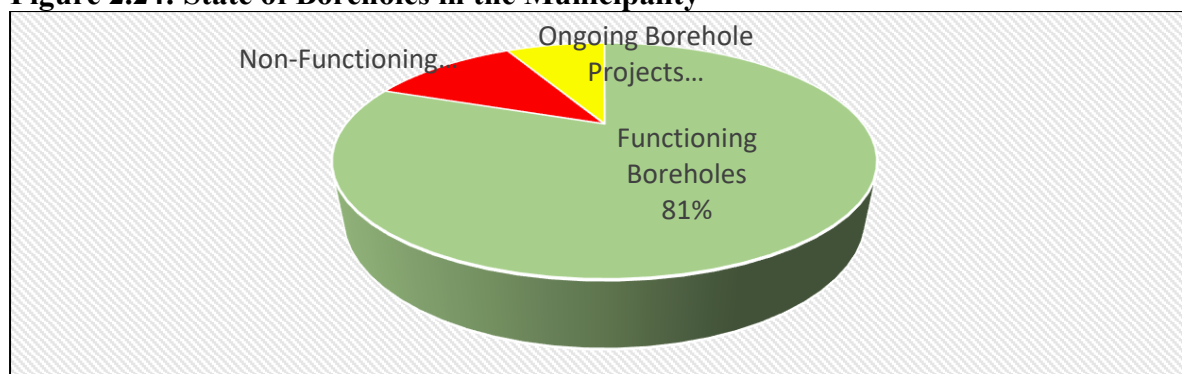
There is a Ghana water company that supplies water to Kyebi, Akwadum, Apapam, Adadientem and Ahwenease. In addition to this, there are 252 boreholes and two small town water system that supply water to Asiakwa, Akooko and Asafo. The pipe born and the small-town water system mainly supply water to the urban center whiles the boreholes are prevalent in the rural areas.

In terms of the functionality of the boreholes, as presented in figure 2.24, 203 boreholes constituting 81 percent of boreholes are functional while 29 representing 11 percent of the boreholes. The remaining 8 percent are on-going borehole projects. There about 93 pipe-borne stands pipes and 963 household connections from the Ghana water company and 56 standpipes and 362 household connection from the small-town water systems.

Table 2.28: Water facilities within the Municipality

Type	No.	Service Area
Boreholes	252	Municipality Wide
Small Town Water Systems	2	Akooko, Asafo, Asiakwa
Pipe-Borne (GWCL)	1	Kyebi, Akwadum, Adadientem, Pano, mines

Source: MPCU, 2024

Figure 2.24: State of Boreholes in the Municipality

Source: MPCU, 2024

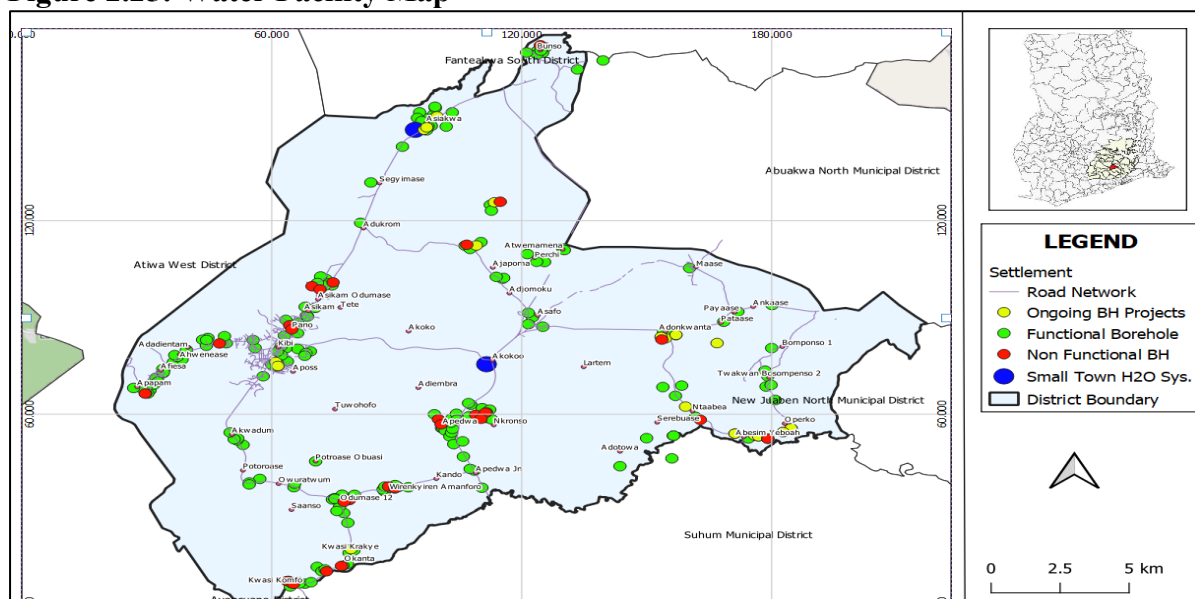
2.5.4.1d Management of the Water Supply System Operation and Maintenance of Water Facilities in the Municipality

Water facility management in the municipality involves multiple stakeholders at different levels. The Ghana Water Company Limited (GWCL) manages pipe-borne water systems in Kyebi and surrounding communities. In Akooko and Asiakwa, Small-Town Water Systems are overseen by independent water boards, with technical operations handled by the Community Water and Sanitation Agency (CWSA).

At the community level, boreholes are managed by Community Water and Sanitation Management Teams (CWSMTs), which promote local ownership and facility upkeep. The Municipal Water and Sanitation Team (MWST) comprising staff from the Works Department, Environmental Health Unit, Community Development, and Planning Unit is intended to provide field-level coordination. However, the MWST is currently non-functional.

The municipality's layered water management structure offers a strong foundation for sustainable service delivery. However, the non-functionality of about 80 percent of CWSMTs and the inactivity of the MWST severely weaken local capacity for system maintenance and monitoring. Without effective coordination and community engagement, water infrastructure is prone to neglect, breakdowns, and underutilization. Strengthening institutional support, reactivating the MWST, and rebuilding CWSMTs are essential for improving water governance, ensuring sustainability, and enhancing resilience at both urban and rural levels.

Figure 2.25: Water Facility Map



Source: ASMA WSMT, 2025

2.5.4.2 Storage of Solid Waste

According to the 2021 Population and Housing Census (PHC), as shown in Table 2.29, the most common method of household waste storage is the use of uncovered containers, employed by 11,307 households. This is followed by covered containers (7,088 households), sacks and polythene bags (4,404 households), and no receptacle at all (3,843 households).

The use of covered containers and polythene bags is more prevalent in urban areas, whereas uncovered containers or the absence of any receptacle is more common in rural communities. The widespread use of unhygienic waste storage methods by more than half of the households poses serious public health risks, including the spread of communicable diseases. These poor practices also contribute to environmental degradation and compromise the effectiveness of municipal waste collection systems.

Table 2.29: Storage of Solid waste by locality

Locality	Covered Container	Uncovered Container	Polythene Bag and sack	Other	None (No receptacle)	Total
Rural	2921	7238	1828	11	2798	14796
Urban	4167	4069	2576	0	1045	11857
Total	7088	11307	4404	11	3843	26653

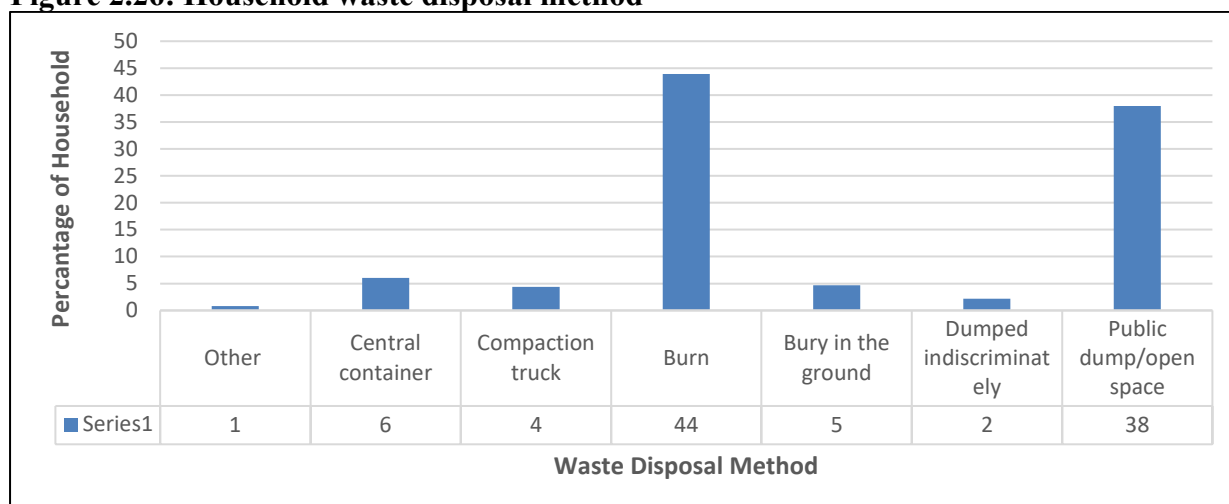
Source: MPCU, 2024

2.5.4.2b Solid waste disposal

Waste disposal practices among households in the municipality are dominated by burning and the use of open spaces or public dumps, accounting for 44 percent and 38 percent of the 26,653 households respectively. These open spaces are informally designated areas lacking proper environmental controls. Additionally, about 6 percent of households dispose of their waste in central containers, while 5 percent bury their refuse. Approximately 2 percent dispose of waste indiscriminately, and 1 percent use other unspecified methods.

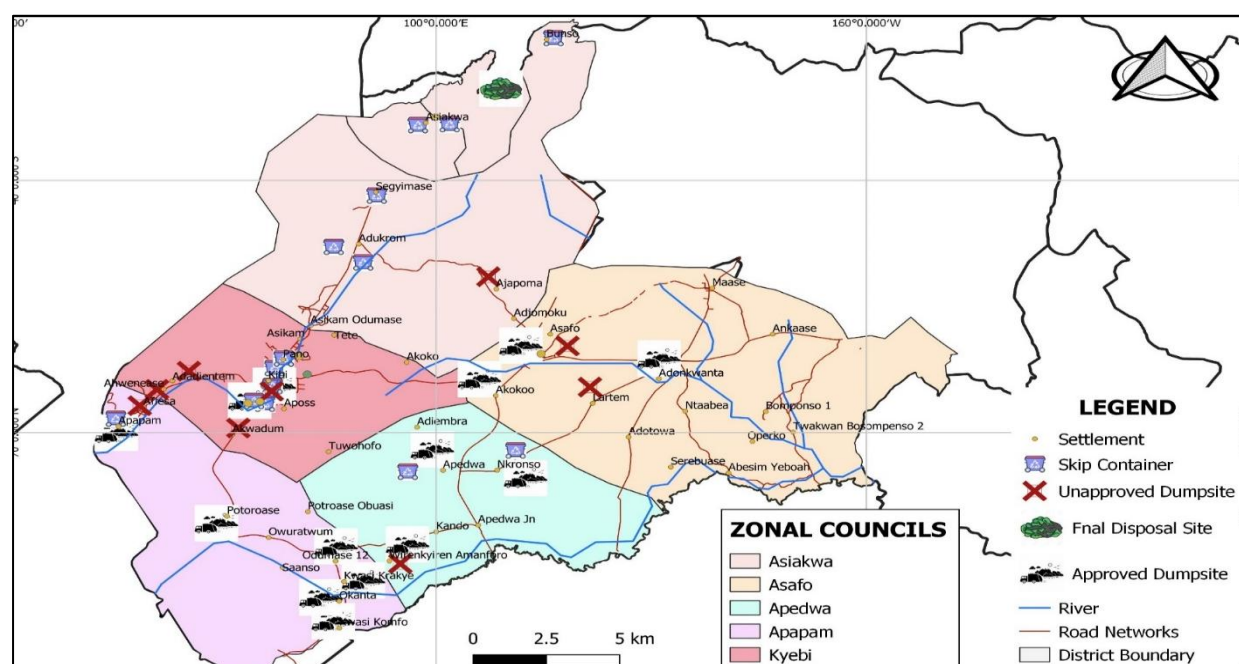
Figure 2.26 illustrates the various household waste disposal methods by locality, highlighting significant spatial variations.

Figure 2.26: Household waste disposal method



Source: Estimated from PHC 2021, GSS

Figure 2.27: Map of waste disposal sites



Source: Estimated from PHC 2021, GSS

2.5.4.2c Liquid waste disposal

Approximately 84.1% of households in the municipality dispose of liquid waste by discharging it onto compounds, streets, or into open gutters, while less than 1% utilize a proper sewerage system. This trend is consistent across both urban and rural localities, though it is more severe in rural areas due to limited infrastructure. Notably, disposal into gutters is more common among urban households - 3,737 households (67.6%) compared to 1,794 rural households (32.4%). This pattern reflects the lack of drainage infrastructure in rural communities, where even basic systems are often absent.

The widespread use of unsafe liquid waste disposal methods poses serious risks, including water contamination, mosquito breeding, and the spread of diseases. The absence of engineered disposal sites and the presence of choked or deteriorating drains further exacerbate the issue.

2.5.4.3 Sanitation

As presented in Table 2.30, the main types of toilet facilities used by households in the municipality, in order of prevalence, include KVIP/VIP, pit latrines, septic tanks, bio-digesters, biogas systems, and other forms. Approximately 3,024 households rely on public toilets for sanitation. The use of improved toilet facilities—such as septic tanks, bio-digesters, and biogas systems—is more common in urban areas, while unimproved facilities, including pit latrines and open defecation, are more frequently used in rural communities. Table 2.30 provides a breakdown of household toilet facilities by locality.

Table 2.30: Household Toilet facilities by locality

Locality	Total	Septic tank	KVIP /VIP	Pit latrine	Enviro Loo	Bio-digester	Bio gas	Bucket /Pan	Portable toilet	Public toilet
Rural	14796	1692	5360	4866	20	56	9	1	8	2004
Urban	11857	3235	3710	3366	12	152	17	2	5	1020
Total	26653	4927	9070	8232	32	208	26	3	13	3024

Source: Estimated from PHC 2021, GSS

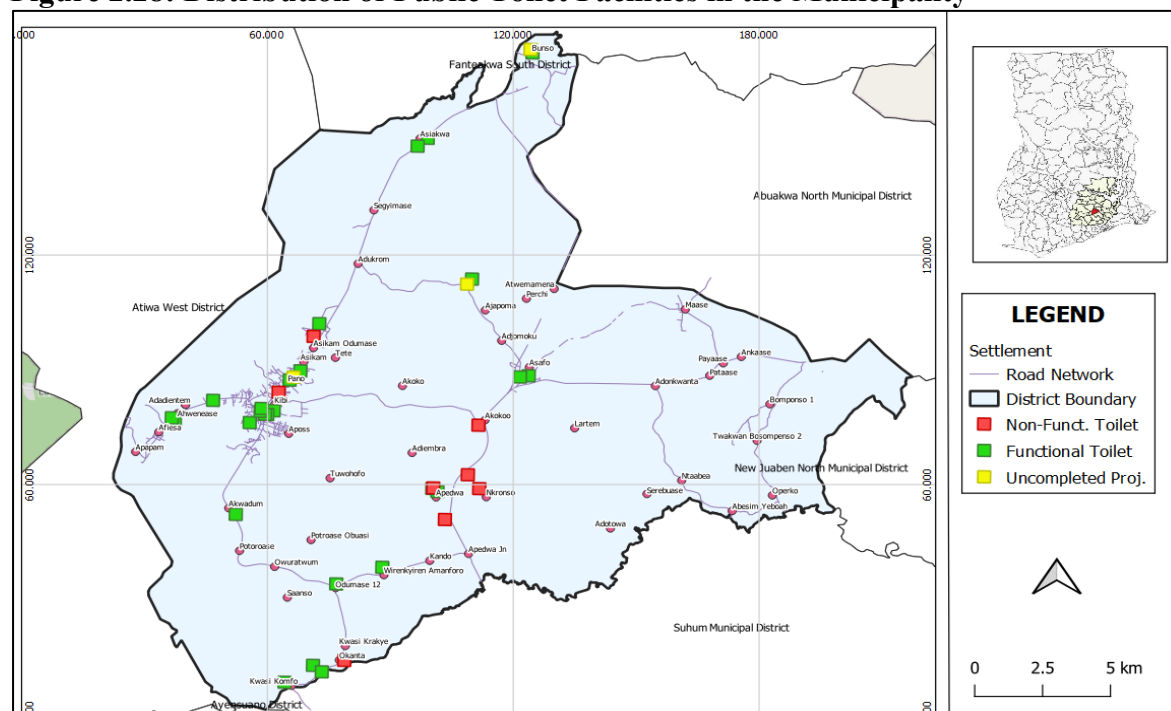
The uneven access to improved sanitation between urban and rural areas poses a challenge to achieving equitable health outcomes and environmental sustainability. The continued reliance on unimproved and shared toilet facilities in rural communities increases the risk of waterborne diseases and compromises public health.

Table 2.31: Levels of toilet service used by Locality, Geographic Area and Toilet Service

Locality	Total	Improved Toilet Facilities	Basic service (Improved and exclusive use)	Limited service (Improved and shared)	Unimproved
Rural	12072	11851	4396	7455	221
Urban	10507	10203	3282	6921	304
Total	22579	22054	7678	14376	525

Source: Estimated from PHC 2021, GSS

Figure 2.28: Distribution of Public Toilet Facilities in the Municipality



Source: Municipal Environmental Health Unit, 2025

2.5.4.4 Open Defecation

Approximately 1,050 households in the municipality reside in occupied dwelling units without any toilet facilities, with 720 of these located in rural communities. An estimated 935 households practice open defecation, using open spaces, bushes, or gutters. Additionally, 72 households use chamber pots, while 42 households' resort to defecating in polythene bags.

Currently, none of the communities in the municipality have achieved Open Defecation Free (ODF) certification. The high number of households without access to toilet facilities, particularly in rural areas, presents serious public health and environmental challenges. Open defecation contributes to the spread of waterborne diseases, contaminates water sources, and undermines efforts to improve hygiene and dignity in communities.

Table 2.32: Defecation points for household without Toilet by Locality

Locality	Defecation point	In the bush/open field/gutter	At the beach	In a polythene bag	In a chamber pot
Rural	720	641	1	33	45
Urban	330	294	0	9	27
Total	1050	935	1	42	72

Source: Estimated from PHC 2021, GSS

2.5.5 Vulnerability Analysis

The Abuakwa South Municipality faces several factors that increase the vulnerability of certain groups within its population. Vulnerability, in simple terms, refers to individuals or communities within a specific locality who are most likely to be adversely affected by human-induced or natural risks and shocks, with significant negative impacts on their well-being. These individuals often lack sufficient coping mechanisms or support systems to recover from such challenges.

In Abuakwa South, vulnerable and excluded groups include persons with disabilities, peasant farmers, the elderly, rural women and children, individuals living with HIV/AIDS, orphans, vulnerable children in mining-affected areas, and residents of disaster-prone zones.

2.5.5.1 Types of Vulnerability

Vulnerabilities in the Abuakwa South Municipal Assembly are classified into four main categories based on their underlying causes: physical, economic, social, and environmental. The table below outlines various types of vulnerabilities along with their corresponding causes.

Table 2.33: Types of vulnerability

Physical	Economic	Social	Environmental
• Persons who live in disaster-prone areas • Persons with Disability • Homeless people • Street children • Persons who live in huts and buildings made of poor building materials • Hard to reach communities • Stigmatization and discrimination	• Lack of access to fertile land, high cost of credit, inadequate start-ups for persons with disability. • Unemployed youths • Lack of employable skills	• Inadequate access to water • Inadequate access to improved sanitation • Low access to education and health facilities • Low coverage of social intervention programmes • Domestic violence • Gender inequality	• Persons in mining areas • Degradation of forest reserves • Polluted water bodies

Source: ASMA MPCU, 2025

2.5.5.2 Vulnerability mapping

A vulnerability mapping tool was employed to provide an overview of the various vulnerabilities within the municipality. This process involved active engagement with relevant departments and community groups through focus group discussions and

brainstorming sessions. The table below presents the results of the vulnerability mapping conducted in the Abuakwa South Municipal Assembly.

Table 2.34: Vulnerability Analysis

Vulnerability Factor	Geographical Location	Predominant Sex	Predominant Age	Specific Practical Need (short term)	Specific Strategic Need (long term)
Disaster prone community (Bush fires, domestic fires, flooding, windstorm, collapsed pits pest infestation)	Kyebi, Asiakwa, Apedwa, Bunso, Asafo	Both male and female	0-19 70+	Provision of relief items	Construction of drains, Tree planting and sensitization of populace on fire prevention
Land degradation through illegal mining	Kibi, Adukrom, Asikam, Segyimase, Asiakwa, Adadientem and Apapam where galamsey	Both male and female	20+	Reclamation of destroyed lands	Enforcement of laws on sustainable mining practices
Children under 5years	District wide	Female	Below 5 years	Considerable priority in development interventions	Focused interventions on their development needs
Lack of employable skills	District wide	Female	20 - 59	Training and support provision in employable ventures	Identification of key employable opportunities in the local economy and developing the requisite skills required
Minority ethnic group	District wide	Female	All ages	Intentionally implementing inclusive governance and programs	Strengthening and enforcing laws on ethnic discrimination; eg. in hiring, promotion etc.
Child headed households and orphans	District wide	Both Male and Female	10-18	Day cares and foster homes to cater for the child	Empowerment of children to gain greater control over their futures
People Living with Physical Disability including Albinos	District Wide	Both Male and Female	All ages	Provision of physical aiding support including wheel chairs, Walking aids etc.	Ensuring public infrastructural facilities include provisions for

Vulnerability Factor	Geographical Location	Predominant Sex	Predominant Age	Specific Practical Need (short term)	Specific Strategic Need (long term)
					ease of access by PWDs
Conflict/communal disturbance prone communities	Potroase, Bunso	Both male and female	0-19 70+	Police visibility to prevent and control disturbances	Strengthening social cohesion and building community trust among inhabitants through dialogue and mediation
People living in slums (Zongo)	Kyebe, Asiakwa, Bunso, Apedwa,	Both male and female	0-19 70+	Prioritization of basic needs provision	Policy focus on development of zongo communities
People living in hard-to-reach areas	Lartemu, Abesim Yeboah, Oboperkunya Alata	Both male and female	All ages	Use of DRIP machines to create/rehabilitate road accessibility	1. Provision of alternative routes 2. provision of public transport services to link communities
Gender-Based Discrimination	District Wide	Female	All ages	Prioritizing support for women in development interventions	Formulating policies to support women in decision making and growth opportunities
Gender-Based Violence	District Wide	Female	10 - 39	Appropriately offering immediate support to victims	Empowering women and girls across their lifetime
Cultural-Based Practices	District Wide	Female	35+	Encourage locally induced alternative livelihoods	Encourage backyard farming
Children out of school	District Wide	Male and Female	10 – 17	Sensitization to remove stigma and empower the child	Creating educational opportunities for children out of school to be empowered
Children living and working on the streets	Asiakwa, Bunso,	Male and Female	10-17	Public awareness and sensitization on street children and the right to education for all	Rehabilitation of the street child to curb streetism
Children in fragile	District Wide	Male and	0-17	Readily providing	Interventions in

Vulnerability Factor	Geographical Location	Predominant Sex	Predominant Age	Specific Practical Need (short term)	Specific Strategic Need (long term)
communities		Female		support to address discrepancies in basic needs provision for the child	education, social cohesion and livelihoods to respond to the needs of children
Children living with abusive care-takers	District Wide	Both male and female	0-17	Providing priority support to victims to ensure their safety and protection	Awareness creation, legislation and regulation on child abuse
Children in conflict with the law	District Wide	Both male and female Provide mid-shift shelter for Children	0-17	Linking children with appropriate assistance and support	Promotion of alternatives to imprisonment; eg. Community service

Source: ASMA MPCU, 2025

2.5.5.3 Gender Equality

According to the 2021 Population and Housing Census, the population of the Abuakwa South Municipality comprises 49.6 percent males and 50.4 percent females. In terms of locality, 50.3 percent of urban residents are male, compared to 49.7 percent female. Similarly, in rural areas, males also make up 50.3 percent of the population, slightly higher than females.

An analysis of gender roles in the municipality reveals a mixed-role dynamic. While men continue to dominate the formal sector, women are predominantly engaged in the informal economy. Interestingly, the Census indicates that 50.1 percent of households are headed by females, compared to 49.9 percent by males. This shift implies that a significant portion of the responsibility for household welfare now rests with women.

The traditional perception of men as sole heads of households and primary providers has diminished over time, giving rise to more balanced, partnership-based family structures. This evolving dynamic has led to greater recognition of the important roles women play in both the family and broader society. Consequently, there is an increasing emphasis on including women in decision-making processes at all levels, as reflected in the following analysis.

2.5.5.3a Employment and Entrepreneurship

The total employed population aged 15 years and older in the Abuakwa South Municipality stands at 29,553, comprising 16,139 males (54.6%) and 13,414 females (45.4%).

Unemployment rates are notably higher among females (18.4%) than males (14.6%), highlighting gender disparities in access to employment opportunities.

A greater proportion of employed males (63.5%) are engaged in trade, craft, skilled agriculture, and forestry compared to only 32 percent of females. Additionally, 21 percent of economically active women work as unpaid family labourers in agriculture, more than double the proportion of men in similar roles (9.6%).

The informal sector is the primary source of employment in the municipality, engaging 80 percent of employed males and 95 percent of employed females. This underscores the critical role of the informal economy, especially for women, in sustaining livelihoods.

The high female participation in informal and unpaid labour points to vulnerabilities such as low income, limited job security, and inadequate social protection.

2.5.5.3b Ownership and size of business

While a very small number of women own medium scale enterprises, the majority of women are engaged in small or very small businesses. A large number of them (60 to 80 percent) is located in rural areas. Women tend to operate the more traditional low-income businesses, such as food processing activities, handicrafts of various kinds, and dressmaking, often with low potential for growth. The majority of micro enterprises owned by women are operated by one person. Over 70 percent of them start their businesses with capital of less than GH¢100 while 90 percent of them started with personal or *susu* savings rather than loans from formal financial institutions.

2.5.5.3c Gender and Poverty

Approximately 21 percent of households in the Abuakwa South Municipality are classified as poor. Poverty is more prevalent among female-headed households (25.4%) compared to male-headed households (18.5%). Additionally, the intensity of poverty which is measured by the degree to which individuals fall below the poverty line is higher among females (44.4%) than males (42.5%).

The higher incidence and intensity of poverty among women and female-headed households point to significant gender-based economic inequalities. These disparities limit women's

ability to invest in education, healthcare, and economic activities, thereby perpetuating cycles of poverty and dependency.

2.5.5.3d Agricultural Production and Gender

Women play a critical role in the agricultural sector in the Abuakwa South Municipality. They are responsible for producing approximately 70 percent of food crops and are key stakeholders in agroforestry, fisheries, and post-harvest activities—comprising 95 percent of the agro-processing workforce and 85 percent of food distribution. Although women make up 52 percent of the agricultural labour force and contribute an estimated 46 percent to total agricultural productivity, they often lack access to the resources necessary to enhance their output and improve their livelihoods.

A significant portion of households (61%) are engaged in food processing activities, such as processing maize, cassava, vegetables, and palm oil—of which 90 percent is carried out by women. However, several constraints hinder their productivity and income-generating potential. These include limited access to improved agricultural technologies, inadequate energy sources, restricted access to micro-credit facilities, and poor market linkages.

The underutilization of women's potential in agriculture poses a major barrier to rural economic transformation and food security. Despite their substantial contributions, the persistent gender-based disparities in access to resources and services limit productivity, income generation, and economic resilience.

2.5.5.3e Gender Representation in Education and Vocational Training

More males (17,453) are enrolled in schools at all levels than females (16,790). It is only in the Senior High School level where females enrolled are more than boys. About 22.3 percent of the persons 6 years and older are illiterate in the municipality. The level of illiteracy is high among rural dwellers (14.9%) than urban dwellers (7.4%). The proportion of females (25.3%) who are illiterate is higher than the male counterpart (19.2%).

The gender disparities in education and literacy in the Abuakwa South Municipality have significant implications for equitable development. Although overall school enrolment is higher for males, the higher female enrollment at the Senior High School level suggests progress in bridging the gender gap at advanced levels of education. However, the persistent high illiteracy rates, particularly among females and rural residents highlight barriers to

inclusive development. These disparities limit women's and rural populations' access to economic opportunities, information, and participation in decision-making processes.

2.5.5.3f Representation of Women in Governance and Decision-Making

Currently, women's representation in the Assembly stands at 11.5 percent. In spite of Government's Affirmative Action Policy that put quotas ensuring female appointment at 40 percent at the District Assembly level, the policy has not yielded any positive dividends in the Municipality due to several factors. Some of the influencing factors for women's low participation in public offices include discriminatory beliefs and attitudes towards women, women's unwillingness to take up such challenges, and the lack of programs that mentor and empower women and young girls to build their capacity and prepare them for leadership positions.

2.5.5.3g Gender Based Violence (GBV)

Even though there have been some reported cases of gender violence in the municipality, records show the canker is not as endemic as in other places. There are institutions in the municipality capable of handling such issues including the Domestic Violence Victims Services Unit (DOVVSU) within the Police and the Department of Social Development, CHRAJ and gender related NGOs to protect victims. Thankfully, the ban on galamsey is expected to reduce the financial influence of the males who usually use money to lure unsuspecting vulnerable girls into unprotected sex.

2.5.5.3h Key Gender Issues

- Lack of land banks
- Low banking population of women
- Crude implements used for agro processing
- High rate of female school drop-out and teenage pregnancies
- Low representation of women in decision making

2.5.5.4 Inequalities

Despite ongoing efforts to reduce disparities, significant inequalities persist in the Abuakwa South Municipality across spatial and socio-economic dimensions. Poverty levels remain high among household heads who are unemployed, with a poverty incidence of 44.4 percent.

Among employed household heads, those in agriculture experience a higher poverty rate (19.8%) compared to those in industry (11.0%) and services (8.4%). However, the intensity of poverty is more severe among those in the industrial (43.2%) and service (42.7%) sectors than in agriculture (40.4%).

Access to essential services such as education, healthcare, and utilities remains unevenly distributed, favouring urban centers while rural areas continue to be underserved. Road infrastructure in rural and farming communities is often in poor condition, limiting mobility and access to services, in contrast to the relatively better road networks found in urban areas.

Gender disparities are also evident. Men are more prevalent in the formal employment sector, while women dominate the informal sector, which tends to offer less security and lower income. Poverty levels are consistently higher among females than males in the municipality. Although access to education and health services is generally available to both sexes, female participation declines progressively at higher levels of education.

These persistent inequalities present significant challenges to inclusive and sustainable development in the municipality. High poverty among the unemployed and those in vulnerable sectors, especially women and rural residents, hampers economic productivity and social cohesion. Unequal access to services and infrastructure widens the development gap between rural and urban areas and limits opportunities for upward mobility.

2.5.5.5 Migration

Migration is a key driver of population growth in the Abuakwa South Municipality. The municipality's urban character, along with vibrant mining activities and related commercial enterprises, continues to attract people from diverse social and economic backgrounds. There are 25,448 migrants residing in the municipality, with approximately 49.8 percent born either in another region of Ghana or outside the country.

Of the migrants born in other regions, the majority originate from Greater Accra (3,301), Volta Region (1,756), Ashanti Region (1,965), and Central Region (1,117). Additionally, 438 migrants were born outside Ghana. Further analysis indicates that a significant proportion of migrants from outside the Eastern Region have lived in the municipality for one to four years.

African migrants, particularly those from outside Ghana, are predominantly engaged in illegal small-scale mining ("galamsey") due to limited education and lack of technical skills.

These migrants are concentrated in mining communities such as Kibi, Asiakwa, Asikam, and Segyimase. While they contribute to the local economy by paying rent and purchasing goods and services, they often do not contribute to the municipal revenue through taxes or levies, which poses a challenge for local development financing.

In contrast, most Ghanaian migrants are engaged in peasant farming, particularly cocoa and food crop cultivation, and play a meaningful role in supporting the municipal economy. Migration trends have continued to rise, largely driven by the expansion of illegal mining operations in the area.

2.6 Environment

This section discusses human settlements and its dynamics, spatial distribution of services and housing. This section also looks at spatial planning and development control in the municipality and its associated challenges.

2.6.1 Human Settlement

The municipality exhibits a predominantly nucleated settlement pattern, characterized by densely clustered housing units with limited open spaces. This spatial configuration is most prominent in the historic cores of the municipality, where unplanned, organic growth has resulted in narrow roadways, irregular plot layouts, and a generally constricted urban form.

In contrast, urban centers such as Kibi and Asiakwa present a hybrid spatial structure, reflecting a blend of both planned and unplanned development. The more established parts of these towns display features of formal planning, including defined road hierarchies, drainage infrastructure, designated open spaces, and relatively organized housing layouts. Nevertheless, certain peripheral and inner-core neighborhoods—such as Kibi Zongo—exhibit informal, unregulated development patterns. These areas often suffer from inadequate infrastructure, poor environmental quality, and spatial characteristics commonly associated with informal settlements.

From a land use and spatial planning perspective, access to land for sustainable agricultural development is increasingly under threat, particularly in Kibi and nearby mining-impacted communities such as Ahwenease, Segyimase, and Adukrom. The proliferation of illegal mining activities (galamsey) has resulted in severe environmental degradation and the loss of

productive agricultural land, posing significant challenges for long-term land management and rural livelihood sustainability.

Despite these pressures, other parts of the municipality—including Asafo, Bunsu, and Apedwa—retain extensive tracts of fertile land. These areas are strategically important for future agro-based investments and offer significant potential for spatially balanced rural development. Targeted planning interventions in these zones could help promote a more equitable distribution of land uses while supporting environmental conservation and economic diversification.

2.6.1 Evolution of Buildings

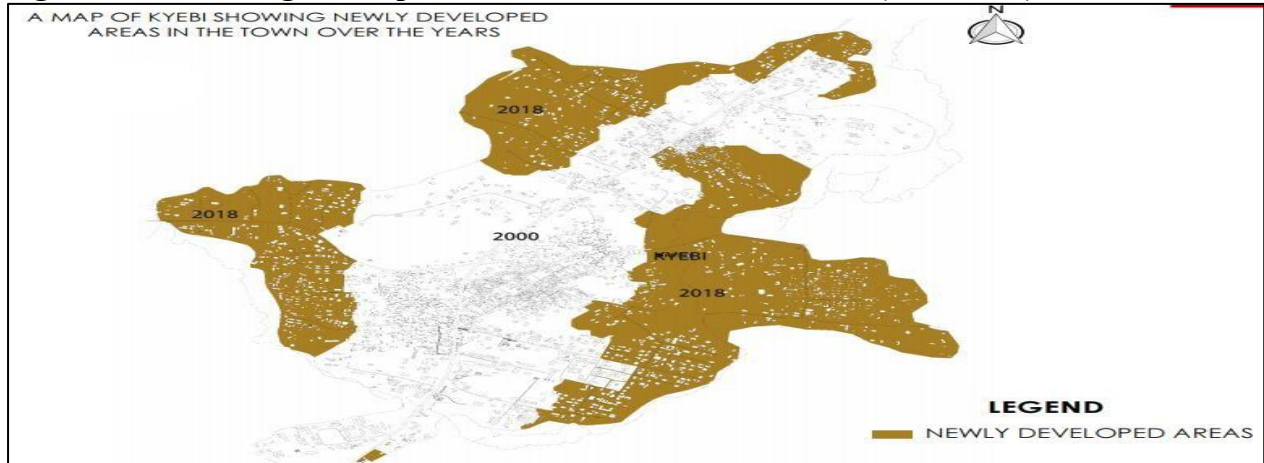
In the past, buildings were constructed close to one another without a well-defined layout. This unplanned, compact arrangement was primarily intended to foster cohesion and enable coordinated defense against enemies. As a result, the core of the town—where major development first began—remains densely built and somewhat haphazard.

However, in recent times, development has started to spread outward, becoming increasingly dispersed. This shift is largely due to people's preference for larger plots of land that allow for more spacious and individualized housing. Additionally, the rise of the nuclear family structure has contributed to the trend of segregated housing, encouraging the construction of detached homes. In places like Kyebi and other urban communities, this has also led to the emergence of gated residences and more private, standalone housing developments.

2.6.2 Relationship of Built Environment to Open Space

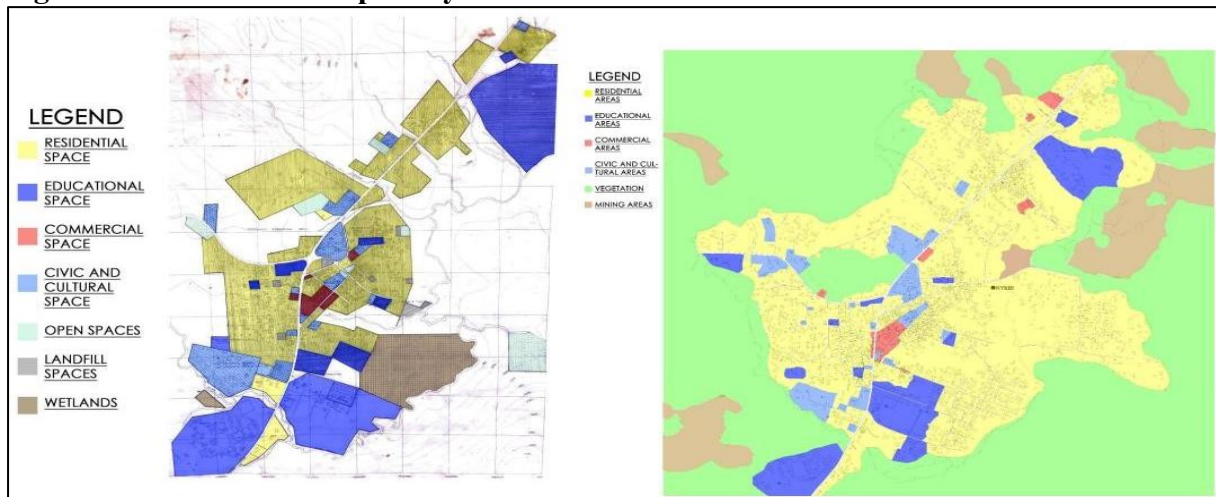
In recent decades, the municipality's-built environment has expanded rapidly, primarily extending from town centers toward the periphery along major roads. This outward growth, intensified by illegal mining (*galamsey*), has led to the loss of farmland and reserved lands. Additionally, open spaces within towns—originally designated for communal use—are increasingly being converted into residential areas, driven by land ownership disputes and weak development control.

Figure 2.29: Showing Development Pattern over the Past Years (2000-2018)



Source: Developed Based on Field Survey, 2025

Figure 2.30: Land use Map of Kyebi



Source: Developed Based on Field Survey (2025)

As a result, accessible open spaces for community interaction are limited, with most remaining ones tied to schools and public institutions. Growing land pressure has also led to the encroachment of wetlands and landfill sites for residential and commercial use, often viewed by developers as more economically viable than preserving them as open space.

The figures above illustrate the patterns of development over the years, highlighting significant changes in land use.

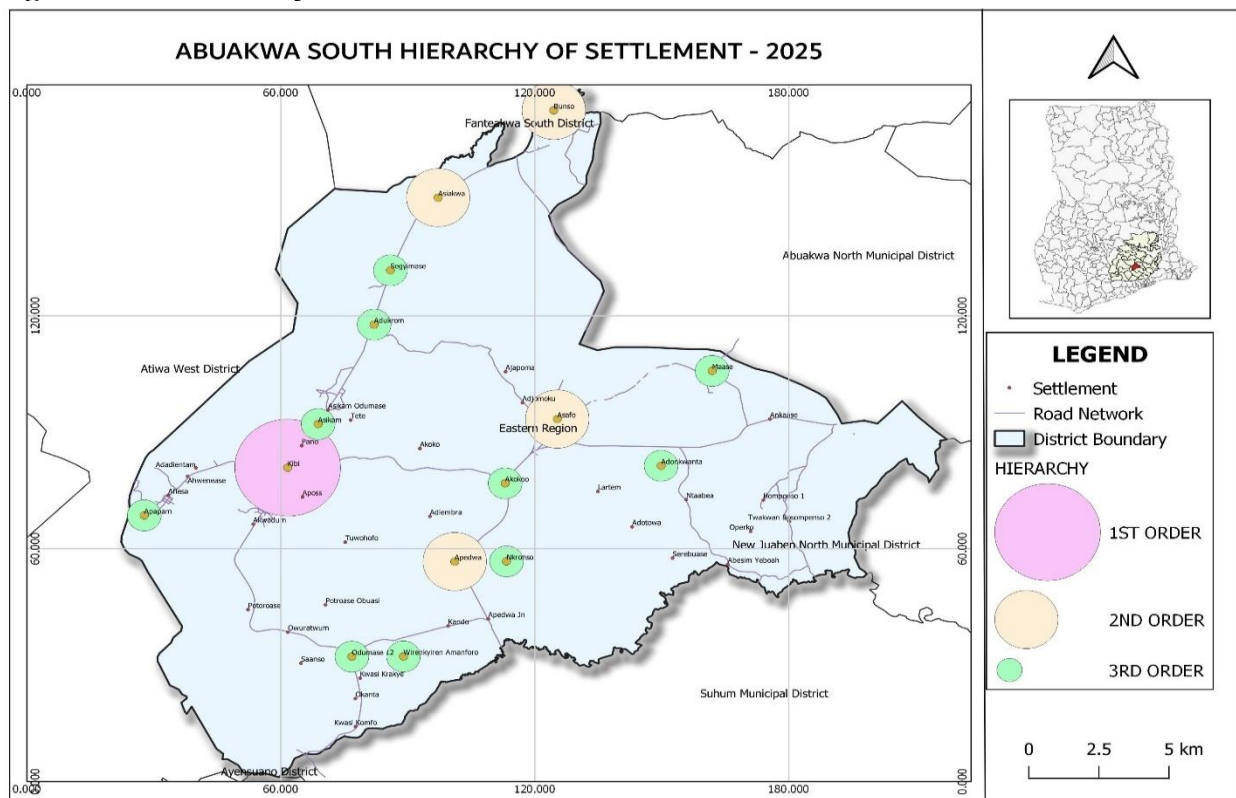
2.6.3 Location and Distribution of Services

The spatial distribution of services within the municipality reflects the overall level of development and hierarchy of settlements. Kyebi, as the municipal capital, hosts the majority of key municipal services—including educational, health, religious, commercial, transport,

and civic facilities. The hierarchy of settlement is shown in Figure 2.31 below and the scalogram in table 2.35.

This concentration of services grants Kyebi a significantly higher level of accessibility and functionality, attracting residents from across the municipality. In addition to its administrative role, Kyebi's central geographic location and well-connected road network give it a strategic advantage in serving surrounding communities, reinforcing its role as the first-order settlement in the municipal spatial hierarchy.

Figure 2.31: Hierarchy of Settlement



Source: MPCU, 2025

Second-order settlements, such as Asiakwa, Asafo, Bunso, and Apedwa, serve as secondary service centers, with moderate levels of infrastructure and facilities. These towns play an important role in supporting the development of peripheral communities and reducing pressure on Kyebi.

Table 2.35: Scalogram Analysis

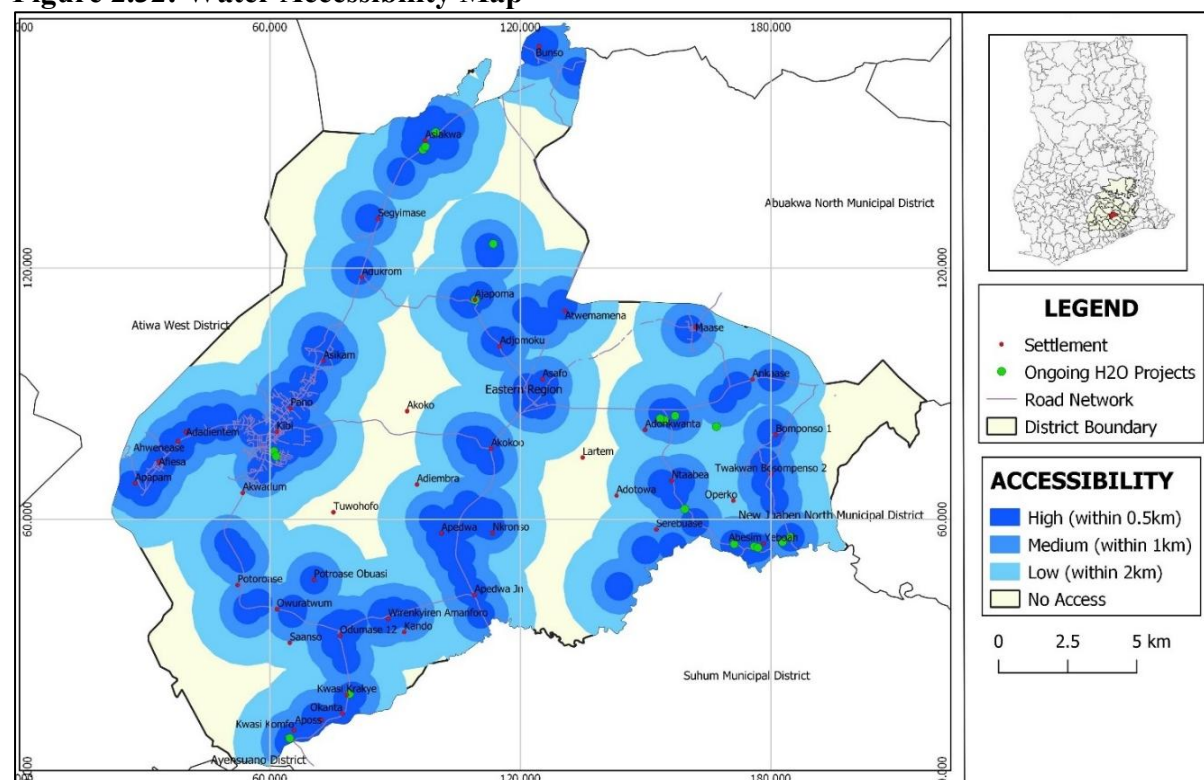
SETTLEMENT	2021 Popn.	EDUCATION					HEALTH				WATER & SANITATION				ENERGY, POST.&TELE COM.			SECURITY & JUDIC.			ECONOMIC							
		KG	PRIM.	JHS	SHS/VOC	TERTIARY	CHPS	CLINICS	H. CENT	HOSP.	BOREHOLE	PIPE BORNE	KVIP	WC	TEL	ELECT	P. OFFICE	P. STATION	COURT	FIRE STAT.	EXTENSION	MARKET	BANK	HOTEL	GUEST. HSE	NO. OF FUNCT.	WEIGHTED CENT.	LEVEL
Weight (w)		1	2	3	4	5	1	2	3	4	1	2	1	2	2	2	1	3	4	2	2	2	3	3	2	24		
Kibi		5	5	5	12.5	33.3	-	-	-	25	5	12.5	5	12.5	5	5	16.7	11.1	50	100		20	16.7	12.5	25	21	387.8	1st
Asiakwa		5	5	5	12.5	-	-	25	25	-	5	12.5	5	12.5	5	5	16.7	11.1	-	-		20	16.7	12.5	-	18	204.5	3rd
Apedwa		5	5	5	-	-	-	-	25	-	5	12.5	5	-	5	5	-	11.1	-	-		-	-	12.5	-	12	101.1	5th
Asafo		5	5	5	12.5	-	-	-	25	-	5	-	5	-	5	5	-	11.1	-	-		-	-	-	-	12	88.6	6th
Nkronso		5	5	5	-	-	-	-	-	-	5	-	5	-	5	5	-	-	-	-		-	-	-	-	8	40	7th
Maase		5	5	5	-	-	-	25	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	65	
Bunso Akim		5	5	5	12.5	33.3	-	-	25	-	5	-	5	12.5	5	5	-	11.1	-	-	5	-	16.7	12.5	-	15	163.6	4th
Wrenkyiren Amanfrom		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	11.1	-	-	5	-	-	12.5		11	71.9	7th
Apapam		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	48.3	
Sagyimase		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	48.3	
Potroase		5	5	5	-	-	8.3	-	-	-	5	-	5	12.5	5	5	-	-	-	-	5	-	-	-	-	10	60.8	
Odumasi		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	48.3	
Asikam		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	48.3	
Adonkwanta		5	5	5	-	-	8.3	-	-	-	5	-	5	-	5	5	-	-	-	-	5	-	-	-	-	9	48.3	
Akooko		5	5	5	-	-	8.3	-	-	-	5	12.5	5	12.5	5	5	-	-	-	-	5	-	-	-	-	11	73.3	
No. of Settlement (n)		20	20	20	8	3	12	4	4	4	20	8	20	9	20	20	6	9	2	1	20	5	6	8	4			
Centrality Score=100/n		5	5	5	12.5	33.3	8.3	25	25	25	5	12.5	5	12.5	5	5	16.7	11.1	50	100	5	20	16.7	12.5	25			
Wt-cent. Score=WxCs		5	10	15	50	166.7	58.3	50	75	100	5	25	5	25	10	10	16.7	33.3	200	200	10	40	50.1	37.5	50			

Source: ASMA MPCU, 2025

2.6.4 Water and Sanitation

Water supply has improved considerably over the past four years. Communities have benefited from pipe-borne water and boreholes through the expansion of water distribution systems at Kibi, Bunso, Asiakwa and Akooko. A total of 67 boreholes were also drilled and mechanized across the municipality. Access to potable water has increased from 82 percent in 2021 to 88 percent in 2024. Out of this, 15 were mechanized to augment their supply. Sanitation coverage is 50 percent. Access to sanitation in the urban centers is higher than the rural communities.

Figure 2.32: Water Accessibility Map



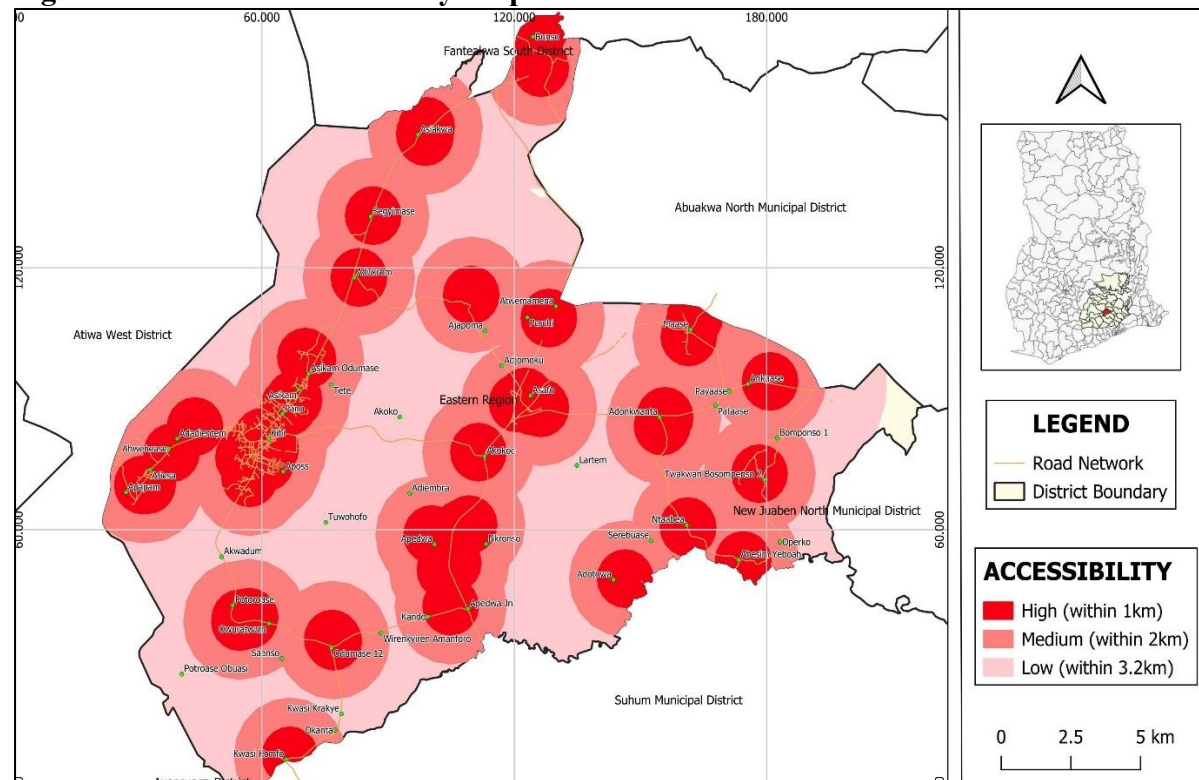
Source: ASMA MPCU, 2025

Figure 2.32 indicates that while water facilities appear to be fairly distributed across the municipality, accessibility challenges persist for some residents. In particular, individuals in hard-to-reach communities and newly developed areas often have to walk between 1 and 2 kilometers to reach the nearest water supply point. This highlights spatial gaps in service coverage and inequitable access to basic water infrastructure, especially in growing and underserved settlements.

2.6.5 Distribution of Educational Facilities in the Municipality

The map reveals that communities such as Adotowa, Bonponso No. 1, Potroase Obuasi, Kwasi Krakye, and Adjumoku are located more than 2 kilometers from the nearest basic education facility. This indicates significant accessibility challenges and highlights spatial disparities in the distribution of educational infrastructure.

Figure 2.33: School Accessibility Map



Source: ASMA MPCU 2025

2.6.6 Telecommunication

Telecommunication services in the municipality have been developing over the years, especially with the introduction of the mobile phone networks. Urban communities (including Kibi, Asiakwa, Bunsu etc) are currently connected to the national telecom grid, while other private telecommunication services have covered over 90 percent of the municipality. A total of 64000 persons aged 12 years and older had mobile phones. This shows that half (67.5%) of the population in Municipality has access to mobile phones. This situation has drastically reduced extent of travel and physical contact within and outside the municipality.

2.6.7 Accessibility to Transportation Services

Road transport is by far the most important mode of transport in the municipality. The municipality has a fair distribution of accessible roads, majority of which link the Accra-Kumasi and Bunso-Koforidua trunk roads. Most people who live along these trunk roads have less travel time. The conditions of feeder roads which form about 60% of the road network are generally poor. Most of the feeder roads have deteriorated, with some even unmotorable. Surface accessibility is therefore poor especially in the rainy season. Presently, the railway transport is not in operation in the municipality. This adversely affects easy movement of heavy goods and other services.

2.6.8 Housing

The municipality has a total housing stock of 31,854 units. Of these, approximately 56.5 percent are located in rural communities, while the remaining 43.5 percent are in urban centers. The most prevalent housing type is the separate detached house, accounting for 23,996 units or 75.3 percent of the total housing stock. This is followed by compound houses (15.3%) and semi-detached houses (6.6%). Other housing types—such as flats/apartments, metal containers, huts, and kiosks—collectively make up about 2.8 percent of the total.

In terms of construction materials, cement blocks or concrete are the most commonly used walling material, found in 66.4 percent of houses, followed by mud bricks or earth at 28.9 percent. Flooring is predominantly made of cement or concrete, used in 73.6 percent of homes. Tiles and vinyl tiles are used in about 5.2 percent of the housing units. For roofing, metal sheets are overwhelmingly dominant, covering 96.9 percent of the housing stock in the municipality.

2.6.9 Infrastructure

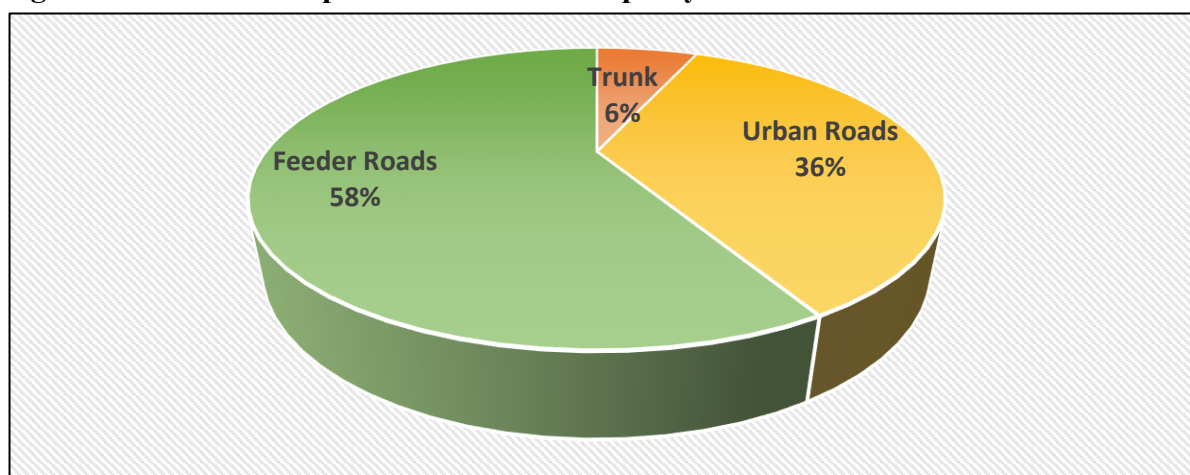
The provision of adequate economic infrastructure is the surest way to boost local economic development. The municipality lags in terms of critical economic infrastructure including roads, electricity, telecommunication, markets and agro-processing facilities. The inadequate or absence of these facilities has slowed down the development of the local economy and a lot more work needs to be put in place to address the situation.

2.6.9.1 Road Network

The road network in the municipality is made up of about 58 percent feeder roads, 6 percent highways and 36 percent urban roads. About over 80 percent of the feeder roads is not motorable especially during rainy seasons. The irony is that the feeder roads connect the farming communities to the market centers. As a result, there is always high post-harvest losses annually thereby discouraging most farmers particularly the youth from venturing into farming or expanding existing ones.

Contrary to the situation of the feeder roads, the highway network in the municipality has in recent times seen a major boost thanks the construction and surfacing of the Bunso-Kofofidua, Bunso—Suhum and the Bunso-Apedwa highways even though the latter is yet to be fully completed. These notwithstanding, a larger percentage of the urban roads are also in a deplorable state affecting economic activities in the urban communities. Generally, the road infrastructure in the municipality needs to be improved if economic activities are to be promoted.

Figure 2.34: Road Composition in the Municipality



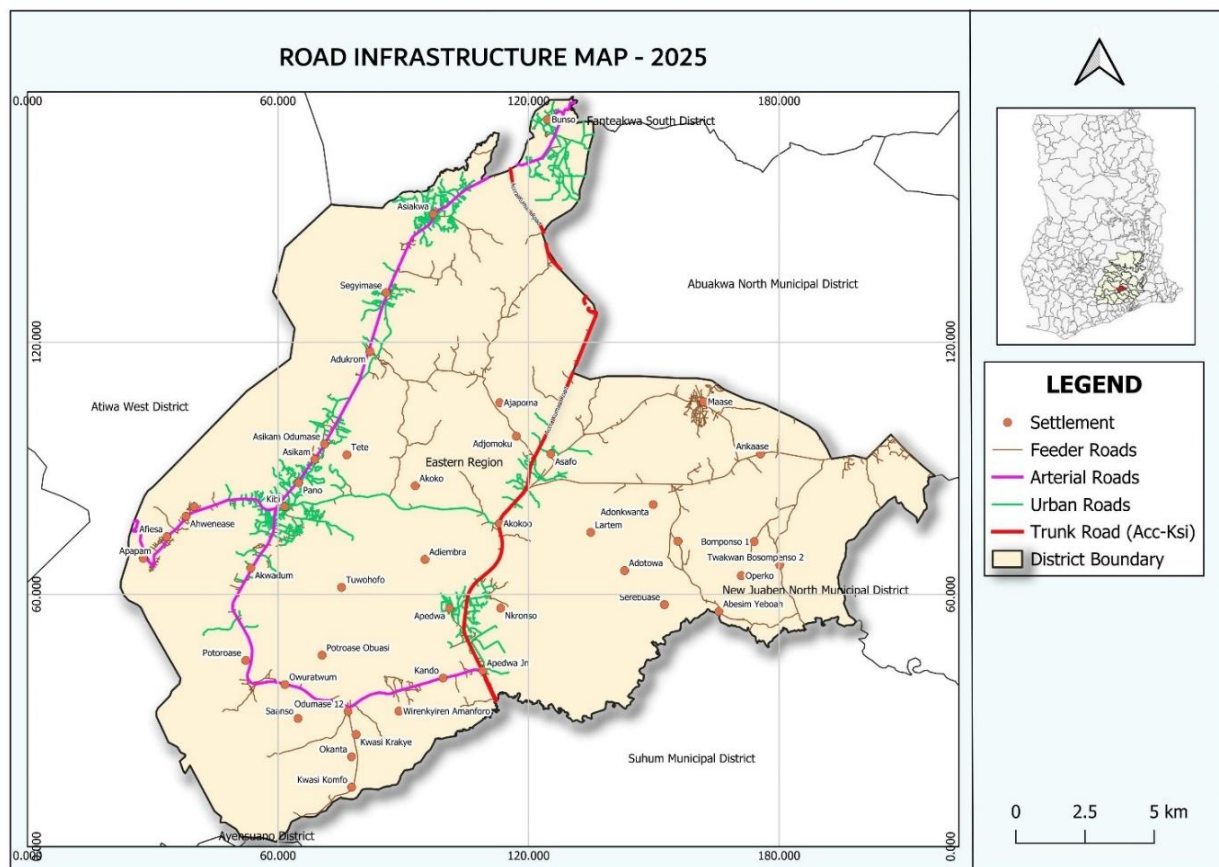
Source: MPCU, 2025

From a spatial planning perspective, the composition of the road network highlights strong rural-urban linkages, particularly supporting agricultural production and market accessibility. Figure 2.35 shows the distribution of road by type while figure 2.36 the total length of tarred roads in the municipality is 152.1 km, accounting for 41.9% of the entire road network.

Disaggregated by road type, the tarred roads include:

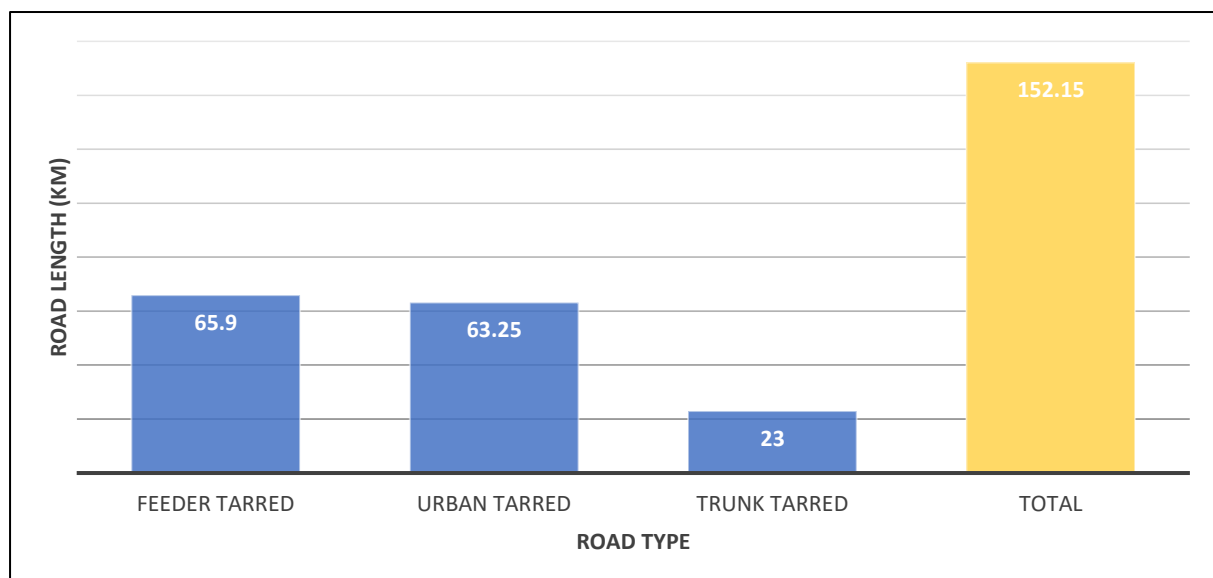
- 65.9 km of feeder roads,
- 63.25 km of urban roads, and
- 23 km of trunk (highway) roads.

Figure 2.35: Road Network by type



Source: ASMA MPCU 2025

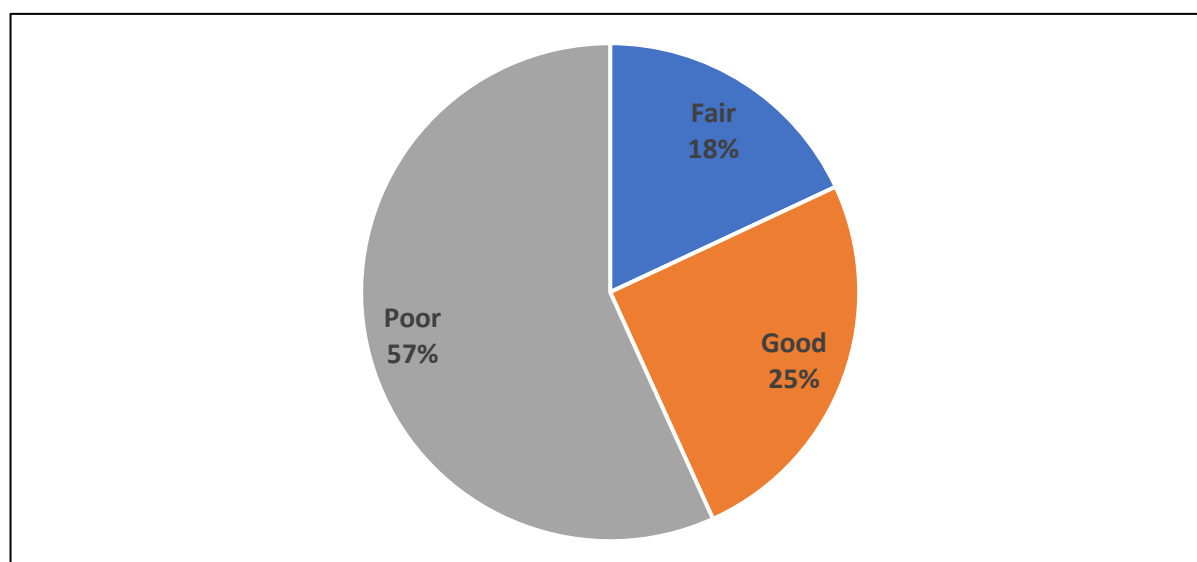
Figure 2.36: Road length by type



Source: ASMA MPCU 2025

Figure 2.37 indicates that over half (57%) of the roads in the municipality are in poor condition, while 18% are classified as fair and only 25% as good. The deteriorated road network significantly hampers the efficient movement of goods and services, leading to increased travel time and reduced accessibility, particularly in affected communities.

Figure 2.37: Condition of roads



Source: ASMA MPCU, 2025

As shown in Figure 2.38, approximately 140 km, representing 66.4% of all feeder roads, are in bad condition. Nearly half of these become unmotorable during the rainy season due to poor surface quality and inadequate drainage infrastructure.

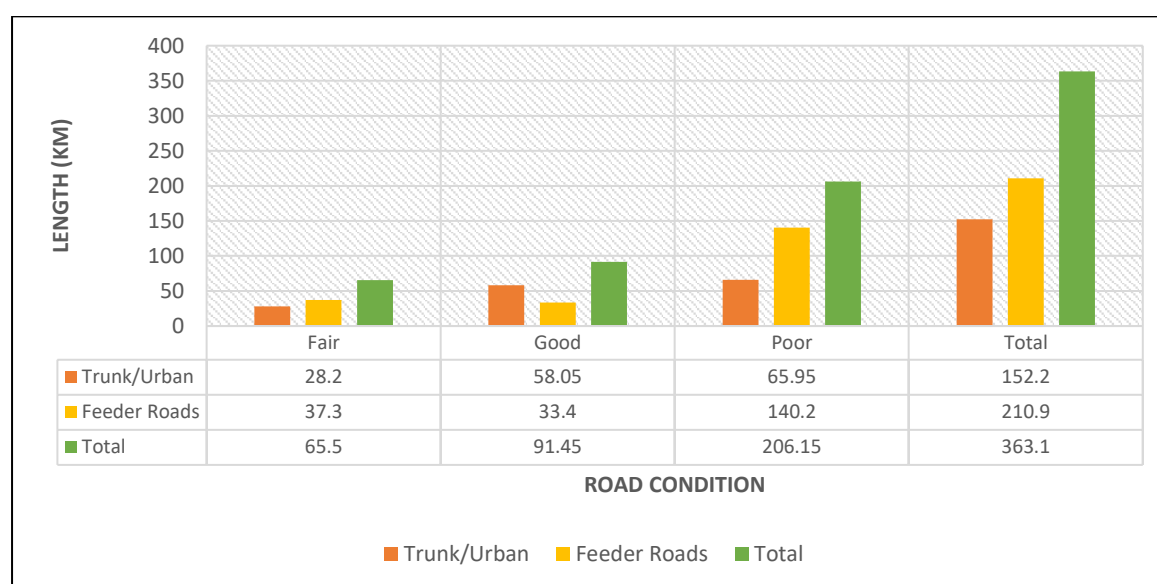
These deteriorated roads serve as the primary links between farming communities and market centers, resulting in longer travel times, higher transportation costs, and significant post-harvest losses. The ongoing deterioration of these vital routes undermines food security, reduces farmers' incomes, and discourages agricultural investment, particularly among the youth.

In contrast, approximately 66.5 percent of urban roads are in good condition, contributing to improved intra-urban mobility in many parts of the municipality. However, certain urban areas—particularly in Asiakwa, Asafo, and Apedwa—still suffer from deteriorated road conditions, which hinder access and contribute to localized economic stagnation.

The municipality's highway network has also experienced notable deterioration in recent years, especially along the Apedwa Junction–Bunso highway, likely due to inadequate and infrequent maintenance. Despite these shortcomings, the existing road network continues to

enhance regional connectivity, reinforcing the municipality’s role within the broader spatial economy.

Figure 2.38: Road Condition by type



Source: MPCU, 2024

To achieve inclusive economic growth and spatial equity, comprehensive road infrastructure improvements are crucial. Priority should be given to upgrading feeder and urban roads, especially those linking productive agricultural areas to commercial hubs. Such interventions will improve market access, reduce transportation costs, and promote balanced territorial development across the municipality.

2.6.10 Energy

Electricity, liquefied petroleum gas (LPG), charcoal, and fuelwood constitute the primary sources of energy within the municipality. LPG, charcoal, and fuelwood are predominantly used for domestic cooking and small-scale industrial and commercial activities, while electricity is primarily utilized for lighting. Spatially, the distribution of LPG supply points is concentrated in a few settlements—namely Kibi, Bunso, Amanfrom, and Asikam—highlighting a geographic imbalance in access. This underscores the need for strategic planning to encourage private sector investment in underserved communities, promoting equitable access to clean energy across the municipality.

Despite electricity coverage reaching approximately 95% of communities, a number of rural settlements still remain without connection to the national grid. This spatial gap poses a

significant barrier to the municipality's agenda of promoting agro-processing, which requires reliable energy infrastructure. Furthermore, many newly developed areas—both urban and rural—lack electricity, indicating a mismatch between spatial development patterns and infrastructure provision.

To address these gaps, the municipal assembly must prioritize the procurement and distribution of both high- and low-tension electricity poles during the planning period. Coordination with the Electricity Company of Ghana (ECG) is crucial to ensure that all materials meet required specifications and to avoid procurement inefficiencies. Integrating spatial planning considerations into energy infrastructure development will be vital to ensuring inclusive growth and sustainable development across the municipality.

2.6.11 Post and Telecommunication

Postal and telecommunication infrastructure in the municipality has seen a significant shift in recent years due to technological advancements and changing communication trends. Traditional postal services have declined sharply, with many postal agencies either closed or underutilized, largely because of the rise in mobile telecommunication and internet use, coupled with the postal sector's failure to modernize. Despite this, the remaining postal agencies still provide essential services such as EMS, MoneyGram, and other cash transfers alongside their core postal functions.

Conversely, mobile telecommunication coverage has grown significantly, reaching about 90% of communities within the municipality. However, the quality of service is uneven, influenced by geographic factors such as distance from network masts and terrain. Major service providers including MTN, AirtelTigo (AT), and Telecel operate in the area, offering essential communication services that support socio-economic activities. From a spatial planning perspective, there is a clear need for better infrastructure siting and investment in high-quality network coverage, especially in remote or underserved locations, to ensure equitable access and strengthen digital connectivity across the municipality.

2.6.12 Asset maintenance

The Assembly's assets comprise both fixed and movable assets, including vehicles, office equipment, markets, lockable stores, staff residential facilities, administrative offices, as well

as educational and health facilities. In addition, road and drainage infrastructure that support these facilities are critical components of the Assembly's asset base.

Despite the broad asset portfolio, the Assembly's maintenance budget constitutes only about 10 percent of the total capital budget. However, the execution of this budget has consistently fallen short, with less than 50 percent of the allocated maintenance funds typically utilized. This trend underscores a persistent gap in the effective upkeep of public infrastructure.

In 2024, maintenance activities focused primarily on roads and drainage systems. Out of an estimated maintenance cost of GH¢720,600, the Assembly expended GH¢428,586.50—representing a utilization rate of approximately 59.5 percent of the maintenance allocation. This figure also accounts for just over 5 percent of the total Capital Expenditure (CapEx) of GH¢17,062,419.88 for the year.

2.6.12 Spatial Planning and Development Control

The Physical Planning Department serves as the secretariat for both the Technical Sub-Committee and the Spatial Planning Committee of the Assembly. The Parks and Gardens Unit also operates under the department. In line with its mandate under the Land Use and Spatial Planning Act, 2016 (Act 925), the department is responsible for ensuring compliance with planning and development regulations within the Assembly's jurisdiction. Building inspection and Development Control

Development control in the municipality remains ineffective due to inadequate logistics and limited human resources, leading to inconsistencies in building inspections. Consequently, an estimated 75 percent of developments in the district have been undertaken without the requisite permits or authorizations. Unauthorized developments pose significant risks, including potential disasters and negative environmental impacts such as poor ventilation, lack of climate considerations, and construction on unsuitable sites. Weak development control increases the risk of unplanned growth and results in substantial revenue loss to the Assembly.

2.6.12.1 Street Naming and property Identification

Currently, only about 40 percent of identified streets in the municipality have signage. Out of the 41 communities, just 10—representing approximately 23 percent—have street signs in place. Property identification and the linkage of properties to street names remain very low,

with an estimated coverage of only 5 percent. This limited coverage is primarily confined to the municipal capital, where a few properties have been identified by street names. The challenge stems largely from the fact that most properties are not properly numbered in a way that allows them to be effectively linked to the street network.

2.6.12.2 Greenery and Landscaping

The Parks and Gardens Unit, under the Physical Planning Department, is responsible for managing greenery and landscaping within the municipality. However, the unit is severely under-resourced in both logistics and human capital. This has significantly hindered the Assembly's ability to maintain existing green spaces and landscapes regularly. Additionally, the unit's capacity to supervise and enforce green development initiatives is limited due to insufficient support. These challenges have negative implications for climate resilience, environmental sustainability, and the overall aesthetic appeal of the municipality.

2.6.12.3 Key Challenges in Spatial Planning and Development Control

- **Limited Structure Plans:** Currently, only Kyebi has an approved structure plan, leaving other communities without a guiding framework for spatial development.
- **Inadequate Planning Schemes and Local Plans:** The absence of comprehensive planning schemes hampers coordinated and sustainable land use planning across the municipality.
- **Insufficient Logistics for Building Inspection:** The lack of essential tools, equipment, and mobility limits the effectiveness and frequency of building inspections.
- **Lack of Property Identification:** Most properties are not properly numbered or linked to street names, making spatial referencing and service delivery difficult.
- **Uncontrolled Development:** Inconsistent and infrequent building inspections have resulted in widespread unauthorized developments and haphazard growth.

2.7 Climate Change

Climate change is widely recognized as one of the most critical environmental challenges with both global and local implications. In this municipality, its effects are increasingly evident across key sectors of the economy, including agriculture, public health, water resources, infrastructure, and community livelihoods.

Several human-induced activities have exacerbated the vulnerability of the municipality to climate-related hazards. These include the unplanned and often illegal construction of houses in waterways, wetlands, and flood-prone areas; widespread deforestation; poor urban planning and land-use practices; excessive carbon dioxide emissions; and illegal mining operations. The latter, in particular, has led to the severe pollution of vital water bodies such as the Birim and Densu rivers.

Table 2.36: Dominant Climate Hazards

Hazard	Affected Communities	Impact
High Temperature	Throughout the municipality. Impact is high in urban areas	Negative health outcomes, crop failure, and increased evaporation affecting water sources
Erratic Rainfall	Akyem Asafo, Apedwa, and Kibi	Disruption of farming seasons, poor crop yields, and food insecurity.
Prolonged Drought	Apedwa and Sukrong	Water scarcity, reduced agricultural productivity, and stress on water supply systems.
Flooding	Kibi, Pano Zongo	Destruction of homes and infrastructure, displacement & increased disease outbreaks.

Source: ASMA NADMO, 2024

These environmental and developmental challenges have intensified the municipality's exposure to climate hazards such as flooding, drought, and extreme weather events. Table 2.36 outlines the predominant climate hazards affecting the municipality and highlights the specific communities most impacted.

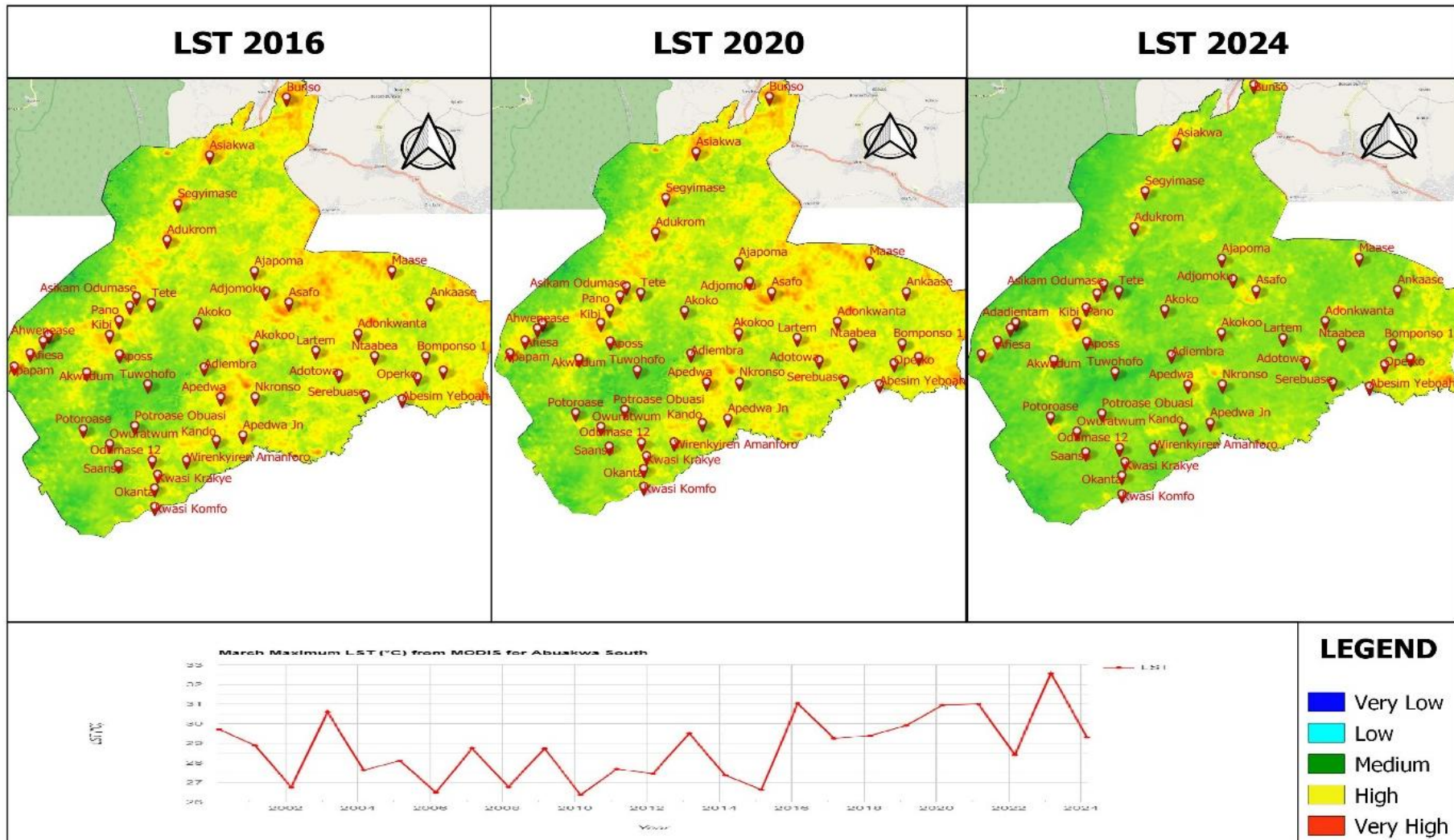
2.7.1 Land Surface Temperature

Figure 2.39 illustrates changes in Land Surface Temperature (LST) across the municipality for the years 2016, 2020, and 2024. The data shows a notable decline in surface temperatures—from predominantly high levels in 2016 to moderate levels by 2024. This downward trend is indicative of the municipality's ongoing efforts to mitigate the local impacts of climate change through reforestation and environmental restoration.

A significant factor contributing to this improvement is the Green Ghana Initiative, launched in 2017. Under this program, the Forestry Commission, in collaboration with the Municipal Assembly and A Rocha Ghana, has facilitated the nursing and planting of thousands of tree seedlings throughout the municipality. In addition, the establishment of the Okyeman Environmental Foundation and the development of a 30-acre forest reserve at Asikam have played a vital role in enhancing green cover and moderating local temperatures. These interventions demonstrate the positive impact of coordinated climate action at the local level,

reinforcing the importance of ecosystem restoration in addressing the challenges posed by global warming.

Figure 2.39: Trend of Land surface Temperature



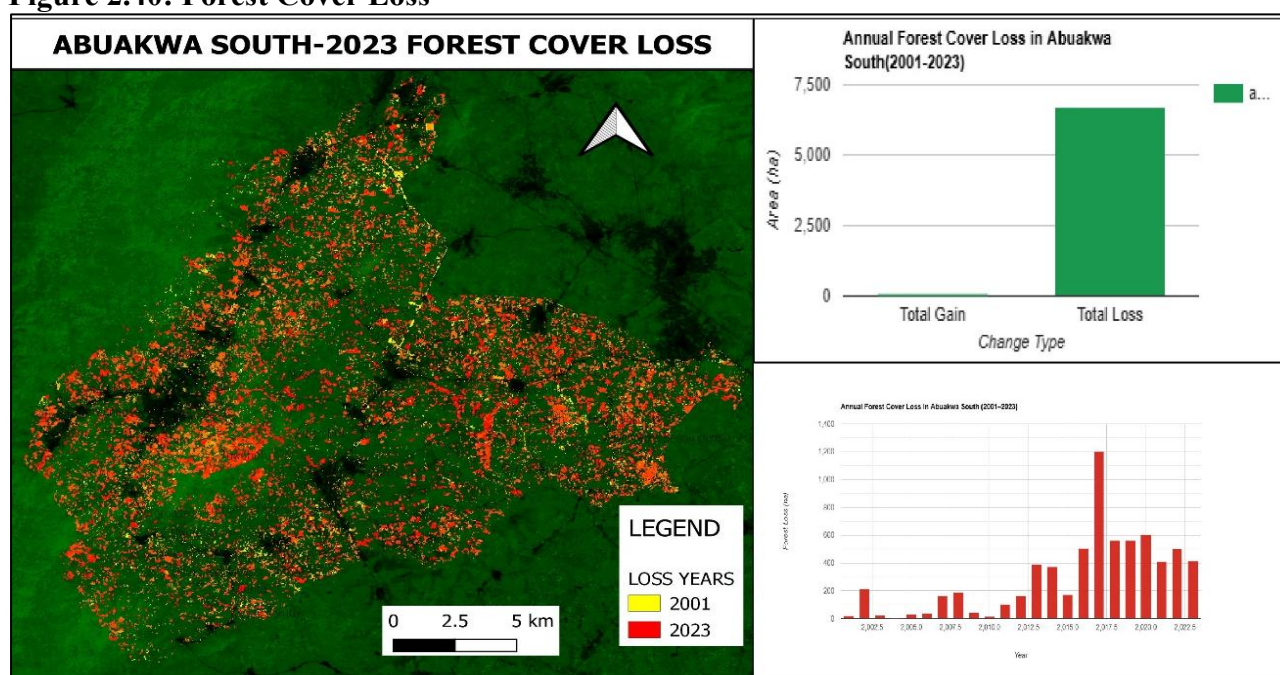
Source: ASMA MPCU, 2025

Land Surface Temperature (LST) is closely linked to land degradation and forest cover dynamics. The highest levels of forest loss and land degradation were recorded in 2017, coinciding with elevated LST readings. However, by 2023, degradation levels had significantly declined, reflecting the positive impact of reforestation and environmental interventions.

Despite recent progress, a long-term comparison of forest cover loss and gain over the past 23 years reveals a troubling imbalance: approximately 6,800 hectares of forest have been lost, while only around 700 hectares have been restored. This stark disparity highlights the urgent need for the Forestry Commission, the Municipal Assembly, and other stakeholders to intensify and scale up efforts in environmental conservation and climate resilience.

If this trend is not reversed, the municipality may continue to face escalating climate risks, including higher temperatures, disrupted rainfall patterns, and reduced ecosystem services vital to sustainable development

Figure 2.40: Forest Cover Loss



Source: ASMA MPCU, 2024

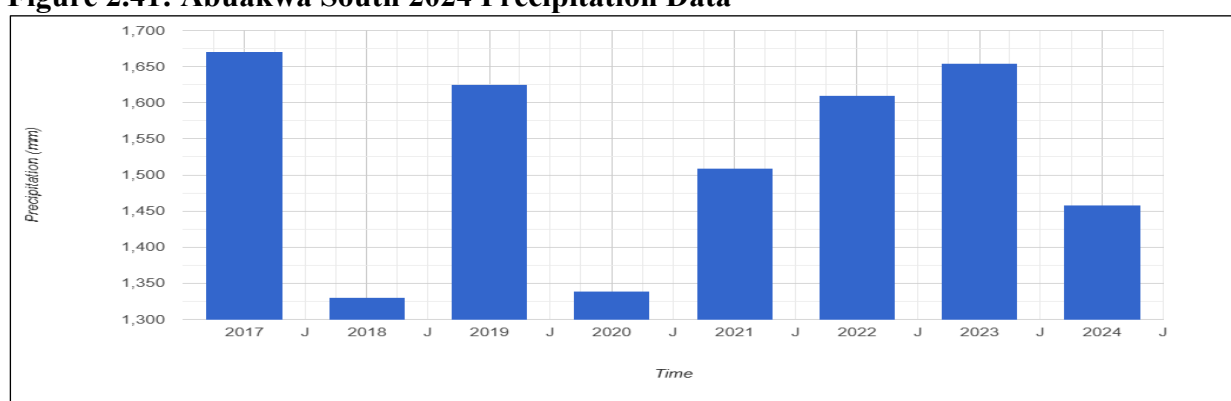
2.7.15 Precipitation Trends and Climate Variability (2017–2024)

The bar chart in figure 2.41 presents annual precipitation data (in millimeters) from 2017 to 2024, revealing significant fluctuations in rainfall patterns over the period. Peak precipitation levels were recorded in 2017 and 2023, while 2018 and 2020 experienced markedly low

rainfall, suggesting periods of drought or prolonged dry spells. The year 2024 shows a moderate decline in rainfall compared to previous high years, likely reflecting continued variability in precipitation distribution.

These inconsistencies signal increasing climate variability, a defining feature of climate change. Irregular rainfall patterns pose substantial risks to the municipality, including reduced agricultural productivity, water insecurity, and heightened vulnerability to both floods and droughts. The observed trends highlight the urgent need for the implementation of adaptive climate strategies, improved water resource management, and strengthened disaster preparedness measures to build local resilience.

Figure 2.41: Abuakwa South 2024 Precipitation Data



Source: ASMA MPCU 2024

2.8 Emergency Preparedness and Response

2.8.1 Disasters

Disasters that occur in the municipality are categorized into pests and insects' infestation, diseases and epidemics, fires, hydro meteorological, geological and man-made.

2.8.2 Pest and Insect Infestation Hazards

Pest and disease infestations pose significant hazards to agriculture and food security in the municipality. Key crops such as maize, cocoa, and citrus are highly susceptible to a range of pests, including armyworms, caterpillars, locusts, grasshoppers, larger grain borers, fruit flies, diamond bugs, aphids, and capsids. These infestations can lead to substantial yield losses, affecting both household income and local food supply.

Livestock and poultry are also at risk from infectious diseases such as swine fever, avian flu, anthrax, and rinderpest, which can spread rapidly and result in high mortality rates. These

Furthermore, stored food products are vulnerable to pest damage, particularly from species like the larger grain borer, grain weevil, and gall armyworm. Such infestations can lead to post-harvest losses, reducing the availability of food and increasing economic pressure on already vulnerable households.

2.8.3 Disease Epidemic Hazards

Figure 2.42: Map of Abuakwa South showing susceptible to Disease Outbreak

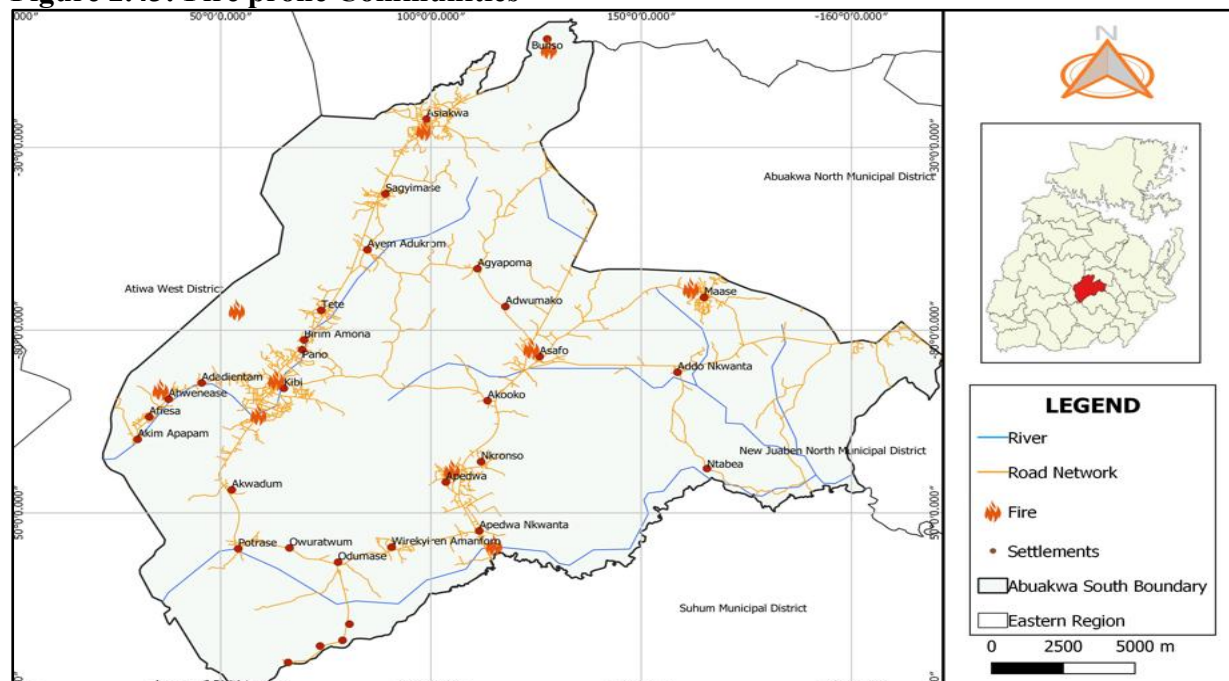


Fire hazards in the municipality manifest in various forms, including domestic, industrial, and commercial fires, bushfires, and fires caused by lightning. These hazards are driven by several risk factors such as the storage of explosives in mines and quarries, volatile chemicals

in hospitals, electrical faults, and the presence of flammable materials in public and private spaces.

Key high-risk locations include markets, conference and entertainment halls, and educational institutions, all of which are vulnerable to open fires, chemical incidents, and electrical malfunctions. Notable institutions at risk include Asafo Senior High School, Asafo St. Paul Technical School, Asiakwa St. Stephens Senior High School, Presbyterian College of Education, and Abuakwa State College in Kyebi. Converging centers like the Linda Dor Rest Stop at Bunso also present a considerable fire risk due to high human activity and structural vulnerability.

Figure 2.43: Fire prone Communities

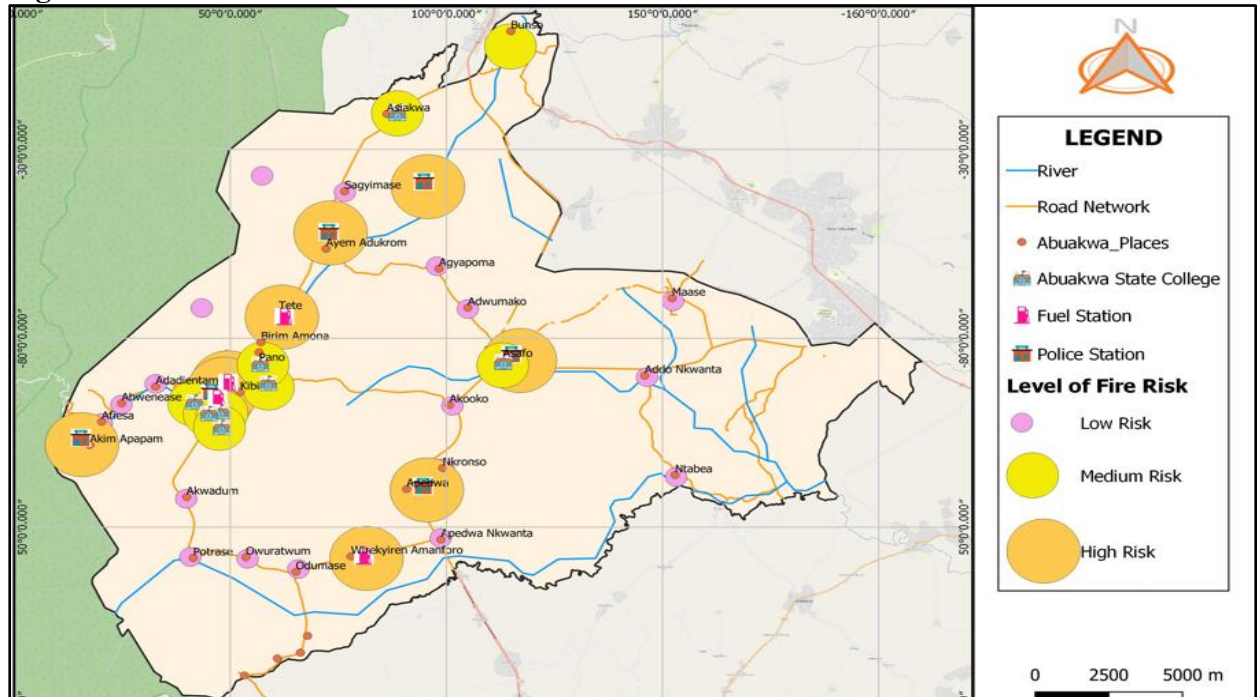


Source: ASMA Disaster Preparedness Action Plan, 2022-2025

Bulk power supply stations are exposed to fire hazards from lightning strikes and electrical faults. Densely populated areas such as Kyebi, Asiakwa, Asafo, and Apedwa face increased fire risks from LPG leakages, open fires, and frequent electrical issues. Residential zones throughout the municipality are also at risk, primarily due to the use of faulty electrical appliances and poor wiring, despite limited specific data in the risk table.

Overall, fire hazards pose a serious threat to life, property, and development, particularly in areas with high human activity, weak infrastructure, and limited fire prevention and response capacity.

Figure 2.44: Level of Fire Risk



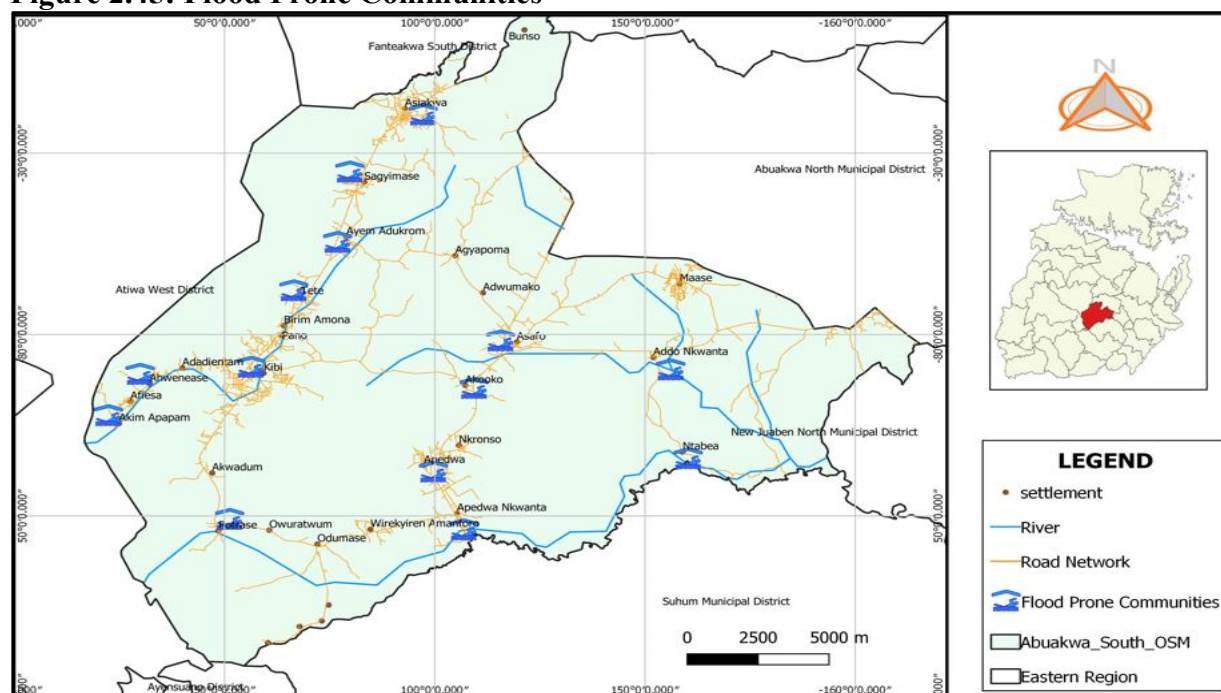
Source: ASMA Disaster Preparedness Action Plan, 2022-2025

2.8.5 Hydro-Meteorological Hazards

Hydro-meteorological hazards in the municipality include rainfall-induced flooding, river and lagoon flooding, tidal flooding, man-made flooding such as dam bursts, spillage, or the blocking of river courses, as well as rainstorms, windstorms, and drought. Windstorms and flooding typically occur between May and November. Flooding commonly affects the Birim River Plains, Bomponso, Apapam, Okanta, and Kyebi, while windstorms have an impact across the entire municipality. Rainfall-runoff flooding is particularly prevalent during this same period in areas such as Bomponso, Odumase, and Boso-Dumase.

Flooding and rain related destruction of properties. These are caused by both natural (heavy rainfall and thunderstorms) and made-made related factors (not adapting to the appropriate building codes and poor planning of settlements and land uses in the municipality). Water-related disasters constitute about 70% of all the types of disasters in the municipality. Flood prone areas in the municipality are Adadientem, Bunso.

Figure 2.45: Flood Prone Communities



Source: ASMA Disaster Preparedness Action Plan, 2022-2025

2.8.6 Geological Hazards

The municipality faces several geological hazards, including earthquakes, landslides, rockfalls, soil erosion, expansive soils, ground subsidence, and radon gas emissions. These hazards threaten the safety, infrastructure, and livelihoods of residents, especially in small communities with poor construction standards and limited emergency services. Impacts range from damaged roads and farmland to structural failure of buildings and long-term health risks. Earthquakes, though infrequent, pose a significant danger due to the lack of resilient infrastructure.

2.8.7 Man-made Hazards

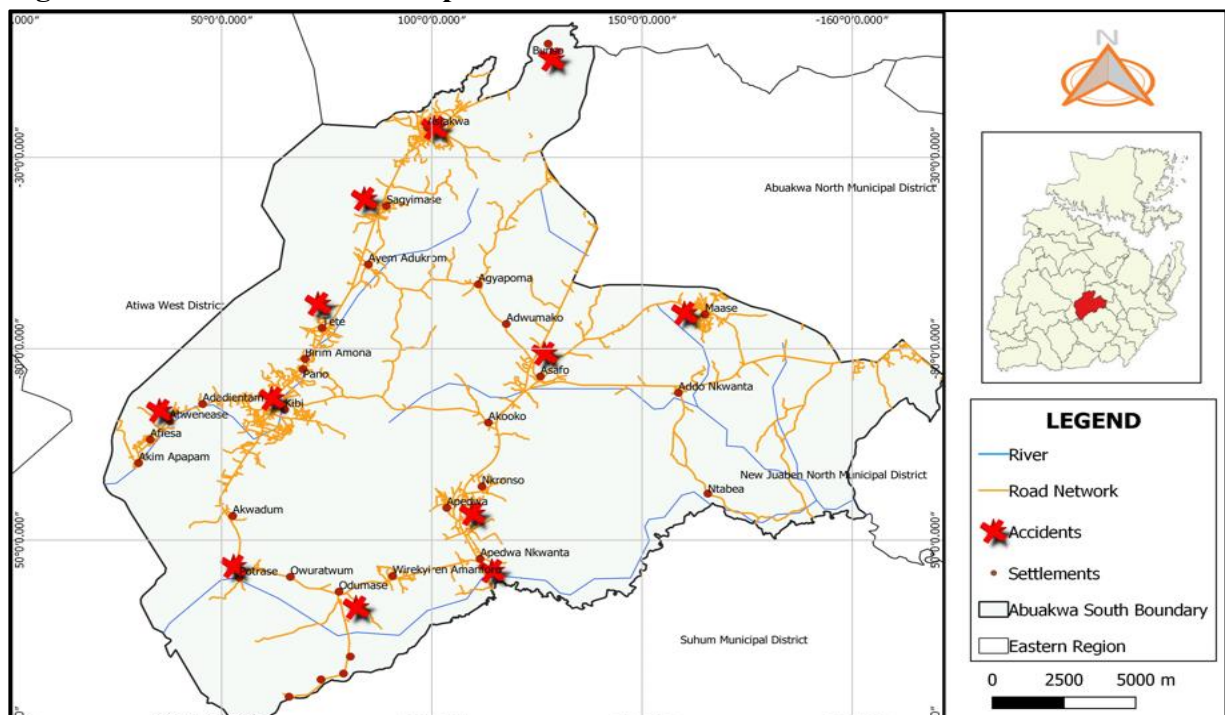
Man-made hazards in the municipality pose significant threats, especially in areas with limited resources and regulatory oversight. These hazards include structural failures from collapsing buildings, quarrying, sand winning, and illegal mining. Ethnic conflicts and local violence can destabilize communities and hinder development. Industrial accidents, particularly in manufacturing zones, endanger workers and residents where safety standards are lacking.

Transport-related hazards, especially frequent and often fatal motor accidents along the Accra-Kumasi highway, are a major concern. Pollution from air emissions, oil spills, and

contaminated water impacts health and reduces agricultural productivity. In mining-prone communities such as Kibi, Adukrom, Asikam, Segyimase, Asiakwa, Adadientema, and Apapam, illegal mining (galamsey) activities frequently result in deadly accidents. Miners are sometimes trapped in pits, while uncovered excavations pose dangers to children and farmers. These issues highlight the urgent need for intensified environmental education and land reclamation efforts by the Assembly.

Deforestation and desertification, driven by illegal logging and unsustainable land use, further degrade the environment and reduce agricultural yields, deepening poverty in rural communities. Overall, these hazards threaten lives and property, impede development, strain local governance, and exacerbate inequality across the municipality.

Figure 2.46: Communities susceptible to motor accidents



Source: ASMA Disaster Preparedness Action Plan, 2022-2025

2.8.8 Disaster Management in Abuakwa South Municipal Assembly

The Abuakwa South Municipal Assembly is committed to enhancing local resilience through the development and implementation of a Disaster Preparedness Action Plan tailored to the municipality's unique needs and priority risks. The responsibility for coordinating disaster management efforts within the municipality lies with the National Disaster Management Organisation (NADMO), operating through the Municipal Disaster Management Committee.

This Committee provides strategic oversight and direction for all disaster preparedness, response, and recovery initiatives within the municipality. At the operational level, the Municipal NADMO Coordinator serves as the central authority, managing and coordinating all disaster-related activities.

2.8.9 Disaster Preparedness and Response

The Abuakwa South Municipal Assembly has prepared a comprehensive disaster preparedness action plan that is a road map for providing a response for disaster in the municipality. The plan centers on the coordination of multi-sector collaboration in the response against disaster. However, the Assembly has not been able to fully implement the plan due to:

- Inadequate capacity of NADMO Staff
- Poor coordination of Disaster prevention efforts
- Inadequate Disaster volunteer groups and lack of community participation in disaster
- Inadequate funds for disaster prevention and response efforts
- Limited capacity to identify early warning signs
- Emerging hazards, such as the impacts of climate change, cyber threats, or public health emergencies

2.9 Governance

This section focuses on key governance and development processes within the municipality, including peace and security, community action planning, popular participation, and engagement with traditional authorities. It also highlights the state of social accountability, as well as the implementation, coordination, monitoring, and evaluation of development interventions.

2.9.1 Peace and Security

Peace and safety are critical prerequisites for sustainable development and improved well-being in any geographical area. In Abuakwa South Municipality, the responsibility for maintaining law and order lies with the Municipal Security Council (MUSEC). MUSEC is composed of key stakeholders including the Municipal Chief Executive (Chairperson), representatives from the Ghana Police Service, Ghana Immigration Service, National

Intelligence Bureau (NIB), Ghana National Fire Service (GNFS), Customs Division of the GRA, and the Ghana Prisons Service, with the Municipal Coordinating Director serving as Secretary.

MUSEC is mandated to design and implement strategies to prevent and respond to crime, and to coordinate swift action in times of security threats to maintain peace and public safety within the municipality.

To enhance community-level security and promote civic participation, a multi-faceted approach is needed—including the formation and strengthening of community watchdog committees. These local volunteer groups serve as important partners in assisting formal security agencies with crime detection, deterrence, and reporting.

Chieftaincy disputes, once a source of tension in the area, have largely been resolved through collaborative mediation efforts between MUSEC and the Akyem Abuakwa Traditional Council. This cooperation has played a vital role in sustaining social harmony and preserving traditional leadership structures.

However, a major ongoing security concern is the proliferation of illegal mining activities ("galamsey"), which not only poses an environmental threat but also undermines law and order. Addressing this issue requires strengthened coordination among traditional authorities, the municipal assembly, law enforcement agencies, and civil society groups to develop a unified and sustainable response.

The municipality has seen notable improvements in security presence through the establishment of:

- A Ghana Immigration Service Training Centre at Akooko,
- A Fire Service Training School at Akwadum, and
- The Eastern South Regional Police Command headquarters in Kyebi.

These institutions not only enhance the capacity of the security services but also foster community confidence and create local employment opportunities.

2.9.2 Community Action Planning

Over the years, the Abuakwa South Municipal Assembly has consistently involved communities in the preparation of its Medium-Term Development Plans (MTDPs). As part of this participatory approach, the Assembly conducts Needs Assessments across various communities to identify and prioritize development challenges and aspirations. These assessments help ensure that the voices and concerns of community members are reflected in the municipality's development agenda.

While the communities' inputs are generally well represented in the MTDPs, a major gap exists in their ability to monitor and track the implementation of the planned projects and interventions. This challenge is largely due to the absence of community-specific reference documents, such as Community Action Plans (CAPs), which would provide localized versions of the broader municipal development plans.

To enhance accountability, transparency, and community ownership, there is an urgent need for the Assembly to develop Community Action Plans for all communities within the municipality. These CAPs will not only serve as practical tools for tracking development progress at the grassroots level but will also act as foundational documents in shaping the 2026–2029 Medium-Term Development Plan.

By institutionalizing the development and use of CAPs, the Assembly can:

- Strengthen community participation in planning, monitoring, and evaluation
- Improve coordination between local development actors and the Assembly
- Increase transparency and responsiveness in the delivery of public services
- Foster a greater sense of ownership among citizens over development outcomes

This approach aligns with current trends in decentralized governance and inclusive development, promoting bottom-up planning and ensuring that no community is left behind in the municipality's development efforts.

2.9.3 Interaction with Traditional Authority

Kibi, the capital of Abuakwa South Municipality, also serves as the traditional seat of the Akyem Abuakwa Kingdom, hosting the revered Ofori Panin Fie—the royal palace of the Okyehene, the paramount chief and spiritual leader of the Akyem Abuakwa Traditional Area. The Okyehene presides over a council of divisional chiefs, forming a well-structured and

respected traditional governance system that complements modern local government structures.

This traditional framework mirrors a form of indigenous decentralization, promoting community participation, dispute resolution, and grassroots development. It plays a significant role in fostering peace, unity, and development initiatives within the municipality.

The Akyem people are renowned for their vibrant Ohum Festival, an annual cultural celebration that draws locals and visitors alike. The festival has become a significant platform for promoting tourism, cultural preservation, and stimulating local economic development through trade fairs, arts exhibitions, and traditional performances.

A defining feature of the Akyem people is their hospitality and openness to diversity, rooted in a deep sense of cultural pride and communal values. This welcoming nature has made the municipality home to several ethnic groups from across Ghana, many of whom are engaged in farming, mining, and other informal sector activities. Their peaceful integration and active contribution to the local economy highlight the multicultural and inclusive character of the Abuakwa South Municipality.

Implications for Development

- **Strong Traditional-Local Government Collaboration:** Enhances community participation, eases land acquisition for projects, and fosters peace—key prerequisites for sustainable development.
- **Cultural Tourism Potential:** Offers a unique opportunity to diversify the local economy. Developing tourism infrastructure around the Ohum Festival and heritage sites (e.g., Ofori Panin Fie, Atewa Forest) can generate employment and stimulate SMEs.
- **Social Cohesion and Peace:** The integration of multiple ethnic groups and effective traditional dispute resolution mechanisms promote a stable environment ideal for investment and development planning.
- **Human Capital Development:** The blending of traditional values with modern development approaches can help reinforce social accountability, civic responsibility, and collective progress.

In summary, the traditional system, cultural assets, and social stability of Abuakwa South serve as powerful levers for accelerating local economic development, job creation, and community transformation.

2.9.4 Involvement of Traditional Authorities

The Akyem Abuakwa Kingdom, with its traditional capital at Kibi—also the municipal capital—has played an instrumental role in the governance and development efforts of the Abuakwa South Municipal Assembly. The active involvement of traditional authorities, particularly the Overlord, Osagyefo Amoatia Ofori Panin, is evident in several key areas including land allocation for development projects, support for communal labour, and ongoing engagement in policy dialogue.

As a testament to their commitment to local development, the Akyem Abuakwa Traditional Council generously released a 16.3-acre parcel of land for the construction of a 44-room hostel, restaurant, and a 300-seater auditorium in Kibi—a major investment in hospitality and public infrastructure.

Beyond project support, the Assembly maintains a strong relationship with the traditional leadership through regular consultative meetings at the Ofori Panin Fie (Palace) and annual interactive sessions held during the Ohum Festival. These forums provide an opportunity to engage in open dialogue on developmental priorities and reinforce a shared vision for the municipality's growth. The Traditional Council also plays a complementary role in local justice and security by leveraging its traditional adjudication mechanisms to foster peace and order within communities.

2.9.5 Popular Participation

The Abuakwa South Municipal Assembly has actively implemented a Communication Strategy as part of its 2022–2025 Medium-Term Development Plan. This strategy is rooted in the principles outlined in the Popular Participation Manual, promoting transparency, inclusiveness, and citizen engagement in local governance.

Key components of the Communication Strategy include:

- Town Hall meetings to engage directly with citizens
- Frequent updates on the Assembly's official website and social media platforms, including Facebook

- Community engagements by the Municipal Chief Executive (MCE)
- Public hearings on development plans and policies
- Dissemination of the fee-fixing resolution
- Regular meetings of the Zonal Councils and the General Assembly
- Use of the Assembly's Notice Board to share key information with the public

Beyond these formal communication activities, various departments of the Assembly also engage communities in the implementation of their respective programs. For example:

- The Department of Agriculture conducts farm and home visits, as well as farm demonstrations, through its extension services to support farmers and encourage the adoption of improved practices.
- The Department of Social Welfare and Community Development organizes sensitization activities on Child Labour, Domestic Violence, Gender Mainstreaming, and other pressing social issues.

Despite these efforts, there remains a critical need to broaden stakeholder engagement, particularly in the implementation and monitoring of planned interventions. Enhancing the scope and depth of community participation will:

- Strengthen local ownership of development projects
- Improve transparency and accountability in resource utilization
- Ensure that interventions reflect the actual needs and priorities of the people

2.9.6 Implementation, Coordination, Monitoring and Evaluation

As of the end of the 2024 fiscal year, the Abuakwa South Municipal Assembly had successfully implemented 71.4 percent of its 2022–2025 Medium-Term Development Plan (MTDP), with activities for the final year (2025) yet to be executed. The implementation process has been a collaborative effort involving various stakeholders across the municipality.

A key factor in this achievement has been the effective coordination role played by the Municipal Planning and Coordinating Unit (MPCU), which facilitated inter-departmental collaboration and ensured coherence in the execution of planned interventions.

The MPCU led the monitoring and evaluation (M&E) of projects and programs through regular project site visits, progress review meetings, and Participatory Monitoring and Evaluation (PM&E) sessions involving community members and stakeholders. These

participatory approaches strengthened transparency, accountability, and community involvement in the development process.

However, the Assembly faced challenges, particularly in the full implementation of the Monitoring and Evaluation Plan outlined in the MTDP. Inadequate funding constrained the ability to carry out all scheduled M&E activities, limiting the depth and frequency of assessments.i

2.10 Key Development Issues

A number of development gaps were identified through the performance review of the 2022–2025 Medium-Term Development Plan and an analysis of the municipality’s current situation. These gaps have been categorized under the various development dimensions, as presented in Table 2.37 below.

Table 2.37: Key Development Issues

Development Dimensions	Development Issues
Governance, Corruption And Public Accountability	Ineffective sub-district structures
	Inadequate capacity of public institutions
	Limited information on Government projects and policies
	Limited support for security operations
Economic Development	Limited capacity and opportunities for revenue mobilization
	Limited access to credit by SMEs
	High cost of production inputs
	High incidence of post-harvest losses
	Inadequate extension and veterinary services
	Poor or inadequate market infrastructure and lorry parks
	Poor tourism infrastructure and Service
	Inadequate development and investment in agro-processing and value addition
Environment, Infrastructure And Human Settlements	Loss of farmlands to mining activities
	Poor quality and inadequate road transport network
	Weak enforcement of planning and building regulations
	High levels of environmental degradation as result of illegal mining and indiscriminate lumbering
	Poor drainage system
	Lack of electricity to newly developed areas
Social Development	Vulnerability and variability to climate change
	Poor quality of education at the basic level

Development Dimensions	Development Issues
	Gaps in physical access to quality health care
	Limited coverage of social protection programmes targeted at children
	Unfavourable socio-cultural environment for gender equality
	Inadequate opportunities for persons with disabilities to contribute to society
	Poor sanitation and waste management
	Inadequate supply of potable water
	High unemployment, underemployment and vulnerable employment among the youth
Emergency Planning and Response (Including Covid-19 Recovery Plan)	Recurrent incidence of disaster and poor early warning system
Coordination, Implementation monitoring and Evaluation	Poor Coordination of Plan Implementation and Inadequate logistics for monitoring and evaluation

Source: ASMA MPCU, 2025

2.10.1 SWOT Analysis of Key Development Issues

SWOT analysis in table 2.38 was employed to assess the Strengths, Weaknesses, Opportunities, and Threats associated with the identified development issues. This approach helps to better understand the internal and external factors that may influence the success or failure of efforts to address these challenges.

Table 2.38: Key Development Issues

Development Issues	Strength	Weakness	Opportunities	Threats
Limited capacity and opportunities for revenue mobilization	- Availability of traditional revenue - Strong revenue base i.e. markets, commercial activities, private properties, large population etc. - Large rateable properties - Internal Audit Unit - Availability of Budget Committee and F&A	- Availability of NGOs with investible funds - Government support to MA - Collaboration of the private sector - Support of donor-funded programmes - Access to government training programmes - External Auditors	- Poor educational level of some revenue collectors - Inefficient/corrupt revenue staff - Loopholes in revenue collection - Ineffective monitoring - Lack of commitment on the part of revenue collectors - Inadequate motivation to revenue staff -	- Non release of full budget allocation from the CF - Delays in the release of the share of the DDF - Political interference in the prosecution of defaulters
Conclusion: Revenue under performance through leakages can be addressed by adequately resourcing the Internal Audit Unit to perform its core mandate as well as strengthening monitoring and supervision of collection process.				
Limited access to credit by SMEs	- Availability of DACF - Facilitation by Assembly through proposal writing - Retooling of SMEs	- Inadequate funds - Weak collaboration among stakeholders	- Existence of MASLOC - Bank loans - Support from NGOs - Introduction of 1D1F	- Politicisation of MASLOC - High interest rates and demand for collateral
Conclusion: Inadequate managerial and technical skills of MSEs can be addressed by rolling out training modules suitable for the subsector while the implementation of 1D1F will help to introduce both backward and forward linkages in the value chain				
Poor tourism infrastructure and services	- Existence of natural tourist sites - Commitment of Assembly to partner the private sector - Initial investment in tourism promotion by MA - Hospital communities	- High capital outlay - Difficulties in land acquisition - High cost of developing access to sites	- Mandate of GTA towards developing Tourism industry - Collaboration with NGOs and the private sector - Commitment of environmentally related NGOs in converting Atewa Forest to National Park for tourism	- Competition from neighbouring districts - Threat of possible bauxite exploitation - Threat from illegal and legal mining

Development Issues	Strength	Weakness	Opportunities	Threats
	- Existence of peace and security		eg, A Rocha Ghana - Proactive TAs	
High production cost	Availability of FBOs Availability of farm land - Existence of Agriculture Officers	Subsidize farm inputs Presence of MOFA - Planting for Food and jobs	Bad nature of roads High cost of labour -	High interest rate Unpredictable weather -
- Conclusion: The issue of high cost of production can be addressed by building capacity of Farmer Based Organizations to serve as input distributors to farmers.				
Conclusion: The tourism potential in the district can be harnessed through strong collaboration between the Assembly and the private sector with the technical support of the Ghana Tourist. Authority				
High incidence of post-harvest losses	- Existence of agric dept. - Committed AEAs - Fertile lands - Youthful population - Availability of raw materials - Existence of small scale agro processing units	- Poor road network - High post-harvest losses - Lack of interest of the youth in agric - Destruction of farm lands through mining	- Implementation of planting for food and jobs - Large market for agric produce - Support from NGOs and research institutions	- Inadequate support for the agric dept from central govt - Late release of farm inputs -
Inadequate extension and veterinary services	- Existence of agric dept. - Committed AEAs - MA's support for farmer sensitization Existence of Demonstration farms	- Lack of road worthy vehicle - Lack of motor bikes for field work Inadequate funding for sensitisation	- MOFA - Donor partners - Agric-related NGOs	- Freeze on recruitment - Inadequate funding support for research and non-utilization of research results - Non release of needed logistics
Loss of farmlands to mining activities	- Forestry Department - DRIP Equipment for reclaiming - Existence of agric dept.	- Destruction of farm lands through mining - Lack of security	- Donor partners - Agric-related NGOs - Arocha Ghana - Mineral commission	- Late release of funds - New policy on DRIP equipment - Competing land use
Conclusion: Sufficient potentials and opportunities exist to address low agricultural productivity in general while structures and systems available have the capacity to address the challenges and constraints. The Agric department should be well resourced with personnel and logistics to be more functional while the planting for food programme should be made more attractive to the youth. Collaboration with NGOs and traditional authorities will help to conserve the environment.				

Development Issues	Strength	Weakness	Opportunities	Threats
High levels of unemployment and under-employment amongst the youth	- Large youth population with basic education certificate - Availability of employment interventions - Established departments and agencies to promote youth development - Availability of training institutions	- Inadequate resources/logistics to organize youth programs - Limited employment avenues in the formal sector - Unwillingness of some youth to access training	- Availability of youth employment funds - Poverty alleviation fund - Support from donor partners - NGOs - NVTI - YEA/NYA	- Sustainability of central government funds - Low investment
Conclusion: The high youth unemployment can be addressed through multifaceted approach as the potential and opportunities exist. The assembly shall emphasise on skill training in alternative livelihoods and equipped with start-up kits. Data on skill set of all unemployed youth will be compiled for consideration under the 1D1F while unskilled youth will be encouraged and supported to go into farming under the planting for food and jobs. The assembly shall collaborate with youth employment related institutions like YEA and NYA in rolling out their employment modules				
Poor quality of education at all levels	- Availability of trained teachers - Adequate circuit supervisors - Established institutions to promote education i.e. EOC, SMC, PTA, etc	- Inadequate logistics for monitoring and supervision - Inadequate public libraries - Ineffective supervision - Inadequate teaching and learning materials - Poorly stocked libraries in school	- Oversight roles of MOE/GES - School Feeding Programme - Existence of PTA - Existence of college of education	- Inadequate support for logistics from MOE/GES - Inadequate supply of T/L/M
Poor educational infrastructure	- Availability of DACF, DDF and IGF for rehabilitation - Existence of works department for routine maintenance	- Use of classrooms for church services etc - Lack of maintenance culture on the part of school management	- GoG policy on improving educational infrastructure - Donor support for education - Roll out of Free SHS Policy	- Irregular flow of funds from central government
Conclusion; The potential and opportunities exist to address challenges facing pre-tertiary education in the municipality. The provision of educational infrastructure including teacher accommodation coupled with periodic INSET and regular supervision will contribute to enhancing the performance of teachers and for that matter academic performance in general				
Gaps in physical access to quality health care	- Availability of health facilities at all levels - Presence of MHMT - operation of the Mutual Health Insurance Scheme - Commitment of MA to improve health delivery	- inadequate CHPS - Inadequate health education campaign - Inadequate trained health personnel - Inability of portion of the population to afford premiums of the MHIS	- Expansion of health training institutions in the country - Posting of qualified health personnel - Support from donor partners to improve health infrastructure and services - Availability of NGOs in health	- Lack of special incentives for health staff who accept postings to rural districts and rural communities

Development Issues	Strength	Weakness	Opportunities	Threats
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups	- MA's commitment - Availability of qualified health personnel - Use of part of CF to fund HIVAIDS - Health institutions to treat patients	- Lack of commitment to accept message - Lack of personal discipline - Proliferation of sex workers - Stigmatization - Unavailable data	- Support from Ghana Aids Commission - Donor support - Role of NGOs - Efficient Referral systems	- Poverty from tourism/immigration - High cost of drugs - Promiscuity among the youth
Issues on health can be addressed through collaboration among all stakeholders. The commitment of central government and the assembly to improve health delivery coupled with donor support and commitment of health personnel should provide adequate impetus for improved health delivery system.				
Limited Child protection intervention	- Existence of Department of Social Protection - Implementation of the children's Act - MA's commitment	- Increase in teenage pregnancies - Incidence of single parenting	- Support from the MoGSP - Child related NGOs - Implementation of FCUBE and Free SHS	- Slow judicial process - Inadequate funding - Inadequate social safety nets
Limited coverage of social protection programmes targeted at children	- Existence of Department of Social Development - Implementation of the children's Act - MA's commitment	- Inadequate funding - Increase in child related abuse and crimes - Increase in parental neglect	- Support from the MoGSP - Child related NGOs - Implementation of LEAP -	- Slow judicial process - Inadequate funding - Inadequate social safety
Conclusion: The potential and opportunities to addressing child protection and welfare services exist. The enforcement of the children's Act coupled with the implementation of LEAP, FCUBE and Free SHS will go a long way in promoting child welfare. The challenges and constraints can be addressed through effective collaboration of all stakeholders				
Unfavourable socio-cultural environment for gender equality	- Existence of Department of Social Development - Availability of Gender Desk - MA's support for women empowerment	- Tradition and religion - Poverty - Lack of self confidence	- Support from the MoGSP - Support of gender related NGOs eg Ark Foundation - Proactive political parties	- Limited coverage of MASLOC - Non implementation of affirmative action
Conclusion; Gender inequality exists due to challenges and constraints such as tradition and religious limitations as well as high poverty levels of women. These can be addressed through vigorous implementation of affirmative actions by all stakeholders				
Youth unemployment and underemployment	- YEA Community Development Dept, - Cooperative Dept.	• DACF, - GOG, MASLOC, - 24-hour Economy	• Inadequate skill training facilities, • Unemployed youth interested in white collar jobs, - Inadequate information in job opportunities.	

Development Issues	Strength	Weakness	Opportunities	Threats
- Conclusion: the issue of high incidence of youth unemployed can be addressed through the Development of Artisanal enclaves, YEA and improvement of apprenticeship.				
Inadequate opportunities for persons with disabilities to contribute to society	- Existence of Dept of social development - Assembly policy on vulnerability - Availability of disability fund	- Social and cultural discrimination and stigmatization against disability - Low coverage of disability fund	- Government policy on vulnerability - Existence of MoGSP - School for the deaf - Disability Act	- Non-release or erratic release of CF
Conclusion: The potentials and opportunities to address issues of PWDs exist which can be explored further through advocacy and collaboration with relevant agencies while the challenges and constraints can be addressed with the full implementation of the disability Act				
Inadequate sports and recreational facilities	- Existence of school sports coordinators - Existence of keep fit and football clubs	- Ineffective sports development - Low patronage of inter-school sports festivals - Lack of public recreational centers	- Existence of various sports organizations in Ghana - Government policy on sports development	- Lack of standardize sports infrastructures - Inadequate funding for sports infrastructure
Conclusion: Inadequate sports and recreational facilities can be addressed through conscious investment by both MA and GoG in sports infrastructure with the collaboration of the private sector.				
Increasing demand for household water supply	- Use of DACF/MPCF to provide water & sanitation facilities - Use of IGF - MWST - Ban on galamsey activities -	- Lack of funding for MWST activities - Effects of galamsey on river Birim - Inadequate funds for providing water facilities	- Expansion of activities of NGOs in the water and sanitation sector e.g. World Vision, WaterAid etc - Preparedness of the private sector to collaborate with Assembly - Existence of PPP policy	- Lack of expansion in the coverage by GWCL - Inactiveness of CWSA - Dwindling donor support
Adequate potentials and opportunities exist to address issues of water and sanitation. The assembly will collaborate with all relevant ministries and institutions including the private sector to address the challenges and constraints in water and sanitation				
Poor quality and inadequate road transport network	- Availability of engineered feeder roads - Assembly's routine maintenance on roads - Existence of Works Department	- Inadequate counterpart support - Lack of funds - Low budgetary allocation - Lack of road maintenance equipment	- Donor support - Government policy on road maintenance - Roll out of cocoa roads project - Existence of Dept of feeder roads - Availability of road contractors	- Limited government resources - Seasonal destruction of roads through rain - Non release of budgeted funds from the CF
The high capital-intensive requirements for the provision of roads and market infrastructure pose a major challenge and constraint to the assembly. There is thus the need to collaborate with all relevant institutions including the private sector to address the challenges and constraints				

Development Issues	Strength	Weakness	Opportunities	Threats
Poor or inadequate market infrastructure and lorry parks	- Huge investment potential of the municipality - Adequately resourced government institutions and agencies to implement infrastructural development programmes - Existence of vibrant markets - Availability of CF, DDF, UDG	- Poor condition of markets and lorry parks - Low revenue generation from markets	- Large local and foreign investors - Central government funding to provide infrastructure	- Inadequate funding - Dwindling donor support
The high capital-intensive requirements for the provision of roads and market infrastructure pose a major challenge and constraint to the assembly. There is thus the need to collaborate with all relevant institutions including the private sector to address the challenges and constraints				
High levels of environmental degradation as result of illegal mining and indiscriminate lumbering	- Mineral deposits - Skills in artisanal mining by the youth -	- Negative effects of galamsey - High levels of poverty leading to sale of farm lands - Weak monitoring systems	- Existence of EPA, MC, and relevant Ministries - Existence of mining laws - High potentials in mineral exploration - Ban on galamsey - Influence of national and international NGOs eg A Rocha Ghana, Solidaridad	- Ineffective environmental related agencies eg EPA, MC, FC etc - Government's quest on bauxite exploration in Atewa forest reserve
Vulnerability and variability to climate change	-	-	-	-
Poor sanitation and waste management	- Existence of MEHU - Availability of MESSAP - Use of DACF to fund waste management	- Inadequate logistics for agric department -	- Operation of waste management contractors - Support of NGOs - Willingness of TA to release land for landfill sites	- Inadequate funding support -
The challenges and constraints in environmental management can be addressed through collaboration among all the relevant stakeholders. The ban on galamsey should be complemented by training of ex-galamsey youth in alternative livelihoods. The use of agro-chemicals for farming should be regulated through public sensitization of farmers and agro-chemical dealers.				
Weak enforcement of planning and building regulations	- Established T&CPD - Presence of qualified surveyors - Availability of base maps	- Inadequate institutional capacity ie. Personnel, equipment and logistics - Funding	- Political and legal support to correct unauthorized developments - Central govt support, ie. Urban development interventions	- Political will - Lack of harmonized development with adjoining districts

Development Issues	Strength	Weakness	Opportunities	Threats
	and planning schemes	- Problems emanating from ownership of land and acquisition -	- Donor support - Private sector including licenses surveyors	
Adequate potential and opportunities exist to ensure effective development controls. There is the need for capacity building for the staff of the Physical Planning department and provided with adequate logistics to function. Collaboration of the stakeholders in land management will also ensure proper human settlement and development				
Recurrent incidence of Disaster and Poor early warning systems	- Existence of NADMO, Ambulance Service, Fire Service and Police	- Inadequate funding - Frequent breakdown of ambulance - Lack of fire hydrant - Lack of disaster preparedness plan	- Support from GoG, NGOs and donor partners	- Inadequate support for relief services - Erratic payment of salaries for NADMO staff
The potentials and opportunities for addressing disaster related issues in the municipality exist. The challenges and constraints can be addressed through public sensitization on disaster management and prevention and well as strict enforcement of sanitation by-laws				
Lack of electricity to newly developed areas	- Existence of two ECG districts in municipality - Use of DACF/DDF to support electricity extension - Promotion of alternative renewable energy	- Inadequate funds - Low patronage of LPG - High use of firewood	- Implementation of SHEP - Possible decrease in prices of LPG -	- High cost of LPG - Government policy on alternative power
Ineffective sub-district structures	- Sub-structures established and inaugurated - Commitment of DA to strengthen structures - Availability of budgetary provision - Enthusiasm of local people to participate in local governance	- Inadequate infrastructure Lack of interest of qualified professionals to participate in local governance - Inadequate funds to cater for sub structures - i.e. Resources to pay remuneration and salaries	- Support from Central gov't in capacity building - Donor support - Commitment of government to deepen decentralization	- Policy of voluntarism in substructure activities adversely affecting participation - Lack of adequate finance to initiate and execute projects
Inadequate funds, office equipment, furniture and stationery	- Strong revenue base i.e. markets, commercial activities, private properties, large population etc. - Large rateable properties - some qualified revenue personnel - adequate system in place to prosecute rate defaulters - Active internal audit unit	- Inadequate consultation with rate payers in fee fixing - Unwillingness of the people to pay economic rates - Ineffective Operationalization of Zonal Councils impacting on poor revenue mobilization	- Collaboration of the private sector - Support of donor-funded programmes to improve revenue collection - Access to government training programmes - Deployment of GIFMIS system	- Central government ceilings on the imposition of certain levies - levy exemptions of revenue collectors

Development Issues	Strength	Weakness	Opportunities	Threats
	-			
Huge potential and opportunities exist to address the issue of inadequate revenue mobilization. The assembly should prioritize construction and rehabilitation of markets and lorry parks as well as promoting LED. The Audit Unit should be strengthened to perform its gatekeeping role. The use of ICT in revenue mobilization and management should be vigorously explored.				
Limited support for security operations	- Existence of law enforcement agencies - Support of civil society to partner agencies to fight crime - Highly trained security personnel to clamp down on criminal activities - Availability of FM stations - MUSEC	- Inadequate resources - Inadequate office and residential accommodation - Low personnel motivation - High incidence of out of court settlement of cases - Apathy on the part of people to report criminal activities to law enforcement agencies	- Provision of logistics by Central gov't - Donor support in equipment and vehicles - DOVSU and MTTD	- Inadequate funds from Central gov't to support policing operations - Delay in dispensing justice
The potential and opportunities for addressing the challenges facing law enforcement exist. The completion of the ongoing court project will facilitate upgrading of the magistrate to circuit court. The assembly will explore the expansion of existing staff quarters to provide accommodation for magistrates and other senior staff of the service				
Poor Coordination of Plan Implementation and Inadequate logistics for monitoring and evaluation	- Full complement of MPCU - highly qualified and committed Planning Officers - Planning for M&E	- Lack of dedicated vehicle for M&E - Inadequate funds and logistics for M&E - Non prioritization of M&E	- Ministry of Planning and Monitoring - Existence of RCC and NDPC - Advocacy of CSOs - Vibrant media	- Inadequate funding - Inadequate training organised at the national level
Huge potential and opportunities exist to address the challenges and constraints. The MPCU has its full complement of qualified and dedicated staff. The assembly should prioritise and release adequate funds for M&E activities. The government should provide dedicated vehicle for M&E.				

2.11 Community Needs Assessment and Action Planning

The Municipal Planning and Coordinating Unit (MPCU) conducted a community needs assessment in 40 communities, encompassing all 24 electoral areas within the municipality. Based on the identified priorities, Community Action Plans were developed for each community through a participatory process involving active input from residents. The following outlines the common aspirations shared across communities within the municipality:

- Construction/rehabilitation of school blocks
- Improved access to potable water
- Rehabilitation and development of market infrastructure
- Improved access to sanitation
- Provision of improved sanitation
- Improved access to health facilities
- Improved nature of roads
- Improved agricultural productivity
- Extension of electricity to newly developed areas
- Improved access to extension services
- Improved environmental conditions

2.11 Projections

Population projections were made using the Exponential Growth Method, which is preferred due to the projection period (2021–2029) and the dynamic nature of key population variables—birth rate, death rate, and migration rate. This method was selected based on the following assumptions:

- Changes in fertility in the municipality will be insignificant during the plan period
- The regional growth rate will remain the same (1%) during the planning period:
- The population growth rate (2.1) is held constant
- The change in migration shall remain minimal, and
- The sex composition remains unchanged over the planning period

Year	2021 PHC	2025	2026	2027	2028	2029
Projections	89051	93248	94166	95192	96222	97255

2.11.1 Estimation of Needs for the Medium Term

The estimation of the municipality's development needs for the medium term (2026–2029) was based on the projected population figures and the service standards provided by the Land Use and Spatial Planning Authority (LUSPA). The analysis also took into account the current condition and spatial distribution of existing facilities. A set of key assumptions formed the foundation of this estimation, ensuring that the projections were realistic and aligned with planning norms.

2.11.2 Projections for the Health Sector

The projection in the health sector was made with the following assumptions:

- That the Ghana Health Service will be willing to post workers to the municipality during the planned period.
- The national standard for number of nurse / patient and doctor / patient will remain constant over the planned period.
- That, basic services such as potable water, electricity, health, accommodation and incentive packages would be put in place to attract and retain healthcare workers in the rural areas.

Table 2.39: Health personnel projections

MEDICAL		
Specialists:	3	9
Medical officers	7	13
Physician Assistant (Dental)	1	4
Physician Assistants (Medical)	6	17
Anesthetist	4	5
NURSES		
Professional Nurse	105	125
ENT Nurse	1	3
Mental Health Officer	1	6
Mental Nurses	6	16

Midwives	82	<u>92</u>
Community Health Nurses	54	<u>85</u>
Enrolled Nurses	89	<u>122</u>
Health Assistants /Ward Assistant	12	<u>12</u>
PHARMACY		
Pharmacist	2	<u>7</u>
Dispensary Assistants	6	<u>20</u>
LABORATORY		
Biomedical Scientist	6	<u>7</u>
Medical Laboratory Technologist	0	<u>0</u>
Technical Officer (Laboratory)	<u>45</u>	<u>24</u>
Physiotherapists	1	<u>2</u>
Physiotherapist Assistants	2	<u>2</u>
Optometrists	0	<u>3</u>
Radiographers	1	<u>5</u>
Total	403	<u>579</u>

Source: ASMA MHD, 2024

Table 2.40: Health Projection Distribution

Type of Facility	Number Existing	Number required	Surplus	Backlog
Hospital	1	1	-	0
CHPS Zone	29	29	-	0
CHPs Compound	21	30		9

Source: ASMA MDHA, 2025

2.11.3 Projections for the Education Sector

Government interventions in the education sector are aimed at increasing school participation across all levels. To support the delivery of quality basic education in the municipality, projections were made to determine the required number of classrooms and teachers. These projections were guided by the following assumptions:

- The implementation of the Capitation Grant and School Feeding Programme will lead to increased school enrolment by the end of the planning period.
- Enrolment growth rates will remain steady throughout the plan period.
- National pupil-to-classroom ratio standards for various levels of basic education will remain unchanged.
- The school-going age group (4–15 years) will continue to be used for planning purposes.
- All teachers are expected to deliver a maximum of 30 instructional hours per week.
- Basic amenities—such as potable water, electricity, healthcare, accommodation, and incentive packages—will be provided to attract and retain teachers, especially in rural areas.
- The data on educational facilities includes both public and private institutions.

2.11.3.1 Enrolment, Classroom and Teacher Projections

Student enrolment for the planning period was projected using the 2024/2025 baseline data across all educational levels. By 2029, enrolment figures are expected to reach approximately 3533 for kindergarten, 11108 for Primary, and 6,743 for Junior High School (JHS), reflecting percentage increases of 16%, 13%, and 17%, respectively.

Classroom needs were projected under the assumption that:

- Enrolment will continue to grow at a constant rate throughout the plan period (2026–2029).
- The current number of available classrooms will remain unchanged unless deliberate interventions are made.

- The projections are based on the national Pupil-Teacher Ratio (PTR) standard, which determines the required number of classrooms by stipulating the number of pupils per classroom.

Table 2.41: Enrolment, Classroom and Teacher Projections for the plan period (2026-2029)

Level	Age Cohort	Population		2025 Enrol.	Standard Ratio	2025 Classroom			2025 Teachers			2029 Enrol.	2029 Classroom		2029 Teacher	
		2025	2029			E	R	S	E	R	S		R	S	R	S
KG	4-5	4075	4251	3046	27	78	113	35	144	113	-31	3533	131	53	131	-13
Prim	6-12	13873	14470	9830	30	295	328	33	362	328	-34	11108	370	75	370	8
JHS	13-15	6601	6434	4574	25	144	183	39	355	183	-172	5352	214	70	214	-141
R= Required Existing S=Shortage																

Source: Author's Construct, 2025

As shown in table 2.41, enrolment in basic school is expected to increase from 17450 in 2025 to 19993 in 2029; and additional teachers and classrooms required to accommodate the enrolment in 2025 are 8 and 198 respectively.

2.11.4 Projections for Water Sector

Given the projected population of 2025, the Municipality is expected to increase borehole by 50 making a total of 302 as shown in Table 3.5. The assumptions on which the water needs were projected are as follows:

- All defective water infrastructure will be repaired
- Standard consumption per head shall remain 20 litre per day
- The maximum walking distance 500m.
- Average household size of 3 in the Municipality will not change
- That the average number of people (threshold)¹ of 300 required for a borehole or public stand pipe will not change significantly.

Table 2.42: Required water facilities

Population 2025	Existing Facilities	Pop. Served	Unserved Population	Population 2029	Pop. Served	Unserved Popn.	Required Facilities
93248	252	82058	11190	97255	82058	15197	50

Source: Author's Construct, 2025

¹ This is based on the standards established by Community Water and Sanitation Agency and Ghana Water Company.

2.11.5 Projection of Toilet Facilities in the Municipality

Currently, both public and private toilet facilities in the Municipality serve approximately 61 percent of the population. With the projected population expected to reach 97,255 by 2029, an estimated 808 squat holes equivalent to 40 units of 20-seater toilet facilities will be required to adequately meet sanitation needs.

However, due to financial and logistical constraints, it will not be feasible to construct all the required facilities within the plan period. Therefore, targeted interventions have been proposed to increase sanitation coverage by 15 percentage points, raising it from 61 percent to 75 percent by 2029.

The estimation of sanitation needs is based on the following assumptions:

- The average household size will remain at approximately three persons per house throughout the planning period.
- Each squat hole for public toilet will continue to serve an average of 50 people.
- The Municipal Assembly will actively promote the construction of household latrines as a complementary measure to reduce reliance on public sanitation facilities.

Table 2.43: Toilet Facilities Required in the Municipality by 2029

2025				2029			
Population 2025	Pop. Served	Unserved Population	coverage	Population 2029	Pop. Served	Unserved Popn.	Required Squat hole
93248	56881	36367	61%	97255	56881	40374	808

Source: Author's construct, 2025

2.11.6 Projections for Waste and Sanitation Sector

Based on the projections, the municipality currently has an adequate number of refuse containers to meet the waste management needs of the population throughout the planning period. However, to ensure efficiency, the Environmental Health Unit must prioritize regular maintenance and equitable distribution of the containers, aligning their placement with the population density of each locality.

The projections for refuse disposal were made using the following assumptions:

- The 10 existing refuse containers, each with a capacity of 23m³, will be emptied daily.
- The capacity of each container is approximately 6,000 kg (6 metric tons).
- The average daily waste generation per person is estimated at 0.47 kg.

Table 2.44: Projections for refuse containers

Year	Population	Refuse Generated (KG)	Existing Refuse Containers Capacity (KG)	Backlog (KG)
2025	93248	43827	60,000	16,173
2026	94166	44258	60,000	15,742
2027	95192	44740	60,000	15,260
2028	96222	45224	60,000	14,776
2029	97255	45710	60,000	14,290

Source: Author's construct, 2025

2.11.7 Projection for Revenue

The total projected revenue has been earmarked in the plan to cater for the various annual action plans within the planned period. Various sources of funds including the following have been identified to support the various programmes: -

- The rates for the various property classifications would be adjusted annually. The various charges on development permit fees or building permits should be reviewed upwards.
- The Municipality Assembly Common Fund (DACF) as a constitutional provision will continue to be disbursed on time.
- Sustained, community contribution to project cost in the form of labour, local building materials and cash.
- Sub-structures would be strengthened to enable them to mobilize adequate resources for development.
- A revenue mobilization plan would be formulated and implemented on time

As shown in Table 2.45, Total Revenue expected for the plan period is GHC 292,271,119.72 including an Internally Generated Fund of GHC 10,386,771.47)

Table 2.45: Revenue Projections

RECEIPTS	Base Year	PROJECTIONS					TOTAL
	2025	2026	2027	2028	2029		
DACF	29,457,984.27	30,930,883.48	32,477,427.66	34,101,299.04	35,806,363.99		162,773,958.44
DACF- RFG	1,300,000.00	136,500.00	143,325.00	150,491.25.00	158,015.13		718,332.06
MP's CF	850,000.00	892,500.00	937,125.00	983,981.25	1,033,180.31		4,696,786.56
IGF	1,701,327.00	1,871,459.70	2,058,605.67	2,264,466.24	2,490,912.86		10,386,771.47
MSHAP/HIV	20,000.00	21,000.00	22,050.00	23,152.50	24,310.13		110,512.63
PWDs CF	250,000.00	262,500.00	275,625.00	289,406.25	303,876.56		1,381,407.81
GSCSP	12,184,997.30	12,794,247.17	13,433,959.52	14,105,657.50	14,810,940.37		67,329,801.86
GoG (Goods & Services)	150,000.00	157,500.00	165,373.00	173,643.75	182,325.94		828,844.69
GoG (Compensation)	7,970,981.45	8,369,530.52	8,788,007.05	9,227,407.40	9,688,777.77		44,044,704.19
Total	52,175,290.02	55,436,120.87	58,301,499.90	61,319,505.18	64,498,703.75		292,271,119.72

Source: ASMA Budget Committee, 2025

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter focuses on the prioritization of key development issues identified in the preceding chapter. It aims to align these issues with the needs and aspirations of the community, ensuring that development efforts are both relevant and impactful. The prioritization process considers several critical factors, including the severity and diversity of each problem, the anticipated benefits of addressing them, their potential multiplier effect on economic efficiency, their linkage to the fulfillment of basic human needs and rights, and their influence on the sustainable spatial development of designated areas or corridors. The outcome of this chapter is a structured and prioritized set of development issues that will guide subsequent planning and action.

3.1 Harmonization of community needs and aspirations with identified key development issues

The community needs and aspirations identified through the community needs assessment were matched against the key development issues outlined in the 2022–2025 Medium-Term Development Plan (MTDP) and systematically scored. The results of this scoring revealed a strong alignment between the community’s needs and the key development issues.

3.2 Harmonization of key development issues 2026-2029 NDPF with implication for 2026-2029

To ensure the continuity of relevant ongoing programmes and in line with Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana, the key development issues under the *Agenda for Jobs II* were aligned with those in the 2026–2029 National Development Policy Framework. This harmonization process aimed to assess the relationship between existing initiatives and future policy directions. The outcome revealed a strong relationship between the identified development issues and the thematic development dimensions of the 2026–2029 Policy Framework.

3.3 Prioritization

Various prioritization tools were employed by different stakeholders at multiple levels to ensure a comprehensive and inclusive planning process. At the community level, pairwise ranking was used to help residents prioritize their aspirations in a simple and participatory manner. In contrast, more advanced tools such as the Prioritization Matrix and the Eisenhower Matrix were utilized by the Extended Municipal Planning Coordination Unit (MPCU) to assess and prioritize key development issues affecting the municipality.

In all prioritization exercises, the issues were first explained to participants to ensure clarity. Stakeholders then made judgments based on their own perspectives, guided by considerations relevant to their needs, wellbeing, and lived experiences. This approach ensured that the prioritization process was both participatory and responsive to local realities.

3.4 Prioritization matrix (Matrix Data Analysis) and Eisenhower Matrix

The prioritization matrix (Matrix Data Analysis) was used to prioritize the key development issues in the municipality using a range of criteria:

- Significant linkage effect on basic human needs/rights
- Multiplier effect on economic efficiency
- Impact on the beneficiary population cohorts
- Natural resource utilization (environmental concern)
- Resilience and disaster risk
- Impact on Climate Change

The criteria outlined above were weighted based on their relative importance in addressing development issues within the municipality. An importance rating scale from 1 to 10 was applied, where “1” represented the least important and “10” the most important. Each cell in the matrix was then assigned an association score to reflect the strength of the relationship between the issues and the criteria, using the following scale:

- **0** – No relationship
- **1** – Weak relationship

- **3** – Moderate relationship
- **9** – Strong relationship

To determine the weighted score for each development issue, the importance rating of each criterion was multiplied by its corresponding association score across the row, and the results were summed. The development issue with the highest weighted score was considered the most important.

The MPCU also evaluated the potential impact of the identified issues on institutional reforms and explored opportunities to promote key cross-cutting priorities, including HIV and AIDS, gender equality, and nutrition. This approach ensured that these critical areas were integrated into the development planning process for a more inclusive and sustainable outcome.

In order to ensure that the district's development efforts are closely aligned with global commitments and responsive to urgent and impactful areas of need, the Eisenhower Matrix was employed to assess the importance and urgency of the development issues, using a structured approach based on five nationally prioritized Sustainable Development Goals (SDGs) and their corresponding targets. This method helped categorize issues for immediate action guided by the following SDG priorities:

- **SDG 4.1:** By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and effective learning outcomes.
- **SDG 6.2:** By 2030, achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, with special attention to the needs of women, girls, and vulnerable groups.
- **SDG 7.3:** By 2030, double the global rate of improvement in energy efficiency.
- **SDG 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, with equal pay for work of equal value.
- **SDG 16.6:** Develop effective, accountable, and transparent institutions at all levels

Table 3.1: Prioritization Matrix

Importance Rating	9	5	6	7	7	8		
Criteria	Basic Human rights	Multiplier Effect on Eco Effic.	Impact on beneficiary	Environment	Disaster Risk and Climate Change	Vulnerability	Weighted Score	Rank
Ineffective sub-district structures	9	9	9	3	3	9	294	16
Inadequate capacity of public institutions	9	9	9	9	9	9	378	1
Limited information on Government projects and policies	9	3	3	9	9	9	312	13
Limited support for security operations	9	9	3	9	3	9	300	13
Limited capacity and opportunities for revenue mobilization	3	9	9	3	3	9	240	22
Limited access to credit by SMEs	3	9	9	3	3	9	240	22
High cost of production inputs	3	9	9	3	3	9	240	22
High incidence of post-harvest losses	9	9	9	9	3	9	336	8
Inadequate extension and veterinary services	9	9	9	3	9	9	336	8
Poor or inadequate market infrastructure and lorry parks	9	9	9	0	3	9	273	13
Poor tourism infrastructure and Service	3	9	3	9	3	9	246	18
Inadequate development and investment in agro-processing and value addition	3	9	9	3	0	9	219	18
Loss of farmlands to mining activities	9	9	9	9	9	9	378	1
Poor quality and inadequate road transport network	9	9	9	9	9	9	378	1
Weak enforcement of planning and building regulations	9	9	9	9	9	9	378	1
High levels of environmental degradation as result of illegal mining and indiscriminate lumbering	9	9	9	9	9	3	330	7
Poor drainage system	1	3	9	9	9	9	276	8
Lack of electricity to newly developed areas	9	9	9	0	0	9	252	10
Vulnerability and variability to climate change	9	9	9	9	9	9	378	1
Poor quality of education at the basic level	9	9	9	9	3	9	336	4
Gaps in physical access to quality health care	9	9	9	0	1	9	259	7
Limited coverage of social protection programmes targeted at children	9	9	9	0	0	9	252	7
Unfavourable socio-cultural environment for gender equality	9	9	9	3	0	9	273	6
Inadequate opportunities for persons with disabilities to contribute to society	9	9	9	0	0	9	252	6
Poor sanitation and waste management	9	9	9	9	9	9	378	1
Inadequate supply of potable water	9	9	9	1	3	9	280	4
High unemployment, underemployment and vulnerable employment among the youth	9	9	9	3	9	9	336	3
Recurrent incidence of disaster and poor early warning system	9	3	9	9	9	9	348	2
Poor Coordination of Plan Implementation and Inadequate logistics for monitoring and evaluation	9	9	9	9	9	9	378	1

Source: ASMA MPCU, 2025

The prioritized development issues are indicated as follows:

1. Inadequate capacity of public institutions
2. Loss of farmlands to mining activities
3. Poor quality and inadequate road transport network
4. Weak enforcement of planning and building regulations
5. Vulnerability and variability to climate change
6. Poor sanitation and waste management
7. Poor Coordination of Plan Implementation and Inadequate logistics for monitoring and evaluation
8. High unemployment, underemployment and vulnerable employment among the youth
9. Recurrent incidence of disaster and poor early warning system
10. Poor quality of education at the basic level
11. Inadequate supply of potable water
12. Unfavourable socio-cultural environment for gender equality
13. Inadequate opportunities for persons with disabilities to contribute to society
14. High levels of environmental degradation as result of illegal mining and indiscriminate lumbering
15. Gaps in physical access to quality health care
16. Limited coverage of social protection programmes targeted at children
17. High incidence of post-harvest losses
18. Inadequate extension and veterinary services
19. Poor drainage system
20. Lack of electricity to newly developed areas
21. Limited information on Government projects and policies
22. Limited support for security operations
23. Poor or inadequate market infrastructure and lorry parks
24. Ineffective sub-district structures
25. Poor tourism infrastructure and Service
26. Inadequate development and investment in agro-processing and value addition
27. Limited capacity and opportunities for revenue mobilization

28. Limited access to credit by SMEs
29. High cost of production inputs

3.4 Gender-Equality Assessment

To promote the integration of gender considerations in the Medium-Term Development Plan, the identified development issues were assessed from a gender-equality perspective. This assessment aimed to evaluate how different issues affect women, men, girls, and boys differently, and to identify opportunities for promoting equitable development outcomes. The table below presents the results of the gender-equality assessment.

Table 3.2: Gender equality assessment

List of Development Issues	Impacts on women (girls), men (boys)					Recommendations to inform goal and objective formulation
	Positive (+)		Negative (-)		Neutral	
	W(G)	M(B)	W(G)	M(B)		
Ineffective sub-district structures	√	√				Objective and goal must be gender sensitive
Inadequate capacity of public institutions	√	√				Objective and goal must be gender sensitive
Limited information on Government projects and policies	√	√				Objective and goal must be gender sensitive
Limited support for security operations	√	√				Objective and goal must be gender sensitive
Limited capacity and opportunities for revenue mobilization					√	Objective and goal must be gender sensitive
Limited access to credit by SMEs	√	√				Objective and goal must be gender sensitive
High cost of production inputs	√	√				Objective and goal must be gender sensitive
High incidence of post-harvest losses	√	√				Objective and goal must be gender sensitive
Inadequate extension and veterinary services	√	√				Objective and goal must be gender sensitive

List of Development Issues	Impacts on women (girls), men (boys)					Recommendations to inform goal and objective formulation
	Positive (+)		Negative (-)		Neutral	
	W(G)	M(B)	W(G)	M(B)		
Poor or inadequate market infrastructure and lorry parks	√	√				Objective and goal must be gender sensitive
Poor tourism infrastructure and Service	√	√				Objective and goal must be gender sensitive
Inadequate development and investment in agro-processing and value addition	√	√				Objective and goal must be gender sensitive
Loss of farmlands to mining activities	√	√				Objective and goal must be gender sensitive
Poor quality and inadequate road transport network	√	√				Objective and goal must be gender sensitive
Weak enforcement of planning and building regulations	√	√				Objective and goal must be gender sensitive
High levels of environmental degradation as result of illegal mining and indiscriminate lumbering	√	√				Objective and goal must be gender sensitive
Poor drainage system	√	√				Objective and goal must be gender sensitive
Lack of electricity to newly developed areas	√	√				Objective and goal must be gender sensitive
Vulnerability and variability to climate change	√	√				Objective and goal must be gender sensitive
Poor quality of education at the basic level	√	√				Objective and goal must be gender sensitive
Gaps in physical access to quality health care	√	√				Objective and goal must be gender sensitive
Limited coverage of social protection programmes targeted at children					√	Objective and goal must be gender sensitive
Unfavourable socio-cultural environment for gender equality	√	√				Objective and goal must be gender sensitive

List of Development Issues	Impacts on women (girls), men (boys)					Recommendations to inform goal and objective formulation
	Positive (+)		Negative (-)		Neutral	
	W(G)	M(B)	W(G)	M(B)		
Inadequate opportunities for persons with disabilities to contribute to society					√	Objective and goal must be gender sensitive
Poor sanitation and waste management	√	√				Objective and goal must be gender sensitive
Inadequate supply of potable water	√	√				Objective and goal must be gender sensitive
High unemployment, underemployment and vulnerable employment among the youth	√	√				Objective and goal must be gender sensitive
Recurrent incidence of disaster and poor early warning system	√	√				Objective and goal must be gender sensitive
Poor Coordination of Plan Implementation and Inadequate logistics for monitoring and evaluation	√	√				Objective and goal must be gender sensitive

Source: ASMA MPCU, 2025

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter outlines the district’s development options, goals, objectives, and strategies aligned with the 2026–2029 National Medium-Term Development Policy Framework: It also presents the spatial dimension of the development proposals through the municipality’s Spatial Development Framework and the Structure Plans for its urban centers.

4.1 Development Goals

A development goal was formulated for each development dimension to address the prioritized issues identified under that dimension. To ensure coherence and avoid potential conflicts among the goals, a compatibility matrix was applied to evaluate their consistency with one another. As shown in Table 4.1, the results of the matrix indicate a high level of compatibility across the goals, demonstrating alignment and mutual support among the various development dimensions.

Table 4.1: Compatibility Matrix

Goal	Enhance service delivery through transparent and accountable governance	Build a diversified, transformed and a prosperous economy	Create safe and livable communities	Develop human capital	Build smart, resilient and sustainable cities
Enhance service delivery through transparent and accountable governance		High	High	High	High
Build a diversified, transformed and a prosperous economy			High	High	Low
Create safe and liveable communities				Medium	High
Develop human capital					Medium
Build smart, resilient and sustainable cities					

Source: Author’s construct, 2025

4.3 Development Goals, Objectives, Strategies and Programmes Matrix

Table 4.2 presents a matrix outlining the development goals, objectives, strategies, and programmes aligned with the national objectives extracted from the 2026–2029 Medium-Term Policy Framework. The strategies, which detail how the objectives will be achieved, were formulated based on key factors including financial feasibility, resource availability, target population needs, social and environmental impacts, and the availability of appropriate technologies.

Table 4.2: Matrix on Development Goals, Objectives, Strategies and Programmes

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
Dimension: Governance and Institutional Development					
Ineffective sub-district structures	Enhance service delivery through transparent and accountable governance	Increase effective sub-district structures from one to five by the end of 2029	Deepen political and administrative decentralization	- Enhance the capacity and effectiveness of assembly members at the local level - Revamp and adequately resource sub-district structures (Town, Area, and Unit Committees) to perform statutory functions effectively.	Sub-Structure Improvement Programme
Inadequate service delivery by local authorities	Enhance service delivery through transparent and accountable governance	Ensure that 90% of municipal departments meet established service standards by the end of 2029	Deepen political and administrative decentralization	Improve efficiency in service delivery	Capacity Building and Productivity Improvement Programme
Inadequate service delivery by local authorities	Enhance service delivery through transparent and accountable governance	Ensure that 90% of municipal departments meet established service standards by the end of 2029 Operate and maintain at least 90% of movable and immovable assets of the Assembly by the end of 2029	Deepen political and administrative decentralization	Maintain at least 90% of all movable and immovable assets	Asset maintenance and improvement programme
Limited public participation in local governance	Enhance service delivery through transparent and accountable governance	Promote good governance, citizenship and public accountability in all electoral areas	Deepen political and administrative decentralization	Strengthen the People's Assembly concept to encourage citizens to participate in governance	Governance, Accountability and Public Safety Improvement Programme
Inadequate infrastructure and	Enhance service delivery through transparent and accountable	Improve infrastructure for security services by	Enhance public safety and security	Increase investment in Security	Governance, Accountability and

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
poor living and working conditions across state security services	governance	renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029		Infrastructure	Public Safety Improvement Programme
Weak implementation of planning and budgeting	Enhance service delivery through transparent and accountable governance	Achieve at least 95% execution of approved annual budgets by the end of 2029	Improve decentralized planning	- Promote inclusive and participatory planning processes that integrate local economic development (LED) opportunities - Strengthen capacity for spatial planning at the regional and local authority level	Co-ordination, Monitoring, Evaluation and Learning Programme
Dimension: Economic Development					
Weak revenue generating capacity of MMDAs	Build a diversified, transformed and a prosperous economy	Increase IGF of the MMDA by 60% by the end of 2029	Strengthen fiscal decentralization	Enhance revenue mobilization capacity of MMDAs	Financial Management Programme
Low entrepreneurial skills among the youth	Build a diversified, transformed and a prosperous economy	Train 600 youth in entrepreneurial skills by the end of 2029 to enhance self-employment and business creation opportunities.	Improve support for entrepreneurship and MSME development	- Enhance entrepreneurial culture, especially among the youth - Strengthen programmes aimed entrepreneurship development	Local Economic Development Programme
High cost of production inputs	Build a diversified, transformed and a prosperous economy	Lower the cost of agricultural production inputs by at least 20% for all farmers by the end of 2029	Create an enabling agribusiness environment	- Promote domestic production and supply of inputs - Improve access to agricultural lands for marginalized groups - Develop special agriculture commodity processing zones to enhance value addition and create agribusiness clusters	Local Economic Development Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
High level of postharvest losses	Build a diversified, transformed and a prosperous economy	Reduce postharvest losses by 30% among farmers by the end of 2029	Improve post-harvest management	- Enhance post-harvest infrastructure and management protocols on storage, transportation, processing, packaging, and distribution of agricultural produce at all levels. - Facilitate continuous expansion and upgrading of road infrastructure connecting farms to marketing centres. - Implement commodities trading centres (i.e., modern farmers' markets) across all MMDAs focusing on grains, vegetables, and tubers.	Agriculture Modernization and Post-Harvest Management Programme
Inadequate extension services	Build a diversified, transformed and a prosperous economy	Increase extension service coverage by 100% access by the end of 2029	Enhance agricultural production and agri-business for economic transformation	- Increase the production of climate-resilient varieties of food, cash and industrial crops, including diverse vegetables and legumes, fruits, and bio-fortified nutrient-rich crops using sustainable agricultural practices - Improve the effectiveness of Research-Extension Farmer Liaison Committees (RELCs) in agricultural research - for Economic Transformation Agenda (AETA) through the Feed Ghana Programme (FGP).	Agriculture Modernization and Post-Harvest Management Programme
Inadequate market infrastructure	Build a diversified, transformed and a prosperous economy	Improve access to markets across the municipality by constructing or renovating 10	Improve connectivity & reduce transport	- Develop specialized agro-industrial markets - Modernize physical market structures	Local Economic Development Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
		market facilities in key locations by the end of 2029	costs	including night markets • Improve transport & logistics connectivity • Expand storage & cold chain facilities • Strengthen market governance & safety	
Poor infrastructure leading to and at tourist destinations	Build a diversified, transformed and a prosperous economy	Improve infrastructure of at least 2 tourist sites the end of 2029	Diversify and expand the tourism industry	• Expand the tourism sector through investment, innovation, and pursuit of service excellence • Develop available and potential sites, including palace museums, to meet international standards • Encourage community initiatives in tourism development and partner with chiefs and other traditional authorities to promote the commercialization of heritage festivals.	Local Economic Development Programme
Limited Value addition	Build a diversified, transformed and a prosperous economy	Improve infrastructure at 2 key tourist sites by the end of 2029 to enhance visitor experience and promote local tourism development.	Promote food transformation (processing and value-addition)	• Support to local processors to source their raw materials from smallholder farmers in rural areas • Facilitate the establishment cottage industries for the processing and packaging of locally produced fruits and vegetables and other nutritious foods.	Local Economic Development Programme
Loss of farmlands to galamsey, housing and other related activities	Build a diversified, transformed and a prosperous economy	Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land	Promote agriculture as a viable business among the youth	•	Agriculture Modernization and Post-Harvest Management

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
		rehabilitation measures by 2029			Programme
Dimension: Environment And Human Settlement Development					
Poor road condition and network	Create safe and livable communities	Rehabilitate 100 km of priority roads across the municipality by the end of 2029 to improve connectivity and transportation.	Improve efficiency and effectiveness of road transport infrastructure and services	Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2)	Transport Infrastructure and Safety Management Programme
Weak spatial planning capacity at the local level	Create safe and livable communities	Build spatial planning capacity at the local level by training Building inspectorates' unit and developing spatial plans for all sub-districts by the end of 2029	Improve decentralized planning	- Build the technical capacity of district planning and physical planning units for effective spatial development and landuse planning. - Strengthen capacity for spatial planning at the regional and local authority level	Spatial Development Programme
Increasing forest degradation of protected areas	Create safe and livable communities	Reduce forest degradation in protected areas by 50% by the end of 2029	Safeguard Forest and protected areas	- Intensify the implementation of the Ghana Forest Plantation Strategy (2016-2040) and - Ghana REDD+ Strategy (2016-2035) (SDG Target 6.6, 15.2) - Strengthen environmental governance including	Climate Change and Environmental Sustainability Programme
Poor drainage systems	Create safe and livable communities	improve 1km drainage systems in flood-prone areas by the end of 2029 to reduce flooding and improve	Improve national resilience to hydrological threats	Strengthen early warning and response mechanisms for disasters (SDGs Target 3.d, 13.3) (AU Target A1 G7 P5 T1)	Climate Change and Environmental Sustainability Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
		sanitation		Improve enforcement and compliance of disaster risk reduction (DRR) laws	
Unstable power supply	Create safe and livable communities	Increase the municipality's electricity coverage to 100% by the end of 2029	Enhance access to clean and affordable energy	Review the Self-Help Electrification Project (SHEP) and use means testing approaches to	Transport Infrastructure and Safety Management Programme
Low institutional capacity to address climate change and variability issues	Create safe and livable communities	Strengthen capacity of all departments to address climate change and variability by the end of 2029	Enhance institutional capacity and coordination for Climate Change	Intensify institutional capacity development in climate change (SDG	Climate Change and Environmental Sustainability Programme
Recurrent incidence of disaster and poor coordination of disaster response (Poor early warning systems)	Create safe and livable communities	Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029.		- Strengthen early warning and response mechanisms for disasters (SDGs Target 3.d, 13.3) (AU Target A1 G7 P5 T1) 3.18.1.2 Improve enforcement and compliance of disaster risk reduction (DRR) laws	Climate Change and Environmental Sustainability Programme
Dimension: Social Development					
Geographical disparities in access to quality education at all levels	Develop human capital	Reduce geographical disparities in access to quality education by 60% annually.	Enhance equitable access to, and participation in quality education at all level	- Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, - Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c) - Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education	Education Improvement Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
				among girls in basic and secondary education (SDG Target (1.1, 4.b))	
Geographical disparities in access to quality education at all levels	Develop human capital	Improve BECE performance from 64 to 84% in 2025	Enhance equitable access to, and participation in quality education at all level	• Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, • Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c) • Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education among girls in basic and secondary education (SDG Target (1.1, 4.b))	Education Improvement Programme
Geographical disparities in access to quality education at all levels	Develop human capital	Increase enrolment by 20% at all levels by the end of the planned period	Enhance equitable access to, and participation in quality education at all level	• Enhance quality of teaching and learning environment at all levels (SDG Targets 4.1, • Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c) • Promote teaching and learning of science, technology, engineering, and mathematics (STEM) and ICT education among girls in basic and secondary education (SDG Target (1.1, 4.b))	Education Improvement Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
Disparities in healthcare infrastructure and service accessibility	Develop human capital	Reduce healthcare disparities by 2026 through the construction or upgrade of 8 facilities	Provide adequate health infrastructure and institute functional health logistics	- Decentralize healthcare delivery by scaling Networks of Practice (NOPs) and strengthening sub-district systems (CHPS, health centres) - Strengthen patient referral system - Expand the capacity of the National	Health improvement Programme
Disparities in healthcare infrastructure and service accessibility	Develop human capital	To reduce HIV infection by 50% by the end of 2025	Provide adequate health infrastructure and institute functional health logistics	- Decentralize healthcare delivery by scaling Networks of Practice (NOPs) and strengthening sub-district systems (CHPS, health centres) - Strengthen patient referral system - Expand the capacity of the National	Health improvement Programme
Disparities in healthcare infrastructure and service accessibility	Develop human capital	Reduce malaria cases by 40 percent by the of 2025 (Reduce Malaria prevalence by %)	Provide adequate health infrastructure and institute functional health logistics	- Decentralize healthcare delivery by scaling Networks of Practice (NOPs) and strengthening sub-district systems (CHPS, health centres) - Strengthen patient referral system - Expand the capacity of the National	Health improvement Programme
Inadequate coverage and targeting of social protection programmes for children	Develop human capital	Increase coverage of social protection programme for children by 50% by the end of 2029	Promote the rights and welfare of children	- Implement and enforce comprehensive support mechanisms, including counselling, for victims of domestic violence including child victims (SDGs Target 1.3) - Promote Public Awareness Campaigns - Promote positive parenting (SDGs Target 1.b)	Vulnerability, Social and Child Protection Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
				Scale up and continue the implementation of the Integrated Social Services (ISS) delivery Initiative for all vulnerable groups (SDG Target 10.2)	
Prevalence of gender discriminatory sociocultural practices	Develop human capital	Reduce gender discriminatory sociocultural practices in all communities by the end of 2029	Attain gender equality and equity in political and social development	- Implement measures to promote reform in socio-cultural norms and values inhibiting gender equality (SDG Targets 5.1, 5.2, 5.3, - Empower all persons, including persons with disabilities, to prevent and respond to DSGV - Increase education and advocacy on DSGBV and other harmful cultural practices in partnership with religious, traditional and community organizations (SDG Targets 4.5, 4.7) - Provide adequate social services and public facilities to support care work. (SDG Targets 5.4, 11.7)	Vulnerability, Social and Child Protection Programme
Inequitable access to socio-economic incentives for PWDs	Develop human capital	Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029	Promote the active participation and equal inclusion of PWDs in all dimensions of social and economic development	2.11.1.2 Promote effective implementation, monitoring and evaluation of the disbursement of 3% District Assemblies Common Fund to PWDs - Develop and implement productive social inclusion interventions to empower PWDs	Vulnerability, Social and Child Protection Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
Poor sanitation and waste management Poor hygiene practices	Develop human capital	Enhance sanitation practices in all communities by 2029 Ensure open defecation free communities by the end of 2023 Improve waste management in 90% of the communities by 2029	Enhance access to improved and sustainable environmental sanitation services	- Promote National Total Sanitation Campaign (SDG Target 6.2) - Modernize landfill infrastructure - Expand access to waste bins - Encourage household waste segregation - Scale-up sensitization campaigns to promote proper hand washing and hygiene practices particularly among children (SDGs Target (6.2) - Operationalize the sector information system (SIS) across all MMDAs (SDGs Target 6.a, 6.b)	Water, Environmental Health and Sanitation Programme
Inadequate access to regular water supply services	Develop human capital	Increase potable water coverage to 95% by 2029	Improve access to safe, reliable and sustainable water supply services for all	- Accelerate the implementation of the Water for All Programme (SDG Target 6.1) (SDG Target 6.a) 6.4, 6.b) - Ensure routine maintenance of water infrastructure - Ensure the provision of disability friendly water supply system (SDGs Target 6.1, Target 6.1) 6 Develop and implement District Water and Sanitation Plans (DWSPs) (SDG Targets 6.1,	Water, Environmental Health and Sanitation Programme
High unemployment, underemployment and vulnerable employment among	Develop human capital	Reduce youth unemployment by 35% annually from 2026 to 2029		Develop and implement youth employment and entrepreneurship programmes such as National Apprenticeship, One Million Coders and	Youth and Sports Development Programme

Prioritized Issues	Goals	Objectives	Aligned National Objective	Strategies	Development Programme
the youth				Adwumawura programmes (SDG Targets 4.4, 8.6) • Facilitate entrepreneurial and business development training programmes	
Thematic Area: International relation					
Inadequate collaborations with counterpart cities and counties beyond national borders	Build smart, resilient and sustainable cities	Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to enhance knowledge exchange and joint development initiatives.		- Promote smart cities initiative - Promote sister cities initiative based on shared values and vision.	Sister Cities Relations Programme

Source: Author's Construct, 2025

4.4 Development Options

The development challenges and opportunities identified reinforce the need for a clear development trajectory in order to achieve the required spatial growth and development of the Municipality within the next 16 years. The development scenarios are based on critical economic, population trend and settlement expansion analysis among others to arrive at their final outcomes. The three scenarios which comprise the compact and urban concentration scenario, agriculture/tourism led scenario and polycentric mixed nodal development scenario have been proposed and discussed.

4.4.1 Compact Development and Urban Concentration Scenario

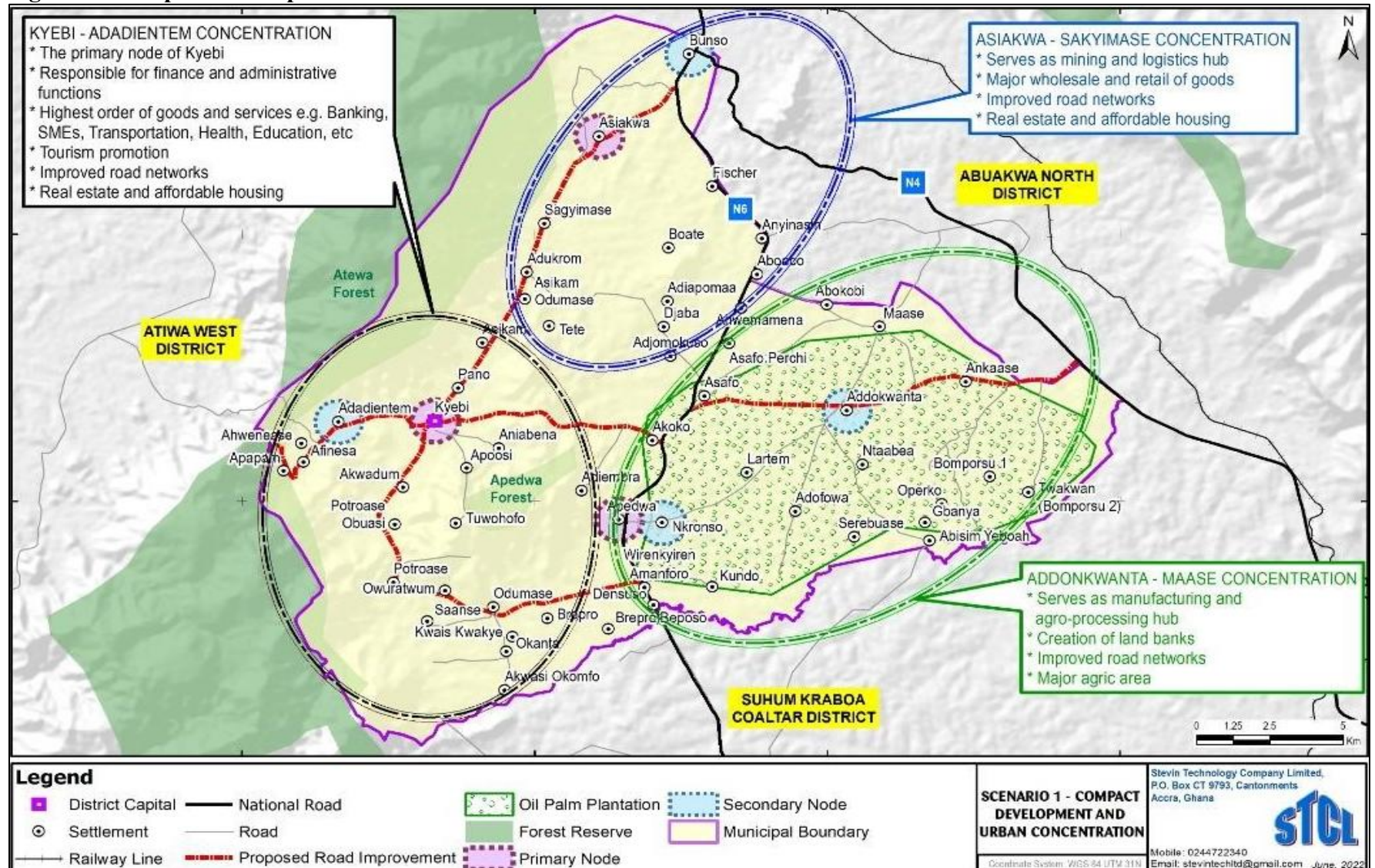
The compact and urban concentration scenario aims at creating three urban concentration centres namely Kyebi-Adadientem Concentration Centre, Asiakwa-Segyemase Concentration Centre and Adonkwanta-Maase Concentration Centre. The compact development and urban concentration scenario focus on promoting an effective settlement pattern by creating urban concentration centres that will serve as economic hotspots and spatial nodes for the development of the Municipality.

The general objective of the compact and urban concentration scenario is to Promote the development of dense urban centers with diverse economic activities, address spatial-economic imbalances, transform the municipality's agro-based employment structure toward industry and services, and reduce poverty through expanded economic opportunities.

Key feature of the compact and the urban concentration scenario is Promotion of integrated regional development by establishing urban concentration centers linked by expressways, protecting key forest reserves, creating commercial hubs as economic growth corridors, designating sustainable mining zones, and providing land and infrastructure for agro-processing, manufacturing, research, and education.

In spite of the advantages, this scenario may lead to urban sprawl and result in high infrastructure development costs. Figure 4.2, shows the spatial representation of the scenario on a map.

Figure 41 Compact Development and Urban Scenario



Source: Abuakwa South SDF, 2022

4.4.2 Agriculture and Tourism Led Scenario

The Agriculture and Tourism-Led Scenario envisions transforming the economy of Abuakwa South Municipality by prioritizing agriculture as the primary driver and tourism as a secondary focus. With strategic investments, the municipality could become a leading food producer in the Eastern Region. This scenario emphasizes modern, scientific farming methods to boost productivity and income, shifting away from traditional practices and local-only markets. The goal is to achieve socioeconomic transformation through efficient use of the entire agricultural value chain.

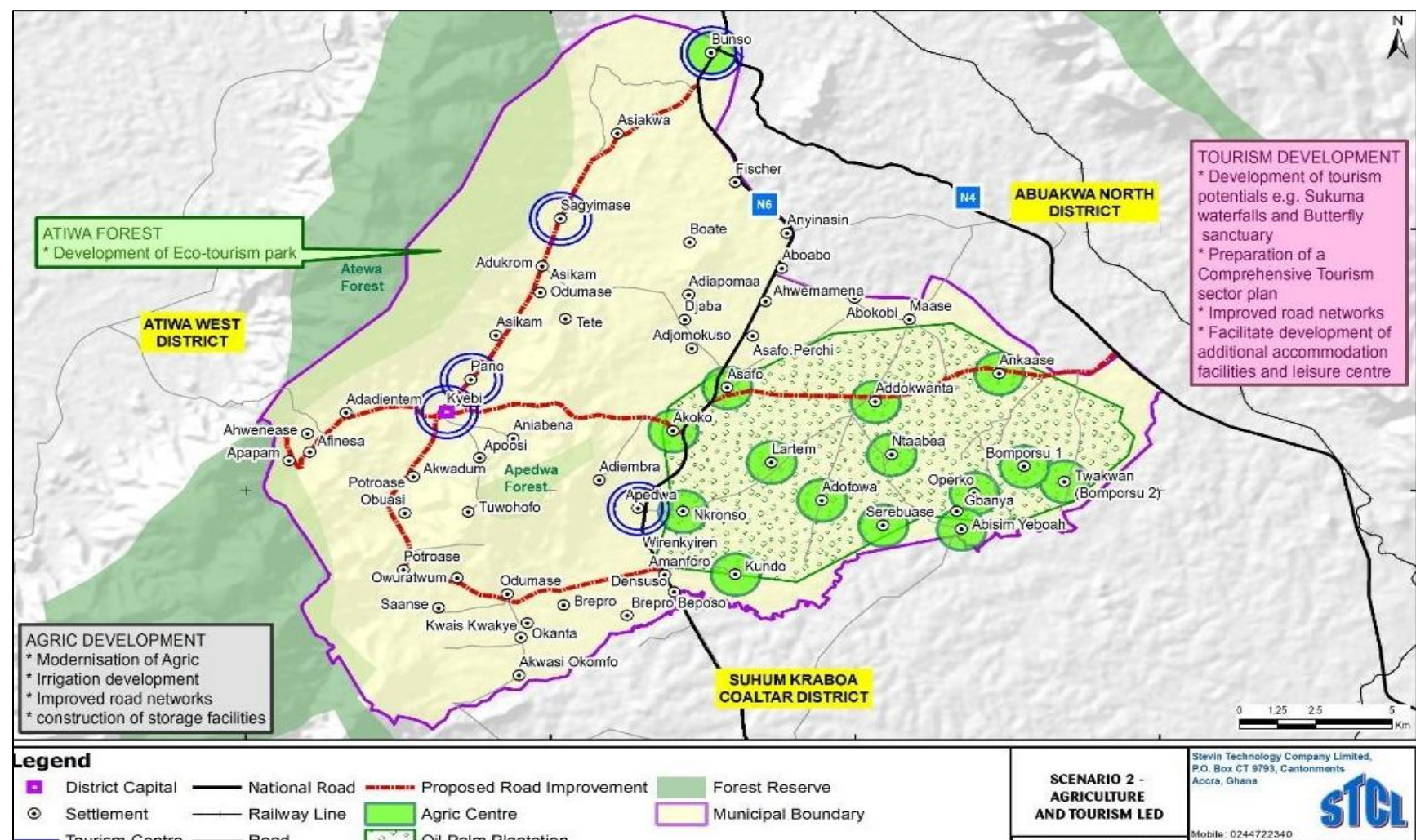
The Agriculture and Tourism-Led Scenario aims to modernize agriculture and tourism as key economic drivers, promote sustainable practices to create youth employment, transform the municipality's employment structure toward agro-based and hospitality sectors, and reduce poverty through diversified economic opportunities.

The Agriculture and Tourism-Led Scenario focuses on designating agricultural and industrial zones, establishing market towns and agro-processing industries, promoting large-scale poultry farming, enhancing farming skills through training, expanding access to inputs and credit, supporting intensive agriculture with infrastructure, and developing the Atewa Forest into an eco-tourism park to drive economic growth and sustainable urbanization.

The Agricultural and Tourism-Led Scenario offers several benefits, including increased off-farm productivity through the development of agro-processing industries and related activities. It facilitates easier provision of infrastructure and services, supports economic diversification, and enhances food security by protecting designated agricultural zones. Additionally, it builds on the municipality's existing employment base, which is predominantly agricultural, making the transition more feasible and inclusive.

Despite its benefits, the scenario also presents challenges. Agrarian-driven economies tend to experience slower economic transformation compared to industrial or service-led models. Furthermore, the provision of infrastructure to support agriculture can be capital-intensive, posing significant financial burdens on the municipality. Figure 4.3, shows the spatial representation of the scenario on a map.

Figure 4.2: Agriculture and Tourism Led Scenario



Source:

Abukwa

South

SDF,

2022

4.4.3 Polycentric Mixed Nodal Development

The Polycentric Mixed Nodal Development Scenario integrates elements of both the compact urban-led and agriculture-tourism-led approaches to form a comprehensive 20-year development framework for Abuakwa South Municipality (ASM). It focuses on five key components: concentration centers, primary and secondary nodes, agriculture, and tourism.

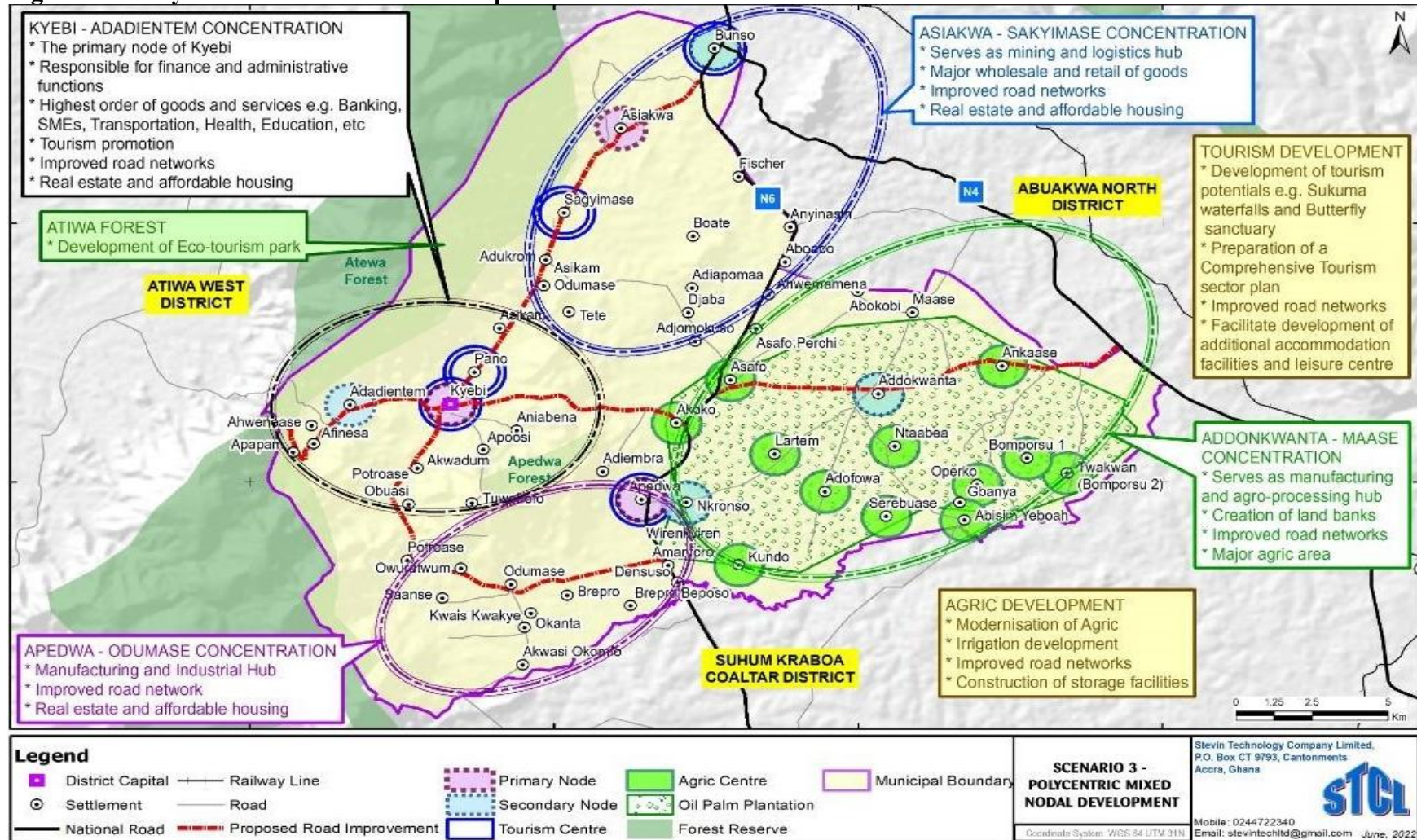
This multi-nodal strategy aims to promote balanced urban growth, stimulate investment in agriculture and tourism, protect the environment, and control urban sprawl. It also seeks to enhance connectivity and efficiency through a well-defined hierarchy of nodes and an improved road network across the municipality.

The objectives of the Polycentric Mixed Nodal Development Scenario are to promote urban concentration through the development of settlement clusters and drive spatial growth by modernizing agriculture, boosting tourism, and establishing economic corridors. It also aims to harness diverse sectoral opportunities, enhance economies of scale through urban clusters, ensure equitable spatial development, and reduce poverty through varied economic initiatives

The scenario also envisions creating interconnected urban concentration centers and primary nodes across key settlements, supported by modern markets and retail infrastructure to stimulate local economic growth. It promotes economic diversification through designated agricultural zones, industrial areas, and a strengthened tourism sector, including eco-tourism developments like the Atewa Forest park and other natural attractions. The scenario also plans to establish agro-processing industries and enhance research and educational facilities to support sustainable development.

This approach supports balanced spatial development, promotes economic diversification, and integrates urban growth with environmental sustainability. It facilitates efficient infrastructure provision and encourages simultaneous development across urban, industrial, agricultural, and tourism sectors. However, if not well-managed, the creation of multiple urban centers and nodes may lead to urban sprawl. The model also demands significant infrastructure investment and high capital input, particularly for driving industrialization. Figure 4.6, shows the spatial representation of the scenario on a map.

Figure 4.3: Polycentric Mixed Nodal Development Scenario



Source: Abuakwa South SDF, 2022

4.5 Preferred Scenario: Polycentric Mixed Nodal Development Scenario

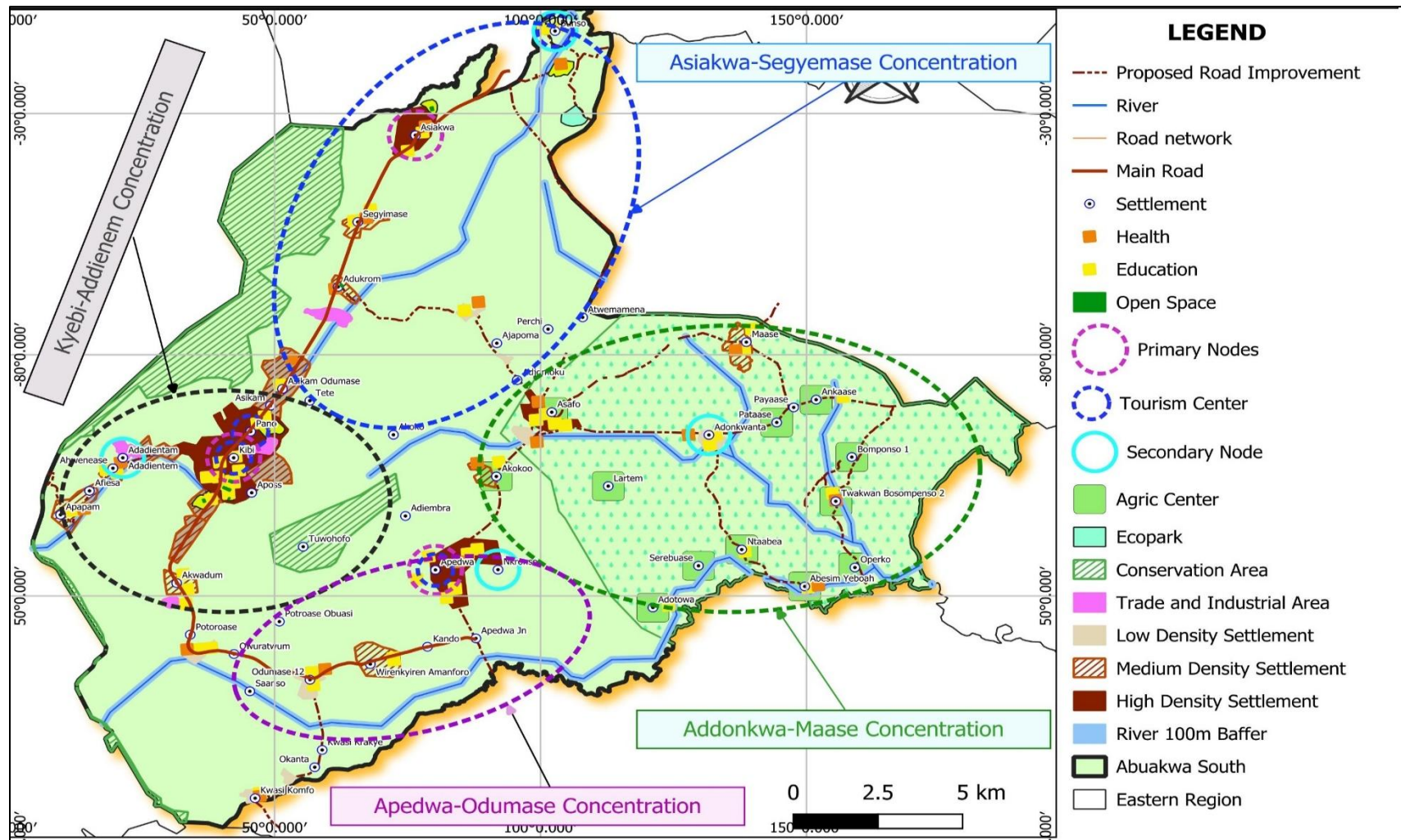
The three development scenarios underwent comprehensive stakeholder consultations led by the Abuakwa South Municipal Assembly, involving workshops, technical working sessions, and focused group discussions. Following in-depth spatial analysis, stakeholder review, and technical evaluation, the Polycentric Mixed Nodal Development Scenario emerged as the preferred spatial planning framework. It was selected as the guiding model for the sustainable and integrated development of Abuakwa South Municipality over the next 20 years (2022–2042), aligning with both community aspirations and long-term spatial development goals.

4.5.1 Spatial Development Concept

The spatial development concept for the Polycentric Mixed Nodal Development Scenario is based on the following building blocks;

- The provision of a green, open space system in order to protect the Municipality's natural resources;
- The provision of an effective transport system, comprising different modes of transport, promoting public and non-motorized transport;
- A mix of land uses are included to create zones where transport and land use are integrated so that transit-oriented nodes can more easily develop and in doing so, support the compactness and efficiency of the Municipality;
- The linkage of the urban and rural areas through development corridors, nodes and functional activities

Figure 4.4: Abuakwa South Spatial Development Framework



Source: Abuakwa South SDF, 2022

4.6 Kyebi Structure Plan

The Kyebi Structure Plan serves as a strategic framework to guide the future development and redevelopment of Kyebi City. It outlines land use patterns, open space allocation, infrastructure layout—including transportation networks—and other key features and constraints that influence how development should be managed sustainably. The maps in figures 4.5-4.8 provide more information of structure plan for Kyebi.

Aligned with the broader Spatial Development Framework, the structure plan integrates economic, social, and cultural considerations alongside environmental priorities. It aims to create a coordinated approach to urban growth and land management, ensuring that development aligns with long-term goals for livability, resilience, and functionality.

Key issues addressed by the Kyebi Structure Plan include:

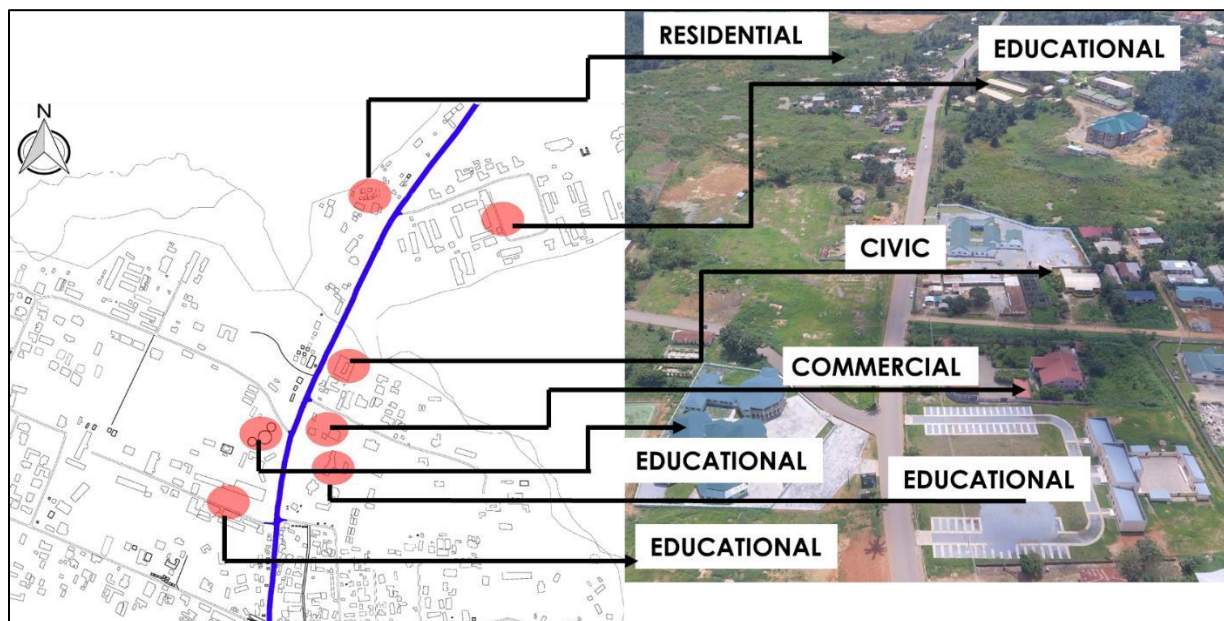
- Urban consolidation and greenfield expansion
- Permitted land uses, including development type, density, and staging
- Transport links and overall connectivity
- Location, type, scale, and phasing of essential infrastructure (e.g., water, sewerage, stormwater)
- Integration of new developments with existing urban areas and infrastructure
- Preservation of landscape character and enhancement of urban amenity
- Planning for reserves and open space networks
- Provision and distribution of community facilities
- Location and management of network utilities

Figure 4.5: Kyebi Street Layout



Source: Kyebi Structure Plan, 2024

Figure 4.6: Kyebi Land use



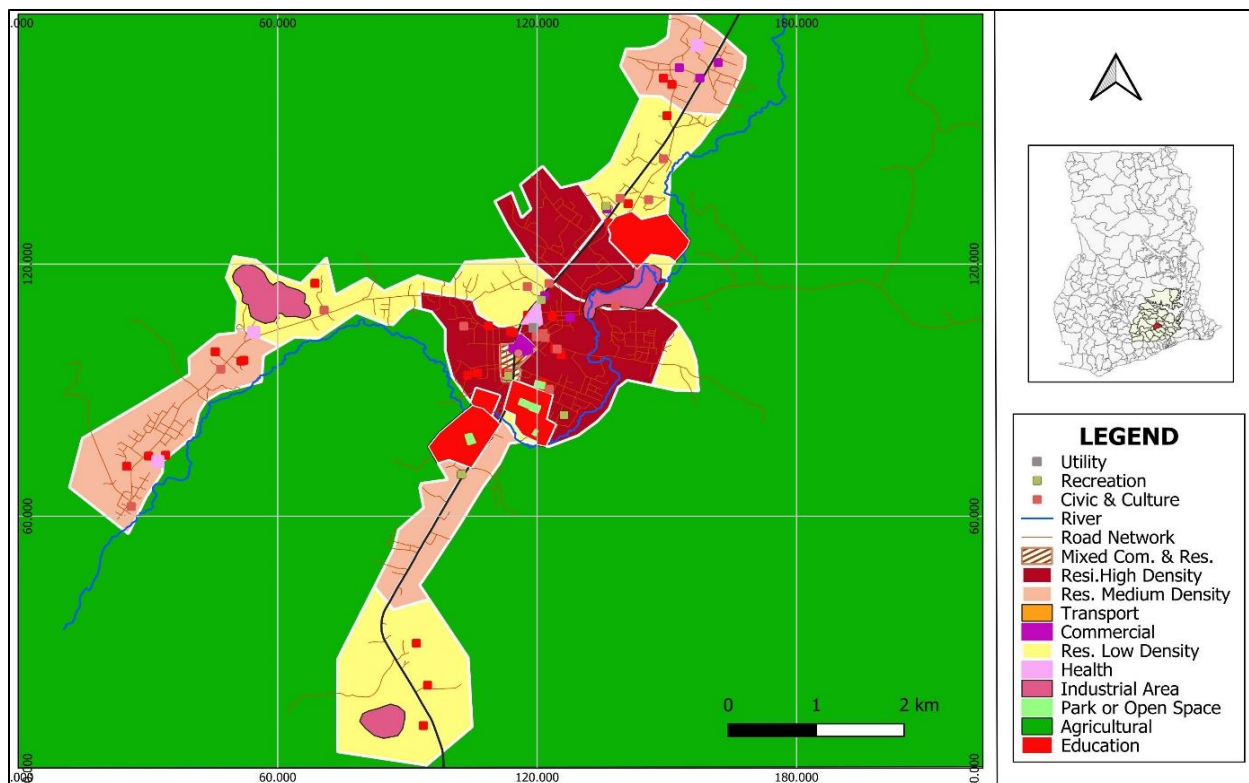
Source: Kyebi Structure Plan, 2024

Figure 4.7: Kyebi Transportation Linkage



Source: Kyebi Structure Plan, 2024

Figure 4.8: Kyebi Structure Plan



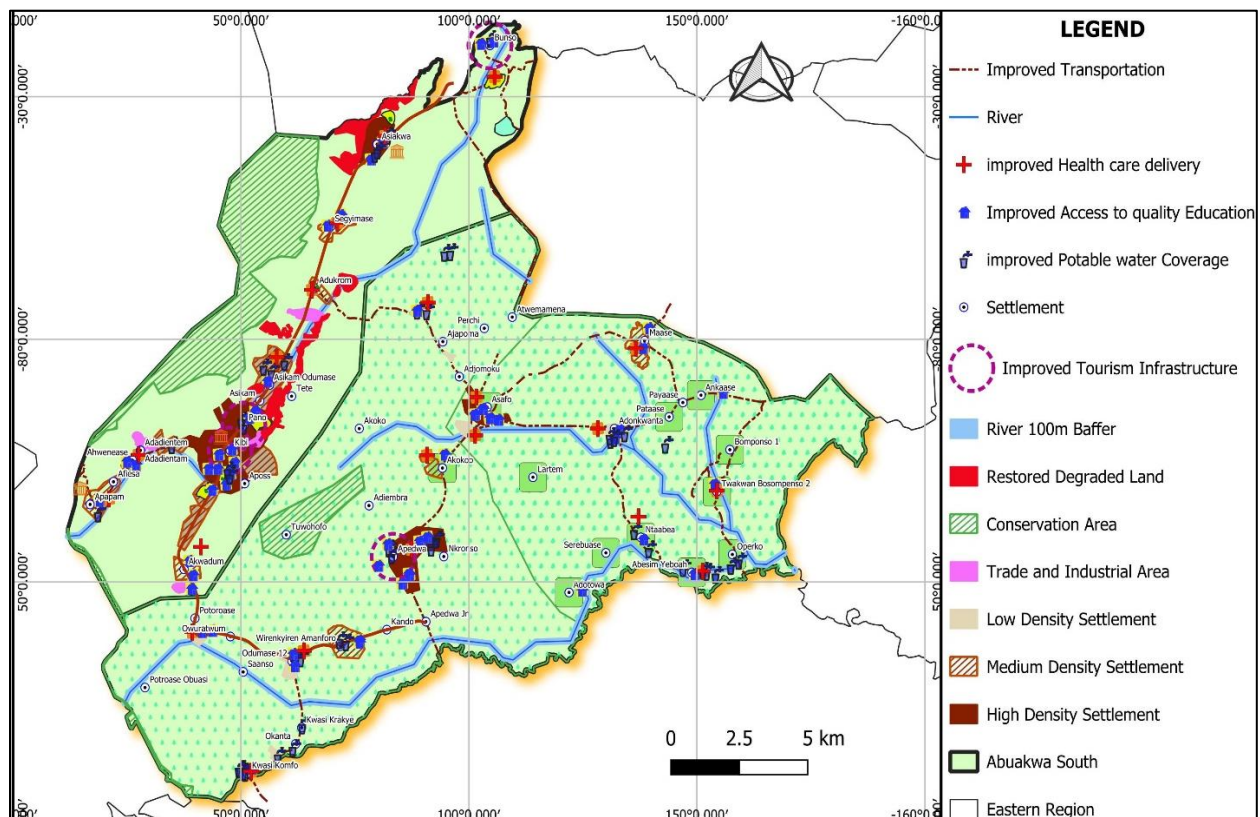
Source: Kyebi Structure Plan, 2024

4.7 Desired Future of Abuakwa South Municipality

Figure 4.9 illustrates the projected spatial and economic outlook of the district by December 2029. In terms of economic development, enhanced agricultural activities will be concentrated in the rural areas, while urban centres—particularly Asafo, Kyebi, Asiakwa, and Apedwa—will serve as hubs for trade, commerce, and industrialization through targeted local economic development initiatives.

The road network is expected to be expanded and improved to link farming communities with major markets across the municipality, thereby reducing post-harvest losses. Human capital development will be supported through improved access to health and educational infrastructure. Additionally, the Assembly aims to enhance access to water and sanitation facilities as part of its commitment to eliminating open defecation and promoting public health.

Figure 4.9: Desired Future Map of Abuakwa South



Source: ASMA MPCU, 2025

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.0 Introduction

This chapter outlines the key assumptions and methodologies applied in costing development projects and programmes for the medium-term. It also presents a matrix of proposed development programmes alongside an analysis of the financial resources required for effective plan implementation. The chapter concludes with a Strategic Environmental Assessment (SEA) of the formulated programmes to ensure environmental sustainability and compliance.

5.1 Method Used in Costing

The Average Price Database for common user items were explored in the Public Procurement Authority website. Market survey was also conducted to validate information from the PPA website. In addition, one or the combination of the following methods were applied:

- **Expert Judgment:** Cost estimates were derived from the insights of relevant departments and units with experience and contextual knowledge of the project environment. This approach, often informed by historical data from similar past initiatives, was primarily used for ongoing projects.
- **Analogous Estimating:** This method involved using the cost parameters—such as size, complexity, or scope—of previous, similar projects to estimate the cost of planned activities. The assumption here is that the compared projects are truly similar in nature, not just in appearance.
- **Bottom-Up Estimating:** This approach involved estimating the cost of individual resources or components at the activity level and then aggregating them to determine the overall project cost. It is particularly useful for detailed and accurate budgeting.

5.2 Estimation Assumptions

Several key factors were considered in estimating the cost of the Medium-Term Development Plan. These included prevailing market prices, projected inflation rates, and relevant social and

environmental considerations. In accordance with the Public Financial Management Regulations, 2019 (L.I. 2378), cost estimations for programmes and capital projects were guided by assumptions aligned with economic, social, demographic, and other indicators consistent with the Medium-Term Policy Framework.

The cost estimations were based on the following assumptions:

- All item prices increase uniformly over time.
- Inflation remains stable throughout the medium-term period.
- Costs related to packaging projects or programmes for tender are included.
- Sunk costs—those that would exist regardless of project implementation—are excluded.
- Social costs (e.g., air or water pollution, climate change impacts) are not factored into the estimates.
- Quantities and prices remain constant during the project implementation phase.
- Capital project costs exclude operational and maintenance expenses.
- The social benefits of the project or activity will outweigh the financial costs incurred.
- The intended beneficiaries and participants will remain constant throughout the programme or project lifecycle.

5.3 Composite Development Programme of Action

The matrix of the Composite Development Programme of Action is presented in Table 5.1 which shows the medium-term cost of new and ongoing programmes and the expected funding sources to service these programmes.

5.4 Programme Financing

The Indicative Financial Plan outlines strategies for fund mobilization and utilization over the 2026–2029 period. It comprises four key components: the projected district revenue, the expenditure framework, the total cost of implementing the Medium-Term Development Plan (MTDP), and the projected financial resource gap.

As shown in Table 5.1, the total cost of implementing the MTDP is estimated at GHC 204,033,076.42, while the total projected revenue for the same period is GHC 199,022,691.07.

This results in a funding gap of GHC 5,010,385.35, which the Assembly must strategically address.

To close this deficit, the Assembly plans to pursue additional funding from State-Owned Enterprises such as the Ghana Gas Company and the Ghana National Petroleum Corporation (GNPC), as well as from Non-Governmental Organizations, including Advocates for Community Alternatives. These efforts will be critical to ensuring full implementation of the Plan's projects and programmes.

Table 5. 1: Programme of Action

Development Programme	Time Frame				Cost					Programme Status		Implementation Inst. / Dept.	
	2026	2027	2028	2029	GOG	DACF	DACF-RFG	IGF	Others (Specify)	New	On-Going	Lead	Collab.
Sub-Structure Improvement Programme					0	755,000.00	2,000,000.00	351,000.46	-	√		CA,	MPCU
Capacity Building and Productivity Improvement Programme					36,073,722.74	1,150,000.00	164,000.00	1,817,761.50	-	√		HR	Finance
Governance, Accountability and Public Safety Improvement Programme					173,737.76	10,278,387.40	-	2,049,046.76	0	√		AC	ACA MPCU
Asset Maintenance and Improvement Programme					14,241.455	9,033,264.06	303,600.00	213,656.13	1,326,398.87	√		Works	Finance
Co-ordination, Monitoring, Evaluation and Learning Programme					142,414.55	1,400,000.00	-	266,337.55	0	√		MPCU	Ams
Financial Management Programme					-	100,000.00	-	415,587.50	600,000.00	√		Finance	Audit
Local Economic Development Programme					-	24,996,745.16	-	316,355.18	3,810,000.33	√		GEA	DoA, MPCU
Agriculture Modernization and Post Harvest Management Programme					118,678.45	1,063,700.00	-	180,112.10	200,000.00		√	DoA	MPCU
Transport Infrastructure and Safety Management Programme					128,173.095	2,720,023.55	-	193,548.132	10,907,989.7		√	UR, Feeder Roads	MPCU
Spatial Development Programme					85,448.73	800,000.00	-	894,729.77	0		√	PPD	MPCU
Climate Change and Environmental Sustainability Programme						612,000.00	-	407,734.95	1,303,899.62		√	NADMO, UR, Feeder	MPCU
Education Improvement Programme					-	34,762,366.3	1,652,400.00	349,655.724	1,029,600.00		√	GES	Donor, MPCU
Health improvement Programme					-	17,895,423.3	1,080,000.00	0		√		GHS	Donor,

													MPCU
Vulnerability, Social and Child Protection Programme					118,678.79	1,131,407.82	-	116551.9091	0	√		CDSW	Donor
Water, Environmental Health and Sanitation Programme						25,921,563.9	-	299,701.309	0	√		MEHU MWST	MPCU
Youth and Sports Development Programme					0	83,251.36	-	83,251.36	1,587,349.28	√		Youth Auto.	GEA, MPCU
Sister Cities Relations Programmes					0	277,504.55	-		397,075.00	√		MPCU	
Total					36,855,095.57	132,980,637.61	5,200,000.00	7,835,030.34	21,162,312.91				

Source: ASMA Budget Committee, 2025

Table 5.2: Programme Financing

DEVELOPMENT PROGRAMME	PROGRAMME COST (A)	EXPECTED REVENUE AND SOURCES OF FUNDING							TOTAL (B)	GAP (C) = (A-B)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	OTHERS (GSCSP, ROAD FUND)		
Sub-Structure Improvement Programme	4,751,000.46	0	351,000.46	755,000.00	2,000,000.00	0	0	0	4,751,000.46	-
Capacity Building and Productivity Improvement Programme	41,255,484.24	36,073,722.74	1,517,761.50	1,450,000.00	164,000.00	0	0	0	49,273,937.21	-
Asset Maintenance and Improvement Programme	10,891,160.5	14,241.455	213,656.13	9,033,264.06	303,600.00	0	0	1,326,398.87	10,891,160.5	-
Governance, Accountability and Public Safety Improvement Programme	19,163,416.76	71,207.30	2,409,964.62	10,000,000.00	0	0	0	0	19,163,416.76	20,000.00
Co-ordination, Monitoring, Evaluation and Learning Programme	2,208,752.11	142,414.54	466,337.56	1,200,000.00	0	0	0	0	2,208,752.11	-
Financial Management Programme	1,225,587.50	0	525,587.50	100,000.00	0	0	0	490,000.00	1,225,587.50	-
Local Economic Development Programme	26,233,100.34	0	316,355.18	24,996,745.16	0	0	0	2000000	20,099,037.26	1,810,000.33
Agriculture Modernization and Post Harvest Management Programme	7,556,793.92	118,678.78	182,115.13	1,261,696.64	0	0	0	0.00	7,556,793.92	-
Transport	20,806,693.78	142,414.55	215,042.16	8,332,248.39	0	0	0	6,810,000.00	41,932,429.67	-

Infrastructure and Safety Management Programme										
Spatial Development Programme	2,680,174.50	85,448.73	894,725.77	800,000.00	0	0	0	0	2,680,174.50	4.00
Climate Change and Environmental Sustainability Programme	14,151,734.95	0	607,734.95	600,000.00	0	0	0.00	500,000.00	14,151,734.95	615,899.62
Education Improvement Programme	20,756,103.78	0	388,506.36	38,624,851.44	1,836,000.00	0		0	39,179,298.05	1,144,000.00
Health improvement Programme	15,713,597.42	0	0	19,883,803.39	1,200,000.00	0	0.00	0	20,670,239.72	0.40
Vulnerability, Social and Child Protection Programme	4,053,277.25	118,678.79	116,551.91	1,131,407.82	0	0	0	0	4,053,277.25	-
Water, Environmental Health and Sanitation Programme	15,464,602.87	0	333,005.45	28,801,727.70	0	0	0	0	34,125,538.54	6.00
Youth and Sports Development Programme	6,935,252.00	0	83,251.36	250,200.64	0	0	0	0.00	6,935,252.00	1,420,400.00
Sister Cities Relations Programme	1,077,504.55	0	277,504.55	197,000.00	0	0	0.00	200000	1,077,504.55	75.00
Total	204,033,076.42	36,752,565.43	8,685,444.47	138,384,681.17	5,200,000.00	0.00	0.00	10,000,000.00	199,022,691.07	5,010,385.35

Source: ASMA Budget Committee, 2025

5.5 Funding Source

There are several potential funding sources available to support the implementation of the Medium-Term Development Plan. In addition to the traditional funding streams directly managed by the District Assembly, there are also opportunities from Non-Governmental Organizations (NGOs), multinational and bilateral development partners, as well as the central government through various Ministries, Departments, and Agencies (MDAs).

Key funding opportunities for the district include:

- District Assemblies Common Fund – Responsiveness Factor Grant (DACF-RFG)
- Ghana Secondary Cities Support Programme (GSCSP)
- Funds directly managed by the District Assembly
- Internally Generated Funds (IGF)
- District Assemblies Common Fund (DACF)

1. Central Government

- Direct funding for specific national projects, such as GETFund infrastructure initiatives.
- Transfers to the District Assembly for the implementation of sector-specific projects and activities on behalf of Ministries, Departments, and Agencies (MDAs).
- Sector-specific support from agencies such as the Environmental Protection Agency

2. Bilateral and Multilateral Development Partners

- United States Agency for International Development (USAID)
- Department for International Development (DFID) – United Kingdom
- Danish International Development Agency (DANIDA)
- Japan International Cooperation Agency (JICA)
- GIZ

3. Non-Governmental and Civil Society Organizations

- The Hunger Project (THP)
- Faith-Based Organizations (FBOs)

- Advocates for Community Alternatives
- A Rocha Ghana

5.6 Mobilization and Disbursement of funds

Receipts from the Assembly's Internally Generated Funds (IGF), District Assemblies Common Fund (DACF), Ghana Secondary Cities Support Programme (GSCSP), and the DACF–Responsive Factor Grant (DACF-RFG) are deposited directly into the Assembly's accounts and can therefore be utilized at the Assembly's discretion to finance its projects and activities.

However, funds from external development partners such as DFID, UNICEF, DANIDA, and similar agencies are typically disbursed through Ministries, Departments, and Agencies (MDAs)—such as the Department of Feeder Roads, Ghana Health Service, Ghana Education Service, and the Ministry of Food and Agriculture (MOFA)—to support their sector-specific initiatives within the municipality.

Certain national programmes, such as those under the Ghana Education Trust Fund (GETFund) is financed directly by central government agencies. Although funding for these initiatives is centrally managed, project supervision is undertaken at the district level by the Assembly.

In addition, the Assembly plans to mobilize local contributions from project beneficiaries — particularly for initiatives like market development and the construction of light industrial areas.

For large-scale infrastructure projects, such as the rehabilitation of highways, procurement processes are likely to be managed at the national level. In such cases, the Assembly's role will focus on facilitating construction activities within the affected communities.

Lastly, the private sector is expected to mobilize its own capital for investments in key areas such as tourism, hospitality, agriculture, and industrial development. The Assembly, however, will continue to play an enabling role by facilitating access to credit and support services for actors in the productive sectors of the local economy.

5.6 Sustainability Matrix

The Sustainability Matrix (presented in Annex 2) was applied to assess the extent to which the programmes contribute to sustainable growth and development. Each criterion and indicator were rated on a 0–5 scale, supported by a colour-coded system to indicate whether the activity supports, is neutral to, or undermines sustainability objectives.

The results indicate that all evaluated programmes are likely to deliver long-term benefits without causing harm to social, economic, or environmental systems. These programmes demonstrate resilience, viability, and the potential for sustained impact beyond their initial implementation.

Going forward, the sustainability considerations identified through this assessment should inform strategic decision-making, guide resource allocation, and support the design of measures for scaling, replication, and long-term continuity.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

Development programmes and projects in the municipality are typically planned and scheduled on an annual basis within the overall planning period to facilitate effective identification and implementation. Each action represents key tasks or activities designed to achieve specific objectives under various development dimensions. These activities may include Monitoring and Evaluation (M&E), communication strategies, maintenance of critical infrastructure, and resource mobilization efforts.

The Annual Action Plan (AAP) provides answers to key operational questions: *What actions will be taken each year? Who is responsible? When will the actions occur? What are the associated costs?*

The Abuakwa South Municipal Assembly also incorporates into the AAP projects that were initiated under the previous plan but remain incomplete. The selection of programmes and projects for inclusion in the AAP is guided by the following criteria:

1. Critical projects requiring immediate implementation
2. Ongoing projects
3. Unimplemented projects (though not all are included)
4. Projects with short implementation or growth periods
5. Low-cost projects that can be funded within the Assembly's first-year budget
6. Poverty alleviation initiatives prioritized by the Municipal Assembly
7. Projects funded by donors, NGOs, or Community-Based Organizations (CBOs) that must commence in the first year
8. Centrally funded government projects or programmes, particularly those mandated for early implementation

Table 6.1: 2026 Annual Action Plan

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase effective sub-district structures from one to five by the end of 2029														
Programme: Sub-Structure Improvement														
1.	Construct and Furnish 3 No. Zonal council offices	Asiakwa, Apapam Kyebi	x	x	x	x	1,000,000.00		30,000.00		√		Works	CA
2.	Organize training for Assembly Members and Zonal Council Members	Kyebi	x	x	x	x		45,000.00	33,243.29			√	HR	CA
3.	Conduct quarterly Zonal Council Meetings	Municipality wide	x	x	x	x		84,000.00				√	CA	AMs
4.	Support Community Initiated Projects	Municipality wide	x	x	x	x		150,000.00				√	MPCU	ASMA
Objective: Ensure that 90% of municipal departments meet established service standards by the end of 2029														
Programme: Capacity Building and Productivity Improvement														
5.	Organize Training for Assembly Staff	Kyebi	x	x	x	x	40,000.00	30,000				√	HR	ASMA
6.	Procure Office equipment and Stationaries	Kyebi	x	x	x	x		120,000	170,400		√		Pro. Unit	ASMA
7.	Validate and process monthly payment of compensation	Kyebi	x	x	x	x	8,369,530.52		250,000.00			√	HR	ASMA
Objective: Promote good governance, citizenship and public accountability in all electoral areas														
Programme: Governance, Accountability and Public Safety Improvement														
8.	Organize quarterly public engagement Democracy Education on Decentralization & Local Governance, Values Education, Gender Equality, Electoral, Process, Tax compliance etc	Municipal Wide	x	x	x	x			12,000			√	NCCE	ASMA, GES,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
9.	Organize quarterly stakeholder engagement on environmental governance, NACAP, Social Auditing	Municipal Wide	x	x	x	x			10,000			√	NCCE	Assembly Mem., CHRA J,
10.	Observe Annual Constitution and citizenship Week Celebration	Municipal Wide	x	x	x	x			5000			√	NCCE	State Institutions, FBOs & CSOs, GES
11.	Implement NACAP Action Plan	Kyebe	x	x	x	x			40,000			√	NACAP Com.	ASMA
12.	Organize 4No. General Assembly, 2No. Townhall, Public hearing and community engagement meetings	Municipal Wide	x	x	x	x		75,000	63,304			√	CA	ASMA
13.	Organize quarterly audit committee meetings	Kyebe	x	x	x	x			42,880			√	CA	ASMA
14.	Prepare 2026-2029 Risk Based Internal Audit Plan (RBIA)	Kyebe	x					25,000.00			√		Internal Audit	Finance
15.	Develop Risk Management Policy for the Assembly	Kyebe	x					50,000.00			√		Internal Audit	Finance
16.	Organize Independence Day Celebration	Kyebe	x	x	x	x		60,000.00				√	CA	GES
17.	Collaborate with Traditional Authorities to support cultural activities	Municipal Wide	x	x	x	x		50,000.00	22,000.00		√		CA	ISD, TAs
18.	Complete abandoned durbar grounds	Kyebe	x	x	x	x		2,891,596.85				√	Works	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
19.	Completion of Durbar Grounds	Afiesa	x	x				5000		15000		√	Works	ACA
20.	Completion of Durbar Grounds	Potroase	x	x				5000		15000		√	Works	ACA
21.	Completion of Community Center	Atwemamena	x	x				5000		15000		√	Works	ACA
22.	Collaborate with relevant departments to register and issue birth certificate and burial permits	Kyebe	x	x	x	x			4400			√	Birth and Death Registry	GHS, SW&C D MEHO
23.	Organize quarterly outreach programme for mass registration	Municipal Wide	x	x	x	x		5000				√	Birth and Death Registry	GHS, SW&C D MEHO
Objective: Operate and maintain at least 90% of all movable and immovable assets of the Assembly by the end of 2029														
Programme: Asset Maintenance and Improvement Programme														
24.	Operate and maintain movable assets of the Assembly including vehicles, office equipment etc. (implement operation and maintenance plan)	Kyebe	x	x	x	x	3,539.63	699,947.66	253,366.69			√	MPCU	ASMA
25.	Maintain fixed assets of the Assembly including Office Administration Buildings, Staff Quarters, School Classroom Blocks, Markets, Health Facilities etc.	Municipal Wide	x	x	x	x		1,833,211.2		331,635.84		√	Works	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Improve infrastructure for security services by renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029														
Programme: Governance, Accountability and Public Safety Improvement														
26.	Provide support for to the security services to support security operations	Municipal Wide	x	x	x	x		20,000	11,000			√	CA	ASMA
Objective: Achieve at least 95% execution of approved annual action plan by the end of 2029														
Programme: Co-ordination, Monitoring, Evaluation and Learning														
27.	Undertake quarterly monitoring and evaluation of Projects	Municipal Wide	x	x	x	x		120,000				√	MPCU	ASMA
28.	Support MPCU Activities; Quarterly meetings, review meetings, data collection and dissemination	Kyebe	x	x	x	x		24,000	41,143.41			√	MPCU	ASMA
29.	Review and prepare AAPs and Budget, Procurement Plan	Kyebe	x	x	x	x		90,000				√	CA	ASMA
30.	Organize quarterly budget committee meetings	Kyebe	x	x	x	x			42,880			√	CA	ASMA
Objective: Increase IGF of the MMDA by 60% by the end of 2029														
Programme: Financial Management														
31.	Implement Revenue Improvement Action Plan (RIAP)	Municipal Wide	x	x	x	x			94,698.90			√	Finance	MPCU
32.	Valuate Properties in the Municipality	Municipal Wide	x	x						300,000.00	√		Finance	MPCU
Objective: Increase extension service coverage by 100% access by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
33.	Train farmers on good management and cultural practices of oil palm & coconut fields under PERD	Municipal Wide	x	x	x	x	6,000.00	5,000.00				√	DoA	CA
34.	Organize research and extension farmers linkage committee (RELC) planning session	Municipal Wide	x	x	x	x		5,000.00				√	DoA	CA
35.	Establish four (4) crop & animal production demonstrations with emphasis on conservation agriculture techniques, GAPs, animal sanitation regime and hybrid breeding	Municipal Wide	x	x	x	x	5,011.96	5,000.00				√	DoA	CA
36.	Organize National farmers day celebration	Kyebe	x	x	x	x		64,000.00				√	DoA	CA
37.	Provide extension services in poultry and livestock husbandry management techniques and disease control	Municipal Wide	x	x	x	x	5,270.00	2,000.00				√	DoA	CA
38.	Conduct Home & Farm Visits on agro-households and farms.	Municipal Wide	x	x	x	x	6,500.00	2,000.00				√	DoA	CA
39.	Conduct Five (5) Farmers Fora to sensitize farmers and other stakeholders on key agricultural technologies/innovations and flagship programmes & policies	Municipal Wide	x	x	x	x		2,500.00	2,000.00			√	DoA	CA
40.	Carry out sensitization, registration and implementation of feed Ghana initiative and other related activities	Municipal Wide	x	x	x	x		3,000.00				√	DoA	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
41.	Build capacity to revamp 10 Farmer Groups//FBOs with focus on gender mainstreaming in group formation	Municipal Wide	x	x	x	x	5,760.00	5,000.00	5,813.00			√	DoA	CA, BAC
42.	Conduct monthly/quarterly Monitoring and Evaluation Visits on AEA and Field Activities	Municipal Wide	x	x	x	x		3,000.00	5,000.00			√	DoA	CA
43.	Conduct training on new technologies in poultry and livestock to enhance husbandry management techniques	Kyebe	x	x	x	x		3,000.00				√	DoA	CA
44.	Sensitize and train farmers on adoption of irrigation formal/informal) systems for agricultural production	Municipal Wide	x	x	x	x		2,000.00				√	DoA	CA
45.	Collect and Analyse data on crops and livestock production and yield	Municipal Wide	x	x	x	x	4,500.00	2,500.00				√	DoA	CA
Objective: Reduce postharvest losses by 30% among farmers by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
46.	Carry out demonstration on construction of Prototype Dryer to reduce post-harvest losses in cereals, tubers and vegetables	Municipal Wide	x	x	x	x			20,000			√	DoA	CA
Objective: Build capacity of 600 youth in entrepreneurial skills by the end of 2029 to enhance self-employment and business creation opportunities.														
Programme: Local Economic Development														
47.	Facilitate 1 No. internship Training for 50 master craft persons	Kyebe	x	x	x	x			4000			√	GEA/B AC	CA
48.	Facilitate Business Counseling for 100 MSMEs owners in the Municipality	Kyebe	x	x	x	x		10000				√	GEA/B AC	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
49.	Facilitate RGD certification for MSMEs owner in the municipality	Kyebe	x	x	x	x		5000	5000			√	GEA/BAC	CA
50.	Facilitation of entrepreneurship training for MBA beneficiaries	Kyebe	x	x	x	x		5000				√	GEA/BAC	CA
51.	Facilitate skills and entrepreneurship training for unemployed youth in agri-business	Kyebe	x	x	x	x		10,000				√	GEA/BAC	CA
52.	Facilitate skills and entrepreneurship training in Artisanal works for unemployed youth in the municipality	Kyebe	x	x	x	x		10,000				√	GEA/BAC	CA
53.	Completion of Palm oil making factory	Oboperkunya	x	x				5000				√	MPCU	ACA
54.	Completion of soap making factory	Abesim Yeboah	x	x				5000				√	MPCU	ACA
55.	Completion of Pig farm	Apapam	x	x				5000				√	MPCU	ACA
Objective: Improve infrastructure of at least 2 tourist sites by the end of 2029														
Programme: Local Economic Development														
56.	Collaborate with Private Sector to develop tourist site	Municipal Wide	x	x	x	x			5000		√		MPCU	Private Sector
57.	Support the provision of ancillary facilities at Bunso Eco park and Atiwa Forest	Bunso, Sagyimase	x	x	x	x		136,500.00			√		MPCU	CA, NADMO
58.	Collaborate with Ghana Tourist Board and Traditional Authorities to acquire land documentation for	Bunso	x	x	x	x			12000.00		√		MPCU	GTB, TAs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	Bunso Eco park													
Objective: Improve access to markets across the municipality by constructing or renovating 10 market facilities in key locations by the end of 2029														
Programme: Local Economic Development														
59.	Rehabilitate and Renovate existing Market	Asiakwa	x	x	x	x		120000	35000		√		Works	ASMA
60.	Implement 24hr Market Model	Asafo	x	x	x	x		7,364,496.07			√		Works Dep't	MPCU
Objective: Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land rehabilitation measures by 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
61.	Reclaim 40 hectares of degraded farm lands	Municipal Wide	x	x	x	x				120,000.00	√		Arocha Gh.	ASMA
Objective: Build spatial planning capacity at the local level by training Building inspectorates' unit and developing spatial plans for all sub-districts by the end of 2029														
Programme: Spatial Development														
62.	Support PPD and Works Department to undertake quarterly development control exercises	Municipal Wide	x	x	x	x	9,800.00		62,000.00			√	PPD	Works
63.	Organize SPC & TSC meetings	Kyebe	x	x	x	x	4,025.00		42,000			√	PPD	ASMA
64.	Prepare 2No. Local Plans	Kyebe	x	x	x	x	5,000.00	40000	60,000		√		PPD	ASMA
65.	Prepare and approve 2 No. Structure Plans	Kyebe, Asiakwa	x	x	x	x		120000	40,000		√		PPD	ASMA
66.	Continue Street Naming Exercise	District Wide	x	x	x	x		140000				√	PPD	ASMA
Objective: Improve 200m drainage systems in flood-prone areas by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
67.	Construction of 2No. double 1.2 x 12m culvert	Kwesi Komfo, Adotowa no.2	x	x	x					1,000,000.00	√		Feeder Roads	MPCU

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
68.	Completion of Storm Drain	Kyebe	x	x	x					2,000,000.00		√	Urban Roads	MPCU
69.	De-silt choked drains	Kyebe	x	x	x				62,500.00			√	Urban Roads	MPCU AMs
Objective: Strengthen capacity of all departments to address climate change and variability by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
70.	Landscape open space and plant grass	Municipal Wide	x	x	x	x	6,500.00	5000	22000		√		Parks & Gardens	MPCU
71.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x		10,000				√	NADMO	AMs
72.	Support Atewa CREMA Activities	Municipal Wide	x	x	x	x				15,000.00		√	Arocha Ghana	MPCU
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
73.	Organize quarterly public education on climate change, emergency protocols and early warning signs	Municipal Wide	x	x	x	x	6,000.00		60,000.00			√	MPCU	NADMO
74.	Organize public education on Bushfire	Municipal Wide	x	x	x	x	4,000.00					√	ASMA GNFS	NADMO
75.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x	5,000.00		18,000.00			√	NADMO	MPCU
76.	Provide relief Items for Disaster victims	Municipal Wide	x	x	x	x				120,000.00		√	NADMO	ASMA
Objective: Reduce forest degradation in protected areas by 50% by the end of 2029														
Programme: Climate Change and Environmental Sustainability Programme														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
77.	Plant 10000 Trees under the tree for Life programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
78.	Implement National Plantation Development Programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
79.	Support forest monitoring	Municipal Wide	x	x	x	x				20,000		√	Forestry Com.	ASMA
Objective: Rehabilitate 100 km of priority roads across the municipality by the end of 2029 to improve connectivity and transportation														
Programme: Transport Infrastructure and Safety Management Programme														
80.	Control vegetation and clean 109km feeder road shoulders to improve visibility	Municipal Wide	x	x	x	x	200,000.00		23,745.70			√	Feeder Roads	ASMA
81.	Reshape 60km feeder roads –	Kwasi Komfo, Boate, Adukrom-Agyapomaa and others	x	x	x	x	1,020,000.00					√	Feeder Roads	ASMA
82.	Install speed ramps and replace road infrastructure including signage	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	185,000.00					√	Urban Roads	ASMA
83.	Undertake spot improvement on roads with pot-holes	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	200,000.00					√	Urban Roads	ASMA
84.	Completion of Road Terminal and rest stop	Asafo	x					7,364,496.07				√	Urban Roads	ASMA
85.	Completion of 1.5m width Pedestrian Walkway from Kyebe Lorry Station - ECG Junction (0.6km) and Bitumen Surfacing of	Kyebe	x							6,794,247.17		√	MPCU	Soman Consult

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	0.9KM Kibi Technical Institute Road													
86.	Introduce lay-byes along arterial roads	Apedwa junction to Asiakwa	x	x	x	x				2,500,000.00	√		Urban Roads	MPCU AMs
87.	Road safety campaign programmes	Municipal Wide	x	x	x	x			30,000.00			√	Urban Roads	MPCU AMs
88.	Collect and update transport register	Municipal Wide	x	x	x	x			10,000.00			√	Urban Roads	Transport Unions, AMs
89.	Construction of access roads at Kyebi Newtown and others	Municipal Wide	x	x	x	x	1,200,000.00				√		Urban Roads	MPCU, AMs
90.	Approach filling of culvert	Asiakwa		x	x				30,000.00		√		Urban Roads	MPCU, AMs
91.	Procure, distribute and maintain streetlights in the municipality	Municipal Wide	x	x	x	x				350,000.00		√	Works	Urban Roads, ECG
92.	Extend electricity to unserved Areas	Municipal Wide	x	x	x	x	250,000.00				√		Works	ECG AMs
Objective: Improve BECE performance from 64 to 84% in 2026														
Programme: Education Improvement														
93.	Organize Municipal SPAM	Kyebi	x	x	x	x		10000				√	GES	CA
94.	Organize capacity building for Teachers	Kyebi	x	x	x	x		10000				√	ASMA GES	CA
95.	Organize Mock Examination for JHS 3 Students	Municipal Wide	x	x	x	x		10000				√	ASMA GES	CA
Objective: Increase enrolment by 20% at all levels by the end of the planned period														
Programme: Education Improvement														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
96.	Organize Reading Festival	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
97.	Undertake Community Engagement	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,
98.	Undertake My first day at school	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,
99.	Organize Municipal and Zonal Cultural Festivals	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
100.	Organization of Municipal Sports Competitions	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
Objective: Reduce geographical disparities in access to quality education by 60% annually.														
Programme: Education Improvement														
101.	Construct 1No. 3-unit Classroom Block at Apedwa Newtown M/A	Apedwa Newtown	x	x	x	x		745,340.0 0			√		Works	ASMA
102.	Construct 1No. 6-unit Classroom Block at Bunso M/A Primary	Bunso	x	x	x	x		1,305,220. 43			√		Works	ASMA
103.	Construction of 1No. 6-unit Classroom Block at Kyebe Habitat Presby School	Kyebe Habitat	x	x	x			1,305,220. 43			√		Works	ASMA
104.	Construct 1No. KG Classroom Block at Adadientem R/C Basic	Adadientem	x	x	x	x		745,238.0 0			√		Works	ASMA
105.	Renovate dilapidated classroom blocks	Municipal Wide	x	x	x	x		100,000			√		Works	ASMA
106.	Complete abandoned Classroom Blocks	Addonkwant a, Apapam, Apedwa Gyanobaase, Ntabea,	x	x	x	x		1,500,000			√		Works	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
107.	Completion of 2No. Teachers Quarters	Agyapomaa, Potroase	x	x				10,000.00		27,000.00		√	Works	ACA
108.	Completion of Classroom Block	Owuratwum	x	x				5000.00		13,500.00		√	Works	ACA
109.	Construction of WASH Facilities for needy schools	Municipal Wide	x	x	x	x		700,000	300,000	500,000.00	√		Works	ASMA
110.	Procure and distribute Dual Desk for needy school	Municipal Wide	x	x	x	x		765,798.43			√		ASMA GES	ASMA
111.	Procure and distribute Mono Desks to needy schools	Municipal Wide	x	x	x	x		400,000.00			√		ASMA GES	ASMA
112.	Procure and distribute hexagonal desks to needy schools	Municipal Wide	x	x	x	x		1,020,000.00			√		ASMA GES	ASMA
113.	Procure and distribute Tables and Chairs for needy schools	Municipal Wide	x	x	x	x		660,000.00			√		ASMA GES	ASMA
114.	Support for Brilliant but needy Students	Municipal Wide	x	x	x	x		200,000.00				√	ASMA GES	ASMA
Objective: Improve health care service delivery throughout the municipality by 2029														
Programme: Health Improvement														
115.	Celebration of annual Child Health Promotion Week (CHPW)	Municipal Wide			x			13000				√	MDHS	SWCD
116.	Conduct mop-ups for routine immunization and other child health services for children under 5 years, twice every year	Municipal Wide	x	x	x	x		7000				√	MDHS	SWCD
117.	Celebration of World Breastfeeding Week.	Municipal Wide		x				5,000		5000		√	MDHS	Gender Desk

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
118.	Conduct half-yearly safe motherhood training for midwives	Kyebe	x		x			5,000		5000		√	MDHS	CA
119.	Celebration of the annual World Menstrual Hygiene Day	Municipal Wide			x			5,000		15000		√	MDHS	SWCD
120.	Celebration of World Mental Health Awareness Month	Municipal Wide		x				5000		35000		√	MDHS	SWCD
121.	Hold a quarterly Public Health Emergency Management Committee meeting	Kyebe	x	x	x	x		15000				√	MDHS	CA
122.	Organize quarterly District Health Committee meetings	Kyebe	x	x	x	x		5000		35000		√	MDHS	CA
123.	Hold mid-year and annual performance review meetings	Municipal Wide	x	x	x	x		15000				√	MDHS	CA
124.	Conduct quarterly supportive supervision to health facilities for coaching and on-the-job training	Municipal Wide	x	x	x	x		12000		18000		√	MDHS	CA
Objective: Improved access to quality healthcare throughout the Municipality by 2029														
Programme: Health Improvement														
125.	Orientation on leadership and management for facility and unit heads.	Kyebe	x	x	x	x		10000		20000		√	MDHS	MPCU
126.	Construction of CHPS compounds	Apedwa Town CHPS, Nkronso, Bunso Town, Bomponso No. 1, Kibi	x	x	x	x		1,812,798.43			√		WORK S	MDHS, CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
		Zongo, Supong												
127.	Renovate and retool health directorate office, health centres and CHPS compounds in deplorable state	Bunso, Potroase Bonponso, Apedwa, Asiakwa	x	x	x	x		700,000			√		WORK S	MDHS, CA
128.	Completion of Nurses Quarters	Adukrom	x	x				5000.00		13,500		√	Works	MDHS, ACA
129.	Completion of Odumase Health Center	Odumase	x	x				5000.00		13,500		√	Works	MDHS, CA
130.	Completion of CHPS Compound	Atwemamen a	x	x				5000.00		13,500		√	Works	MDHS, ACA
131.	Complete abandoned Health Facilities	Municipal Wide	x	x	x	x		1,500,000				√	Works	MDHS, CA
132.	Purchase of basic medical equipment for service delivery (thermometer, BP apparatus, HB metres)	Kyebe	x	x	x	x	60,000.00	75000			√		CA	MDHS,
133.	Support the enrolment of 8000 vulnerable persons (children and aged) onto the NHIS	Municipal Wide	x	x	x	x	30,000.00					√	NHIS	ASMA
Objective: To reduce HIV infection by 50% by the end of 2029														
Programme: Health Improvement														
134.	Support HIV&AIDS and TB Response	Kyebe	x	x	x	x		49,755.00				√	MDHS	CA
Objective: Enhance sanitation practices in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
135.	Organize medical screening for 3,600 food vendors to promote food safety	Municipal Wide	x	x	x	x			20000			√	MEHU	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
136.	Organize quarterly clean-up exercise	Municipal Wide	x	x	x	x		400,000				√	MEHU	ASMA
137.	Organize quarterly Sanitation Education/Sensitization	Municipal Wide	x	x	x	x		140,000.0 0				√	MEHU	CA
138.	Procure sanitary tools, equipment and materials	Kyebe	x	x	x	x		118,948.4 3				√	MEHU	CA
139.	Arrest and detain stray animals	Municipal Wide	x	x	x	x		100,000				√	MEHU	ASMA
140.	Desilting of drains	Municipal Wide	x	x	x	x		200,000.0 0				√	MEHU	Works Dep't
Objective: Improve waste management in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
141.	Evacuate old landfill site		x	x	x	x		370,000			√		MEHU	CA
142.	Procure and distribute 10 No. refuse containers	Municipal Wide	x	x	x	x		370,000			√		MEHU	CA
143.	Support Sanitation Improvement Package	Municipal Wide	x	x	x	x		523,250.0 0				√	MEHU	CA
144.	Fumigate public places and densely populated areas	Municipal Wide	x	x	x	x		418,600.0 0				√	MEHU	CA
Objective: Ensure open defecation free communities by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
145.	Implement Community Led Total Sanitation (CLTS) activities (promote construction of household latrines)	Municipal Wide	x	x	x	x		130,000.0 0				√	MEHU	CA
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029.														
Programme: Water, Environmental Health and Sanitation														
146.	Conduct monitoring of economic and social activities to control water, noise and air pollution	Municipal Wide	x	x	x	x		155,000.0 0			√		MPCU	MEHU
Objective: Increase potable water coverage to 95% by 2029														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Programme: Water, Environmental Health and Sanitation Programme														
147.	Construct 15No. mechanized boreholes	Municipal Wide	x	x	x	x		1,998,000			√		Works	MPCU, AMs
148.	Repair 15 broken-down boreholes	Municipal Wide	x	x	x	x		646,000			√		Works	MPCU, AMs
149.	Form and strengthen Community Water Management Committees	Municipal Wide	x	x	x	x			40000		√		Works	MPCU, AMs
Objective: Increase coverage of social protection programme for children by 50% by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
150.	Settle at least 20 Child Maintenance Cases at Family Tribunal	Municipal Wide	x	x	x	x	6,000.00	2000	6000			√	SWCD	MA
151.	Conduct Social Enquiry on at least 15 children in conflict with the law to provide needed interventions	Municipal Wide	x	x	x	x	5,000.00	2000	15000			√	SWCD	MA
Objective: Reduce gender discriminatory sociocultural practices in all communities by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
152.	Organize at least one public education on gender-based violence	Municipal Wide	x	x	x	x	7,034.97	5000				√	SWCD	MA
153.	Organize quarterly home and household visits to sensitize women on home management, childcare development and child protection	Municipal Wide	x	x	x	x	5,000.00	4000				√	SWCD	MA
Objective: Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029														
Programme: Vulnerability, Social and Child Protection														
154.	Provide financial support and start-up kits for 30 PWDs	Municipal Wide	x	x	x	x		489,159.68				√	SWCD	MA
155.	Collaborate with Abuakwa South Pensioners Association to provide medical support for Pensioners and the aged	Municipal Wide	x	x	x	x		100,000.00			√		SWCD	MA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Institution/Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
156.	Collaborate with Christian Council to celebrate Senior Citizens Day	Municipal Wide	x	x	x	x		6,000.00				√	SWCD	MA
157.	Provide temporary shelter homes for vulnerable and aged persons	Kyebe	x	x	x	x		120,000.00			√		SWCD	MA
Objective: Reduce youth unemployment by 35% annually from 2026 to 2029														
Programme: Youth and Sports Development														
158.	Provide Support for Youth and Sports Development	Kyebe	x	x	x	x		20,000.00		1,000,000.00		√	Youth Authority	MPCU
Objective: Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to enhance knowledge exchange and joint development initiatives.														
Programme: Sister Cities Relations														
159.	Collaborate with UN Habitat, SSCHH & other sister cities to exchange knowledge and build capacity to develop municipality	Nationwide	x	x	x	x			50000	150,000.00	√		Smart SDG Cities MIC	Sister Cities

Table 6.2: 2027 Annual Action Plan

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase effective sub-district structures from one to five by the end of 2029														
Programme: Sub-Structure Improvement														
1.	Organize training for Assembly Members and Zonal Council Members	Kyebe	x	x	x	x		45,000.00	33,243.29			√	HR	CA
2.	Construct and Furnish 3 No. Zonal council offices	Asiakwa, Apapam Kyebe	x	x	x	x	1,000,000.00		30,000.00		√		Works	CA
3.	Conduct quarterly Zonal Council Meetings	Municipality wide	x	x	x	x		84,000.00				√	CA	Ams
4.	Support Community Initiated Projects	Municipality wide	x	x	x	x		150,000.00				√	MPCU	ASMA
Objective: Ensure that 90% of municipal departments meet established service standards by the end of 2029														
Programme: Capacity Building and Productivity Improvement														
5.	Organize Training for Assembly Staff	Kyebe	x	x	x	x	40,000.00	30,000				√	HR	ASMA
6.	Procure Office equipment and Stationaries	Kyebe	x	x	x	x		120,000	170,400.00			√	Pro. Unit	ASMA
7.	Validate and process monthly payment of compensation	Kyebe	x	x	x	x	8,369,530.52		250,000.00			√	HR	ASMA
Objective: Promote good governance, citizenship and public accountability in all electoral areas														
Programme: Governance, Accountability and Public Safety Improvement														
8.	Organize quarterly public engagement Democracy Education on Decentralization & Local Governance, Values Education, Gender Equality, Electoral, Process, Tax compliance etc.	Municipal Wide	x	x	x	x			12,000.00			√	NCCE	ASMA, GES,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
9.	Organize quarterly stakeholder engagement on environmental governance, NACAP, Social Auditing	Municipal Wide	x	x	x	x			10,000.00			√	NCCE	Assembly Mem., CHRAJ,
10.	Observe Annual Constitution and citizenship Week Celebration	Municipal Wide	x	x	x	x			5000.00			√	NCCE	State Institutions, FBOs & CSOs, GES
11.	Implement NACAP Action Plan	Kyebe	x	x	x	x			40,000.00			√	NACAP Com.	ASMA
12.	Organize 4No. General Assembly, 2No. Townhall, Public hearing and community engagement meetings	Municipal Wide	x	x	x	x		75,000.00	63,304.00			√	CA	ASMA
13.	Organize quarterly audit committee meetings	Kyebe	x	x	x	x			42,880.00			√	CA	ASMA
14.	Develop Risk Management Policy for the Assembly	Kyebe	x					50,000.00				√	Internal Audit	Finance
15.	Organize Independence Day Celebration	Kyebe	x	x	x	x		60,000.00				√	CA	GES
16.	Collaborate with Traditional Authorities to support cultural activities	Municipal Wide	x	x	x	x		50,000.00	22,000.00			√	CA	ISD, TAs
17.	Complete abandoned durbar grounds	Maase	x	x	x	x		2,891,596.85				√	Works	ASMA
18.	Collaborate with relevant departments to register and issue birth certificate and burial permits	Kyebe	x	x	x	x			4400.00			√	Birth and Death Registry	GHS, SW&CD MEHO
19.	Organize quarterly outreach programme for mass registration	Municipal Wide	x	x	x	x		5000.00				√	Birth and Death Registry	GHS, SW&CD MEHO
Objective: Operate and maintain at least 90% of all movable and immovable assets of the Assembly by the end of 2029														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Programme: Asset Maintenance and Improvement Programme														
20.	Operate and maintain movable assets of the Assembly including vehicles, office equipment etc. (implement operation and maintenance plan)	Kyebe	x	x	x	x	3,539.63	699,947.66	253,366.69			√	MPCU	ASMA
21.	Maintain fixed assets of the Assembly including Office Administration Buildings, Staff Quarters, School Classroom Blocks, Markets, Health Facilities etc.	Municipal Wide	x	x	x	x		1,833,211.2		331,635.84		√	Works	ASMA
Objective: Improve infrastructure for security services by renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029														
Programme: Governance, Accountability and Public Safety Improvement														
22.	Provide support for to the security services to support security operations	Municipal Wide	x	x	x	x		20,000.00	11,000.00			√	CA	ASMA
Objective: Achieve at least 95% execution of approved annual action plan by the end of 2029														
Programme: Co-ordination, Monitoring, Evaluation and Learning														
23.	Undertake quarterly monitoring and evaluation of Projects	Municipal Wide	x	x	x	x		120,000.00				√	MPCU	ASMA
24.	Support MPCU Activities; Quarterly meetings, review meetings, data collection and dissemination	Kyebe	x	x	x	x		24,000.00	41,143.41			√	MPCU	ASMA
25.	Review and prepare AAPs and Budget, Procurement Plan	Kyebe	x	x	x	x		90,000.00				√	CA	ASMA
26.	Organize quarterly budget committee meetings	Kyebe	x	x	x	x			42,880.00			√	CA	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase IGF of the MMDA by 60% by the end of 2029														
Programme: Financial Management Programme														
27.	Implement Revenue Improvement Action Plan (RIAP)	Municipal Wide	x	x	x	x			94,698.90			√	Finance	MPCU
28.	Valuate Properties in the Municipality	Municipal Wide	x	x						300,000.00		√	Finance	MPCU
Objective: Increase extension service coverage by 100% access by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
29.	Train farmers on good management and cultural practices of oil palm & coconut fields under PERD	Municipal Wide	x	x	x	x	6,000.00	5,000.00				√	DoA	CA
30.	Organize research and extension farmers linkage committee (RELC) planning session	Municipal Wide	x	x	x	x		5,000.00				√	DoA	CA
31.	Establish four (4) crop & animal production demonstrations with emphasis on conservation agriculture techniques, GAPs, animal sanitation regime and hybrid breeding	Municipal Wide	x	x	x	x	5,011.96	5,000.00				√	DoA	CA
32.	Organize National farmers day celebration	Kyebi	x	x	x	x		64,000.00				√	DoA	CA
33.	Provide extension services in poultry and livestock husbandry management techniques and disease control	Municipal Wide	x	x	x	x	5,270.00	2,000.00				√	DoA	CA
34.	Conduct Home &Farm Visits on agro-households and farms.	Municipal Wide	x	x	x	x	6,500.00	2,000.00				√	DoA	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
35.	Conduct Five (5) Farmers Fora to sensitize farmers and other stakeholders on key agricultural technologies/innovations and flagship programmes & policies	Municipal Wide	x	x	x	x		2,500.00	2,000.00			√	DoA	CA
36.	Carry out sensitization, registration and implementation of feed Ghana initiative and other related activities	Municipal Wide	x	x	x	x		3,000.00				√	DoA	CA
37.	Build capacity to revamp 10 Farmer Groups/FBOs with focus on gender mainstreaming in group formation	Municipal Wide	x	x	x	x	5,760.00	5,000.00	5,813.00			√	DoA	CA, BAC
38.	Conduct monthly/quarterly Monitoring and Evaluation Visits on AEA and Field Activities	Municipal Wide	x	x	x	x		3,000.00	5,000.00			√	DoA	CA
39.	Conduct training on new technologies in poultry and livestock to enhance husbandry management techniques	Kyebe	x	x	x	x		3,000.00				√	DoA	CA
40.	Sensitize and train farmers on adoption of irrigation formal/informal) systems for agricultural production	Municipal Wide	x	x	x	x		2,000.00				√	DoA	CA
41.	Collect and Analyse data on crops and livestock production and yield	Municipal Wide	x	x	x	x	4,500.00	2,500.00				√	DoA	CA
Objective: Reduce postharvest losses by 30% among farmers by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
42.	Carry out demonstration on construction of Prototype Dryer to reduce post-harvest losses in cereals, tubers and vegetables	Municipal Wide	x	x	x	x			20,000			√	DoA	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Build capacity of 600 youth in entrepreneurial skills by the end of 2029 to enhance self-employment and business creation opportunities.														
Programme: Local Economic Development														
43.	Facilitate 1 No. internship Training for 50 master craft persons	Kyebe	x	x	x	x			4000			√	GEA/ BAC	CA
44.	Facilitate Business Counselling for 100 MSMEs owners in the Municipality	Kyebe	x	x	x	x		10000				√	GEA/ BAC	CA
45.	Facilitate RGD certification for MSMEs owner in the municipality	Kyebe	x	x	x	x		5000.00	5000.00			√	GEA/ BAC	CA
46.	Facilitation of entrepreneurship training for MBA beneficiaries	Kyebe	x	x	x	x		5000.00				√	GEA/ BAC	CA
47.	Facilitate skills and entrepreneurship training for unemployed youth in agri-business	Kyebe	x	x	x	x		10,000.00				√	GEA/ BAC	CA
48.	Facilitate skills and entrepreneurship training in Artisanal works for unemployed youth in the municipality	Kyebe	x	x	x	x		10,000.00				√	GEA/ BAC	CA
Objective: Improve infrastructure of at least 2 tourist sites by the end of 2029														
Programme: Local Economic Development														
49.	Collaborate with Private Sector to develop tourist site	Municipal Wide	x	x	x	x			5000.00			√	MPCU	Private Sector
50.	Support the provision of ancillary facilities at Bunso Eco park and Atiwa Forest	Bunso, Sagyimase	x	x	x	x		136,500.00				√	MPCU	CA, NADMO
51.	Collaborate with Ghana Tourist Board and Traditional Authorities to acquire land documentation for Bunso Eco park	Bunso	x	x	x	x			12000.00			√	MPCU	GTB, TAs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Improve access to markets across the municipality by constructing or renovating 10 market facilities in key locations by the end of 2029														
Programme: Local Economic Development														
52.	Rehabilitate and Renovate existing Market	Municipal Wide	x	x	x	x		120000.00	35000.00			√	Works	MPCU
53.	Implement 24hr Market Model	Municipal Wide	x	x	x	x		7,364,496.07				√	Works	MPCU
Objective: Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land rehabilitation measures by 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
54.	Reclaim 40 hectares of degraded farmlands	Municipal Wide	x	x	x	x				120,000.00		√	Arocha Gh.	ASMA
Objective: Build spatial planning capacity at the local level by training Building inspectorates' unit and developing spatial plans for all sub-districts by the end of 2029														
Programme: Spatial Development														
55.	Support PPD and Works Department to undertake quarterly development control exercises	Municipal Wide	x	x	x	x	9,800.00		62,000.00			√	PPD	Works
56.	Organize SPC & TSC meetings	Kyebe	x	x	x	x	4,025.00		42,000			√	PPD	ASMA
57.	Prepare 2No. Local Plans	Kyebe	x	x	x	x	5,000.00	40000	60,000			√	PPD	ASMA
58.	Prepare and approve 2 No. Structure Plans	Kyebe, Asiakwa	x	x	x	x		120000	40,000			√	PPD	ASMA
59.	Continue Street Naming Exercise	District Wide	x	x	x	x		140000				√	PPD	ASMA
Objective: Improve 200m drainage systems in flood-prone areas by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
60.	Construction of 2No. double 1.2 x 12m culvert	Kwesi Komfo, Adotowa no.2	x	x	x					1,000,000.00		√	Feeder Roads	MPCU
61.	Completion of Storm Drain	Kyebe	x	x	x					2,000,000.00		√	Urban Roads	MPCU

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
62.	De-silt choked drains	Kyebi	x	x	x				62,500.00			√	Urban Roads	MPCU AMs
Objective: Strengthen capacity of all departments to address climate change and variability by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
63.	Landscape open space and plant grass	Municipal Wide	x	x	x	x	6,500.00	5000	22000			√	Parks & Gardens	MPCU
64.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x		10,000.00				√	NADMO	AMs
65.	Support Atewa CREMA Activities	Municipal Wide	x	x	x	x				15,000.00		√	Arocha Ghana	MPCU
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
66.	Organize quarterly public education on climate change, emergency protocols and early warning signs	Municipal Wide	x	x	x	x	6,000.00		60,000.00			√	MPCU	NADMO
67.	Organize public education on Bushfire	Municipal Wide	x	x	x	x	4,000.00					√	ASMA GNFS	NADMO
68.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x	5,000.00		18,000.00			√	NADMO	MPCU
69.	Provide relief Items for Disaster victims	Municipal Wide	x	x	x	x				120,000.00		√	NADMO	ASMA
Objective: Reduce forest degradation in protected areas by 50% by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
70.	Plant 10000 Trees under the tree for Life programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
71.	Implement National Plantation Development Programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
72.	Support forest monitoring	Municipal Wide	x	x	x	x				20,000		√	Forestry Com.	ASMA
Objective: Rehabilitate 100 km of priority roads across the municipality by the end of 2029 to improve connectivity and transportation														
Programme: Transport Infrastructure and Safety Management														
73.	Control vegetation and clean 109km feeder road shoulders to improve visibility	Municipal Wide	x	x	x	x	200,000.00		23,745.70			√	Feeder Roads	ASMA
74.	Reshape 60km feeder roads –	Kwasi Komfo, Boate, Adukrom-Agyapomaa and others	x	x	x	x	1,020,000.00					√	Feeder Roads	ASMA
75.	Install speed ramps and replace road infrastructure including signage	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	185,000.00					√	Urban Roads	ASMA
76.	Undertake spot improvement on roads with potholes	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	200,000.00					√	Urban Roads	ASMA
77.	Completion of Road Terminal and rest stop	Asafo	x					7,364,496.07				√	Urban Roads	ASMA
78.	Completion of 1.5m width Pedestrian Walkway from Kyebe Lorry Station - ECG Junction (0.6km) and Bitumen Surfacing of 0.9KM Kibi Technical Institute Road	Kyebe	x							6,794,247.17		√	MPCU	Soman Consult

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
79.	Introduce lay-byes along arterial roads	Apedwa junction to Asiakwa	x	x	x	x				2,500,000.00		√	Urban Roads	MPCU AMs
80.	Road safety campaign programmes	Municipal Wide	x	x	x	x			30,000.00			√	Urban Roads	MPCU AMs
81.	Collect and update transport register	Municipal Wide	x	x	x	x			10,000.00			√	Urban Roads	Transport Unions, AMs
82.	Construction of access roads at Kyebi Newtown and others	Municipal Wide	x	x	x	x	1,200,000.00					√	Urban Roads	MPCU, AMs
83.	Procure, distribute and maintain streetlights in the municipality	Municipal Wide	x	x	x	x				350,000.00		√	Works	Urban Roads, ECG
84.	Extend Electricity to unserved areas	Municipal Wide	x	x	x	x	250,000.00					√	Works	ECG, AMs
Objective: Improve BECE performance from 64 to 84% in 2025														
Programme: Education Improvement														
85.	Organize Municipal SPAM	Kyebi	x	x	x	x		10000				√	GES	CA
86.	Organize capacity building for Teachers	Kyebi	x	x	x	x		10000				√	ASMA GES	CA,
87.	Organize Mock Examination for JHS 3 Students	Municipal Wide	x	x	x	x		10000				√	ASMA GES	CA,
Objective: Increase enrolment by 20% at all levels by the end of the planned period														
Programme: Education Improvement														
88.	Organize Reading Festival	Kyebi	x	x	x	x		5000				√	ASMA GES	CA,
89.	Undertake Community Engagement	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
90.	Undertake My first day at school	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,
91.	Organize Municipal and Zonal Cultural Festivals	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
92.	Organization of Municipal Sports Competitions	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
Objective: Reduce geographical disparities in access to quality education by 60% annually.														
Programme: Education Improvement														
93.	Construct 1No. 3-unit Classroom Block for Ankaase M/A	Ankaase	x	x	x	x		745,340.00			√		Works	ASMA
94.	Construct 1No. 6-unit Classroom Block at Kibi MA Experimental	Kibi	x	x	x	x		1,305,220.43			√		Works	ASMA
95.	Construct 1No. KG Classroom Block at Asafo Pechi M/A Basic	Asafo Pechi	x	x	x	x		745,238.00			√		Works	ASMA
96.	Construct 1No. 6-unit classroom block at Kibi Senior High/Tech.	Kyebe	x	x	x	x	1,305,220.43				√		Works	ASMA
97.	Renovation and Cladding of JHS Pavilion	Abesim Yeboah	x	x	x	x		100,000			√		Works	ASMA
98.	Complete abandoned Classroom Blocks	Municipal Wide	x	x	x	x		1,500,000				√	Works	ASMA
99.	Construction of WASH Facilities for needy schools	Municipal Wide	x	x	x	x		700,000	300,000	500,000.00	√		Works	ASMA
100.	Procure and distribute Dual Desk for needy school	Municipal Wide	x	x	x	x		765,798.43			√		ASMA GES	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
101.	Procure and distribute Mono Desks to needy schools	Municipal Wide	x	x	x	x		400,000.00			√		ASMA GES	ASMA
102.	Procure and distribute hexagonal desks to needy schools	Municipal Wide	x	x	x	x		1,020,000.00			√		ASMA GES	ASMA
103.	Procure and distribute Tables and Chairs for needy schools	Municipal Wide	x	x	x	x		660,000.00			√		ASMA GES	ASMA
104.	Support for Brilliant but needy Students	Municipal Wide	x	x	x	x		200,000.00				√	ASMA GES	ASMA
Objective: Reduce malaria cases and other diseases by 40 percent by the end of 2029														
Programme: Health Improvement Programme														
105.	Celebration of annual Child Health Promotion Week (CHPW)	Municipal Wide	x	x	x	x		13000.00				√	MDHS	SWCD
106.	Conduct mop-ups for routine immunization and other child health services for children under 5 years, twice every year	Municipal Wide	x	x	x	x		7000.00				√	MDHS	SWCD
107.	Celebration of World Breastfeeding Week.	Municipal Wide	x	x	x	x		5,000.00		5000.00		√	MDHS	Gender Desk
108.	Conduct half-yearly safe motherhood training for midwives	Kyebe	x	x	x	x		5,000.00		5000.00		√	MDHS	CA
109.	Celebration of the annual World Menstrual Hygiene Day	Municipal Wide	x	x	x	x		5,000.00		15000.00		√	MDHS	SWCD
110.	Celebration of World Mental Health Awareness Month	Municipal Wide	x	x	x	x		5000.00		35000.00		√	MDHS	SWCD

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
111.	Hold a quarterly Public Health Emergency Management Committee meeting	Kyebe	x	x	x	x		15000.00				√	MDHS	CA
112.	Organize quarterly District Health Committee meetings	Kyebe	x	x	x	x		5000.00		35000.00		√	MDHS	CA
113.	Hold mid-year and annual performance review meetings	Kyebe	x	x	x	x		15000.00				√	MDHS	CA
114.	Conduct quarterly supportive supervision to health facilities for coaching and on-the-job training	Municipal Wide	x	x	x	x		12000.00		18000.00		√	MDHS	CA
Objective: Improved access to quality healthcare throughout the Municipality by 2029														
Programme: Health Improvement														
115.	Orientation on leadership and management for facility and unit heads.	Kyebe	x	x	x	x		10000		20000		√	MDHS	MPCU
116.	Construction of CHPS compounds	Apedwa Town CHPS, Nkronso, Bunso Town, Bomponso No. 1, Kibi Zongo, Supong Owuratwum Ntabea	x	x	x	x		1,812,798.43			√		WORKS	MDHS, CA
117.	Renovate and retool health directorate office, health centres and CHPS compounds in deplorable state	Bunso, Potroase Bonponso, Apedwa, Asiakwa	x	x	x	x		700,000			√		WORKS	MDHS, CA
118.	External works for Abesim Yebaoh CHPS Compound	Abesim Yeboah	x	x	x		150,000.00				√		Works	MDHS

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
119.	Complete abandoned Health Facilities	Municipal Wide	x	x	x	x		1,500,000				√	Works	MDHS, CA
120.	Purchase of basic medical equipment for service delivery (thermometer, BP apparatus, HB metres)	Kyebi	x	x	x	x	60,000.00	75000				√	CA	MDHS,
121.	Support the enrolment of 8000 vulnerable persons (children and aged) onto the NHIS	Municipal Wide	x	x	x	x	30,000.00					√	NHIS	ASMA
Objective: To reduce HIV infection by 50% by the end of 2029														
Programme: Health Improvement														
122.	Support HIV&AIDS and TB Response	Kyebi	x	x	x	x		49,755.00				√	MDHS	CA
Objective: Enhance sanitation practices in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
123.	Organize medical screening for 3,600 food vendors to promote food safety	Municipal Wide	x	x	x	x			20000.00			√	MEHU	ASMA
124.	Organize quarterly clean-up exercise	Municipal Wide	x	x	x	x		400,000.00				√	MEHU	ASMA
125.	Organize quarterly Sanitation Education/Sensitization	Municipal Wide	x	x	x	x		140,000.00				√	MEHU	CA
126.	Procure sanitary tools, equipment and materials	Kyebi	x	x	x	x		118,948.43				√	MEHU	CA
127.	Arrest and detain stray animals	Municipal Wide	x	x	x	x		100,000.00				√	MEHU	ASMA
128.	Desilting of drains	Municipal Wide	x	x	x	x		200,000.00				√	MEHU	Urban Feeder Roads
Objective: Improve waste management in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
129.	Evacuate old landfill site	Municipal Wide	x	x	x	x		370,000				√	MEHU	CA
130.	Procure and distribute 10 No. refuse containers	Municipal Wide	x	x	x	x		370,000				√	MEHU	CA
131.	Support Sanitation Improvement Package	Municipal Wide	x	x	x	x		523,250.00				√	MEHU	CA
132.	Fumigate public places and densely populated areas	Municipal Wide	x	x	x	x		418,600.00				√	MEHU	CA
Objective: Ensure open defecation free communities by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
133.	Implement Community Led Total Sanitation (CLTS) activities (promote construction of household latrines)	Municipal Wide	x	x	x	x		130,000.00				√	MEHU	CA
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
134.	Conduct monitoring of economic and social activities to control water, noise and air pollution	Municipal Wide	x	x	x	x		155,000.00				√	MPCU	MEHU AROCHA
Objective: Increase potable water coverage to 95% by 2029														
Programme: Water, Environmental Health and Sanitation														
135.	Construct 15No. mechanized boreholes	Municipal Wide	x	x	x	x		1,998,000.00			√		Works	MPCU, AMs
136.	Construct 10No. Boreholes with Hand pump	Municipal Wide	x	x	x	x		749,950.00			√		Works	MPCU, AMs
137.	Repair 15 broken-down boreholes	Municipal Wide	x	x	x	x		646,000.00			√		Works	MPCU, AMs
138.	Form and strengthen Community Water Management Committees	Municipal Wide	x	x	x	x			40000.00			√	Works	MPCU, AMs
Objective: Increase coverage of social protection programme for children by 50% by the end of 2029														
Programme: Vulnerability, Social and Child Protection														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
139.	Settle at least 20 Child Maintenance Cases at Family Tribunal	Municipal Wide	x	x	x	x	6,000.00	2000.00	6000.00			√	DSWCD	MA
140.	Conduct Social Enquiry on at least 15 children in conflict with the law so as to provide needed interventions	Municipal Wide	x	x	x	x	5,000.00	2000.00	15000.00			√	DSWCD	MA
Objective: Reduce gender discriminatory sociocultural practices in all communities by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
141.	Organize at least one public education on gender-based violence	Municipal Wide	x	x	x	x	7,034.97	5000.00				√	DSWCD	MA
142.	Organize quarterly home and household visits to sensitize women on home management, child care development and child protection	Municipal Wide	x	x	x	x	5,000.00	4000.00				√	DSWCD	MA
Objective: Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029														
Programme: Vulnerability, Social and Child Protection														
143.	Provide financial support and start-up kits for 30 PWDs	Municipal Wide	x	x	x	x		489,159.68				√	DSWCD	MA
144.	Collaborate with Abuakwa South Pensioners Association to provide medical support for Pensioners and the aged	Municipal Wide	x	x	x	x		100,000.00				√	DSWCD	MA
145.	Collaborate with Christian Council to celebrate Senior Citizens Day	Municipal Wide	x	x	x	x		6,000.00				√	DSWCD	MA
146.	Provide temporary shelter homes for vulnerable and aged persons	Kyebe	x	x	x	x		120,000.00				√	DSWCD	MA
Objective: Reduce youth unemployment by 35% annually from 2026 to 2029														
Programme: Youth and Sports Development														
147.	Provide Support for Youth and	Kyebe	x	x	x	x						√	Youth	GES

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	Sports Development							20,000.00		1,000,000.00			Authority	
Objective: Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to enhance knowledge exchange and joint development initiatives.														
Programme: Sister Cities Relations														
148.	Collaborate with UN Habitat, SSCHH & other sister cities to exchange knowledge and build capacity to develop municipality	Nationwide	x	x	x	x			50000.00	150,000.00		√	Smart SDG Cities MIC	Sister Cities

Table 6.3: 2028 Annual Action Plan

Table 6.17: 2020 Annual Action Plan

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase effective sub-district structures from one to five by the end of 2029														
Programme: Sub-Structure Improvement														
1.	Construct and Furnish 3 No. Zonal council offices	Asiakwa, Apapam Kyebi	x	x	x	x	1,000,000.00		30,000.00			√	Works	CA
2.	Organize training for Assembly Members and Zonal Council Members	Kyebi	x	x	x	x		45,000.00	33,243.29			√	HR	CA
3.	Conduct quarterly Zonal Council Meetings	Municipality wide	x	x	x	x		84,000.00				√	CA	AMs
4.	Support Community Initiated Projects	Municipality wide	x	x	x	x		150,000.00				√	MPCU	ASMA
Objective: Ensure that 90% of municipal departments meet established service standards by the end of 2029														
Programme: Capacity Building and Productivity Improvement														
5.	Organize Training for Assembly Staff	Kyebi	x	x	x	x	40,000.00	30,000				√	HR	ASMA
6.	Procure Office equipment and Stationaries	Kyebi	x	x	x	x		120,000	170,400			√	Pro. Unit	ASMA
7.	Validate and process monthly payment of compensation	Kyebi	x	x	x	x	8,369,530.52		250,000.00			√	HR	ASMA
Objective: Promote good governance, citizenship and public accountability in all electoral areas														
Programme: Governance, Accountability and Public Safety Improvement														
8.	Organize quarterly public engagement Democracy Education on Decentralization & Local Governance, Values Education, Gender Equality, Electoral, Process, Tax compliance etc	Municipal Wide	x	x	x	x			12,000.00			√	NCCE	ASMA, GES,
9.	Organize quarterly stakeholder engagement on environmental governance, NACAP, Social Auditing	Municipal Wide	x	x	x	x			10,000.00			√	NCCE	Assembly Mem., CHRAJ,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
10.	Observe Annual Constitution and citizenship Week Celebration	Municipal Wide	x	x	x	x			5000.00			√	NCCE	State Institutions, FBOs & CSOs, GES
11.	Implement NACAP Action Plan	Kyebe	x	x	x	x			40,000.00			√	NACAP Com.	ASMA
12.	Organize 4No. General Assembly, 2No. Townhall, Public hearing and community engagement meetings	Municipal Wide	x	x	x	x		75,000.00	63,304.00			√	CA	ASMA
13.	Organize quarterly audit committee meetings	Kyebe	x	x	x	x			42,880.00			√	CA	ASMA
14.	Organize Independence Day Celebration	Kyebe	x	x	x	x		60,000.00				√	CA	GES
15.	Collaborate with Traditional Authorities to support cultural activities	Municipal Wide	x	x	x	x		50,000.00	22,000.00			√	CA	ISD, TAs
16.	Complete abandoned durbar grounds	Bunso	x	x	x	x		2,891,596.85				√	Works	ASMA
17.	Collaborate with relevant departments to register and issue birth certificate and burial permits	Kyebe	x	x	x	x			4400.00			√	Birth and Death Registry	GHS, SW&CD MEHO
18.	Organize quarterly outreach programme for mass registration	Municipal Wide	x	x	x	x		5000.00				√	Birth and Death Registry	GHS, SW&CD MEHO
Objective: Operate and maintain at least 90% of all movable and immovable assets of the Assembly by the end of 2029														
Programme: Asset Maintenance and Improvement Programme														
19.	Operate and maintain movable assets of the Assembly including vehicles, office equipment etc. (implement operation and	Kyebe	x	x	x	x	3,539.63	699,947.66	253,366.69			√	MPCU	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	maintenance plan)													
20.	Maintain fixed assets of the Assembly including Office Administration Buildings, Staff Quarters, School Classroom Blocks, Markets, Health Facilities etc.	Municipal Wide	x	x	x	x		1,833,211.2		331,635.84		√	Works	ASMA
Objective: Improve infrastructure for security services by renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029														
Programme: Governance, Accountability and Public Safety Improvement														
21.	Provide support for to the security services to support security operations	Municipal Wide	x	x	x	x		20,000.00	11,000.00			√	CA	ASMA
Objective: Achieve at least 95% execution of approved annual action plan by the end of 2029														
Programme: Co-ordination, Monitoring, Evaluation and Learning														
22.	Undertake quarterly monitoring and evaluation of Projects	Municipal Wide	x	x	x	x		120,000.00				√	MPCU	ASMA
23.	Support MPCU Activities; Quarterly meetings, review meetings, data collection and dissemination	Kyebi	x	x	x	x		24,000.00	41,143.41			√	MPCU	ASMA
24.	Review and prepare AAPs and Budget, Procurement Plan	Kyebi	x	x	x	x		90,000.00				√	CA	ASMA
25.	Organize quarterly budget committee meetings	Kyebi	x	x	x	x			42,880.00			√	CA	ASMA
Objective: Increase IGF of the MMDA by 60% by the end of 2029														
Programme: Financial Management														
26.	Implement Revenue Improvement Action Plan (RIAP)	Municipal Wide	x	x	x	x			94,698.90			√	Finance	MPCU

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
27.	Valuate Properties in the Municipality	Municipal Wide	x	x						300,00 0.00		√	Finance	MPCU
Objective: Increase extension service coverage by 100% access by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
28.	Train farmers on good management and cultural practices of oil palm & coconut fields under PERD	Municipal Wide	x	x	x	x	6,000.00	5,000.00				√	DoA	CA
29.	Organize research and extension farmers linkage committee (RELC) planning session	Municipal Wide	x	x	x	x		5,000.00				√	DoA	CA
30.	Establish four (4) crop & animal production demonstrations with emphasis on conservation agriculture techniques, GAPs, animal sanitation regime and hybrid breeding	Municipal Wide	x	x	x	x	5,011.96	5,000.00				√	DoA	CA
31.	Organize National farmers day celebration	Kyebi	x	x	x	x		64,000.00				√	DoA	CA
32.	Provide extension services in poultry and livestock husbandry management techniques and disease control	Municipal Wide	x	x	x	x	5,270.00	2,000.00				√	DoA	CA
33.	Conduct Home & Farm Visits on agro-households and farms.	Municipal Wide	x	x	x	x	6,500.00	2,000.00				√	DoA	CA
34.	Conduct Five (5) Farmers Fora to sensitize farmers and other stakeholders on key agricultural technologies/innovations and flagship programmes & policies	Municipal Wide	x	x	x	x		2,500.00	2,000.00			√	DoA	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
35.	Carry out sensitization, registration and implementation of feed Ghana initiative and other related activities	Municipal Wide	x	x	x	x		3,000.00				√	DoA	CA
36.	Build capacity to revamp 10 Farmer Groups/FBOs with focus on gender mainstreaming in group formation	Municipal Wide	x	x	x	x	5,760.00	5,000.00	5,813.00			√	DoA	CA, BAC
37.	Conduct monthly/quarterly Monitoring and Evaluation Visits on AEA and Field Activities	Municipal Wide	x	x	x	x		3,000.00	5,000.00			√	DoA	CA
38.	Conduct training on new technologies in poultry and livestock to enhance husbandry management techniques	Kyebe	x	x	x	x		3,000.00				√	DoA	CA
39.	Sensitize and train farmers on adoption of irrigation formal/informal) systems for agricultural production	Municipal Wide	x	x	x	x		2,000.00				√	DoA	CA
40.	Collect and Analyse data on crops and livestock production and yield	Municipal Wide	x	x	x	x	4,500.00	2,500.00				√	DoA	CA
Objective: Reduce postharvest losses by 30% among farmers by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
41.	Carry out demonstration on construction of Prototype Dryer to reduce post-harvest losses in cereals, tubers and vegetables	Municipal Wide	x	x	x	x			20,000.00			√	DoA	CA
Objective: Build capacity of 600 youth in entrepreneurial skills by the end of 2029 to enhance self-employment and business creation opportunities.														
Programme: Local Economic Development														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
42.	Facilitate 1 No. internship Training for 50 master craft persons	Kyebe	x	x	x	x			4000.00			√	GEA/BAC	CA
43.	Facilitate Business Counselling for 100 MSMEs owners in the Municipality	Kyebe	x	x	x	x		10000.00				√	GEA/BAC	CA
44.	Facilitate RGD certification for MSMEs owner in the municipality	Kyebe	x	x	x	x		5000.00	5000.00			√	GEA/BAC	CA
45.	Facilitation of entrepreneurship training for MBA beneficiaries	Kyebe	x	x	x	x		5000.00				√	GEA/BAC	CA
46.	Facilitate skills and entrepreneurship training for unemployed youth in agri-business	Kyebe	x	x	x	x		10,000.00				√	GEA/BAC	CA
47.	Facilitate skills and entrepreneurship training in Artisanal works for unemployed youth in the municipality	Kyebe	x	x	x	x		10,000.00				√	GEA/BAC	CA
Objective: Improve infrastructure of at least 2 tourist sites by the end of 2029														
Programme: Local Economic Development														
48.	Collaborate with Private Sector to develop tourist site	Municipal Wide	x	x	x	x			5000.00			√	MPCU	Private Sector
49.	Support the provision of ancillary facilities at Bunso Eco park and Atiwa Forest	Bunso, Sagyimase	x	x	x	x		136,500.00				√	MPCU	CA, NADMO
Objective: Improve access to markets across the municipality by constructing or renovating 10 market facilities in key locations by the end of 2029														
Programme: Local Economic Development														
50.	Rehabilitate and Renovate existing Market	Municipal Wide	x	x	x	x		120000.00	35000.00			√	Works	ASMA
51.	Implement 24hr Market Model	Municipal Wide	x	x	x	x		7,364,496.07				√	Works	ASMA
Objective: Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land rehabilitation measures by 2029														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Programme: Agriculture Modernization and Post-Harvest Management														
52.	Reclaim 40 hectares of degraded farmlands	Municipal Wide	x	x	x	x				120,000.00		√	Arocha Gh.	ASMA
Objective: Build spatial planning capacity at the local level by training Building inspectorates’ unit and developing spatial plans for all sub-districts by the end of 2029														
Programme: Spatial Development														
53.	Support PPD and Works Department to undertake quarterly development control exercises	Municipal Wide	x	x	x	x	9,800.00		62,000.00			√	PPD	Works
54.	Organize SPC & TSC meetings	Kyebi	x	x	x	x	4,025.00		42,000.00			√	PPD	ASMA
55.	Prepare 2No. Local Plans	Kyebi	x	x	x	x	5,000.00	40000.00	60,000.00			√	PPD	ASMA
56.	Prepare and approve 2 No. Structure Plans	Kyebi, Asiakwa	x	x	x	x		120000.00	40,000.00			√	PPD	ASMA
57.	Continue Street Naming Exercise	District Wide	x	x	x	x		140000.00				√	PPD	ASMA
Objective: Improve 200m drainage systems in flood-prone areas by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
58.	Construction of 2No. double 1.2 x 12m culvert	Kwesi Komfo, Adotowa no.2	x	x	x					1,000,000.00		√	Feeder Roads	MPCU
59.	Completion of Storm Drain	Kyebi	x	x	x					2,000,000.00		√	Urban Roads	MPCU
60.	De-silt choked drains	Kyebi	x	x	x				62,500.00			√	Urban Roads	MPCU AMs
Objective: Strengthen capacity of all departments to address climate change and variability by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
61.	Lanscape open space and plant grass	Municipal Wide	x	x	x	x	6,500.00	5000.00	22000.00			√	Parks & Gardens	MPCU
62.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x		10,000.00				√	NADMO	AMs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
63.	Support Atewa CREMA Activities	Municipal Wide	x	x	x	x				15,000.00		√	Arocha Ghana	MPCU
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
64.	Organize quarterly public education on climate change, emergency protocols and early warning signs	Municipal Wide	x	x	x	x	6,000.00		60,000.00			√	MPCU	NADMO
65.	Organize public education on Bushfire	Municipal Wide	x	x	x	x	4,000.00					√	ASMA GNFS	NADMO
66.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x	5,000.00		18,000.00			√	NADMO	MPCU
67.	Provide relief Items for Disaster victims	Municipal Wide	x	x	x	x				120,000.00		√	NADMO	ASMA
Objective: Reduce forest degradation in protected areas by 50% by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
68.	Plant 10000 Trees under the tree for Life programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
69.	Implement National Plantation Development Programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
70.	Support forest monitoring	Municipal Wide	x	x	x	x				20,000		√	Forestry Com.	ASMA
Objective: Rehabilitate 100 km of priority roads across the municipality by the end of 2029 to improve connectivity and transportation														
Programme: Transport Infrastructure and Safety Management														
71.	Control vegetation and clean 109km feeder road shoulders to improve visibility	Municipal Wide	x	x	x	x	200,000.00		23,745.70			√	Feeder Roads	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
72.	Reshape 60km feeder roads –	Kwasi Komfo, Boate, Adukrom-Agyapomaa and others	x	x	x	x	1,020,000.00					√	Feeder Roads	ASMA
73.	Install speed ramps and replace road infrastructure including signage	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	185,000.00					√	Urban Roads	ASMA
74.	Undertake spot improvement on roads with pot-holes	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	200,000.00					√	Urban Roads	ASMA
75.	Completion of Road Terminal and rest stop	Asafo	x					7,364,496.07				√	Urban Roads	ASMA
76.	Completion of 1.5m width Pedestrian Walkway from Kyebe Lorry Station - ECG Junction (0.6km) and Bitumen Surfacing of 0.9KM Kibi Technical Institute Road	Kyebe	x							6,794,247.17		√	MPCU	Soman Consult
77.	Introduce lay-byes along arterial roads	Apedwa junction to Asiakwa	x	x	x	x				2,500,000.00		√	Urban Roads	MPCU AMs
78.	Road safety campaign programmes	Municipal Wide	x	x	x	x			30,000.00			√	Urban Roads	MPCU AMs
79.	Collect and update transport register	Municipal Wide	x	x	x	x			10,000.00			√	Urban Roads	Transport Unions, AMs
80.	Construction of access roads at Kyebe Newtown and others	Municipal Wide	x	x	x	x	1,200,000.00					√	Urban Roads	MPCU, AMs
81.	Procure, distribute and maintain	Municipal	x	x	x	x				350,00		√	Works	Urban

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	streetlights in the municipality	Wide								0.00				Roads, ECG
Objective: Improve BECE performance from 64 to 84% in 2025														
Programme: Education Improvement														
82.	Organize Municipal SPAM	Kyebe	x	x	x	x		10000.00				√	GES	MPCU
83.	Organize capacity building for Teachers	Kyebe	x	x	x	x		10000.00				√	ASMA GES	CA,
84.	Organize Mock Examination for JHS 3 Students	Municipal Wide	x	x	x	x		10000.00				√	ASMA GES	CA,
Objective: Increase enrolment by 20% at all levels by the end of the planned period														
Programme: Education Improvement														
85.	Organize Reading Festival	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
86.	Undertake Community Engagement	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,
87.	Undertake My first day at school	Municipal Wide	x	x	x	x		5000				√	ASMA GES	CA,
88.	Organize Municipal and Zonal Cultural Festivals	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
89.	Organization of Municipal Sports Competitions	Kyebe	x	x	x	x		5000				√	ASMA GES	CA,
Objective: Reduce geographical disparities in access to quality education by 60% annually.														
Programme: Education Improvement														
90.	Construct 1No. 3-unit Classroom Block	Asafo R/C Basic	x	x	x	x		745,340.00				√	Works	ASMA
91.	Construct 1No. 6-unit Classroom Block at Wirenkyiren Presby Prim. B.	Wirenkyiren Amanfrom	x	x	x	x		1,305,220. 43				√	Works	ASMA
92.	Establish KG School	Ajomoku	x	x	x	x		745,238.00				√	Works	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
93.	Construction of Computer Laboratory at Akim Asafo Presby Basic School	Asafo	x	x	x	x		745,238.00			√		Works	ASMA
94.	Renovate dilapidated classroom blocks	Municipal Wide	x	x	x	x		100,000.00				√	Works	ASMA
95.	Complete abandoned Classroom Blocks	Municipal Wide	x	x	x	x		1,500,000.00				√	Works	ASMA
96.	Construction of WASH Facilities for needy schools	Municipal Wide	x	x	x	x		700,000.00	300,000.00	500,000.00		√	Works	ASMA
97.	Procure and distribute Dual Desk for needy school	Municipal Wide	x	x	x	x		765,798.43				√	ASMA GES	ASMA
98.	Procure and distribute Mono Desks to needy schools	Municipal Wide	x	x	x	x		400,000.00				√	ASMA GES	ASMA
99.	Procure and distribute hexagonal desks to needy schools	Municipal Wide	x	x	x	x		1,020,000.00				√	ASMA GES	ASMA
100.	Procure and distribute Tables and Chairs for needy schools	Municipal Wide	x	x	x	x		660,000.00				√	ASMA GES	ASMA
101.	Support for Brilliant but needy Students	Municipal Wide	x	x	x	x		200,000.00				√	ASMA GES	ASMA
Objective: Improve healthcare service delivery throughout the Municipality by 2029														
Programme: Health Improvement														
102.	Celebration of annual Child Health Promotion Week (CHPW)	Municipal Wide	x	x	x	x		13000.00				√	MDHS	SWCD
103.	Conduct mop-ups for routine immunization and other child health services for children under 5 years, twice every year	Municipal Wide	x	x	x	x		7000.00				√	MDHS	SWCD

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
104.	Celebration of World Breastfeeding Week.	Municipal Wide	x	x	x	x		5,000.00		5000.00		√	MDHS	Gender Desk
105.	Conduct half-yearly safe motherhood training for midwives	Kyebe	x	x	x	x		5,000.00		5000.00		√	MDHS	CA
106.	Celebration of the annual World Menstrual Hygiene Day	Municipal Wide	x	x	x	x		5,000.00		15000.00		√	MDHS	CA
107.	Celebration of World Mental Health Awareness Month	Municipal Wide	x	x	x	x		5000.00		35000.00		√	MDHS	CA
108.	Hold a quarterly Public Health Emergency Management Committee meeting	Municipal Wide	x	x	x	x		15000.00				√	MDHS	CA
109.	Organize quarterly District Health Committee meetings	Municipal Wide	x	x	x	x		5000.00		35000.00		√	MDHS	CA
110.	Hold mid-year and annual performance review meetings	Municipal Wide	x	x	x	x		15000.00				√	MDHS	CA
111.	Conduct quarterly supportive supervision to health facilities for coaching and on-the-job training	Municipal Wide	x	x	x	x		12000.00		18000.00		√	MDHS	CA
Objective: Improved access to quality healthcare throughout the Municipality by 2029														
Programme: Health Improvement														
112.	Orientation on leadership and management for facility and unit heads.	Kyebe	x	x	x	x		10000.00		20000.00		√	MDHS	MPCU
113.	Construction of CHPS compounds	Apedwa Town CHPS, Nkronso, Bunso Town, Bomponso No. 1, Kibi Zongo, Supong	x	x	x	x		1,812,798.43				√	WORKS	MDHS, CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
114.	Renovate and retool health directorate office, health centres and CHPS compounds in deplorable state	Bunso, Potroase Bomponso, Apedwa, Asiakwa	x	x	x	x		700,000.00				√	WORKS	MDHS, CA
115.	Complete abandoned Health Facilities	Municipal Wide	x	x	x	x		1,500,000				√	Works	MDHS, CA
116.	Purchase of basic medical equipment for service delivery (thermometer, BP apparatus, HB metres)	Kyebi	x	x	x	x	60,000.00	75000.00				√	CA	MDHS,
117.	Support the enrolment of 8000 vulnerable persons (children and aged) onto the NHIS	Municipal Wide	x	x	x	x	30,000.00					√	NHIS	ASMA
Objective: To reduce HIV infection by 50% by the end of 2029														
Programme: Health Improvement														
118.	Support HIV&AIDS and TB Response	Kyebi	x	x	x	x		49,755.00				√	MDHS	CA
Objective: Enhance sanitation practices in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
119.	Organize medical screening for 3,600 food vendors to promote food safety	Municipal Wide	x	x	x	x			20000.00			√	MEHU	ASMA
120.	Organize quarterly clean-up exercise	Municipal Wide	x	x	x	x		400,000.00				√	MEHU	ASMA
121.	Organize quarterly Sanitation Education/Sensitization	Municipal Wide	x	x	x	x		140,000.00				√	MEHU	CA
122.	Procure sanitary tools, equipment and materials	Kyebi	x	x	x	x		118,948.43				√	MEHU	CA
123.	Arrest and detain stray animals	Municipal Wide	x	x	x	x		100,000.00				√	MEHU	ASMA
124.	Desilting of drains	Municipal Wide	x	x	x	x		200,000.00				√	MEHU	Urban Feeder

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
														Roads
Objective: Improve waste management in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
125.	Evacuate old landfill site	Municipal Wide	x	x	x	x		370,000				√	MEHU	CA
126.	Procure and distribute 10 No. refuse containers	Municipal Wide	x	x	x	x		370,000				√	MEHU	CA
127.	Support Sanitation Improvement Package	Municipal Wide	x	x	x	x		523,250.00				√	MEHU	CA
128.	Fumigate public places and densely populated areas	Municipal Wide	x	x	x	x		418,600.00				√	MEHU	CA
Objective: Ensure open defecation free communities by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
129.	Implement Community Led Total Sanitation (CLTS) activities (promote construction of household latrines)	Municipal Wide	x	x	x	x		130,000.00				√	MEHU	CA
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029.														
Programme: Water, Environmental Health and Sanitation														
130.	Conduct monitoring of economic and social activities to control water, noise and air pollution	Municipal Wide	x	x	x	x		155,000.00				√	MPCU	MEHU
Objective: Increase potable water coverage to 95% by 2029														
Programme: Water, Environmental Health and Sanitation														
131.	Construct 15No. mechanized boreholes	Municipal Wide	x	x	x	x		1,998,000			√		Works	MPCU, AMs
132.	Construct 10No. Boreholes with hand pump	Municipal Wide	x	x	x	x		749,950.00			√		Works	MPCU, AMs
133.	Repair 15 broken-down boreholes	Municipal Wide	x	x	x	x		646,000			√		Works	MPCU, AMs
134.	Form and strengthen Community Water Management Committees	Municipal Wide	x	x	x	x			40000		√		Works	MPCU, AMs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase coverage of social protection programme for children by 50% by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
135.	Settle at least 20 Child Maintenance Cases at Family Tribunal	Municipal Wide	x	x	x	x	6,000.00	2000.00	6000.00			√	DSWCD	MA
136.	Conduct Social Enquiry on at least 15 children in conflict with the law so as to provide needed interventions	Municipal Wide	x	x	x	x	5,000.00	2000.00	15000.00			√	DSWCD	MA
Objective: Reduce gender discriminatory sociocultural practices in all communities by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
137.	Organize at least one public education on gender-based violence	Municipal Wide	x	x	x	x	7,034.97	5000.00				√	DSWCD	MA
138.	Organize quarterly home and household visits to sensitize women on home management, child care development and child protection	Municipal Wide	x	x	x	x	5,000.00	4000.00				√	DSWCD	MA
Objective: Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029														
Programme: Vulnerability, Social and Child Protection														
139.	Provide financial support and start-up kits for 30 PWDs	Municipal Wide	x	x	x	x		489,159.68				√	DSWCD	MA
140.	Collaborate with Abuakwa South Pensioners Association to provide medical support for Pensioners and the aged	Municipal Wide	x	x	x	x		100,000.00				√	DSWCD	MA
141.	Collaborate with Christian Council to celebrate Senior Citizens Day	Municipal Wide	x	x	x	x		6,000.00				√	DSWCD	MA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
142.	Provide temporary shelter homes for vulnerable and aged persons	Kyebe	x	x	x	x		120,000.00				√	DSWCD	MA
Objective: Reduce youth unemployment by 35% annually from 2026 to 2029														
Programme: Youth and Sports Development														
143.	Provide Support for Youth and Sports Development	Kyebe	x	x	x	x		20,000.00		1,000,000.00		√	Youth Authority	GES
Objective: Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to enhance knowledge exchange and joint development initiatives.														
Programme: Sister Cities Relations														
144.	Collaborate with UN Habitat, SSCHH & other sister cities to exchange knowledge and build capacity to develop municipality	Nationwide	x	x	x	x			50000.00	150,000.00		√	Smart SDG Cities MIC	Sister Cities

Table 6.4: 2029 Annual Action Plan

Table 8.11: 2025 Annual Action Plan

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase effective sub-district structures from one to five by the end of 2029														
Programme: Sub-Structure Improvement														
1.	Construct and Furnish 3 No. Zonal council offices	Asiakwa, Apapam Kyebi	x	x	x	x	1,000,000.00		30,000.00			√	Works	CA
2.	Organize training for Assembly Members and Zonal Council Members	Kyebi	x	x	x	x		45,000.00	33,243.29			√	HR	CA
3.	Conduct quarterly Zonal Council Meetings	Municipality wide	x	x	x	x		84,000.00				√	CA	AMs
4.	Support Community Initiated Projects	Municipality wide	x	x	x	x		150,000.00				√	MPCU	ASMA
Objective: Ensure that 90% of municipal departments meet established service standards by the end of 2029														
Programme: Capacity Building and Productivity Improvement														
5.	Organize Training for Assembly Staff	Kyebi	x	x	x	x	40,000.00	30,000.00				√	HR	ASMA
6.	Procure Office equipment and Stationaries	Kyebi	x	x	x	x		120,000.00	170,400.00			√	Pro. Unit	ASMA
7.	Validate and process monthly payment of compensation	Kyebi	x	x	x	x	8,369,530.52		250,000.00			√	HR	ASMA
Objective: Promote good governance, citizenship and public accountability in all electoral areas														
Programme: Governance, Accountability and Public Safety Improvement														
8.	Organize quarterly public engagement Democracy Education on Decentralization & Local Governance, Values Education, Gender Equality, Electoral, Process, Tax compliance etc.	Municipal Wide	x	x	x	x			12,000.00			√	NCCE	ASMA, GES,
9.	Organize quarterly stakeholder engagement on environmental governance, NACAP, Social Auditing	Municipal Wide	x	x	x	x			10,000.00			√	NCCE	Assembly Mem., CHRAJ,

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
10.	Observe Annual Constitution and citizenship Week Celebration	Municipal Wide	x	x	x	x			5000.00			√	NCCE	State Institutions, FBOs & CSOs, GES
11.	Implement NACAP Action Plan	Kyebe	x	x	x	x			40,000.00			√	NACAP Com.	ASMA
12.	Organize 4No. General Assembly, 2No. Townhall, Public hearing and community engagement meetings	Municipal Wide	x	x	x	x		75,000.00	63,304.00			√	CA	ASMA
13.	Organize quarterly audit committee meetings	Kyebe	x	x	x	x			42,880.00			√	CA	ASMA
14.	Organize Independence Day Celebration	Kyebe	x	x	x	x		60,000.00				√	CA	GES
15.	Collaborate with Traditional Authorities to support cultural activities	Municipal Wide	x	x	x	x		50,000.00	22,000.00			√	CA	ISD, TAs
16.	Complete abandoned durbar grounds	Apedwa	x	x	x	x		2,891,596.85				√	Works	ASMA
17.	Collaborate with relevant departments to register and issue birth certificate and burial permits	Kyebe	x	x	x	x			4400.00			√	Birth and Death Registry	GHS, SW&CD MEHO
18.	Organize quarterly outreach programme for mass registration	Municipal Wide	x	x	x	x		5000.00				√	Birth and Death Registry	GHS, SW&CD MEHO
Objective: Operate and maintain at least 90% of all movable and immovable assets of the Assembly by the end of 2029														
Programme: Asset Maintenance and Improvement Programme														
19.	Operate and maintain movable assets of the Assembly including vehicles, office equipment etc. (implement operation and maintenance plan)	Kyebe	x	x	x	x	3,539.63	699,947.66	253,366.69			√	MPCU	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
20.	Maintain fixed assets of the Assembly including Office Administration Buildings, Staff Quarters, School Classroom Blocks, Markets, Health Facilities etc.	Municipal Wide	x	x	x	x		1,833,211.2		331,635.84		√	Works	ASMA
Objective: Improve infrastructure for security services by renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029														
Programme: Governance, Accountability and Public Safety Improvement														
21.	Provide support for to the security services to support security operations	Municipal Wide	x	x	x	x		20,000.00	11,000.00			√	CA	ASMA
Objective: Achieve at least 95% execution of approved annual action plan by the end of 2029														
Programme: Co-ordination, Monitoring, Evaluation and Learning														
22.	Undertake quarterly monitoring and evaluation of Projects	Municipal Wide	x	x	x	x		120,000.00				√	MPCU	ASMA
23.	Support MPCU Activities; Quarterly meetings, review meetings, data collection and dissemination	Kyebe	x	x	x	x		24,000.00	41,143.41			√	MPCU	ASMA
24.	Review and prepare AAPs and Budget, Procurement Plan	Kyebe	x	x	x	x		90,000.00				√	CA	ASMA
25.	Prepare MTDP for the Assembly	Kyebe	x	x	x	x		200,000.00				√	MPCU	ASMA
26.	Organize quarterly budget committee meetings	Kyebe	x	x	x	x			42,880.00			√	CA	ASMA
Objective: Increase IGF of the MMDA by 60% by the end of 2029														
Programme: Financial Management														
27.	Implement Revenue Improvement Action Plan (RIAP)	Municipal Wide	x	x	x	x			94,698.90			√	Finance	MPCU
28.	Valuate Properties in the Municipality	Municipal Wide	x	x						300,000.00		√	Finance	MPCU

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Increase extension service coverage by 100% access by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
29.	Train farmers on good management and cultural practices of oil palm & coconut fields under PERD	Municipal Wide	x	x	x	x	6,000.00	5,000.00				√	DoA	CA
30.	Organize research and extension farmers linkage committee (RELC) planning session	Municipal Wide	x	x	x	x		5,000.00				√	DoA	CA
31.	Establish four (4) crop & animal production demonstrations with emphasis on conservation agriculture techniques, GAPs, animal sanitation regime and hybrid breeding	Municipal Wide	x	x	x	x	5,011.96	5,000.00				√	DoA	CA
32.	Organize National farmers day celebration	Kyebe	x	x	x	x		64,000.00				√	DoA	CA
33.	Provide extension services in poultry and livestock husbandry management techniques and disease control	Municipal Wide	x	x	x	x	5,270.00	2,000.00				√	DoA	CA
34.	Conduct Home & Farm Visits on agro-households and farms.	Municipal Wide	x	x	x	x	6,500.00	2,000.00				√	DoA	CA
35.	Conduct Five (5) Farmers Fora to sensitize farmers and other stakeholders on key agricultural technologies/innovations and flagship programmes & policies	Municipal Wide	x	x	x	x		2,500.00	2,000.00			√	DoA	CA
36.	Carry out sensitization, registration and implementation of feed Ghana initiative and other related	Municipal Wide	x	x	x	x		3,000.00				√	DoA	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	activities													
37.	Build capacity to revamp 10 Farmer Groups//FBOs with focus on gender mainstreaming in group formation	Municipal Wide	x	x	x	x	5,760.00	5,000.00	5,813.00			√	DoA	CA, BAC
38.	Conduct monthly/quarterly Monitoring and Evaluation Visits on AEA and Field Activities	Municipal Wide	x	x	x	x		3,000.00	5,000.00			√	DoA	CA
39.	Conduct training on new technologies in poultry and livestock to enhance husbandry management techniques	Kyebe	x	x	x	x		3,000.00				√	DoA	CA
40.	Sensitize and train farmers on adoption of irrigation formal/informal) systems for agricultural production	Municipal Wide	x	x	x	x		2,000.00				√	DoA	CA
41.	Collect and Analyse data on crops and livestock production and yield	Municipal Wide	x	x	x	x	4,500.00	2,500.00				√	DoA	CA
Objective: Reduce postharvest losses by 30% among farmers by the end of 2029														
Programme: Agriculture Modernization and Post-Harvest Management														
42.	Carry out demonstration on construction of Prototype Dryer to reduce post-harvest losses in cereals, tubers and vegetables	Municipal Wide	x	x	x	x			20,000.00			√	DoA	CA
Objective: Build capacity of 600 youth in entrepreneurial skills by the end of 2029 to enhance self-employment and business creation opportunities.														
Programme: Local Economic Development														
43.	Facilitate 1 No. internship Training for 50 master craft persons	Kyebe	x	x	x	x			4000.00			√	GEA/ BAC	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
44.	Facilitate Business Counselling for 100 MSMEs owners in the Municipality	Kyebe	x	x	x	x		10000.00				√	GEA/ BAC	CA
45.	Facilitate RGD certification for MSMEs owner in the municipality	Kyebe	x	x	x	x		5000.00	5000.00			√	GEA/ BAC	CA
46.	Facilitation of entrepreneurship training for MBA beneficiaries	Kyebe	x	x	x	x		5000.00				√	GEA/ BAC	CA
47.	Facilitate skills and entrepreneurship training for unemployed youth in agri-business	Kyebe	x	x	x	x		10,000.00				√	GEA/ BAC	CA
48.	Facilitate skills and entrepreneurship training in Artisanal works for unemployed youth in the municipality	Kyebe	x	x	x	x		10,000.00				√	GEA/ BAC	CA
Objective: Improve infrastructure of at least 2 tourist sites by the end of 2029														
Programme: Local Economic Development														
49.	Collaborate with Private Sector to develop tourist site	Municipal Wide	x	x	x	x			5000.00			√	MPCU	Private Sector
50.	Support the provision of ancillary facilities at Bunso Eco park and Atiwa Forest	Bunso, Sagyimase	x	x	x	x		136,500.00				√	MPCU	CA, NADMO
Objective: Improve access to markets across the municipality by constructing or renovating 10 market facilities in key locations by the end of 2029														
Programme: Local Economic Development														
51.	Rehabilitate and Renovate existing Market	Municipal Wide	x	x	x	x		120000.00	35000.00			√	Works	ASMA
52.	Implement 24hr Market Model	Municipal Wide	x	x	x	x		7,364,496.07				√	Works	ASMA
Objective: Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land rehabilitation measures by 2029														
Programme: Agriculture Modernization and Post-Harvest Management														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
53.	Reclaim 40 hectares of degraded farmlands	Municipal Wide	x	x	x	x				120,000.00		√	Arocha Gh.	ASMA
Objective: Build spatial planning capacity at the local level by training Building inspectorates' unit and developing spatial plans for all sub-districts by the end of 2029														
Programme: Spatial Development														
54.	Support PPD and Works Department to undertake quarterly development control exercises	Municipal Wide	x	x	x	x	9,800.00		62,000.00			√	PPD	Works
55.	Organize SPC & TSC meetings	Kyebe	x	x	x	x	4,025.00		42,000.00			√	PPD	ASMA
56.	Prepare 2No. Local Plans	Kyebe	x	x	x	x	5,000.00	40000.00	60,000.00			√	PPD	ASMA
57.	Prepare and approve 2 No. Structure Plans	Kyebe, Asiakwa	x	x	x	x		120000.00	40,000.00			√	PPD	ASMA
58.	Continue Street Naming Exercise	District Wide	x	x	x	x		140000.00				√	PPD	ASMA
Objective: Improve 200m drainage systems in flood-prone areas by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
59.	Construction of 2No. double 1.2 x 12m culvert	Kwesi Komfo, Adotowa no.2	x	x	x				1,000,000.00			√	Feeder Roads	MPCU
60.	De-silt choked drains	Kyebe	x	x	x			62,500.00				√	Urban Roads	MPCU AMs
Objective: Strengthen capacity of all departments to address climate change and variability by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
61.	Landscape open space and plant grass	Municipal Wide	x	x	x	x	6,500.00	5000.00	22000.00			√	Parks & Gardens	MPCU
62.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x		10,000.00				√	NADMO	AMs
63.	Support Atewa CREMA Activities	Municipal Wide	x	x	x	x				15,000.00		√	Arocha Ghana	MPCU
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Programme: Climate Change and Environmental Sustainability														
64.	Organize quarterly public education on climate change, emergency protocols and early warning signs	Municipal Wide	x	x	x	x	6,000.00		60,000.00			√	MPCU	Arocha
65.	Organize public education on Bushfire	Municipal Wide	x	x	x	x	4,000.00					√	ASMA GNFS	NADMO
66.	Form and Train Disaster Volunteer Groups	Municipal Wide	x	x	x	x	5,000.00		18,000.00			√	NADMO	MPCU
67.	Provide relief items for Disaster victims	Municipal Wide	x	x	x	x				120,000.00		√	NADMO	ASMA
Objective: Reduce forest degradation in protected areas by 50% by the end of 2029														
Programme: Climate Change and Environmental Sustainability														
68.	Plant 10000 Trees under the tree for Life programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
69.	Implement National Plantation Development Programme	Municipal Wide	x	x	x	x	160,000.00					√	Forestry Com.	DoA, CA,
70.	Support forest monitoring	Municipal Wide	x	x	x	x				20,000		√	Forestry Com.	ASMA
Objective: Rehabilitate 100 km of priority roads across the municipality by the end of 2029 to improve connectivity and transportation														
Programme: Transport Infrastructure and Safety Management														
71.	Control vegetation and clean 109km feeder road shoulders to improve visibility	Municipal Wide	x	x	x	x	200,000.00		23,745.70			√	Feeder Roads	ASMA
72.	Reshape 60km feeder roads –	Kwasi Komfo, Boate, Adukrom-Agyapomaa and others	x	x	x	x	1,020,000.00					√	Feeder Roads	ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
73.	Install speed ramps and replace road infrastructure including signage	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	185,000.00					√	Urban Roads	ASMA
74.	Undertake spot improvement on roads with pot-holes	Kyebe, Apedwa, Asafo, Asiakwa	x	x	x	x	200,000.00					√	Urban Roads	ASMA
75.	Completion of Road Terminal and rest stop	Asafo	x					7,364,496.07				√	Urban Roads	ASMA
76.	Completion of 1.5m width Pedestrian Walkway from Kyebe Lorry Station - ECG Junction (0.6km) and Bitumen Surfacing of 0.9KM Kibi Technical Institute Road	Kyebe	x							6,794,247.17		√	MPCU	Soman Consult
77.	Introduce lay-byes along arterial roads	Apedwa junction to Asiakwa	x	x	x	x				2,500,000.00		√	Urban Roads	MPCU AMs
78.	Road safety campaign programmes	Municipal Wide	x	x	x	x			30,000.00			√	Urban Roads	MPCU AMs
79.	Collect and update transport register	Municipal Wide	x	x	x	x			10,000.00			√	Urban Roads	Transport Unions, AMs
80.	Construction of access roads at Kyebe Newtown and others	Municipal Wide	x	x	x	x	1,200,000.00					√	Urban Roads	MPCU, AMs
81.	Procure, distribute and maintain streetlights in the municipality	Municipal Wide	x	x	x	x				350,000.00		√	Works	Urban Roads, ECG
82.	Extend electricity to unserved areas	Municipal Wide	x	x	x	x	250,000.00					√	Works	ECG, AMs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
Objective: Improve BECE performance from 64 to 84% in 2025														
Programme: Education Improvement														
83.	Organize Municipal SPAM	Kyebe	x	x	x	x		10000.00				√	GES	CA
84.	Organize capacity building for Teachers	Kyebe	x	x	x	x		10000.00				√	ASMA GES	CA,
85.	Organize Mock Examination for JHS 3 Students	Municipal Wide	x	x	x	x		10000.00				√	ASMA GES	CA,
Objective: Increase enrolment by 20% at all levels by the end of the planned period														
Programme: Education Improvement														
86.	Organize Reading Festival	Kyebe	x	x	x	x		5000.00				√	ASMA GES	CA,
87.	Undertake Community Engagement	Municipal Wide	x	x	x	x		5000.00				√	ASMA GES	CA,
88.	Undertake My first day at school	Municipal Wide	x	x	x	x		5000.00				√	ASMA GES	CA,
89.	Organize Municipal and Zonal Cultural Festivals	Kyebe	x	x	x	x		5000.00				√	ASMA GES	CA,
90.	Organization of Municipal Sports Competitions	Kyebe	x	x	x	x		5000.00				√	ASMA GES	CA,
Objective: Reduce geographical disparities in access to quality education by 60% annually.														
Programme: Education Improvement														
91.	Construct 1No. 3-unit Classroom Block at Odumase Presby Basic	Odumase	x	x	x	x		745,340.00				√		Works ASMA
92.	Construct 1No. 6-unit Classroom Block at Kibi Habitat Presby Primary	Kyebe Habitat	x	x	x	x		1,305,220.43				√		Works ASMA
93.	Construct 1No. 6-unit Classroom Block at Apedwa RC Basic School	Apedwa	x	x	x	x		1,305,220.43				√		Works ASMA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
94.	Construct 1No. KG Classroom Block at Ankaase Maase M/A Basic	Ankaase Maase	x	x	x	x		745,238.00			√		Works	ASMA
95.	Renovate dilapidated classroom blocks	Municipal Wide	x	x	x	x		100,000.00				√	Works	ASMA
96.	Complete abandoned Classroom Blocks	Municipal Wide	x	x	x	x		1,500,000.00				√	Works	ASMA
97.	Construction of WASH Facilities for needy schools	Municipal Wide	x	x	x	x		700,000.00	300,000.00	500,000.00		√	Works	ASMA
98.	Procure and distribute Dual Desk for needy school	Municipal Wide	x	x	x	x		765,798.43				√	ASMA GES	ASMA
99.	Procure and distribute Mono Desks to needy schools	Municipal Wide	x	x	x	x		400,000.00				√	ASMA GES	ASMA
100	Procure and distribute hexagonal desks to needy schools	Municipal Wide	x	x	x	x		1,020,000.00				√	ASMA GES	ASMA
101	Procure and distribute Tables and Chairs for needy schools	Municipal Wide	x	x	x	x		660,000.00				√	ASMA GES	ASMA
102	Support for Brilliant but needy Students	Municipal Wide	x	x	x	x		200,000.00				√	ASMA GES	ASMA
Objective: Improve Healthcare Service Delivery throughout the Municipality by 2029														
Programme: Health Improvement Programme														
103	Celebration of annual Child Health Promotion Week (CHPW)	Municipal Wide	x	x	x	x		13000.00				√	MDHS	SWCD
104	Conduct mop-ups for routine immunization and other child health services for children under 5 years, twice every year	Municipal Wide	x	x	x	x		7000.00				√	MDHS	SWCD

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
105	Celebration of World Breastfeeding Week.	Municipal Wide	x	x	x	x		5,000.00		5000.00		√	MDHS	Gender Desk
106	Conduct half-yearly safe motherhood training for midwives	Kyebe	x	x	x	x		5,000.00		5000.00		√	MDHS	CA
107	Celebration of the annual World Menstrual Hygiene Day	Municipal Wide	x	x	x	x		5,000.00		15000.00		√	MDHS	CA
108	Celebration of World Mental Health Awareness Month	Municipal Wide	x	x	x	x		5000.00		35000.00		√	MDHS	CA
109	Hold a quarterly Public Health Emergency Management Committee meeting	Municipal Wide	x	x	x	x		15000.00				√	MDHS	CA
110	Organize quarterly District Health Committee meetings	Municipal Wide	x	x	x	x		5000.00		35000.00		√	MDHS	CA
111	Hold mid-year and annual performance review meetings	Municipal Wide	x	x	x	x		15000.00				√	MDHS	CA
112	Conduct quarterly supportive supervision to health facilities for coaching and on-the-job training	Municipal Wide	x	x	x	x		12000.00		18000.00		√	MDHS	CA
Objective: Improved access to quality healthcare throughout the Municipality by 2029														
Programme: Health Improvement														
113	Orientation on leadership and management for facility and unit heads.	Kyebe	x	x	x	x		10000.00		20000.00		√	MDHS	CA
114	Construction of CHPS compounds	Apedwa Town CHPS, Nkronso, Bunso Town,	x	x	x	x		1,812,798.43				√	WORKS	MDHS, CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
		Bomponso No. 1, Kibi Zongo, Supong												
115	Renovate and retool health directorate office, health centres and CHPS compounds in deplorable state	Bunso, Potroase Bonponso, Apedwa, Asiakwa	x	x	x	x		700,000.00				√	WORKS	MDHS, CA
116	Complete abandoned Health Facilities	Municipal Wide	x	x	x	x		1,500,000.00				√	Works	MDHS, CA
117	Purchase of basic medical equipment for service delivery (thermometer, BP apparatus, HB metres)	Kyebe	x	x	x	x	60,000.00	75000.00				√	CA	MDHS,
118	Support the enrolment of 8000 vulnerable persons (children and aged) onto the NHIS	Municipal Wide	x	x	x	x	30,000.00					√	NHIS	ASMA
Objective: To reduce HIV infection by 50% by the end of 2029														
Programme: Health Improvement														
119	Support HIV&AIDS and TB Response	Kyebe	x	x	x	x		49,755.00				√	MDHS	CA
Objective: Enhance sanitation practices in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
120	Organize medical screening for 3,600 food vendors to promote food safety	Municipal Wide	x	x	x	x			20000.00			√	MEHU	ASMA
121	Organize quarterly clean-up exercise	Municipal Wide	x	x	x	x		400,000.00				√	MEHU	ASMA
122	Organize quarterly Sanitation Education/Sensitization	Municipal Wide	x	x	x	x		140,000.00				√	MEHU	CA
123	Procure sanitary tools, equipment and materials	Kyebe	x	x	x	x		118,948.43				√	MEHU	CA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
124	Arrest and detain stray animals	Municipal Wide	x	x	x	x		100,000.00				√	MEHU	ASMA
125	Desilting of drains	Municipal Wide	x	x	x	x		200,000.00				√	MEHU	Urban Feeder Roads
Objective: Improve waste management in all communities by 2029														
Programme: Water, Environmental Health and Sanitation														
126	Evacuate old landfill site	Municipal Wide	x	x	x	x		370,000.00				√	MEHU	CA
127	Procure and distribute 10 No. refuse containers	Municipal Wide	x	x	x	x		370,000.00				√	MEHU	CA
128	Support Sanitation Improvement Package	Municipal Wide	x	x	x	x		523,250.00				√	MEHU	CA
129	Fumigate public places and densely populated areas	Municipal Wide	x	x	x	x		418,600.00				√	MEHU	CA
Objective: Ensure open defecation free communities by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
130	Implement Community Led Total Sanitation (CLTS) activities (promote construction of household latrines)	Municipal Wide	x	x	x	x		130,000.00				√	MEHU	CA
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029														
Programme: Water, Environmental Health and Sanitation														
131	Conduct monitoring of economic and social activities to control water, noise and air pollution	Municipal Wide	x	x	x	x		155,000.00				√	MPCU	CA
Objective: Increase potable water coverage to 95% by 2029														
Programme: Water, Environmental Health and Sanitation														
132	Construct 15No. mechanized boreholes	Municipal Wide	x	x	x	x		1,998,000.00			√		Works	MPCU, AMs
133	Construct 10No. Boreholes with hand pump	Municipal Wide	x	x	x	x		749,950.00			√		Works	MPCU, AMs

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
134	Repair 15 broken-down boreholes	Municipal Wide	x	x	x	x		646,000.00			√		Works	MPCU, AMs
135	Form and strengthen Community Water Management Committees	Municipal Wide	x	x	x	x			40000.00			√	Works	MPCU, AMs
Objective: Increase coverage of social protection programme for children by 50% by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
136	Settle at least 20 Child Maintenance Cases at Family Tribunal	Municipal Wide	x	x	x	x	6,000.00	2000.00	6000.00			√	DSWCD	MA
137	Conduct Social Enquiry on at least 15 children in conflict with the law so as to provide needed interventions	Municipal Wide	x	x	x	x	5,000.00	2000.00	15000.00			√	DSWCD	MA
Objective: Reduce gender discriminatory sociocultural practices in all communities by the end of 2029														
Programme: Vulnerability, Social and Child Protection														
138	Organize at least one public education on gender-based violence	Municipal Wide	x	x	x	x	7,034.97	5000.00				√	DSWCD	MA
139	Organize quarterly home and household visits to sensitize women on home management, childcare development and child protection	Municipal Wide	x	x	x	x	5,000.00	4000.00				√	DSWCD	MA
Objective: Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029														
Programme: Vulnerability, Social and Child Protection														
140	Provide financial support and start-up kits for 30 PWDs	Municipal Wide	x	x	x	x		489,159.68				√	DSWCD	MA
141	Collaborate with Abuakwa South Pensioners Association to provide medical support for Pensioners and the aged	Municipal Wide	x	x	x	x		100,000.00				√	DSWCD	MA
142	Collaborate with Christian Council	Municipal	x	x	x	x		6,000.00				√	DSWCD	MA

S/ N	Project	Location	Time Frame				COST				Project Status		Implementing Dept.	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	On going	Lead	Collab.
	to celebrate Senior Citizens Day	Wide												
143	Provide temporary shelter homes for vulnerable and aged persons	Kyebe	x	x	x	x		120,000.00				√	DSWCD	MA
Objective: Reduce youth unemployment by 35% annually from 2026 to 2029														
Programme: Youth and Sports Development														
144	Provide Support for Youth and Sports Development	Kyebe						20,000.00		1,000,000.00			Youth Authority	GES
Objective: Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to enhance knowledge exchange and joint development initiatives.														
Programme: Sister Cities Relations														
145	Collaborate with UN Habitat, SSCHH & other sister cities to exchange knowledge and build capacity to develop municipality	Nationwide	x	x	x	x			50000.00	150,000.00		√	Smart SDG Cities MIC	Sister Cities

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

To ensure effective tracking of progress and to facilitate timely adjustments for the smooth implementation of the District Medium-Term Development Plan (DMTDP), this chapter presents a comprehensive Monitoring and Evaluation (M&E) matrix. The matrix outlines various indicators linked to specific activities under each objective. Additionally, the chapter includes a stakeholder analysis to identify and categorize key actors who can be engaged in the monitoring and evaluation process. It also discusses the approaches for conducting evaluations, including Participatory Monitoring and Evaluation (PM&E), and concludes with strategies for Knowledge Management and Learning.

7.1 Stakeholder Analysis

The implementation of the District Medium-Term Development Plan (DMTDP) impacts a wide range of stakeholders, including individuals, community groups, institutions, and organizations. To ensure that the social and institutional benefits of programmes and projects are maximized while minimizing potential negative impacts, it is essential to conduct a thorough stakeholder analysis.

As part of the District Monitoring and Evaluation Plan (DM&EP), this analysis assesses the objectives, strategies, and allocation of resources in relation to the interests, roles, and responsibilities of key stakeholders. It helps identify how each stakeholder group is affected by, or can contribute to, the implementation process.

Table 7.1 presents a stakeholder matrix that outlines the level and mode of stakeholder involvement in M&E activities within the district, ensuring inclusive participation and accountability throughout the development cycle.

Table 7.1: M & E Stakeholders and their roles/responsibilities

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
1	Assembly members and Zonal Councils	Primary	• Policy formulation. • Implementers/Advisors. • Supervision and monitoring of projects. • Users	• Data collection. • Monitoring /verification visits. • Dialogue. • Holding review meetings. • Link between DA and communities. • Dissemination of information.
2	Heads of Departments	Primary	• Implementation of policies. • Offer technical advice. • Co-ordination of programmers and activities. • Supervision and monitoring of projects.	• Meeting workshops. • Data collection and analysis. • Reporting. • Provision of logistics.
3	Civil Society Organizations (CSOs)	Secondary	• Influence policy. • Demand transparency and accountability. • Implementation of projects. • Monitoring of programmes and projects. • Collaborate/co-operate with DA's programmes and activities. • Users	• Dialogue, review meetings. • Monitoring of projects and policies. • Dissemination of information.
4	Traditional Authorities	Primary	• Advise on traditional and customary rights. • Promote traditional norms and values to enrich the socialization process needed for development. • Influence policy. • Implementation of projects. • Monitoring of programmes and	• Data collection /validation of data. • Courtesy call on chiefs. • Dialogue. • Validation visits. • Projection site meetings.

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
			projects.	
5	Faith Based Organizations	Secondary	• Demand transparency and accountability. • Influence policy.	• Dialogue. • Validation visits
6	Governance and Constitutional institutions	Secondary	• Create platform for public accountability. • Provide education, information to and training of stakeholders. • Advocate for gender sensitive programmes and projects.	• Holding meetings. • Organization of workshops. • Data collection.
7	Development Partners (DPs)	Secondary	• Provision of financial, technical and logistical support. • Auditing of programmes and projects. • Preparation and signing of MOUs. • Validation visits and monitoring.	• Holding review meeting. □ Dialogue/ discussions. • Analyzing reports and giving feedback. • Verification visits.
8	Community/ Opinion Leaders	Primary	• Demand transparency and accountability. • Demand quality of work/services. • Influence policy. • Monitoring of programmes and projects.	• Data collection. • Dissemination of information.
9	Utility Service Providers	Secondary	• Ensuring public access to utility services (Water, electricity & telecommunication). • Implementers of programmes and projects. • Users	• Holding of meetings and discussions. • Submission of proposals. • Data collection.
10	Media	Secondary	• Dissemination of information. • Create public awareness. • Provide platform for public education. • Serve as watchdog.	• Dialogue. • Interviews. • Dissemination of information.

S/N	Stakeholders	Classification	Needs/Interests/Responsibilities	Involvement in M & E Activities
11	Political Parties	Secondary	• Demand transparency and accountability. • Influence policy.	• Dialogue/discussions. • Dissemination of information.
12	Regional Planning Coordinating Unit (RPCU)	Primary	• Co-ordination and monitoring of programmes, projects and activities. • Offer technical and advisory service. • Capacity building.	• Validation visits. • Review meetings. • Reporting.
13	Ministries, Departments and Agencies (MDAs)	Secondary	• Offer technical advice. • Policy direction and implementation. • Monitoring and evaluation of programmes, projects and activities.	• Validation visits. • Review meetings. • Reporting.
14	Member of Parliament (MP)	Primary	• Policy formulation. • Financing of programmes and projects. • Monitoring of programmes and projects.	• Project site meeting. • Seminars. • Reporting and dissemination of M& E reports.
15	Local Government Service Secretariat	Primary	• Technical services. • Capacity building.	• Seminars and meetings. • Reporting and dissemination of M & E reports.
16	District Assemblies' Common Fund (DACF) Secretariat	Primary	• Technical advice. • Management of funds. • Monitoring of projects.	• Meetings. • Reporting.
17	Consultants	Secondary	• Technical services. • Monitoring and evaluation of projects.	• Meetings. • Reporting.

Source: ASMA MPCU, 2025

Table 7. 2: Stakeholder Analysis and Management

High	KEEP SATISFIED • Political Parties • Development Partners (DPs) • DACF Secretariat	MANAGE CLOSELY • Assembly members • Zonal Councils • Heads of Departments • Civil Society Organizations (CSOs) • Traditional Authorities • Faith Based Organizations • Regional Planning Coordinating Unit • Member of Parliament
	MONITOR • Community/Opinion Leaders • Media	KEEP INFORMED • Utility Service Providers • Ministries, Departments & Agencies
Low	Low Impact High	

Source: ASMA MPCU, 2025

7.2 Monitoring Matrix

The monitoring matrix presents inputs, outputs, outcomes and impacts indicators that will measure achievement of each objective in the Medium-Term Plan. It is a summary of the overall M & E Plan and shows the linkage of the MTDP to the Development dimensions of the Agenda for Jobs Policy. The monitoring matrix is shown in Table 7.2

Table 7. 3: Monitoring Matrix

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Goal: Strengthen local governance by improving sub-district administration, service delivery, security, and decentralized planning										
Objective: Increase effective sub-district structures from one to five by the end of 2029										
Programme: Sub-Structure Improvement Programme										
No. of sub-districts that are fully operational	Sub-districts are duly constituted, have action plans, trained, provided with logistics and accommodated in furnished office. Sub-districts meet at least 3 times a year and have ceded revenue	Outcome	1	2	1	1		Location	Annually	Zonal Councils Administrators
No. of mandatory meetings organized for Assembly members	Measures extent of adherence to statutory requirements	Output	3	3	3	3	3		Quarterly	Central Administration
Objective: Ensure that 90% of all departments meet established service standards by the end of 2029										
Programme: Capacity Building and Productivity Improvement Programme										
Proportion of staff appraised	No. of staff appraised expressed as a percentage of total staff of the Assembly	Outcome	90	100	100	100	100	location	Biannually	HR Manager
Proportion of Trained on requisite skills and local	Not of staff trained on requisite skills and local government service protocols expressed a percentage of total staff	Output	72%	80%	85%	90%	95%		Quarterly	HR Manager

Indicators	Indicator Definition		Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
					2026	2027	2028	2029			
Government protocols											
Objective: Establish and operationalize community engagement platforms in all communities leading to at least 70% citizen participation in public engagements											
Programme: Governance, Accountability and Public Safety Improvement Programme											
No. of public engagement activities organized annually	Measure community participation through public education, community wide meeting, public hearings and MCE’s visits to communities		Output	15	16	18	20	22		Quarterly	Areas Councils, Central Administration
Proportion of communities educated on Assembly’s Policies	Measures the extent to which communities are educated on Assembly’s activities through community meetings and public education		Output	70%	80%	90%	100%	100%		Monthly	Information Department, NCCE, MPCU, Etc
Objective: Improve infrastructure for security services by renovating or constructing at least 3 operational facilities in identified priority areas by the end of 2029											
Governance, Accountability and Public Safety Improvement Programme											
Police Citizen Ratio	No. of police officers per population of municipality		Outcome	1:1199	1:1000	1:800	1:800	1:800		Annually	GPS
Reported cases of Crime		Rape	Outcome	3	0	0	0	0	Gender	Annually	DOVSSU
		Defilement		19	0	0	0	0			
		Murder		5	0	0	0	0			
		Domestic		40	0	0	0	0			

Indicators	Indicator Definition		Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
					2026	2027	2028	2029			
		Violence									
Objective: Achieve at least 95% execution of approved annual budgets by the end of 2029											
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme											
Percentage of Annual Action Plan Implemented	Number of activities implemented expressed as a percentage of total activities implemented		Outcome	91.4	95%	95%	95%	95%		Annually	MPCU
Goal: Build a diversified, transformed and a prosperous economy through job creation, modernized agriculture, SME support, value addition, and tourism development.											
Objective: Increase IGF of the MMDA by 60% by the end of 2029											
Programme: Financial Management Programme											
Percentage change in IGF	The difference of the current and previous year's IGF expressed as a percentage of the previous year's IGF		Outcome	25.4	15	15	15	15		IGF Revenue Heads	Budget Unit Finance Dept.
Objective: Increase the proportion of unemployed youth in entrepreneurial skills from 15% to 75% by the end of 2029 to enhance self-employment and business creation opportunities.											
Programme: Local Economic Development											
Percentage change in trained youth employed	Count of youth you are employed with the skills acquired expressed as a percentage of unemployed youth trained		Output	17	32%	47%	62	77%	Sex	Annually	BAC Dept. of Agric

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of businesses established and registered	No. of businesses established by trained unemployed youth expressed as a percentage of total businesses established annually	Outcome	5%	15%	20%	25%	35%	Type of Business	Quarterly	BAC Dept. of Agric
Objective: Increase farmer access to subsidized inputs from 32% to 70% by the end of 2029										
Programme: Local Economic Development Programme										
Proportion of farmers with improved crop yield	No. of farmers with improved annual yield expressed as a percentage of no. of farmers who benefit from subsidized inputs	Outcome	32%	40%	50%	60%	70%	Sex Crop type	Quarterly	Dept. of Agric
Objective: Reduce postharvest losses by 30% among farmers by the end of 2029										
Programme: Agriculture Modernization and Post Harvest Management Programme										
Proportion of Farmers adopting post-harvest loss technology	No. of farmers adopting post harvest technology expressed as a percentage of exposed to post-harvest lost technology	Outcome	15%	20%	25%	35%	50%	Sex Crop type	Annually	Dept. of Agric
Objective: Increase extension service coverage by 100% access by the end of 2029										
Programme: Agriculture Modernization and Post Harvest Management Programme										
Percentage Change in extension coverage	No. of farmers with access to extension service expressed as a percentage of the total number of farmers	Outcome	20%	80%	100%	-	-	-	Annually	Dept. of Agric

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective: Reclaim at least 150 hectares of degraded mining sites each year through ecological restoration and land rehabilitation measures by 2029										
Programme: Agriculture Modernization and Post Harvest Management Programme										
Proportion of arable land under cultivation	Measures the percentage of farm land that has been cultivated	Outcome	91%	91%	70%	95%	85%	Type	Annually	Dept. Of Agric
Objective: Improve infrastructure at 2 key tourist sites by the end of 2029 to enhance visitor experience and promote local tourism development.										
Programme: Local Economic Development Programme										
No. of tourist sites that are functional and operational	Count of tourist site with improved infrastructure such access road, washrooms, rest area etc	Outcome	1	1	-	-	1	Type	Annually	BAC, Planning Unit MPCU
Objective: Improve nature of road from 60% to 90% by the end of 2029										
Programme: Transport Infrastructure and Safety Management Programme										
Proportion of hard-to-reach communities with improved road infrastructure	Number of hard-to-reach communities for with improved road infrastructure expressed as a percentage of hard-to-reach communities	Outcome	30%	60%	80%	90%	-	Type of Road	Annually	Urban Roads Dept. Feeder Roads Dept.
Percentage of road network in good	Measure effectiveness in the transport infrastructure through resurfacing of feeder roads,	Outcome	89%	91	93	95	97	Type of Road	Annually	Urban Roads Dept. Feeder

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
condition	construction of town roads etc									Roads Dept.
Goal: Create safe and liveable communities through better infrastructure, spatial efficient and functional human settlement, sustainable resource use, and climate resilience Objective: Reduce forest degradation in protected areas by 50% by the end of 2029 Programme: Climate Change and Environmental Sustainability Programme										
Change in Hectares of Deforested Forest afforested	Difference between hectares afforested forest of previous year and current year expressed as a percentage of total afforested forest of previous year	Outcome	6%	10%	10%	10%	10%	Location	Annually	Forestry Dept
Objective: Improve spatial development in 5 urban communities by the end of 2029 Programme: Spatial Development Programme										
Proportion of communities with local plans	No. of communities with functional local plans expressed a percentage of total number of communities in the municipality	Outcome	8%	15%	30%	50%	65%	Type of communities	Annually	SPC
Proportion of Urban Communities with Functional Street Names	No. of communities with communities with installed street signage and street database expressed as a percentage of total urban communities	Outcome	60%	75%	90%	100%	-		Annually	SPC
Objective: Improve drainage systems in flood-prone areas by the end of 2029 Programme: Climate Change and Environmental Sustainability Programme										
Reduction in	Reduction in number of	Outcome	4	3	2	1	0		Annually	Urban

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
number of communities affected by flooding	communities affected by flooding as a result of improvement in drainage system in the community									Roads Feeder Roads SPC
Objective: Increase electricity coverage to 100% by the end of 2029										
Programme: Transport Infrastructure and Safety Management Programme										
Percentage of communities covered by electricity	Count of communities in the district connected to the national grid	Outcome	96%	98	99	100	0	Type of community	Annually	ECG
Objective: Strengthen capacity of Assembly to address climate change and variability by the end of 2029										
Programme: Climate Change and Environmental Sustainability Programme										
Proportion of communities that are informed and practicing climate friendly activities	Number of communities that have adopted climate smart activities in their day-to-day activities expressed as percentage total communities sensitized	Impact	35%	45%	60%	75%	90%	Type of Community	Annually	NADMO SPC
Objective: Reduce human induced recurrent disasters by 50% and improve response coordination by the end of 2029.										
Programme: Climate Change and Environmental Sustainability Programme										
No. communities affected by		Outcome	4	1	1	1	0			Fire Service

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
domestic fire										
No of government institutions structures with fire certification										Fire Service
Goal: Develop human capital by enhancing education, healthcare, youth empowerment, and support for vulnerable groups.										
Objective: Reduce geographical disparities in access to quality education by 60% annually										
Programme: Education Improvement Programme										
Proportion of communities that cover less 5km to access basic schools	Count of communities that access basic education in 5km expressed a percentage of total no. of communities	Outcome	80%	85%	90%	95%		Level	Annually	GES Works Dept
Objective: Improve BECE performance from 64 to 84% in 2025										
Programme: Education Improvement Programme										
BECE Pass rate	Count of final exams takers (girls and boys) who passed a particular exam over a total count of final exam takers in that same exam expressed as a percentage	Impact	64	70%	75%	80%		Level	Annually	GES
Objective: Increase enrolment by 20% at all levels by the end of the planned period										
Programme: Education Improvement Programme										

Indicators	Indicator Definition		Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
					2026	2027	2028	2029			
Net enrolment Ratio	The number of boys and girls of the school age of a particular level of education that are enrolled in that level of education, expressed as a percentage of the total population in that age group	Level	Outcome						Level	Annually	GED
		KG		64.3%	69.3%	74.3	79.3	84.5			
		Prim.		81.8%	84%	88%	92%	96%			
		JHS		62.1%	67.1%	72.1%	79.1%	82.2%			
Objective: Reduce healthcare disparities by 2029 through the construction or upgrade of 8 facilities											
Programme: Health Improvement Programme											
Proportion of health facilities that are functional	Measures the number of health facilities that are registered and in operation for purposes of providing health care services to the general public expressed as a percentage of completed	Type	Outcome						Type	Annually	ASMA GHS
		CHPS		60	80	90	100				
		Health Cener		80		90	100				
		Hospital		100							
Number of unstructured CHPS			Outcome	0	3	5	6		Location	Annually	ASMA GHS

Indicators	Indicator Definition		Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
					2026	2027	2028	2029			
structured											
Proportion of CHPS Zones with Functional CHPS Compound	No. CHPS zones with functional CHPS Compound expressed as percentage of total Number of CGPS Zone		Outcome	75%	80%	85%	90%	100%	Type	Annually	ASMA GHS
Doctor -Patient Ratio	Number registered doctors available per population		Outcome	1:9325	1:7847	1: 6346	1: 6873	1:6484	Type	Annually	ASMA GHS
Proportion of population with valid NHIS card	The population with valid NHIS card		Outcome	70.1	75	80	85	90	Gender Age Cohort	Annually	NHIS
Objective: To reduce HIV infection by 50% by the end of 2025											
Programme: Health Improvement Programme											
HIV prevalence	No. of persons who tested positive to HIV expressed as percentage of total number of persons tested for HIV during the year		Outcome	0.29%	0	0.1	0.05	0	Sex Age	Annually	MAC
Objective: Reduce Malaria prevalence by 50%											
Programme: Health Improvement Programme											

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Malaria case fatality (Institutional) ²	Total malaria deaths expressed as a percentage of malaria Cases in health facilities	Outcome	0.59	0	0	0	0	Age Sex	Annually	GHS
Proportion of confirmed malaria cases recorded in OPD attendance	Number of confirmed malaria cases expressed as a percentage of Total OPD attendance recorded annually	Outcome	26.8	23%	20%	17%	15%	Age Sex	Annually	GHS
Objective: Increase coverage of social protection programme for children by 50% by the end of 2028										
Programme Vulnerability, Social and Child Protection Programme										
Proportion of child maintenance cases addressed	No. of child maintenance cases addressed expressed as a percentage of reported child maintenance cases	Outcome	75	80	95	100	100	Age Sex	Annually	CD&SW
Proportion of case workers trained in child protection and family welfare	No. of case workers trained in child protection expressed a percentage of case workers	Output	100	100	100	100	100	Age Sex	Annually	CD&SW
Proportion of violence cases benefitting from	No. of reported violence cases benefitting from social welfare cases expressed as percentage of	Outcome	50	100	100	100	100	Age Sex	Annually	CD&SW

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
social welfare/social services	reported violent cases.									
Number of children reached by social work/social services	Count of children that have been reached by social welfare services		82	120	180	240	300	Sex	Annually	CD&SW
Number of people reached with child protection and SGBV information			257	500	1000	1500	2000	Sex Age	Quarterly	CD&SW
Immunization coverage	Number of under 5 children immunized expressed as percentage of total population of under 5 children	Output	89.43%	100%	100%	100%	100%	Sex	Annually	GHS
Objective: Reduce gender discriminatory sociocultural practices in all communities by the end of 2029										
Programme: Vulnerability, Social and Child Protection Programme										
No. of women/ girls engaged in skills training	Number	Outcome	52							BAC CD&SW

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective: Increase beneficiaries of socio-economic incentives by 30% annually from 2026 to 2029										
Programme: Vulnerability, Social and Child Protection Programme										
No of beneficiaries of the LEAP programme	Measure the number of poor households benefiting from the LEAP programme	Output	338	372	406	439	-	-	Annually	CD&SW
Objective: Enhance sanitation practices in all communities by 2029										
Programme: Water, Environmental Health and Sanitation Programme										
No. of food vendors screeded	Count of food vendors screened and certified annually	Output	3160	3500	3650	3700	3750	3800	Annually	MEHU
Proportion of sanitation bye-law defaulters prosecuted	No. of sanitation bye-law offenders prosecuted expressed as percentage of total defaulters	Outcome	0	100	100	100	100	100	Quarterly	MEHU
Objective: Ensure open defecation free communities by the end of 2029										
Programme: Water, Environmental Health and Sanitation Programme										
No. of communities with ODF	No. communities with ODF Certification	Outcome	0	2	7	12	17	23	Quarterly	MEHU
Proportion of population with access to improved	Population using improved sanitation facilities that are not shared with other households Expressed as a percentage of	Outcome	46	51	56%	65%	75%		Annually	MEHU

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
sanitation services	total District population. Improved sanitation facilities									
Objective: Improve waste management in 90% of the communities by 2029										
Programme: Water, Environmental Health and Sanitation Programme										
No. of refuse dumps evacuated and levelled	Count of refuse dumps that have been levelled	Output	2	5	5	5	5	5	Annually	MEHU
Objective: Increase potable water coverage to 95% by 2029										
Programme: Water, Environmental Health and Sanitation Programme										
Proportion of population with access to basic drinking water sources	Proportion of population with access to basic drinking water sources expressed as percentage	Outcome	88%	90%	92%	94%	95%		Annually	2024
Objective: Reduce youth unemployment by 35% annually from 2026 to 2029										
Programme Youth and Sports Development Programme										
Proportion of unemployed youth employed	No. of employed youth expressed as a percentage of unemployed youth employed	Outcome	10%	5%	10%	5%	5%	Gender	Annually	YEA, YES, DSD, MPCU, BAC
Goal: Inadequate collaborations with counterpart cities and counties beyond national borders										
Objective: Establish and operationalize at least 2 formal collaboration agreements with counterpart cities beyond national borders by the end of 2029 to										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
enhance knowledge exchange and joint development initiatives.										
Programme: Sister Cities Relations Programme										
No. of Sister Cities Partnership signed	Count of sister city partnership agreements signed	Outcome	0	1	-	-	1	International and local	Annually	Smart Cities Desk

Source: ASMA MPCU, 2025

7.3 Development Evaluation

Development evaluation refers to the systematic analysis of observations made during the monitoring of a development project to assess its impact and performance. It involves drawing conclusions regarding the extent to which the project's goals and objectives have been achieved. This process includes periodic assessment and review of the relevance, effectiveness, efficiency, and impact of activities in light of their stated objectives.

The Municipal Planning and Coordinating Unit (MPCU) will undertake three main types of development evaluations:

1. **Ex-ante Evaluation:** Conducted prior to the implementation of a development programme or project, ex-ante evaluations assess the feasibility and relevance of proposed goals and objectives. This includes:
 - Preparation of project concept notes
 - Application of the Urban Resilience Checklist for urban-based projects
 - Application of environmental and social safeguard measures
2. **Mid-term/Interim Evaluation:** Carried out at various intervals during project implementation, mid-term evaluations provide insights into the progress, challenges, and opportunities for course correction to improve effectiveness.
3. **Ex-Poste/Terminal Evaluation:** This type of evaluation is conducted after the completion of a programme or project to assess its overall outcomes, impact, and sustainability

7.3.1 Objectives of Development Evaluation

Across all evaluation stages, the objectives include:

- Assessing the value and effectiveness of ongoing programmes
- Evaluating the relevance and usefulness of new programmes and initiatives
- Enhancing the efficiency of project management and implementation
- Fulfilling accountability obligations to funders, sponsors, and beneficiaries

7.3.2 Key Stakeholders in Evaluation

Evaluation activities will involve a wide range of stakeholders to ensure inclusiveness and objectivity. These include, but are not limited to:

- Internal evaluators: community leaders, residents, and local beneficiaries
- External evaluators: Municipal Assembly staff, heads of decentralised departments, development partners, and consultants
- Project beneficiaries: individuals and groups directly impacted by the interventions

7.3.3 Purpose and Strategic Focus of Evaluation at Different Stages

The Evaluation will be expected to serve different purposes and call for different strategies at various stages in the life of development programmes/projects.

Specifically:

- During the planning stage: Evaluation identifies priority needs and assesses the severity of development challenges to guide the design of effective interventions.
- During implementation: Evaluation focuses on tracking performance, measuring how well programmes are delivering the intended benefits and services to target populations, and assessing immediate outcomes and impacts.
- For accountability and decision-making: Evaluation supports decisions on whether to continue, scale up, modify, or terminate interventions. It includes cost-benefit and cost-effectiveness analyses, and comparisons with alternative approaches.

7.3.4 Additional Evaluation and Research Activities by MPCU

In line with its broader mandate, the MPCU will also prioritize or commission strategic studies to support evidence-based decision-making. These may include:

- District poverty profiling and mapping
- Beneficiary assessments
- Social infrastructure audits of development projects
- Strategic and impact evaluations
- Thematic evaluation studies focused on specific sectors or issues

7.4 Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) promotes the active engagement of programme and project beneficiaries in the monitoring and evaluation process. By directly involving community members, stakeholders gain a deeper understanding of programme progress, strengths, and areas for improvement. This participatory approach fosters a sense of ownership, accountability, and empowerment, ultimately increasing the effectiveness and sustainability of development interventions.

Through their participation, beneficiaries are not only informed about the progress of projects but also become agents of change in their communities, contributing to improved outcomes and ensuring that programmes have a lasting, positive impact on their lives.

7.4.1 PM&E Implementation by the MPCU

To institutionalize PM&E in the Abuakwa South Municipality, the Municipal Planning and Coordinating Unit (MPCU) will ensure the following key steps are followed:

1. Collaborative Planning

- Engage community representatives in planning the M&E process.
- Jointly agree on the goals, objectives, and expected outputs of the M&E exercise.
- Decide collaboratively on the methodologies to be used and the stakeholders to be involved.
- Identify and mobilise relevant participants in a timely manner.
- Set clear timelines for the M&E activities (start and completion dates).
- Define how collected information will be used and shared.

2. Shared Resource Mobilisation

- Involve community representatives in mobilising necessary resources such as funds, materials, and logistical support for M&E activities.

3. Joint Tool Development and Data Collection

- Co-develop data collection tools with community members.
- Involve local participants in field data collection, site inspections, and information validation.

4. Inclusive Analysis and Reporting

- Engage participants in the analysis of findings and preparation of reports.
- Share M&E reports widely with community stakeholders.
- Facilitate joint decision-making on necessary follow-up actions based on findings.

7.4.2 Promoting PM&E in the Municipality

To deepen participatory monitoring and evaluation, the MPCU will:

- Identify and map all key NGOs, CBOs, and CSOs operating within the municipality and build strong collaborative partnerships with them to support a common development agenda.
- Acknowledge the capacity constraints at the community level and organise workshops aimed at building the skills of community members, local organisations, and other stakeholders in PM&E practices.
- Engage capable NGOs and CBOs to support the delivery of training and capacity-building sessions focused on PM&E methodologies and tools.

7.4.3 Key PM&E Tools to be Promoted

To ensure participatory and inclusive evaluation of social interventions, the following tools will be used:

- Citizen Report Cards
- Community Score Cards
- Focus Group Discussions (FGDs)
- Participatory Expenditure Tracking Surveys (PETS)

These tools will enable communities to voice concerns, assess service delivery, and actively contribute to shaping future interventions. Results from these participatory exercises will be systematically integrated into the District Monitoring and Evaluation (M&E) Reports to inform planning and decision-making.

7.5 Knowledge Management and Learning

Knowledge Management and Learning (KML) has become critical in the context of sustainability and continuous improvement. It refers to the systematic process of collecting,

organizing, sharing, and using knowledge to improve decision-making, enhance performance, and promote continuous learning within institutions, programmes, and communities. The MPCU will play a critical role in ensuring that experiences, lessons, innovations and data are effectively utilized to improve policy and project outcomes.

7.5.1 Key Objectives of Knowledge Management and Learning

1. Capture and Document Lessons Learned
2. Facilitate Evidence-Based Decision-Making
3. Promote Organizational Learning
4. Enhance Collaboration and Knowledge Sharing
5. Improve Accountability and Transparency

7.5.2 Knowledge Management and Learning Framework

A Knowledge Management and Learning (KML) Framework provides a structured approach for generating, capturing, sharing, and applying knowledge to enhance decision-making, improve performance, and promote innovation in development planning and implementation. It ensures that institutional memory, lessons learned, best practices, and data-driven insights are systematically documented and utilized.

Table 7.4: Knowledge management and Learning Framework

Strategy	Specific Action	Tools and Approaches
Establish Communities of Practice (CoPs) within the Assembly	To promote collaboration, learning, and knowledge sharing among employees working on similar tasks, or projects.	After Action Reviews (AAR),
Establish Knowledge Repositories (digital or physical)	to store M&E reports, strategic plans, research findings, etc.	Digital Dashboards and M&E Systems
Set up Learning Platforms	Such as reflection meetings, peer reviews, and learning exchanges.	Peer-to-Peer Learning Exchanges
Develop systems for capturing, documenting, and sharing lessons learned	From past projects and initiatives to avoid repeating mistakes, improve decision-making, and enhance performance. This includes conducting post-project reviews, and knowledge exchange sessions.	Learning Logs, Case Study Development (Story telling)
Engage Stakeholders	Through participatory learning reviews, community storytelling, and citizen feedback systems.	Most Significant Change Technique (taking lessons from persons most affected by the project)
Build Capacity	Of staff, stakeholders, and communities in knowledge documentation, analysis, and use	Peer-to-Peer Learning Exchanges, Training and Workshops, exhibitions etc

Source: ASMA MPCU, 2025

7.5.3 Knowledge Mapping Matrix

Knowledge Mapping Matrix (presented in Annex 1) was used to identify, organize, and assess the critical knowledge assets within the Assembly. It was used to determine existing knowledge, where it resides, who uses it, and how it flows. The main objectives of the matrix were to:

- Identify key knowledge domains and gaps.
- Understand the flow of knowledge across departments.
- Ensure critical knowledge is accessible and not siloed.
- Support onboarding, staff transition, and institutional memory.
- Enable targeted knowledge sharing and learning interventions.

7.5.4 Competency Matrix for Learning

Competency Matrix for Learning (presented in Annex 2) was developed and applied to assess and strengthen the capabilities required for effective learning and knowledge sharing. The matrix identified key competencies across various roles and corresponding training programmes and evaluation criteria to support capacity building, performance evaluation, and staff development. Its main objectives were to:

- Identify and map the learning and knowledge management skills required for different roles
- Assess existing capacities and highlight skill gaps
- Guide the design of targeted training and capacity-building interventions
- Promote a culture of continuous learning, reflection, and effective knowledge use

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

To ensure that all stakeholders are actively involved in the implementation, monitoring, evaluation, and review of the District Medium-Term Development Plan (DMTDP), this chapter outlines a range of communication and dissemination strategies. These strategies aim to enhance transparency, promote inclusive participation, and strengthen public accountability throughout the plan's lifecycle. The chapter also highlights the use of modern communication tools such as infographics, promotional videos, social media platforms, and community information boards to facilitate wider awareness and understanding of the DMTDP.

In developing these strategies, key reference materials such as the District's Popular Participation Manual and relevant legal frameworks including the Local Governance Act, 2016 (Act 936) were consulted to ensure compliance with national standards and best practices in participatory governance.

8.1 Objective

The overall goal for communication is to ensure transparency, accountability and citizen ownership of the plan through effective communication. Specifically, the Communication Strategy is intended to:

- Obtain support for the implementation, monitoring and evaluation of the DMTDP 2026-2029;
- Raise public awareness of the DMTDP and its implementation processes;
- Facilitate continuous dialogue between the Assembly and stakeholders;
- Create channels for stakeholder feedback to improve responsiveness and accountability.

8.2 Targeted Audience

It is important that key stakeholders or audience who can affect and or be affected by the implementation of the Medium-Term Development Plan District are carefully identified in order to determine the most effective way of communicating with them. The audience are categorized into internal and external audience.

Internal Audience	External Audience
• The General Assembly • Women, youth, farmers and other community organizations • Religious bodies • Traditional Authorities • Decentralized Departments • Trade groups and Businesses	• NGO's, CBOs, CSOs • Development Partners • Prospective Investors • Donor Agencies • MLGRD, RCC, NDPC etc Security Agencies • Pressure Groups and Political Parties • Media

Source: ASMA MPCU, 2025

8.3 Channels of Communication

Information technology equips the Assembly with a wide array of tools to enhance stakeholder engagement and communication. Platforms such as email, mobile phones, websites, Facebook, and other social media channels offer accessible and timely avenues for sharing information and gathering feedback.

To effectively communicate the implementation of the Medium-Term Development Plan (MTDP), the Assembly will leverage these digital tools in accordance with Section 42(a) of the Local Governance Act, 2016 (Act 936). This approach aims to promote inclusive participation, transparency, and accountability throughout the planning and implementation process.

- Town hall meetings;
- Information Van
- Group meetings

- One-on-one meetings
- Budget preparation and validation fora
- Notice boards
- Flyers
- Use of Media
- Community announcement centres
- Visits to development project sites

8.4 Formulating Communication Strategy

The framework for communication and dissemination strategy shall include the following:

- i. Creation of awareness:
 - a. Through announcements, discussions and broadcast in the local news media (including local FM stations such as Susubribi and Radio 1) on the DMTDP, Annual Progress Reports, etc.
 - b. On the roles and expectations of the stakeholders in the implementation of the District programmes to improve their living conditions
- ii. Arrangements for dissemination of the quarterly and annual progress reports
- iii. Organization of meetings with stakeholders who must then take messages back to their constituencies. This will include the General Assembly meetings, Sub-committee meetings, Townhall meetings etc.
- iv. Holding workshops and community meetings at central locations
- v. Use of social media such as WhatsApp and Facebook as well as ASMA Website
- vi. Strengthening of Client Service Unit to act as an interface between the Assembly and the general public in respect of complains and feedbacks
- vii. Use of interactive radio discussions to create awareness on interventions in the Plan, their performance and seek feedback from the general public

Table 8.1: Communication Activity Matrix

Communication Channel	Target Audience	Purpose	Method/Tools	Output Indicators	Timeframe	Responsibilities
Public forum/Town hall meetings	Community members including women, PWDs, Traditional Authorities, CSOs, development partners, Opinion Leaders etc	Create awareness and assess performance on the DMTDP and Budget	Community durbars, Use of Sign Language Interpreters, use of PFM Template	No. of Townhall Meetings organized	Quarterly	Media Group, MPCU, MCC
Sensitization and consultations	Zonal Council Members, Organized Groups including Federation of the Disabled, CSOs, FBOs	Update and collect data on implementation of the DMTDP and Budget	Meetings and workshops	No. of Sensitization and Consultation Meeting Organized	Annually	MPCU
General Assembly and Sub-Committee Meetings	Assembly members, Zonal Council Members, HODs, CSOs	1.Get them to appreciate and make inputs into the DMTDP & Budget 2.Update them on the status of implementation of the DMTDP	MCE's address, PPT presentations by MPO, Discussions on DMTDP progress	No. of General Assembly and Sub-Committee Meetings Organized	Quarterly	MCE/MCD/MPO, MBA
Information sharing through electronic media	Internal and external stakeholders	Share information on the implementation of the DMTDP & Budget	- Assembly Website - ASMA Facebook page, - Radio Discussions - Notice Board	No. of updates on DMTDP implementation shared	Weekly and quarterly	MIS/MCC/CSU/ HODs/MPCU
Submission of progress reports	1. NDPC 2. RPCU 3. MLGRD 4. OHLGS 5. DPs	Reporting on DMTDP implementation and M&E activities	Delivery of hard & soft reports through the RPCU	4No. of Quarter progress reports and 1No Annual progress Report submitted	End of: April, July, October & January and on demand	MCD/MPO/MPCU
Organize Annual Planning	Decentralized and Non Decentralize Departments, Quasi	To discuss plan implementation	Action Plan reviews, discussions	No. of Planning Sessions organized	July and September	MCD/MPO/MPCU

Communication Channel	Target Audience	Purpose	Method/Tools	Output Indicators	Timeframe	Responsibilities
Sessions	Government Agencies, Media, etc					
Dissemination of Mid and Annual Progress monitoring report	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, media and Development Partners	Share and discuss report of mid-year and annual reviews with stakeholders	Power Point Presentations through infographics, pictures, promotional videos, etc Question and answer session etc	No of Dissemination programmes organized	July and February	MCD/MPO/MPCU, ISD
Community Radio Discussions including the community information centers	Community Members, community members, market women etc	To reach out to community members	Radio discussions, call in etc	No. of Radio Discussions organized	Annually	ISD, MPCU
Participation Festivals/Durbars/Religious Events	Assembly members and Zonal Council members, Heads of Departments/Organizations, Non-Governmental, Civil Society & Community Based Organizations (NGOs/CSOs/CBOs), media, traditional authorities, religious groups, and Development Partners	To update citizens on the progress of implementation of the DMTDP	Speeches	Number of Durbars organized	Annually	ISD, CA,

Communication Channel	Target Audience	Purpose	Method/Tools	Output Indicators	Timeframe	Responsibilities
Facilitate MCEs visit to communities	Community members, traditional authorities, Assembly members, farmers etc	To update citizens on the progress of implementation of the DMTDP	Public Education, Pictures, Question and answer session etc	Number of communities visited	Annually	CA, MPCU, ISD
Organize Participatory Monitoring and Evaluation	Community members, traditional authorities, Assembly members, farmers etc	Involve community members in project monitoring and evaluation	Sites visit, focused group discussions etc	No. of Monitoring Organized	Annually	MPCU
Dissemination of Annual Action Plan and composite budget	Departments. Assembly members, RCC and etc	Keep Stakeholders informed on annual action plans and budgets	Through Emails, hard copies of plans etc	No. of Action Plan disseminated	Annually	MPCU

Source: ASMA MPCU, 2025

ANNEX 1

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ANNEX 2

KNOWLEDGE MAPPING MATRIX & COMPETENCY MAPPING MATRIX FOR LEARNING

Competency Matrix for Learning

Competency	Training Programme	Evaluation Criteria	Learning Objectives
Communication (Oral, Written & Electronic)	Report on Writing Skills Workshop	Peer Feedback	Improve Oral & Written Presentation Skills
Organization and Management	Performance Management System Training	360-Degree Feedback	Address underperformance and achieve strategic objectives.
Innovation And Strategic Thinking	Training on Core Strategic Thinking	Performance Assessment	Improve leverage points in complex systems.
Leadership And Decision-Making	Leadership Development Programme	360-Degree Feedback	Develop Team Management Skills.
Organizational Development and Improvement	Training workshop on Customer Satisfaction & Quality Service Delivery	Performance Assessment	To enhance the quality-of-service delivery.
Job Knowledge And Technical Skills	Local Government Protocols	Performance Assessment	Improve Service Delivery
Developing And Managing Budgets	Training on the preparation of the Composite Budget	Performance Assessment	Enhance the preparation of the Composite Budget
Ability To Develop Self, Staff And Other Stakeholders	Training on Emotional Intelligence & Resilience	360-Degree Feedback	Improve Self-Awareness

Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Project Management	Aaron Addo Yirenkyi	Project Management Training	New Tools Needed
Data Analysis	Samuel Bannerman	Data Reports, Software	Advanced Methods
Legal Aspect of Human Resource Management	Samuel Danquah	Chartered Human Resource Management Practitioner	Advanced Level in Recruitment & Compensation
Communication Skills	Isaac Ayamga	Report & Minute Writing Training	Advanced Level
Public Procurement	Kwabena Eli Avusoglo	Training in the Public Procurement Act	CIPS
Public Health	Reuben Kennedy Atepre	Field Epidemiologist	Advanced Level
Public Financial Management	Gabriel Inkoom	Chartered Accountant	Advanced Level knowledge in Risk-based Auditing
Public Financial Management	Harry Ofori	Chartered Accountant	Advanced Level knowledge in Risk-based Auditing
Project Management	Charles Arkoh	Project Management Training	Civil Engineering
Financial & Compliance Auditing	Irene Gbekor	Foundational Auditing Training	Advanced Level
Environmental Safeguard and Safety	Nana Yaw Korsah Botchey	Environmental Safeguard	New Tools needed

ANNEX 3

PUBLIC HEARING REPORT

INTRODUCTION

In accordance with Legislative Instrument (L.I.) 2232 – National Development Planning Regulations, the District Planning Authority is mandated to organize a public hearing on the draft District Development Plan. The regulation further requires that such hearings be open to all citizens within the district to ensure broad-based participation. In compliance with this provision, the Abuakwa South Municipal Planning Coordinating Unit organized its second public hearing to present and discuss the draft Medium-Term Development Plan (2026–2029) with stakeholders and the general public.

A. Medium of invitations

- Public announcements were made through **community information centres, churches, and mosques** to raise awareness and extend an open invitation to the general public to attend the hearing.
- Formal **invitation letters** were sent to specific individuals and stakeholder groups, including **Assembly Members, Heads of Departments, Traditional Authorities, trade associations**, and other key community actors.

B. Identifiable Representations at hearing

The public hearing saw active participation from a wide range of stakeholders and interest groups, including the following:

- Traditional Authorities (Chiefs)
- Government Departments and Agencies
- Political Parties
- Economic Groups, including Farmer-Based Organizations
- Faith-Based Organizations, such as the Local Council of Churches
- Social Groups, notably the Ghana Federation of Persons with Disabilities

- Trade Associations, including market women from Kyebi, Asafo, Asiakwa and Apedwa
- Non-Governmental Organizations, such as Arocha Ghana, Advocates for Community Alternatives (ACA)
- Elected Representatives, including Assembly Members, Unit Committee Members, and Chairpersons of Area Councils
- Security Services, including the Ghana Police Service and Ghana National Fire Service
- Financial Institutions, such as Mumuadu Rural Bank
- Media Outlets

C. Total Number of Persons at hearing

A total of **186 stakeholders** participated in the public hearing, with **84 females**, representing **45.2%** of the attendees.

D. Languages Used during the Hearing

The primary language used for presentations and discussions was **Twi**, which is widely spoken and understood by the majority of participants. **English** was used occasionally to clarify technical terms or concepts that were difficult to convey in Twi.

E. Major Issues at Public Hearing (in order of importance):

The following issues were identified:

- The need to address the increase in the degradation of the environment
- Completion of Projects initiated by GETFUND and DACF
- Completion and usage of the Modern Community Market Center at Kyebi
- Delay in the completion of Storm Drain at Kyebi
- Broken-down boreholes scattered around several communities
- Uncompleted roads across the municipality especially the Kyebi to Apapam road and the Maase to Asafo Road
- Several uncompleted classroom block projects at Addonkwanta
- CHPS compounds without accommodation facilities

- Stalled projects

F. Main controversies and major areas of complaints

Participants made the following complaints:

- Poor street lighting within communities
- Increasing problem of stray animals
- Frequent late-night noise making by motor riders, especially under-aged children, in and around Kyebi
- Refuse containers at Kyebi Zongo overflowing its limits

G. Proposals for the resolution of the above complaints

In order to ensure a satisfactory resolution of the various complaints, the following proposals were made:

- To address the issue of poor street lighting, the Municipal Works Engineer indicated that the Assembly will liaise with Assembly members to ensure regular checks and maintenance are carried out to make sure streetlights remain functional and effective. The Municipal Works Engineer further entreated residents to liaise with their respective Assembly members to identify areas that need improved lighting and work towards the strategic placement of lights when provided to ensure safety and security.
- On the issue of Stray Animals, the Municipal Environmental Officer indicated that there was an ongoing discussion on the matter and a team of Taskforce will commence an exercise to arrest stray animals soon. Also, there was the need for all communities to have its Pen to host stray animals before the Municipal Environmental Officers come in.
- Regarding noise making by motor riders, especially under-aged children, the Hon. Municipal Chief Executive indicated that the police will be out to check licenses and registration of drivers and vehicles respectively. Arrangements will be made with the police for the possible setting-up of checkpoints in the night to resolve the late night

motor riding and its attendant noise-making. He indicated that operating a motor vehicle as an under-age is considered child labour and as such any vehicle found with underage drivers will be apprehended.

- On the issue of refuse containers at Kyebi Zongo overflowing its limits, the Municipal Environmental Officer clarified that a proper waste management practice which combines the community's involvement is under consideration. Among the resolutions under consideration include regular emptying of containers, proper waste disposal and management practices, and enforcement of regulations on waste.

H. Unresolved questions or queries

There were no unresolved questions and queries during the hearing. All questions were answered to the satisfaction of all the participants.

General Level of Participation

The Presiding Member, in line with participatory planning principles and national planning regulations, made every effort to ensure that all participants at the public hearing—including women, youth, and individuals from excluded, disadvantaged, and marginalized groups—had the opportunity to express their views in a respectful and inclusive environment.

Following the presentation of the **Draft Medium-Term Development Plan (2026–2029)** by the Municipal Planning Coordinating Unit (MPCU), a robust **Question-and-Answer session** was held. During this interactive segment, both male and female participants actively engaged the MPCU, raising concerns, seeking clarifications, and providing feedback on issues of relevance to their communities and interest groups.

At the conclusion of the discussions, the participants—comprising members of the **Municipal Planning Authority**—formally **adopted the Draft Medium-Term Development Plan** as the official development policy document of the **Abuakwa South Municipal Assembly** for the 2026–2029 planning period. This endorsement reflects broad stakeholder support and reaffirms the participatory and inclusive nature of the planning process.

Ascent to Acceptance of Public Hearing Report

Name	Designation	Signature	Date
Hon. Nana Adu Sarpong Addo-Aikins	MCE		30/07/2025
Abdul-Rahman Salam	MCD		30/07/2025
	PM		
Hon. Emmanuel Asante Appiah	Chair, Planning Sub- Committee		30/7/2025
Aaron Addo Yirenkyi	MPO		30/07/2025

Note: As at 30th July 2025, Abuakwa South Municipal Assembly did not have a Presiding Member. Hon. Benard Amoako-Atta who was the Presiding Member and Assembly Member for Asafo electoral area had resigned.

ABUAKWA SOUTH MUNICIPAL ASSEMBLY

In case of reply, the number and date of this letter should be quoted

Banker: GCB Bank LTD

Our ref No: **ASMA-01/20/01/9**
Your ref No:



P. O Box Ky50
Kyebi
Tel: **0545151836/0207807997**
abuakwasouth@gmail.com
GPS: **EE-0003-2431**

14th July, 2025

INVITATION TO PUBLIC HEARING TO ADOPT 2026-2029 DISTRICT MEDIUM-TERM DEVELOPMENT PLAN

In fulfillment of the provisions of Legislative Instrument (L.I.) 2232, the Municipal Planning Coordinating Unit (MPCU) has prepared a Draft District Medium-Term Development Plan (DMTDP) for the period 2026–2029.

You are hereby invited to participate in a public hearing to discuss and adopt the Draft Plan. The meeting will also serve as a platform for stakeholders to make valuable contributions and inputs towards finalizing the Plan.

Date: Wednesday, 30th July 2025

Venue: Secondary Cities Auditorium, Kyebi

Time: 10:00am

Agenda:

1. Presentation of the Draft 2026–2029 DMTDP
2. Stakeholder Discussions and Feedback
3. Adoption of the Plan
4. Any Other Matters

Your presence and active participation in this important exercise is highly anticipated, as we collectively work towards shaping the future development of the Abuakwa South Municipality. Please find attached a copy of the abridged Medium-Term Development Plan for your review.

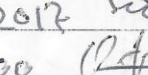
Thank you.


**For: MUNICIPAL CHIEF EXECUTIVE
(ABDUL-RAHMAN SALAM)
MUNICIPAL CO-ORD. DIRECTOR**

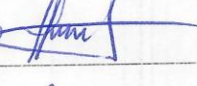
ABUAKWA SOUTH MUNICIPAL ASSEMBLY
MEDIUM-TERM DEVELOPMENT PLAN (2026-2029)

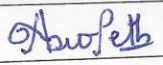
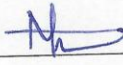
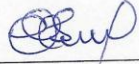
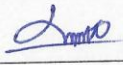
ATTENDANCE SHEET

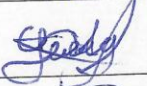
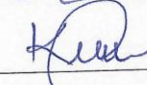
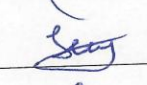
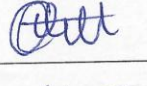
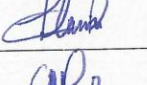
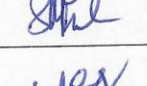
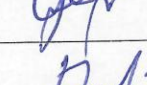
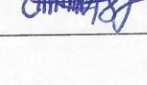
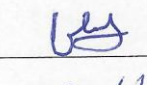
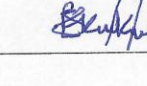
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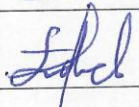
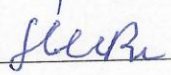
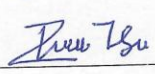
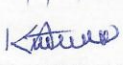
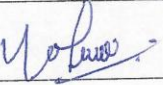
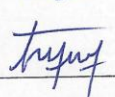
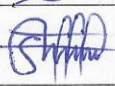
NO	NAME	DESIGNATION	TEL. NO.	SIGN.
1	HON. ADU ALBERT	Abakpa	0243339306	
2	Hon. Jacob Appiah	Beki So	0547823930	
3	Hon. Philip Ayeh	Adankwa	0244451419	
4	Hon. Cynthia Danso	Petroase	0247891903	
5	Hon. Samuel B. Boateng	Apapam	0248255402	
6	Hon. Solomon Bumbo	Apedras	0242109205	
7	Hon. Felix Kofi Yeboah	Subinso	0200375454	
8	Hon. Collins Akonna	Odumase	0555758465	
9	HON. NICHOLAS DWUSU	NKROMSO	0543421528	
10	Hon. Eusebius K. Agye	Amanpoma	0243755275	
11	Hon. Baskye Davies	Asialume	0246414077	
12	Hon. Oti Thomas	Kibi	0560813111	
13	Hon. Grace Ayanda	Buanso	059795566	
14	Hon. Emmanuel K. Agye	Adankwa	0243671784	
15	Hon. Gideon Ofori	Asilom	0243962012	
16	Hon. William Osei	Maase	0275814788	
17	Hon. S. B. Kwabeng	Akroko	0248295601	

	NAME	DESIGNATION	TEL. NO.	SIGN.
	on Emmanuel Asante	Asst. Comm. Supr Elected Member	0243372117	
	Stella Ampiah	M.D.O.A	020840255	
20	Rendek K. Akye	M.H.O	0247686042	
21	Eli K. Agyepong	M.P.O	0243344670	
22	Samuel N. Bonnuman	M.I.S	0245452706	
23	Samuel Dangueh	H.R.M	0543787787	
24	Ann Abo Yindgi	M.P.O	0244983029	
25	Joseph Teye	Gov. App.	0243129639	
26	Osmanu Alhassan	Gov. App.	0249543666	
27	Ampomah Samuel	Gov. App.	0246660112	
28	Deku Baac	Gov. App.	0242041379	
29	James Nantey	Gov. App.	024221442	
30	Jones Agbenyadzie	GOVT. APPT.	0542644460	
31	Hon Seth Apou	Govt APPT	0245739116	
32	HON. DOITCHER STEPHEN	Govt AP	0245785411	
33	Hon. Ayeshu Laboinjo	Gov't App.	0246413072	
34	Hon. Benjamin A Boateng	Kwasi Komp	0552745185	
35	Hon Mariam Sinna	Govt App	0244520482	
36	Eric Awaatey	CHRAJ	0541290972	
37	Hon Ake Mawfo	Elected	0244892481	

	NAME	DESIGNATION	TEL. NO.	SIGN.
	Hon. Opare Joseph	Pemo	0548687898	
	Albert K. Nank	MURF	0249591810	
40	Hon Robertson	Achievement	0596807741	
41	Prince Atebe	ATY / Enegbe	0598034391	
42	Adbo Ernest Anderson	Seagymase	024940232	
43	OKUNE OLIVER Omuwe	MEO	0243245910	
44	Asante Francis	S.E.O	0516641190	
45	Agyemang P. Dooch	MBA	024360790	
46	Charles Arkoh	HOW	0244597909	
47	Eic Lanki	Media	0242267092	
48	Jonathan T. Dabie	SWCD	0244138802	
49	Jerome Agwu	MPPD	0244225310	
50	Isaac Agyemang	DD	0244955953	
51	Emmanuel Ofoye	MFO	020511202	
52	AIKINS OFORI	NADMO	0558067125	
53	PAUL AGYEMANG	M-FRE	024205007	
54	Michael Anwe	RAE	0847290987	
55	Felix Ametshor	P.A. & P.	0242885267	
56	Irene Gdekor	ag. MIA	024013079	
57	Benjamin Kraning Asante	Gov't Appointee	0247972267	

NAME	DESIGNATION	TEL. NO.	SIGNATURE
Kofi Akuoko	ASIakwa	0554298936	
JONATHAN OSEI	Asiakwa	0547562987	
Daniel K. Amoah	Asiakwa	0247425544	
Patrick Gyimah	Asiakwa	0242162004	
Ohenewaa Evelyn	Asikam	0542940383	
KWAO DESMOND	ASIakwa	0541358623	
Martina Frimpongmaa	Asiakwa	0240054063	
Samel Obeng	Asikam	0556766451	
Danso Benjamin	Asikam	0248446301	
Nyamabey Nelson	Asikam	0244967989	
Janet Darkoa	Potroase	0540136850	
Koranteng Isaac Kyame	Potroase	0547590203	
Stella Animaa	Potroase	-	
Owusu Ansah	Potroase	0240920921	
Sampson Obari	Potroase	05493550228	
Asante Margaret	Kibi	0242983067	
James Otihere	Kibi	0243061725	
Amoah Kani Ezra	Kibi	0247110983	
Julius Sampang	Kyebi	0246421316	
Paulina Kankam Twum Barimah	Kyebi	0593010702	

NAME	DESIGNATION	TEL. NO.	SIGNATURE
George Teskper	Boateh	0240330324	
Tettey Enoch	Boateh	0544915189	
Rockson Awoley	Boateh	0550390913	
Samuel Tettey	Adjapomaa	0558757373	
DICKSON ADDO	ADJEPOMAA	0247904882	
S. O. Pedsah	Adjapomaa	0542269116	
Emmanuel Tetish	Adjapomaa	0256770212	
William Logbo	Kibi Newtown	0246952282	
Apedo Abraham	Adjapomaa	0540596630	
William Obeng	Obopex Konyia	0246106506	
John Kwame Yeboah	Obopex Konyia	0245785050	
John Nark	Abesim Yeboah	0243290552	
Seth Asare	Abesim Yeboah	0545577840	
ADDU EMMANUEL SEKYI	ABESIM YEBDAH	0249767616	
Kor Kor Sophia	Abesim Yeboah	0243990690	
Esther Anukuben	Abesim Yeboah	0542344825	EA
John Tei Mensah	Bomponso No. 2	0246888682	
Kofi Eric	Bomponso No. 2	024517769	
Christians Tomeley	Bomponso No. 2	0200777542	
Tetteh Enoch	Bomponso No. 2	0269382236	
Akweley Dons	Bomponso No. 2	-	

NAME	DESIGNATION	TEL. NO.	SIGNATURE
Dorothy Amankwaa	Addonkwana	0545536366	
Eddie Donkor Junior	Addonkwana	0241295928	
Flora Popenae	"	0559243420	
Emmanuel Asare Danso	"	0242732692	
AGYEI DORA OHENEWA	"	0548252912	
Frank Lasbi	Pechi	0557378868	
ALICE KWABENA	PECHI	0545237017	
Abdul Canine Iddrisu	Ajima	0540589986	
Afoman Elizabeth	"	0544259272	
Ansah Emmanuel	Akwemamena	0549415481	
NKrumah Isaac	"	0546213036	
Ahorli Thomas	Apapam	05407309382	
Yaw Kwarkye Morte	Apapam	0553804970	
NANA TRYYM GYAMERAH	APAPAM	053478848	
Henry Ofori K. Sarpong	✓	0241413899	
S.K. Ansah	✓	—	
Stephen - Damoe	Afiesu	0552180128	
William Ansah Lasbi	Afiesu	0244581827	
Seth Joseph Wempeh	"	0240145075	
Abelingo Stephen	"	0257900289	
Grace Ofovu	"	0240547171	

NAME	DESIGNATION	TEL. NO.	SIGNATURE
ERIC TETIEY	ASAFO	0538020470	E.Tetiey
Ebenezer Olosu	"	0247566997	E.Olosu
Adu Joseph	Asifo	0550805245	A.Joseph
K.O Darko	Asifo	0247420620	K.O.Darko
Frimpong Enak	Asifo	0244942668	F.Enak
OTI BRIGHT YEBDAH	MAASE	0241415372	O.B.Yebdah
KWABENA M. KAGBEDZI	"	0556046098	K.M.Kagbedzi
Charity A. Ntiamaah	Maase	0546726866	C.A.Ntiamaah
Anoyaw Agnes	"	0245535309	A.Agnes
ISSAKAH FUSEINI	"	0545657638	I.Fuseini
F.K Amenyire	Pgyase	054885364	F.K.Amenyire
David Kwasi Dakli	An Kaase	0558743147	D.Kwasi Dakli
Mintah Daniel	Kwasi Komfo	0546212522	M.Daniel
Esther Jettell	Kwasi Komfo	0596069973	E.Jettell
Samuel Offei	✓	0546642563	S.Offei
Anice Brumack	Kwasi Komfo	0551144466	A.Brumack

ANNEX 4

SUSTAINABILITY MATRIX

Sustainability Test

Sub-Structure Improvement Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
EFFECTS ON NATURAL RESOURCES						
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS						
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed	(0)	1	2	3	4 5
Gender: Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5

EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Capacity Building and Productivity Improvement Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5

Sanitation: Programme should improve sanitation.	Number of people to be employed	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Governance, Accountability and Public Safety Improvement Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural	Minimum flows/	(0) 1 2 3 4 5

character.	water levels to be set	
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Co-ordination, Monitoring, Evaluation and Learning Programme		

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 

Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		(0) 1 2 3 4 5
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Financial Management Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5

Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Local Economic Development Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like	Report from the meteorological	(0) 1 2 3 4 5

chlortoluron carbons should be avoided and minimized.	services	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Agriculture Modernization and Post Harvest Management Programme		

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5

Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Spatial Development Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5

Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Climate Change and Environmental Sustainability Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like	Report from the meteorological	(0) 1 2 3 4 5

chlortoluron carbons should be avoided and minimized.	services	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Education Improvement Programme		

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5

Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Health improvement Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5

Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Vulnerability, Social and Child Protection Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like	Report from the meteorological	(0) 1 2 3 4 5

chlortoluron carbons should be avoided and minimized.	services	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Water, Environmental Health and Sanitation Programme		

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5

Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Youth and Sports Development Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5

Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5
Sister Cities Relations Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Wildlife: Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 4 5
Degraded Land: and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 3 4 5
Pollution: discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 3 4 5
Rivers and Water Bodies: should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 4 5
Climate Change: the release of harmful substances like	Report from the meteorological	(0) 1 2 3 4 5

chlortoluron carbons should be avoided and minimized.	services	
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		
Health and Well-being: the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 4 5
Job Creation: the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 4 5
Sanitation: Programme should improve sanitation.	Number of people to be employed.	(0) 1 2 3 4 5
Gender: Programme should empower women.	Level of participation proposed.	(0) 1 2 3 4 5
Access to Transport: Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Vulnerability and Risk: Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Participation: active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 5
Access to water: Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		
Growth: the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 5
Use of local materials and services: Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 5
Local retention of capital: should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Human Rights		(0) 1 2 3 4 5
Access to information		(0) 1 2 3 4 5